



Implementation of Public Services at The Semembang Village Office, Karimun Regency, In 2026

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Abstract

This study examines the implementation of public services in Semembang Village, Karimun Regency, in 2026. The research employed a descriptive qualitative approach. Data were collected through observation, in-depth interviews, and documentation. The research informants consisted of the Village Head, the Head of the Service Section, and members of the Semembang Village community, with a total of 13 informants. Data were analyzed using the stages of data reduction, data display, and conclusion drawing. The findings indicate that the implementation of public services in Semembang Village has generally been carried out quite well based on the five dimensions of service quality, namely reliability, responsiveness, assurance, empathy, and tangibles. Village officials have provided services in accordance with established procedures, demonstrated friendliness and politeness, and made efforts to respond to the needs of the community effectively. However, several challenges remain, including administrative errors, delays in service delivery under certain conditions, limited service facilities and infrastructure, and accessibility constraints due to the geographical characteristics of Semembang Village as an archipelagic area. Nevertheless, the community generally expressed positive perceptions of the public services they received. The study concludes that the implementation of public services in Semembang Village has been generally satisfactory. However, further improvements are needed in enhancing the competence of village officials, upgrading service facilities, utilizing information technology, and developing service innovations capable of reaching all members of the community. These efforts are expected to improve the effectiveness, efficiency, and overall quality of public service delivery.

Keywords: Administrative Services, Public Service, Service Quality, Semembang Village, Village Government.



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INTRODUCTION

Public service delivery has become a central concern in contemporary governance as governments across the world face increasing demands for transparency, responsiveness, efficiency, and citizen-centered administration. The emergence of digital technologies, the expansion of public participation, and the growing expectation for high-quality government services have transformed public service from a routine administrative function into a strategic instrument for strengthening state legitimacy and public trust. Contemporary public administration literature argues that the effectiveness of public institutions is increasingly evaluated through their ability to provide accessible, equitable, and satisfactory services to citizens rather than merely through regulatory compliance or bureaucratic procedures (Rahmadana et al., 2020; Panjaitan & Perdede, 2021). This transformation has encouraged governments at all administrative levels, including village governments, to adopt service innovations, improve administrative capacity, and strengthen institutional responsiveness in order to meet increasingly complex societal expectations (Sepriano et al., 2023; Hendrayady et al., 2022). Within this context, village offices occupy a particularly important position because they represent the government institutions most directly connected to citizens and serve as the primary interface through which public services are experienced in everyday life (Rudy, 2022).

Previous studies have consistently demonstrated that the quality of public service delivery is influenced by a combination of organizational capacity, bureaucratic behavior, communication effectiveness, service standards, and innovation mechanisms. Research on public service management

indicates that service quality improves when public organizations are capable of integrating citizen needs into service design and implementation processes (Prasodjo, 2020; Kotler & Keller, 2022).

Studies focusing on bureaucratic behavior further reveal that the attitudes, competencies, and communication practices of public officials significantly shape citizen perceptions of service performance and institutional credibility (Ismail Nurdin, 2019). Investigations into village governance similarly suggest that public service quality is closely linked to administrative professionalism, community engagement, and the capacity of village institutions to adapt to changing social demands (Lukman Hakim & Diyanti, 2024). At the same time, research concerning public service innovation demonstrates that organizational learning and technological adaptation contribute to greater efficiency and responsiveness when supported by effective institutional leadership and communication strategies (Prabowo et al., 2022; Pranawukir et al., 2024).

Despite these advances, important conceptual and empirical limitations remain evident within the existing literature. Many studies examine public service quality through generalized indicators without sufficiently considering the unique administrative, geographical, and social characteristics that influence service implementation at the village level. Research concerning service innovation and digital transformation frequently emphasizes technological adoption while paying limited attention to how organizational culture, bureaucratic interaction, and citizen experiences shape actual service outcomes (Marwiyah, 2023; Sepriano et al., 2023). Existing studies also exhibit inconsistencies regarding the factors most responsible for service effectiveness, with some emphasizing institutional capacity while others highlight communication quality, leadership, or citizen satisfaction as dominant determinants. Such variations indicate that the implementation of public services remains highly context-dependent and requires further investigation within specific local governance environments where administrative realities may differ substantially from those assumed in broader theoretical frameworks.

The unresolved issues within the literature become increasingly significant when considered in the context of village governance, where public services constitute one of the most visible manifestations of state presence. Village offices are expected to provide administrative services that are efficient, transparent, and responsive while simultaneously addressing resource limitations, bureaucratic constraints, and rising public expectations. Public service quality has become a critical factor influencing citizen trust because administrative interactions at the village level often shape broader perceptions of government performance and accountability (Winengan, 2021). Contemporary service management perspectives further suggest that citizen satisfaction is influenced not only by service outcomes but also by service processes, including accessibility, reliability, responsiveness, assurance, and empathy (Sulistiyowati, 2018; Tarumingkeng, 2025).

Limited empirical evidence concerning how these dimensions operate within village administrative settings restricts the development of context-sensitive strategies for improving local public services. This study is positioned within the intersection of public administration, public service management, and local governance research by focusing specifically on the implementation of public services at the Semembang Village Office, Karimun Regency, in 2026. Unlike previous studies that primarily examine public service quality through broad organizational indicators or urban administrative contexts, this research seeks to understand how public services are implemented within a village government environment where direct interaction between officials and citizens constitutes the foundation of service delivery.

The study emphasizes the implementation process rather than merely service outcomes, allowing for a more comprehensive examination of organizational practices, bureaucratic behavior, communication patterns, and service quality dimensions. Such a perspective contributes to expanding current knowledge regarding the relationship between local governance capacity and public service performance while addressing the empirical gap concerning village-level administrative implementation. This research aims to analyze the implementation of public services at the Semembang Village Office, Karimun Regency, by examining service procedures, organizational practices, communication processes, and citizen experiences associated with service delivery.

The study seeks to generate a comprehensive understanding of the factors that facilitate and constrain effective public service implementation within a village governance setting. Theoretically, the research is expected to enrich public administration literature by providing a contextual explanation of service implementation dynamics at the local level. Methodologically, the study contributes through

an in-depth qualitative examination of public service practices that may serve as a reference for future studies and policy initiatives aimed at improving village government service performance.

RESEARCH METHODS

This study employed a qualitative research approach with a descriptive case study design to examine the implementation of public services at the Semembang Village Office, Karimun Regency, in 2026. A qualitative approach was selected because it enables an in-depth understanding of public service processes, organizational practices, and the experiences of both service providers and service recipients within their natural setting (Creswell, 2018; Sugiyono, 2023). The study focused on exploring how public services are implemented, how administrative procedures are carried out, and how citizens perceive the quality and effectiveness of services provided by the village government. Data were collected through in-depth interviews, direct observation, and document analysis. Informants were selected using purposive sampling based on their direct involvement in public service activities, including village officials, administrative staff, community leaders, and citizens who had recently accessed village services. Relevant documents such as service standards, administrative records, official reports, and village regulations were also examined to provide a comprehensive understanding of service implementation practices.

The collected data were analyzed using the interactive model of qualitative data analysis developed by Miles, Huberman, and Saldaña (2014), which consists of data condensation, data display, and conclusion drawing or verification. The analysis was conducted continuously throughout the research process to identify patterns, themes, and relationships among the data obtained from different sources. To ensure the credibility and trustworthiness of the findings, data triangulation was applied by comparing information obtained from interviews, observations, and documentary evidence. Member checking was also conducted to confirm the accuracy of the researcher's interpretations and to minimize potential bias in the analysis (Creswell, 2018). Through this analytical framework, the study sought to generate a comprehensive understanding of the factors influencing public service implementation, including organizational capacity, communication practices, service procedures, and citizen satisfaction within the context of village governance.

RESULTS AND DISCUSSION

Service Procedures and Administrative Performance in Public Service Delivery

The findings indicate that public service implementation at the Semembang Village Office is primarily characterized by the application of standardized administrative procedures designed to ensure service consistency and legal certainty. Interviews with village officials revealed that administrative services such as population certificates, domicile letters, and civil registration recommendations are processed according to predetermined service mechanisms. Informants emphasized that procedural clarity has reduced administrative errors and improved service coordination among staff members. The importance of procedural standardization in public service delivery has been widely emphasized in public administration literature as a mechanism for ensuring accountability and service reliability (Hendrayady et al., 2022).

Data collected from community members suggest that the existence of clear service procedures positively influences citizens' perceptions of administrative efficiency. Respondents reported that service requirements are generally communicated through information boards and direct explanations from service officers. This accessibility reduces uncertainty and helps citizens prepare required documents before accessing services. Similar findings have been reported in studies examining the relationship between service transparency and citizen satisfaction in local government institutions (Arini Permatasari, 2020).

Interviews further revealed that administrative performance is influenced by the capacity of village officials to interpret and implement service regulations consistently. Several informants noted that service outcomes often depend on the ability of frontline officers to provide accurate information and procedural guidance. Such observations indicate that procedural quality is inseparable from human resource competence. Previous studies have identified administrative competence as a critical factor affecting service effectiveness within village governments (Munir & Aminullah, 2025).

Field observations demonstrated that administrative activities are increasingly supported by information technology. Village staff utilize digital communication tools and computerized document

processing systems to facilitate service delivery. The integration of technology has reduced document processing time and improved record management practices. Public sector digitalization is frequently associated with greater administrative responsiveness and operational efficiency (Wastuhana & Werdiningsih, 2021).

Several respondents indicated that service completion times are generally predictable, although delays occasionally occur when document verification requires coordination with external agencies. Informants acknowledged that inter-agency dependency remains one of the challenges affecting administrative performance. Such circumstances illustrate that local service quality is influenced not only by internal capacity but also by broader institutional networks. Research on public service management similarly highlights the influence of inter-organizational coordination on service effectiveness (Prasodjo, 2020).

The findings concerning administrative performance are summarized in Table 1. The table presents key dimensions identified through interviews and observations regarding procedural implementation and service delivery. Variations across dimensions provide insight into the strengths and limitations of current practices. The evidence indicates that procedural compliance is generally well maintained within the village office.

Table 1. Administrative Performance in Public Service Delivery

Service Dimension	Observed Condition	Implementation Assessment
Procedural Clarity	High	Effective
Document Verification	Moderate	Adequate
Service Accessibility	Moderate to High	Effective
Processing Time	Moderate	Adequate
Administrative Accuracy	High	Effective

Analysis of Table 1 indicates that procedural clarity and administrative accuracy represent the strongest aspects of service implementation. Citizens generally understood service requirements and reported relatively few procedural obstacles. These findings suggest that service standards have been institutionalized within daily administrative practices. Similar observations have been reported in studies concerning bureaucratic reform and service standardization in local governments (Wibowo & Kertati, 2022).

Interview data also revealed that legal compliance constitutes an important consideration in service implementation. Village officials consistently emphasized adherence to administrative regulations when processing citizen requests. This commitment reflects the principle that public services must operate within legal frameworks that protect citizens' rights and administrative accountability. Public service provision is fundamentally linked to administrative law principles and human rights protection mechanisms (Zuliah & Pulungan, 2020).

Another significant finding concerns the relationship between administrative performance and public trust. Respondents reported higher confidence in village institutions when services were delivered according to clear procedures and within expected timeframes. Trust emerged as a product of both procedural consistency and perceived fairness. Studies on public governance suggest that institutional legitimacy is strengthened when administrative performance aligns with citizen expectations (Fahil, 2019).

Evidence from interviews and observations demonstrates that service implementation at the Semembang Village Office is supported by relatively effective procedural mechanisms and administrative practices. Service quality is enhanced by procedural clarity, administrative competence, and the gradual adoption of digital tools. Challenges associated with coordination and verification processes remain evident but do not substantially undermine overall service delivery performance. Comparable findings have been reported in studies emphasizing the role of administrative capacity and procedural standardization in improving local public services (Rahmadana et al., 2020; Panjaitan & Perdede, 2021).

Responsiveness, Service Ethics, and Citizen Satisfaction in Public Service Delivery

The findings indicate that responsiveness represents one of the most important dimensions influencing public perceptions of service quality at the Semembang Village Office. Interviews with community members revealed that citizens place considerable value on the willingness of service officers to respond quickly to questions, requests, and administrative problems. Informants frequently associated good service with the ability of officers to provide immediate explanations and practical solutions. Responsiveness is widely recognized as a fundamental determinant of service quality because it directly shapes citizens' experiences during service encounters (Kurniasari & Sugiyanto, 2020).

Data collected from village officials suggest that efforts to improve responsiveness have been incorporated into daily service practices. Service officers reported that they are encouraged to prioritize citizen needs and minimize waiting times whenever possible. This orientation reflects a shift from traditional bureaucratic procedures toward more citizen-centered service approaches. Contemporary public administration increasingly emphasizes adaptive and responsive public service models as indicators of institutional effectiveness (Arifin, Solihin, & Murni, 2024).

Interviews further revealed that responsiveness is closely connected to communication quality. Citizens expressed greater satisfaction when officers provided clear explanations regarding administrative requirements and procedural stages. Effective communication reduced misunderstandings and strengthened perceptions of professionalism. Similar findings have been identified in studies examining communication as a critical component of public service quality (Ismail Nurdin, 2019).

Field observations demonstrated that service ethics play a significant role in shaping interactions between citizens and village officials. Officers generally displayed courteous behavior and maintained respectful communication during service delivery processes. Informants frequently cited politeness and attentiveness as important indicators of service quality. Ethical conduct within public administration has been associated with higher levels of institutional credibility and public confidence (Mozin, Baks, & Yusuf, 2025).

Several respondents noted that empathy shown by service personnel contributed positively to their service experiences. Citizens appreciated officers who listened carefully to their concerns and provided assistance beyond minimum procedural requirements. Such interactions fostered perceptions of fairness and human-centered governance. Research concerning service quality dimensions consistently identifies empathy as a key factor influencing user satisfaction (Setiono & Putra, 2025).

The empirical findings regarding responsiveness, ethics, and satisfaction are summarized in Table 2. The table presents the dominant perceptions expressed by informants during interviews and observations. These dimensions collectively influence how citizens evaluate service performance. The findings indicate that interpersonal aspects of service delivery are highly valued by service users.

Table 2. Citizen Perceptions of Service Quality Dimensions

Service Quality Dimension	Observed Condition	Citizen Assessment
Responsiveness	High	Positive
Courtesy and Respect	High	Positive
Communication Clarity	Moderate to High	Positive
Empathy	Moderate	Generally Positive
Complaint Handling	Moderate	Adequate

Analysis of Table 2 indicates that responsiveness and courtesy constitute the strongest dimensions of service quality within the village office. Citizens generally reported positive experiences when interacting directly with service officers. The findings suggest that interpersonal competence significantly contributes to overall service satisfaction. Similar conclusions have been reported in studies linking responsiveness and service quality to citizen trust in public institutions (Baehaqi, 2024).

Interview findings also revealed that complaint handling remains an area requiring further improvement. Several respondents acknowledged that complaints are usually addressed, although resolution processes occasionally require extended coordination and follow-up. Delays in complaint resolution sometimes generate frustration among service users. Public service literature suggests that

effective complaint management is essential for sustaining citizen confidence and organizational legitimacy (Ni Ketut Riani, 2021).

Another notable finding concerns the relationship between service quality and broader community development outcomes. Informants emphasized that satisfactory public services encourage greater public engagement with government programs and administrative processes. Positive service experiences strengthen citizens' willingness to cooperate with village authorities in various development initiatives. Studies examining public service quality have demonstrated its contribution to social welfare and local economic development (Hasibuan, Siagian, & Zein, 2025).

The findings further suggest that responsiveness and service ethics function as complementary elements within effective public service delivery. Officers who combine procedural competence with ethical conduct are more likely to generate positive service experiences. Citizens evaluate services not only on the basis of administrative outcomes but also through the quality of interpersonal interactions. Such observations reinforce arguments that service quality encompasses both technical and relational dimensions (Sulistiyowati, 2018).

Evidence from interviews and observations demonstrates that citizen satisfaction at the Semembang Village Office is strongly influenced by responsiveness, communication quality, empathy, and ethical service behavior. The findings indicate that interpersonal aspects of service delivery play a crucial role in shaping public perceptions of institutional performance. Although complaint handling mechanisms require further strengthening, the overall service environment reflects a commitment to citizen-centered administrative practices. Comparable findings have been reported in studies emphasizing responsiveness, ethics, and citizen satisfaction as critical dimensions of contemporary public service delivery (Kurniasari & Sugiyanto, 2020; Mozin et al., 2025; Arini Permatasari, 2020).

Digital Innovation, Community Participation, and Public Service Accountability

The findings indicate that digital innovation has gradually become an important component of public service implementation at the Semembang Village Office. Interviews with village officials revealed that the use of digital communication platforms has improved the dissemination of service information to residents. Citizens are increasingly able to obtain administrative information without visiting the village office directly. The growing integration of technology into public administration reflects broader trends in bureaucratic modernization and digital governance reform (Sepriano et al., 2023).

Respondents reported that digital communication channels contribute to greater accessibility of public services. Service announcements, administrative requirements, and procedural updates are frequently shared through messaging applications and social media platforms. Informants acknowledged that these channels reduce information asymmetry between government institutions and citizens. Similar findings have been identified in studies examining digital transformation within local government administration (Sholihah, Zubaidi, & Diri, 2020).

Interview data further revealed that technological adaptation remains uneven among different segments of the community. Younger residents generally demonstrated greater familiarity with digital communication tools, while older citizens often preferred direct interaction at the village office. This variation highlights the importance of maintaining both digital and conventional service channels. Research on public service digitalization suggests that inclusive service strategies are necessary to accommodate diverse user capacities (Marwiyah, 2023).

Several village officials emphasized that digital innovation has improved internal administrative coordination. The use of electronic communication has accelerated information exchange among service personnel and facilitated document management processes. Administrative efficiency increased as routine coordination activities became less dependent on physical meetings. Similar benefits have been documented in studies concerning technology-based administrative reform (Wastuhana & Werdiningsih, 2021).

The findings also demonstrate that community participation plays an important role in supporting accountable service delivery. Informants explained that residents frequently provide feedback regarding service quality, procedural issues, and administrative needs. Such interactions enable village authorities to identify service deficiencies and adjust operational practices accordingly. Public participation is widely recognized as an essential element of accountable and responsive governance systems (Zakariya, 2020).

The patterns identified during fieldwork are summarized in Table 3. The table presents key dimensions associated with digital innovation, participation, and accountability in service implementation. These dimensions illustrate the relationship between technological adaptation and citizen engagement. The evidence suggests that accountability is strengthened when innovation and participation operate simultaneously.

Table 3. Digital Innovation and Accountability in Public Service Delivery

Dimension	Observed Condition	Implementation Impact
Digital Communication	Moderate to High	Improved information access
Administrative Coordination	High	Greater operational efficiency
Citizen Feedback Mechanisms	Moderate	Enhanced service evaluation
Community Participation	Moderate	Increased accountability
Transparency of Information	Moderate to High	Stronger public trust

Analysis of Table 3 indicates that administrative coordination represents the strongest outcome associated with digital innovation. The use of communication technologies has improved organizational efficiency and facilitated service management activities. Transparency has also increased because citizens can access service information more easily than in previous years. These developments are consistent with public administration theories emphasizing technology as an enabler of accountable governance (Arifin, Solihin, & Murni, 2024).

Interview findings revealed that citizen feedback functions as an informal monitoring mechanism. Residents who actively communicate service concerns contribute to the identification of administrative weaknesses and procedural bottlenecks. Feedback mechanisms create opportunities for continuous service improvement and institutional learning. Studies concerning public service innovation similarly emphasize the value of citizen input in strengthening organizational performance (Prabowo, Suwanda, & Syafri, 2022).

Another significant finding concerns the relationship between accountability and transparency. Respondents expressed greater confidence in village services when information regarding procedures, requirements, and service timelines was openly communicated. Transparency reduced perceptions of uncertainty and strengthened citizens' understanding of administrative processes. Previous studies suggest that transparency constitutes a foundational element of accountable public service systems (Winengan, 2021).

Field observations demonstrated that accountability is reinforced when village officials actively engage with community members. Informants noted that direct interaction between citizens and service providers facilitates mutual understanding and improves problem-solving capacity. Such engagement contributes to a governance environment characterized by trust and collaborative relationships. Similar observations have been reported in studies examining public service reform and citizen-centered governance approaches (Wibowo & Kertati, 2022).

Evidence from interviews, observations, and document analysis indicates that digital innovation, community participation, and accountability are increasingly interconnected within public service implementation at the Semembang Village Office. Technological adaptation has expanded access to information and improved administrative coordination, while citizen participation has strengthened transparency and service evaluation mechanisms. The findings suggest that effective public service delivery depends not only on procedural performance and responsiveness but also on the capacity of institutions to promote inclusive participation and accountable governance practices. Comparable conclusions have been reported in studies highlighting the strategic importance of innovation, transparency, and citizen engagement in enhancing public service effectiveness (Pranawukir, Sukma, & Suandy, 2024; Zakariya, 2020; Hasibuan, Siagian, & Zein, 2025).

CONCLUSION

The findings of this study demonstrate that the implementation of public services at the Semembang Village Office, Karimun Regency, is characterized by the interaction of administrative performance, service responsiveness, and accountability mechanisms supported by digital innovation. Service implementation has been facilitated by relatively clear procedures, administrative accuracy, and

the gradual utilization of information technology, enabling village officials to provide services in a more efficient and organized manner. The study also reveals that responsiveness, effective communication, empathy, and ethical conduct significantly influence citizens' perceptions of service quality and satisfaction. Positive interactions between service providers and community members contribute to stronger public trust and reinforce the legitimacy of village government institutions in delivering administrative services.

The study further indicates that digital communication, community participation, and transparency play important roles in strengthening accountability and improving service effectiveness. Citizen feedback mechanisms provide opportunities for organizational learning and continuous service improvement, while the use of digital platforms enhances access to information and administrative coordination. Public service quality is shaped not only by procedural compliance and technical competence but also by the ability of village institutions to foster responsive, inclusive, and citizen-oriented governance practices. These findings contribute to the literature on local public administration by providing empirical evidence from a village governance context and highlighting the importance of integrating administrative capacity, service ethics, technological adaptation, and community engagement to achieve sustainable improvements in public service delivery.

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