



## Quality Of Public Services Of Bojonegoro District Government Through A Study Of Compliance Analysis On Public Service Standards, Indonesia

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### ABSTRAK

Selama tahun 2021 sampai dengan tahun 2023 tingkat kepatuhan Pemerintah Kabupaten Bojonegoro dalam penyelenggaraan pelayanan publik selalu mengalami peningkatan dari tahun 2021 sampai dengan tahun 2023. Pada tahun 2021 nilai kepatuhan Kabupaten Bojonegoro sebesar 62,80 (zona kuning), pada tahun 2022 nilai kepatuhan Kabupaten Bojonegoro sebesar 71,21 (zona kuning) terjadi kenaikan nilai yang cukup kecil yaitu sebesar 8,41 sehingga masih berada pada zona kuning. Kabupaten Bojonegoro pada tahun 2023 memperoleh nilai tingkat kepatuhan sebesar 86,80 (zona hijau) terjadi kenaikan nilai sebesar 15,59 dari tahun 2022. Penelitian ini bertujuan untuk menganalisis tingkat kepatuhan standar pelayanan publik dalam meningkatkan kualitas pelayanan kepada masyarakat. Metode penelitian kualitatif dengan pengumpulan data melalui wawancara dan studi dokumen laporan sekretariat daerah dan laporan ombudsman, analisis data meliputi pengumpulan data, kondensasi data, penyajian data, dan penarikan simpulan. Temuan penelitian menunjukkan bahwa tingkat pemenuhan standar pelayanan publik yang tinggi tidak berbanding lurus dengan tingkat kepuasan masyarakat terhadap pelayanan publik Pemerintah Kabupaten Bojonegoro, tingkat kepuasan masyarakat Pemerintah Kabupaten Bojonegoro masih berada pada kategori sedang dan baik dengan nilai rata-rata kepuasan masyarakat tahun 2021 (95,50), 2022 (85,08), 2023 (87,82) masih belum berada pada kategori sangat baik.

### ABSTRACT

During 2021 to 2023, the level of compliance of the Bojonegoro Regency Government in the provision of public services has always increased from 2021 to 2023. In 2021, the fulfillment value of Bojonegoro Regency was 62.80 (yellow zone), in 2022 the fulfillment value of Bojonegoro Regency was 71.21 (yellow zone) there was a fairly small increase in value of 8.41 so that it was still in the yellow zone. Bojonegoro Regency in 2023 obtained a compliance level value of 86.80 (green zone) there was an increase in value of 15.59 from 2022. This study aims to realize the level of fulfillment of public service standards in improving the quality of service to the community. Qualitative research methods with data collection through interviews and document studies of regional secretariat reports and ombudsman reports, data analysis includes data collection, data condensation, data presentation, and conclusions. Research findings show that the level of public satisfaction with the Bojonegoro Regency Government is still in the moderate and good category with the average public satisfaction value in 2021 (95.50), 2022 (85.08), 2023 (87.82) still not in the very good category.

## INTRODUCTION

Quality public service or what is commonly called prime service is the best service that meets service quality standards. Based on Law Number 25 of 2009 concerning public services, service standards are benchmarks used as guidelines for the implementation of services and references for assessing service quality as obligations and promises of service providers to the community in the context of quality, fast, easy, affordable, and measurable services. According to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 15 of 2014 concerning Guidelines for Service Standards, service standard components related to the service delivery process include Requirements, procedures, service periods, costs/tariffs, service products, and complaint handling.

In the public sector, service is said to be excellent if 1) the best service from the government to customers/service users, 2) there are service standards, 3) excellent service if it exceeds the standard or is the same as the standard, if there is no standard, the best service can be provided, service that approaches what is considered standard service and service that is carried out to the maximum (Sedarmayanti, 2009). Meanwhile, Islamy, M Irfan, (2002) mention several principles of excellent service to realize the vision of good governance, namely: 1) *Appropriateness*, 2) *Accessibility*, 3) *Continuity*, 4) *Technicality*, 5) *Profitability*, 6) *Equitability*, 7) *Transparency*, 8) *Accountability*, 9) *Effectiveness* and

*Efficiency.* If a government agency and other institutions are able to implement standards and are innovative in providing services, then it can be said that the government agency and institution have provided good quality services. Law Number 25 of 2009 concerning Public Services is the commitment of the Indonesian Government to improve the quality of public services. In addition, Law Number 23 of 2014 concerning Regional Government is directed to accelerate the realization of community welfare through improving services, empowerment, and community participation, as well as increasing regional competitiveness by paying attention to the principles of democracy, equality, justice, and the uniqueness of a region.

The Ombudsman as a state institution has the authority to supervise the implementation of public services both organized by state and government administrators including those organized by State-Owned Enterprises, Regional-Owned Enterprises, and State-Owned Legal Entities as well as private entities or individuals who are tasked with organizing certain public services, some or all of which are funded from the state revenue and expenditure budget and/or regional revenue and expenditure budget. In accordance with Law of the Republic of Indonesia Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, the Ombudsman also has the task of a) receiving Reports on alleged Maladministration in the implementation of public services; b) conducting substantive examinations of Reports; c) following up on Reports included in the scope of the Ombudsman's authority; d) conducting investigations on its own initiative into alleged Maladministration in the implementation of public services; e) coordinating and cooperating with other state institutions or government institutions as well as community institutions and individuals; f) building networks; g) making efforts to prevent Maladministration in the implementation of public services; and h) carrying out other tasks assigned by law. So that the Ombudsman has the responsibility to maintain the implementation of the quality of public services according to the standards set by the Minister of State Apparatus Empowerment and Bureaucratic Reform which are carried out by state and government administrators.

Based on the Ombudsman's report on compliance assessments in 2021 conducted on 587 entities consisting of Ministries, Institutions and Regional Governments, the entities that received the green zone were 179 (30.49%), the yellow zone was 316 (53.83%) and the red zone was 92 (15.67%). In 2022, conducted on 586 entities consisting of Ministries, Institutions and Regional Governments, the entities that received the green zone were 272 (46.42%), the yellow zone was 250 (42.66%) and the red zone was 64 (10.92%). Meanwhile, in 2023, the number of entities that received the green zone increased to 414 (70.70%), the yellow zone was 133 (22.66%) and the red zone decreased to 39 (6.64%).

## LITERATURE REVIEW

Related research on public services, these studies can be divided into 2 (two) main tendencies. First, studies that analyze Public Service Motivation (PSM) which generally discuss an employee having motivation in providing public services, (Budiyantri et al., 2019; Liu et al., 2023; Walter, 2020; Ward, 2019; Budiyantri et al., 2019). Second, research that looks at the governance of public service organizations in providing public services, (Tuurnas, 2015; Klierova & Kutik, 2017; Negoita, 2018a; Pesti & Randma-Liiv, 2018a). Agile governance is defined as the ability of an organization to respond quickly to unexpected changes in order to meet the demands and needs of an increasingly changing society, (Joiner, 2019). Agile governance is also defined as the ability of an organization to be able to carry out cost efficiencies, as well as increase speed and accuracy in taking advantage of opportunities to carry out innovative and competitive actions, (Mrugalska, 2021; Walter, 2020).

In addition, research in public services has widely used the quality theory approach in public services. (Juriko Abdussamad, 2019; Warsono et al., 2023; Suprastiyo, 2025) In another study, public service research using an innovation approach was written by (Suprastiyo, 2021; Khairul, 2008) The collaborative theory approach to public service was written by (Lindgren et al., 2019). Various approaches have been applied to research public services. The results of these studies are generally not much different, that employee motivation in providing public services is still considered lacking. Organizations also have difficulty controlling opportunistic employee behavior in providing public services. The novelty in this study is the compliance with public service standards in realizing service quality that has an impact on public satisfaction.

## RESEARCH METHODS

This study uses a qualitative approach, which is ontologically characterized by the fact that researchers construct the reality that is seen, epistemologically based on the values and value judgments of researchers who guide and form research conclusions based on reality - sensitivity - consequences of changes and differences in values, which are socially negotiated and recognized as true, and qualitative



research is empirical and scientific. The qualitative approach strategy is used to answer the phenomenon, (Creswell, 2010).

This study is based on primary and secondary data obtained from interviews with informants of the regional secretariat and performance reports of government agencies of the Bojonegoro Regency regional secretariat in 2021, 2022 and 2023 as well as ombudsman reports for 3 (three) years, namely 2021, 2022 and 2023, researchers manage primary and secondary data by comparing data from satisfaction surveys with the levels that occur in public service standards. As data validity, researchers conduct triangulation, namely a data collection technique that combines various existing data sources and from different time intervals. The data analysis used is qualitative data analysis consisting of data collection, data condensation, data presentation, and drawing conclusions, (Miles, 2014).

## RESULTS AND DISCUSSIONS

### Analysis of Compliance with Public Service Standards in Bojonegoro Regency Government

The Indonesian government in improving the quality of governance in addition to through the Ministry of State Apparatus Empowerment and Bureaucratic Reform also through the State Civil Apparatus Commission (KASN) and the Ombudsman. KASN was formed based on Law Number 5 of 2014 concerning the State Civil Apparatus (ASN), as stated in article 28 of the ASN Law, KASN has the following objectives: a) to ensure the realization of the Merit System in ASN policies and Management, b) to create professional, high-performance, prosperous ASN, and function as the glue of the Republic of Indonesia, c) to support the implementation of effective, efficient and open state governance, and free from KKN practices, d) to create neutral ASN employees who do not differentiate between the people served based on ethnicity, religion, race and class, e) to ensure the formation of an ASN profession that is respected by its employees and the community, and f) to create dynamic ASN with a culture of performance achievement.

The Ombudsman as a state institution that has the authority to supervise the implementation of public services both organized by state and government administrators including those organized by State-Owned Enterprises, Regional-Owned Enterprises, and State-Owned Legal Entities as well as private entities or individuals who are tasked with organizing certain public services, some or all of which are funded from the state revenue and expenditure budget and/or regional revenue and expenditure budget. In accordance with Law of the Republic of Indonesia Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, the Ombudsman also has the task of a) receiving Reports on alleged Maladministration in the implementation of public services; b) conducting substantive examinations of Reports; c) following up on Reports that are included in the scope of the Ombudsman's authority; d) conducting investigations on its own initiative into alleged Maladministration in the implementation of public services; e) coordinating and cooperating with other state institutions or government institutions as well as community institutions and individuals; f) building networks; g) making efforts to prevent Maladministration in the implementation of public services; and h) carrying out other tasks assigned by law. So that the Ombudsman has the responsibility to maintain the implementation of the quality of public services according to the standards set by the Minister of State Apparatus Empowerment and Bureaucratic Reform which are carried out by state and government administrators.

Regulation of the Ombudsman of the Republic of Indonesia Number 22 of 2016, regarding the amendment to Regulation of the Ombudsman of the Republic of Indonesia Number 17 of 2015 concerning Assessment of Compliance with Public Service Standards is a regulation aimed at accelerating the improvement of the quality of public services in Indonesia. The Ombudsman has conducted an assessment of compliance with public service standards as part of improving the quality of services to the community carried out in several entities of Ministries, Institutions and Regional Governments which are carried out annually with the assessment results as in the following table:

**Table 1. Number of Entities Based on Zoning in 2021, 2022, 2023**

Compliance Zone	Number of Entities/Year					
	2021	%	2022	%	2023	%
Green	179	30,49	272	46,42	414	70,70
Yellow	316	53,83	250	42,66	133	22,66
Red	92	15,67	64	10,92	39	6,64
Total Entities	587	100	586	100	586	100

Source: Data processed from Ombudsman reports 2021, 2022, 2023

Based on table 1 above, it shows that the compliance assessment in 2023 conducted on 586 entities consisting of Ministries, Institutions and Regional Governments, entities that received the green zone were 414 (70.70%), yellow zones were 133 (22.66%) and red zones were 39 (6.64%). The Ombudsman's report on the compliance assessment in 2022 conducted on 586 entities consisting of Ministries, Institutions and Regional Governments, entities that received the green zone were 272 (46.42%), yellow zones were 250 (42.66%) and red zones were 64 (10.92%). Meanwhile, the Ombudsman's report on the compliance assessment in 2021 conducted on 587 entities consisting of Ministries, Institutions and Regional Governments, entities that received the green zone were 179 (30.49%), yellow zones were 316 (53.83%) and red zones were 92 (15.67%).

The Bojonegoro Regency Government is a Regency that has experienced a fairly good increase in compliance zoning, in 2022 it obtained a yellow zone with a value of 71.21 while in 2023 it was in the green zone with a value of 86.80 with a high quality opinion, but when compared to other regencies in East Java, especially regencies that are geographically adjacent to Bojonegoro Regency, Bojonegoro Regency still gets a low score, as in the following table:

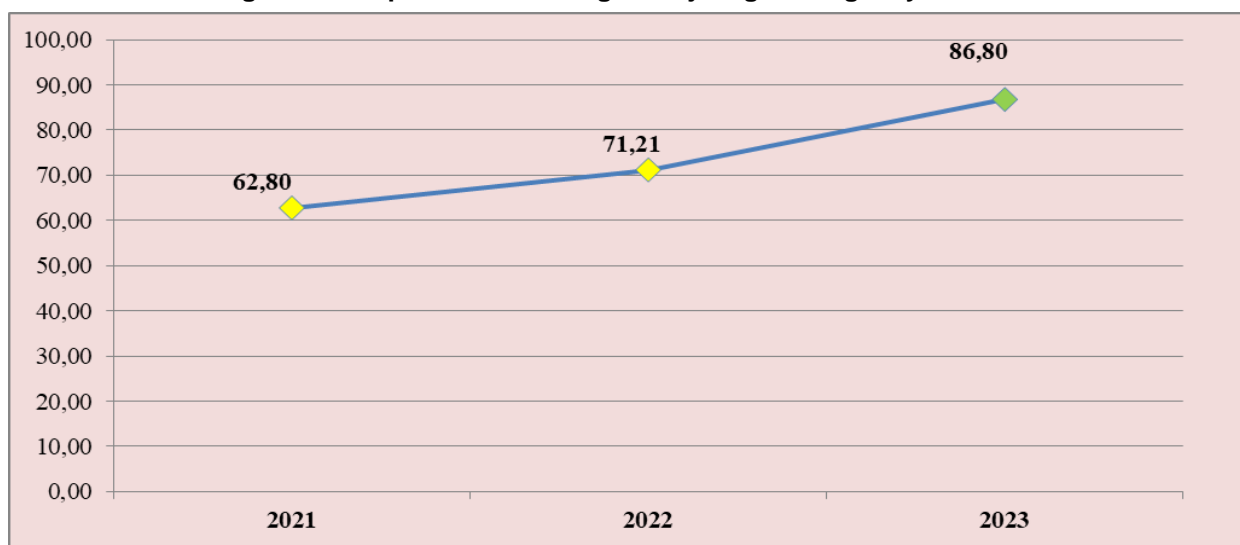
**Table 2. Comparison of District Government Zoning in 2022-2023**

Regency	Compliance Assessment Zoning			
	Year 2022	Mark	Year 2023	Mark
Bojonegoro	Yellow Zone	71,21	Green Zone	86,80
Lamongan	Yellow Zone	76,00	Green Zone	91,20
Ngawi	Green Zone	85,36	Green Zone	90,43
Nganjuk	Yellow Zone	65,67	Green Zone	97,29
Tuban	Green Zone	81,33	Green Zone	97,44
Kediri	Green Zone	84,15	Green Zone	89,61

Source: Data processed from the Ombudsman report for 2022-2023

Based on table 2 above, it can be explained that Bojonegoro Regency in 2022 entered the yellow zone with a value of 71.21 with a moderate quality predicate. In 2023, the value increased to 86.80 so that it entered the green zone with a value of 86.80 with a high quality predicate. Meanwhile, when compared to other regencies around Bojonegoro Regency, such as Lamongan Regency and Nganjuk Regency in 2022 entered the yellow zone with a moderate quality predicate, in 2023 Lamongan Regency and Nganjuk Regency experienced an increase by entering the green zone with the highest quality predicate. Meanwhile, other regencies such as Ngawi, Tuban and Kediri in 2022 have entered the green zone with a high quality predicate and in 2023 the value of Ngawi Regency increased to 90.43 from 85.36. Tuban Regency also experienced an increase to 97.44 from 81.33. Kediri Regency also experienced an increase to 89.61 from 84.15. So that Ngawi, Tuban, and Kediri Regencies in 2023 with the highest quality predicate.

**Figure 1 Comparison of Zoning of Bojonegoro Regency 2021-2023**



Source: Data processed from the Ombudsman report 2021-2023





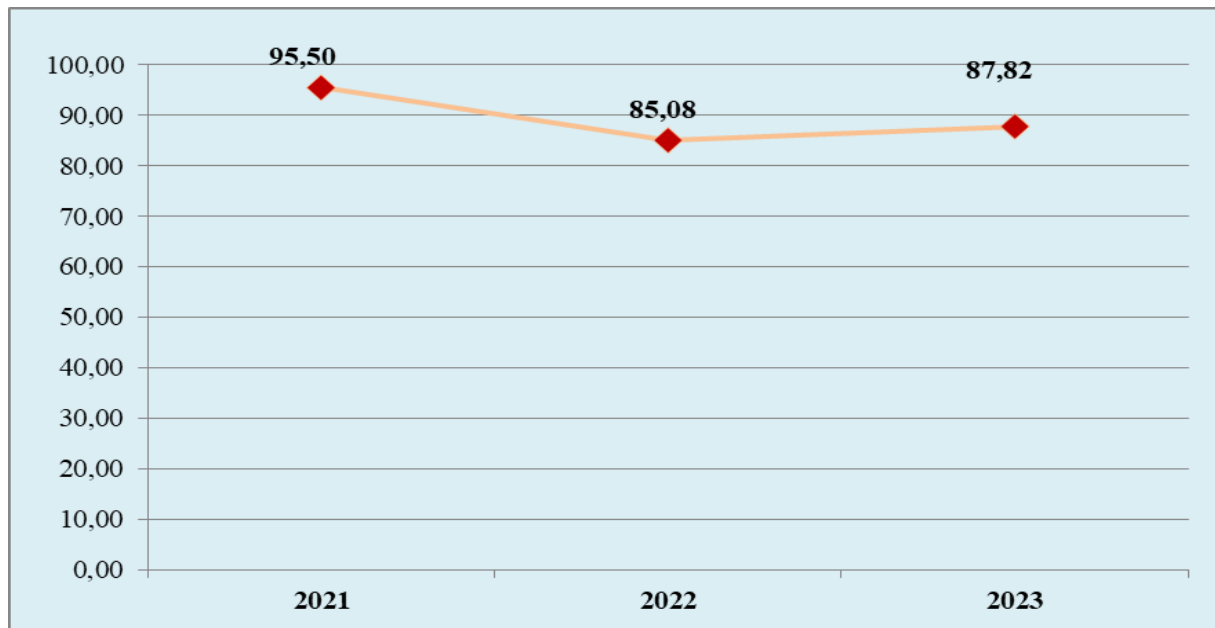
Based on graph 1, it is depicted that the Bojonegoro Regency Government for the level of compliance with public service standards has a slow value and zoning since 2021-2023. In 2021, the Bojonegoro Regency compliance value was 62.80 (yellow zone), in 2022 the Bojonegoro Regency compliance value was 71.21 (yellow zone) there was a fairly small increase in the value of 8.41 so that it still remained in the yellow zone. Bojonegoro Regency in 2023 received a compliance level value of 86.80 (green zone) there was an increase in the value of 15.59 from 2022. This makes Bojonegoro Regency enter the green zone, but with a lower range value in the green zone number range.

### Level Of Public Satisfaction With Bojonegoro Regency Government

The Bojonegoro Regency Government is a Regency with the largest Regional Revenue and Expenditure Budget in Indonesia in 2024 with a Regional Revenue and Expenditure Budget value of 8.2 trillion. In the era of regional autonomy, with a large Regional Revenue and Expenditure Budget, the Bojonegoro Regency Government is expected to be able to provide quality services and improve the welfare of the Bojonegoro community. However, the hope of providing quality services and improving the welfare of the Bojonegoro community has not been optimally realized until now.

The average value of the Bojonegoro Regency Government's Public Satisfaction Survey consisting of 61 Regional Apparatus Organizations experienced a fluctuating value trend, namely in 2021 the average value of the Public Satisfaction Survey (95.50), in 2022 (85.08), in 2023 (87.82). In 2023, there should have been 63 Regional Apparatus Organizations that conducted the Public Satisfaction Survey, but 2 Regional Apparatus Organizations have not yet conducted the Public Satisfaction Survey. This shows that the services provided by the Bojonegoro Regency Government to the community are still inconsistent in maintaining quality. Data from the Bojonegoro Regency Government's public satisfaction survey results are as shown in graph 2 below:

**Figure 2 Bojonegoro Regency Government Public Satisfaction Survey 2021-2023**



Source: Performance Report of Government Agency of Bojonegoro Regency Regional Secretariat 2023

Based on graph 2, it can be explained that in 2022 the value of the Bojonegoro Regency government's public satisfaction survey index decreased by 10.42, which is quite a significant decrease from 2021. In 2021 the value of the Bojonegoro Regency government's Public Satisfaction Survey (95.50), in 2022 (85.08), in 2023 (87.82). In 2023 there was a fairly small increase in value of 2.74 from 2022, however, when compared to 2021 with 2023, the value of the Bojonegoro Regency government's public satisfaction survey index is still below 2021 with a difference of 7.68.

The elements of the public satisfaction survey assessment are 1) Requirements, 2) System, Procedure, 3) Completion Time, 4) Cost/Tariff, 5) Service Products, 6) Implementer Competence, 7) Implementer Behavior, 8) Complaint Handling, 9) Facilities and Infrastructure. With the categorization of the public satisfaction survey, namely Not Good, Less Good, Good, and Very Good. The results of the average value of the Bojonegoro Regency Government's public satisfaction survey are still not optimal. Public perception of public services provided by regional apparatus organizations is still not satisfactory to

the public, this can be seen from the category of the Good public satisfaction survey (not yet in the very good category). In the future, it is hoped that the Bojonegoro Regency Government can provide the best service to the public so that it can satisfy and make the public happy as service recipients, by improving services referring to the elements of the public satisfaction survey, and requiring all regional apparatus organizations to conduct public satisfaction surveys as evaluation material for the performance of public services carried out by regional apparatus organizations.

Based on graph 1 and graph 2, it shows the findings that the level of compliance with public service standards is not directly proportional to the level of public satisfaction with public services provided by the Bojonegoro Regency Government. In 2021, the value of the level of compliance with public service standards was 62.80 in the sufficient category, but the value of the public satisfaction survey was 95.50 in the very good category.

In 2022, the level of compliance with public service standards was 71.21, there was an increase in the compliance value of 8.41 from 2021, however, the value of the public satisfaction survey in 2022 decreased by 10.42 from 2021, while in 2023 the level of compliance with public service standards was 86.80, there was an increase in the compliance value of 15.59, however, the value of the public satisfaction survey in 2023 was 87.82 and there was a fairly small increase of 2.74 from 2022. This shows that the level of compliance with public service standards has not been able to provide satisfactory services to the people of the Bojonegoro Regency Government.

## CONCLUSION AND SUGGESTIONS

### Conclusion

The level of compliance of the Bojonegoro Regency Government with public service standards has a fairly slow growth value in 2021 to 2022, so that in that year the Bojonegoro Regency Government was still in the yellow zone, which means that the quality of public services of the Bojonegoro Regency Government's level of compliance with regulations and service standards is in the moderately fulfilled category. In 2023, the Bojonegoro Regency Government experienced an increase in compliance value of 15.59 from 2022, so that the Bojonegoro Regency Government entered the green zone with a compliance value of 86.80 with a high compliance value category. However, the level of fulfillment of high public service standards is not directly proportional to the level of public satisfaction with the public services of the Bojonegoro Regency Government, the level of public satisfaction of the Bojonegoro Regency Government is still in the moderate and good category with an average value of public satisfaction in 2021 (95.50), 2022 (85.08), 2023 (87.82) still not in the very good category. The implication of this research is that the fulfillment of public service standards is not directly proportional or automatically followed by public satisfaction with public services.

### Suggestions

The Bojonegoro Regency Government must always improve the quality of service through innovation, this is because compliance with public service standards has not been able to increase public satisfaction as recipients of services. Public demands for quality services will continue to increase with the rapid development of technology. Fulfillment of high public service standards must continue to be maintained and also continue to be accompanied by increased services through innovation that has the principle of easy, close, fast and precise service.

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