

Strategy for Improving the Quality of Prime Service Through Wednesday Evening Services at the Jakarta Provincial Population Service

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Abstract

The Jakarta Provincial Government's function in the Population Administration and Civil Registration service sector aims to increase public participation in population administration services, improve the performance of its apparatus, and enhance the quality of services provided by the Population and Civil Registration Office. However, the challenges faced by Jakarta residents in handling population administration matters at the Population and Civil Registration Office include high mobility and busy working hours, inadequate information and requirements, and the persistence of illegal levies. The purpose of this study was to analyze and describe the strategies implemented by the Jakarta Provincial Population and Civil Registration Office to improve service quality through the innovative Wednesday Evening Service program. The research method used was qualitative research. To improve service excellence, the Wednesday Evening Service was established at the Jakarta Provincial Population and Civil Registration Office. The results indicate that the Wednesday Evening Service has been running well, but there are constraints related to the internal budget of the Jakarta Service at the Population Administration Service Unit. The conclusion of this study is that there are stages carried out by Service at the Population Administration Service Unit Jakarta in implementing Wednesday Evening services as a strategy to improve the quality of prime services, namely including alternative action selection and resource allocation.

Keywords: Strategy Improving, Quality Prime Service, Through Wednesday, Evening Services, Jakarta Provincial

A. Introduction

Serving the public is the duty of the government as a state apparatus. The government is the service provider and the public as the service users facilitated. Services provided by the government to the public are a form of public service. Public service is a manifestation of the function of the state apparatus as a proof of devotion to the community and the state. Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services explains that public service is an activity or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. In population administration services, every resident of Jakarta is obliged to register themselves for events that have occurred during their lives from birth to death. Data received by the Population and Civil Registration Service will be processed and recorded into the population administration system which will be useful for development in all sectors. With the adminduk services provided to the public, The Jakarta

Population and Civil Registration Office can be categorized as meeting the criteria for excellent service. Attached to the Decree of the Head of Service Number 100 of 2022 concerning the Service Standards of the Population and Civil Registration Service of Jakarta Province. In addition, the Jakarta Population and Civil Registration Office received a Certificate of Appreciation for the Predicate of High Compliance with Public Service Standards in 2021 as mandated by Law Number 25 of 2009 concerning Public Services awarded by the Ombudsman of the Republic of Indonesia Representative Office of Greater Jakarta in 2022 with a score of 89.28. In fact, excellent service is not static and must always be improved. The Jakarta Population and Civil Registration Office is committed to continuously striving to achieve optimal service standards in completing population documents so that the process can be faster, more accurate, and more complete.

The problems experienced by Jakarta residents in managing population administration matters at the The Jakarta Population and Civil Registration Office office include: 1) High mobility and busy working hours; 2) Information on completeness and requirements; 3) There are still practices of extortion (pungli). To overcome this problem by creating a Wednesday Evening service. The Wednesday Evening service is an additional service hour starting from 16.00 to 19.30 WIB specifically on Wednesdays in the first and last week of each month implemented by The Jakarta Population and Civil Registration Office. Problems in adminduk services that have been complained about by residents such as complicated requirements, time consuming to extortion practices, The Jakarta Population and Civil Registration Office continues to improve, striving to be better, there is no satisfaction from the community.

Table 1 Wednesday Evening Service Community Satisfaction Index (IKM)

No	Element Service	Average value	Quality of Service	Unit Performance
1	Procedure Service	3.10	B	Good
2	Condition Service	3.25	B	Good
3	Clarity Officer Service	3.40	A	Very good
4	Discipline Officer Service	3.15	B	Good
5	Officer Responsibilities	3.20	B	Good
6	Ability Officer Service	3.30	B	Good
7	Speed Service	2.80	C	Pretty good
8	Justice Get Service	3.50	A	Very good
9	Courtesy and Friendliness of Staff	3.45	A	Very good
10	Fairness Cost Service	3.60	A	Very good
11	Certainty Service Fee	3.70	A	Very good
12	Certainty of Service Schedule	3.00	B	Good
13	Comfort Environment	2.90	C	Pretty good
14	Security Service	3.20	B	Good
	Weighted Average Value	3.21	B	Good

The table above is a simulation of Public Satisfaction Index data for Wednesday Evening services at the Jakarta Provincial Population and Civil Registration Service. It is important to note that historically, the standard of Public Satisfaction Index indicators based on the Decree of the Minister of Administrative and Bureaucratic Reform only began to be systematically regulated in the 2000s (e.g., Decree of the Minister of Administrative and Bureaucratic Reform No. 25 of 2004). The table below is compiled based on commonly used public service assessment parameters.

Based on the above analysis,

- a. Public Satisfaction Index Conversion Value: A value of 3.21, converted to a scale of 100, is 80.25.
- b. Highest Points: Located in Cost Certainty and Service Fairness, indicating fairly good transparency during that period.
- c. Lowest Points: Located in Service Speed and Environmental Comfort, which is often caused by the high volume of applicants during extra service hours (evenings) and limited air conditioning or waiting room facilities in 2000.

Taufiqurokhman (2008:14) explains that strategy is a general/main plan for achieving organizational goals by selecting alternatives for necessary actions and allocating the resources necessary to achieve those goals. In the context of public services in the population sector, the Jakarta Population and Civil Registration Office created the Wednesday Evening Service as a solution to address problems experienced by the public related to population administration services. Efforts to improve public services through the Wednesday Evening Service serve as a public strategy.

The research problem is how to improve the quality of excellent service at the Jakarta Provincial Population and Civil Registration Office through the Wednesday Evening Service. The research objective is to analyze and describe the strategies implemented by the Jakarta Provincial Population and Civil Registration Office to improve service quality through the Wednesday Evening Service innovation program.

The Jakarta Provincial Population and Civil Registration Office's Wednesday Evening Service aims to provide fast, friendly, and excellent service outside of regular business hours. However, the reality is that the officers serving on Wednesday evenings are usually the same officers who have been working since the morning (7:30 a.m. WIB). Burnout can reduce the level of accuracy, friendliness, and speed of service, which is counterproductive to the principle of Excellent Service.

This research is crucial to evaluate whether extending the evening hours truly provides a fair opportunity for office workers, laborers, and small business owners to obtain their required documents without sacrificing work time.

This research provides a scientific contribution in the form of a real-life case study of how regional governments in metropolitan areas (such as Jakarta) respond to the demands of a fast-paced and flexible modern society. This study assesses the extent to which the government provides convenience to its citizens, as well as the mental readiness, systems, and bureaucratic facilities to execute this service promise.

B. Literature Review

Sampara (in Rachman, 2021:68) explains that quality service is service that is aligned with applicable service standards and implemented well. Parameswari et al. (2022) stated that service quality begins with an understanding of customer needs and culminates in customer perceptions of the service received. Good service quality is not determined by the service provider's perspective, but rather by how customers assess the service. Therefore, the difference between expectations and reality is the primary measure in assessing service quality.

Based on these various perspectives, it can be concluded that service quality is a dynamic condition encompassing various aspects such as products, services, personnel, processes, and the environment, with the primary goal of meeting or exceeding customer expectations. The essence of service quality lies in customer perceptions of the match between expectations and the reality of the service received.

This aligns with Firginia's (2025) opinion in her paper titled "Communication Strategy by the Tahunan District Public Service Division in an Effort to Provide Excellent Service to the Community." Complete population administration documents are now a key requirement for the community. However, many people remain indifferent to managing their population administration documents. They argued that processing population administration with government agencies was difficult and lengthy.

The sub-district assists the community in managing population administration, maintaining public facilities and infrastructure, and providing government services to the community in accordance with its duties. Tahunan Sub-district won the public service award among sub-districts in Jepara Regency in 2021 and 2022. In 2023, Tahunan Sub-district received an Award Certificate from the Indonesian Ministry of Administrative and Bureaucratic Reform as a Public Service Provider in the Excellent Category. In 2024 and 2025, Tahunan Sub-district was again designated by Jepara Regency as a sub-district proposed as an integrity zone area along with 5 other Jakarta Regional Government Organizations in Jepara Regency. In the implementation of public services carried out by the Tahunan Sub-district office apparatus, several things have not gone as expected. This is evident in the continued number of complaints and grievances from the Tahunan Sub-district community, both submitted directly to service providers and through the Tahunan Sub-district's social media channels. This study uses Charles Berger's theory and Hafied Cangara's communication strategy planning concept.

C. Research Method

The research method is descriptive qualitative, and data collection is conducted through interviews and field observations. The results of this study indicate that the Public Service Division of Tahunan District's Communication Strategy, in an effort to provide excellent service to the community, applies five stages of communication planning: research with a comparative study in Plaosan District, Magetan Regency, developing a plan to improve public services and creating service innovations, implementing outreach, evaluation, and reporting. These five planning stages are implemented as an effort to prevent corruption, reform the bureaucracy, and improve the quality of public services, realized through a commitment to implementing integrity zones and increasing public trust. Furthermore, Gusti (2024) conducted a subsequent study on the Implementation of Excellent Service at the Public Service Mall in North Hulu Sungai Regency.

This research on the Public Service Mall, often referred to as MPP, is a government effort to improve service quality and is an integrated service provided to the community, especially in North Hulu Sungai Regency. The purpose of this study is to describe and analyze the quality of the Implementation of Excellent Service at the Public Service Mall in North Hulu Sungai Regency. The research method used is descriptive qualitative which explains how to implement excellent service in public service malls. From the results of the discussion, it can be seen from the results of the analysis obtained regarding the implementation of excellent service in public service malls in Hulu Sungai Utara Regency which is quite good, this is based on the theory used by researchers using (Sinambela et al., 2006: 6): Transparent, Accountable, Conditional, Participatory, Equal rights, Balance of rights and obligations of all sub-variables, almost all of which are good in the implementation of the services provided. Obstacles or problems affecting the functioning of the Public Service Mall in North Hulu Sungai Regency include inadequate

public education about public services, inadequate facilities, and inadequate community resources.

Mustabir (2024) conducted further research entitled "The Importance of Behavior in Public Services to Achieve Excellent Service." Quality public services are a key pillar of community development and increased trust in government. This study aims to explore the importance of officer behavior in public services to achieve excellent service. The approach used was a desk study, which included an analysis of literature from various reliable sources to identify roles, influencing factors, and strategies for improving behavior in public services. The results indicate that public service officer behavior significantly influences user satisfaction and agency operational efficiency. Friendly, responsive, and empathetic attitudes enhance positive user experiences, while inappropriate behavior can damage the agency's image.

Although numerous studies have been conducted on the quality of public services in the era of regional autonomy, most previous literature has focused on standardizing services during conventional business hours. This study offers a novel approach by focusing on the adaptation strategies of metropolitan bureaucracy through "Wednesday Evening Service" in Jakarta. Amidst the massive trend of digitalization of services (smart city), this study examines the urgency, effectiveness, and sustainability of extra-time face-to-face service channels from the perspective of organizational workload and the expectations of urban communities with limited time.

1. Data Sources and Informants (Research Subjects)

Data was collected from two main sources:

- a. Primary Data: Obtained directly from informants through in-depth interviews and field observations. The selection of informants uses the Purposive Sampling technique, which consists of: Internal Parties (Disdukcapil): Head of Service/Dukcapil Service, Head of Service Section, and Front Office Officers/Operators on duty on night shifts. External Parties: Jakarta residents (workers, students, or residents with limited time) who use the Wednesday Evening Service.
- b. Secondary Data: Internal documents of the Disdukcapil (Decree of the Head of Service No. 200/2022 concerning Dukcapil Services Wednesday Evening, recapitulation data on the number of applicants at night, service SOPs, and Community Satisfaction Index/IKM reports).

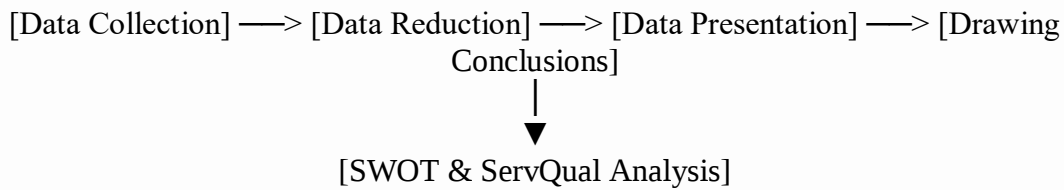
2. Data Collection Techniques

The data collection process is carried out through triangulation methods:

- a. observe the process of the service flow, the presence of officers, the availability of supporting facilities, and the waiting time of applicants during crucial hours (16.00 – 19.30 WIB).
- b. In-depth Interview: The core stage. Conducting structured and semi-structured questions and answers with key informants to explore officers' psychological constraints (fatigue/overtime), system challenges (slow servers at night), and real community responses.
- c. Complementary stage. Collecting statistical data comparing the volume of week-day applicants vs. Wednesday night, regulatory documents, community complaint files, and photos documenting night service activities.

3. Data Analysis Framework

Data analysis was carried out interactively with reference to the Miles, Huberman, and Saldana models, combined with strategic management analysis tools:



- a. Data Reduction: Filtering the results of interviews and observations, discarding irrelevant data, and classifying it into the dimensions of service quality (Tangibles, Reliability, Responsiveness, Assurance, Empathy).
- b. Data Presentation: Data is presented in the form of a descriptive narrative, constraint matrix, and comparison table so that the patterns are easy to understand. SWOT Matrix
- c. Analysis: Identifying Internal Factors (Strengths & Weaknesses of Night Services) and External Factors (Opportunities & Threats). From this, 4 alternative strategies (SO, WO, ST, WT Strategies) will be born.
- d. Conclusion Drawn: Draw the final conclusion regarding the best strategy model recommended for the DKI Jakarta Disdukcapil.

4. Data Trustworthiness (Validity)

To ensure the validity of qualitative data, this study applies the Source Triangulation technique (comparing the statements of the Head of Service, field officers, and residents) and Technical Triangulation (checking the compatibility between the interview results with the facts seen during observation and the data written in official documents). Additional Tips for Development: To sharpen your strategy analysis in the next chapter, you can use the Theory of Public Service Quality (Zeithaml, Parasuraman, & Berry) as your main analytical knife. Focus on how officers perform in the after-hours as human focus and energy levels generally decline at night.

D. Result and Discussion

1. Implementation of Wednesday Evening Services by the Jakarta Population and Civil Registration Agency (Disdukcapil) as an Effort to Improve the Quality of Prime Services
Improving the quality of prime services through the Wednesday Evening Service, as reviewed in Ministerial Regulation Number 19 of 2018, includes concrete steps taken by the Jakarta Population and Civil Registration Agency and refer to the strategy of Taufiqurokhman (2008:14), as follows:

- a. Alternative Action Selection. The Wednesday Evening Service is expected to assist the public in obtaining population administration services. The public can access services between 4:00 PM and 7:30 PM WIB on the second and last Wednesdays of each month. However, in reality, the public is unable to access services on Wednesday Evenings twice a month due to a change in the Wednesday Evening Service schedule to once a month, specifically on the second week. This indicates an inability to provide optimal service to residents.



Figure 1. Wednesday Evening Service of the Jakarta Population and Civil Registration Office

- b. Resource Allocation: Resource allocation includes manpower or human resources, funding, time, asset management, and other elements. The Jakarta Population and Civil Registration Office has competent human resources to provide services, ensuring optimal public service. Service delivery has been smooth, with the Wednesday Evening service available. However, budget management challenges remain, as additional expenditures from the on-duty staff consumption budget are present.

Table 2. Budget Management Constraints at the Jakarta Population and Civil Registration Office

Year	Ceiling Budget (Rp)	Realization Budget (Rp)	Unabsorbed Budget (Remainder)	Percentage Not Absorbed	Major Obstacles Faced
2021	Fluctuating data pandemic	Fluctuating data pandemic	-	Declining Efficiency Trend	There are fluctuations absorption Implementation of Restrictions on Community Activities consequence adjustment policies and changes regulations civil administration from center .
2022	~385 Billion	~361 Billion	~24 Billion	~6.23%	Potential inefficiency program planning; adaptation system post-pandemic and regional population identification number data synchronization.
2023	392,999,963,442	372,495,915,202	20,504,048,240	5.22%	Support Program Obstacles: Obstacles procurement of equipment and

					machinery units Because building office enter total rehabilitation plan by the Citata Service in 2025, so that the capital expenditure No implemented.
2024 / 2025	Estimate Budget	Evaluation Process Walk	-	Quarterly Target Mismatch	Mismatch implementation of sub-activities in the field with planning targets beginning, and burden budget consequence non-active population identification number arrangement.

Source: Government Agency Performance Accountability Report 2026

Although the percentage of budget absorption at the Population and Civil Registration office is relatively high (always above 94%), the remaining unutilized budget averages around IDR 20 billion per year. The biggest obstacle is not internal negligence, but rather external factors such as the cancellation of asset procurement due to cross-agency coordination (as in the case of the Citata Office building renovation project in 2023).

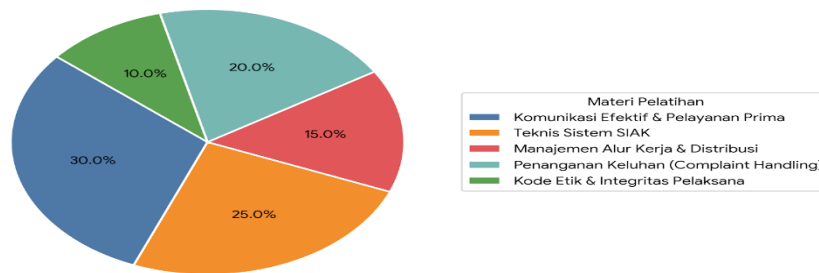
2. Factors Influencing Efforts to Improve Service Quality through the Wednesday Evening Service at the Jakarta Population and Civil Registration Office

Strength to improve public services at The Jakarta Population and Civil Registration Office through the Wednesday Evening Service, regulations are needed as a guiding principle, namely Minister of Home Affairs Regulation Number 19 of 2018 concerning Improving the Quality of Population Administration Services and Governor Regulation of Jakarta Province Number 110 of 2018 concerning Improving the Quality of Population Administration Services. Based on these regulations, Head of Department Decree Number 200 of 2022 concerning the Implementation of Wednesday Evening Services in Service Units at the Office, Sub-Department, Sub-District, and Village Levels was issued.

The Jakarta Population and Civil Registration Office has adequate facilities and infrastructure for its implementation, including Wi-Fi, computers, and public facilities within the The Jakarta Population and Civil Registration Office building. Other strengths include human resources trained as public service providers, regular morning briefings and evaluations, collaborative support from Jakarta Regional Government Organizations to develop and improve the quality of public services in Jakarta, and public participation and enthusiasm for this service, which simplifies population document processing.

Graph 1. Proportion of Training Materials for Public Service Providers Wednesday Evening Services – Population and Civil Registration Office 2025

Proporsi Materi Pelatihan Pelaksana Pelayanan Publik
Layanan Rabu Petang – UPAK Disdukcapil DKI Jakarta 2025



Source: BPS (2026)

Weaknesses a weakness in service implementation is the frequent internet or Wi-Fi network errors, which hamper service delivery. Another weakness is the lack of public awareness regarding the Wednesday Evening Service, resulting in the general public being unaware of this service.

Opportunities the Jakarta Population and Civil Registration Office must maximize opportunities to achieve success in improving the quality of public services in the future. The main opportunity lies in the participation of Jakarta residents who have already tried the Wednesday Evening Service at the Jakarta Population and Civil Registration Office and at the Sub-departments, District, and Village levels. The public has welcomed this service and actively monitors government development programs. With the implementation of the Wednesday Evening Service, the public has the convenience of processing population documents through more flexible timeframes, and the government's performance in public service delivery at the Jakarta Population and Civil Registration Office has the potential to improve.

Threats hindering the implementation of the Wednesday Evening Service at the Jakarta Population and Civil Registration Office come from both internal and external sources. The internal threat is the Jakarta Population and Civil Registration Agency budget. The Jakarta Population and Civil Registration Agency needs to allocate more funds for the monthly meals for officers on duty during the Wednesday Evening Service as a form of incentive. Other issues arise from the technological side, including the possibility of system errors and technology-related issues.

3. Efforts to Improve the Quality of Prime Service Through the Wednesday Evening Service at the Jakarta Population and Civil Registration Agency

Based on the SWOT analysis, the following efforts can be made to address these challenges:

- a. The Jakarta Population and Civil Registration Agency can optimize technology, such as the internet network and its systems, to improve public service delivery through routine maintenance and monitoring, and periodic system updates.
- b. The Jakarta Population and Civil Registration Agency will conduct outreach regarding the Wednesday Evening Service through its social media channels and through Jakarta Regional Government Organizations officers. Introducing the public to the Wednesday Evening Service, which can assist with civil registration document processing with flexible service hours, thereby increasing public participation.
- c. Establishing budget realization and holding meetings regarding the consumption budget for officers on duty at the Jakarta Population and Civil Registration Office.

The implications of this research are to enrich the literature on the adaptation of the New Public Service (NPS) theory in the modern era, specifically how government agencies respond to the characteristics of a busy and highly mobile urban society. The results of this study reexamine the dimensions of service quality (such as tangibles, reliability, responsiveness, assurance, and empathy) when applied to services with an unconventional time dimension (nighttime). The major implication of this research is to raise organizational awareness that excellent service quality is no longer just about what is provided, but also when and how the service is provided to adapt to the lifestyles of modern Jakarta residents.

E. Conclusion and Suggestions

1. Conclusion

Based on the results of a study on efforts to improve excellent service through the Wednesday Evening Service at the Population Administration Service Unit of the Jakarta Population and Civil Registration Office in 2022, the author can draw the following conclusions. The strengths are the strong legal basis for the Wednesday Evening Service; the weaknesses are the persistence of elderly people who are inactive on social media and therefore do not know the latest information about the services provided; the opportunities are increasing public participation and the performance of officers; and the threats are budget rationalization, which must be optimized to meet service needs. Given these threats and weaknesses, strengths and opportunities can be leveraged effectively. The purpose of this study is to analyze and describe the strategies implemented by the Jakarta Population and Civil Registration Office to improve service quality through the Wednesday Evening Service innovation program.

Jakarta Population and Civil Registration Office implemented the Wednesday Evening Service as a strategy to improve the quality of excellent service, including alternative action choices and resource allocation. This strategy has successfully improved the quality of excellent service, as evidenced by the results of the Human Resource Implementation Index and the Public Service Delivery Assessment by the Indonesian Ombudsman.

2. Suggestion

The recommended Wednesday Evening Service strategy includes monitoring and evaluation, including an Electronic Satisfaction Survey by providing a QR code at the service desk so residents can immediately enter their satisfaction level before leaving. Furthermore, a reward system is implemented, with monthly awards given to the Wednesday Evening counter/officer with the highest satisfaction rating to maintain their work motivation. The key to excellent service on Wednesday Evening Service is consistency. When residents experience the same or even better service speed as the morning service, the Jakarta Population and Family Planning Agency's bureaucratic image becomes more positive and public trust is enhanced.

This research contributes to a scientific reference regarding the adaptation of local government bureaucracy in responding to the busy lives of urban communities and serves as a basis for other researchers who want to compare the effectiveness of evening services in Jakarta with other provinces.

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