

Improving Public Services in Realizing Good Governance in Indonesia

Rahmat Salam

Universitas Muhammadiyah Jakarta, Indonesia

Email: rahmat.salam@umj.ac.id

Abstract

Public service is one of the obligations that must be carried out by the government towards its people. The success of public services will produce good governance. However, at the same time, bad public servants can hinder the realization of good governance. This research then aims to look at how good public services can help realize the formation of good governance. This research will be carried out using a qualitative approach and a literature study method. The research data comes from the results of previous studies. The results of this study then found that one of the essences of good governance is good public service. This is because good public services show good government management performance. There are various factors to be able to improve the quality of public services, such as the transparency of public service management costs, the formation of one-stop public services (one-stop services), to the reform of employees in public services.

Keywords: Government, Public Service, Good Governance.

A. INTRODUCTION

Presently, in our nation, we aspire to witness the government successfully apply good governance, which entails efficient, transparent, and accountable administration. Effectiveness implies the precise execution of strategies laid out in the established plans, while efficiency denotes the proficient and effective implementation. Transparency ensures that state administrators conduct all policies openly, allowing citizens to directly supervise and evaluate their performance. Additionally, being accountable entails government administrators taking responsibility for the set policies and their performance towards all citizens (Chien & Thanh, 2022).

The challenges faced by Indonesia today have become increasingly intricate. Despite the widespread acclaim for good governance, it remains an elusive and mere rhetoric. A complete transformation is necessary across all sectors. While transparency can be a partial remedy, it alone is insufficient to attain true good governance (Tomsa & Bax, 2023).

The notion of good governance emerges as a response to discontent with the government's performance as the custodian of public affairs. The implementation of good governance practices can be a gradual process, considering the capabilities of

the government, civil society, and market mechanisms. In Indonesia, a strategic option for promoting good governance lies in enhancing public service delivery (Ayuningtyas et al., 2021).

Public service serves as a pivotal indicator for assessing the successful execution of tasks and evaluating government performance within the bureaucracy. It is unanimously regarded as a crucial aspect by all stakeholders involved in good governance. Public officials, civil society representatives, and business entities all have a vested interest in enhancing the efficiency of public services (Krejnus et al., 2023). Public service reform in Indonesia can foster good governance practices for three significant reasons. Firstly, enhancing the performance of public services is prioritized by key stakeholders, including the government, citizens, and the business sector. Secondly, public service acts as the domain where the three elements of governance actively interact. Finally, the values inherent in good governance practices can be more readily and explicitly translated through public service improvements (Putri et al., 2019).

The government bureaucracy's provision of public services is plagued by numerous issues, such as lengthy procedures, unpredictable timeframes, and uncertain costs, making it challenging for the public to access services reasonably. As a result, people lose confidence in the bureaucracy as service providers and seek alternative methods, often resorting to paying extra costs to obtain the desired services (Thomas, 2021).

Apart from the aforementioned issues, there is also a concern about the treatment of citizens receiving services, as their dignity is frequently compromised. The society is treated as clients seeking assistance from bureaucratic officials, hence they are often subjected to compliance with bureaucratic regulations and the officials' desires. This situation arises due to the prevailing culture within the bureaucracy, which is not centered on service but rather on the exercise of power (Borrelli & Wyss, 2022).

Addressing this situation requires concerted efforts to enhance the sustained quality of public service delivery, aiming to achieve excellence in the services provided by public officials. Since public service stands as a primary function of the government, it is vital to implement the principles of good governance, which are intended to deliver exceptional services to the community (Naher et al., 2020). Quality public services embody a crucial aspect of good governance. Therefore, it becomes imperative for the state apparatus to perform its duties and responsibilities with utmost effectiveness and efficiency. Through the implementation of good governance, there is an expectation of rebuilding and restoring public trust in the government (Rabbani et al., 2021). Through the brief explanation above, the researcher then intends to see how good governance can be achieved through good public services.

B. LITERATURE REVIEW

1. Good Governance

The idea of good governance has been adopted by various entities, including the government, private sector, and the community, for an extended period. Nevertheless, there remains a considerable amount of confusion surrounding the concept of governance. In simpler terms, many parties often equate governance with mere administration (Sofyani et al., 2022). In this context, governance extends beyond the structure and management of the executive branch since the government is just one of three significant actors that constitute governance. The other two actors are the private sector and civil society. Hence, comprehending governance involves understanding how these three actors (government, private sector, and civil society) integrate their roles within mutually agreed-upon rules of the game (Dutta & Fischer, 2021).

Government institutions bear the responsibility of establishing a favorable environment encompassing economic, political, social, cultural, legal, and security aspects. The private sector assumes an active role in fostering economic activities to promote employment and income growth. On the other hand, civil society must actively engage in various economic, social, and political activities, including exercising control and oversight over these endeavors (Al-Housani et al., 2023).

With this understanding of governance, adding the adjective "good" implies positive or constructive governance. A governance system is considered good or positive when there is an optimal utilization of resources derived from the potential of each actor involved, driven by awareness and mutual agreement on the envisioned goals. Governance is deemed to possess good characteristics when it exhibits specific traits or indicators (Chergui & Chakir, 2020).

According to Sadjijono, good governance means: "The activities of a government institution are carried out based on the interests of the people and the norms that apply to realize the ideals of the state". Meanwhile, according to IAN & BPKP what is meant by good governance is: "How the government interacts with the community and manages resources in development" (Cuervo-Cazurra et al., 2019). Government Regulation Number 101 of 2000, formulates the meaning of good governance as follows: "Government that develops and implements the principles of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, rule of law and can be accepted by all people" (Mamokhere et al., 2022).

In summary, good governance refers to the actions of government institutions driven by the welfare of the people and adherence to established norms to achieve the state's ideals. It involves the exercise of power by the people, regulated at different levels of state governance, encompassing social, cultural, political, and economic aspects. The term 'good' in good governance signifies adherence to specific rules that align with the fundamental principles of good governance (Mansoor, 2021).

In Government Regulation Number 101 of 2000, the principles of good governance encompass the following:

- a. Professionalism: Enhancing the skills and morale of government administrators to provide easy, fast, precise, and affordable services.
- b. Accountability: Increasing the responsibility of decision-makers in all matters concerning the public interest.
- c. Transparency: Fostering mutual trust between the government and the public through the provision of accessible and accurate information.
- d. Excellent service: Implementing public services with good procedures, transparent rates, predictable timeframes, easy accessibility, adequate facilities, and friendly and disciplined service.
- e. Democracy and participation: Encouraging every citizen to exercise their right to express opinions in the decision-making process that affects the community's interests, whether directly or indirectly.
- f. Efficiency and effectiveness: Ensuring the efficient and effective delivery of services to the community by utilizing available resources optimally and responsibly.
- g. Supremacy of law and acceptability to all: Realizing fair law enforcement for all parties without exceptions, upholding human rights, and respecting the values prevalent in society (Lee, 2021).

2. Public Service

One of the government's most vital primary responsibilities is to offer public services to the community. Public service entails providing services to the community through the government itself, private entities acting on behalf of the government, or private parties directly, with or without payment, to fulfill the needs and interests of the community (Dzomira, 2020). There are three compelling reasons why public services serve as a strategic starting point for developing and implementing good governance in Indonesia:

- a. Public services facilitate interaction between the government and non-governmental organizations. Achieving success in public service will garner strong public support for bureaucratic endeavors.
- b. Public service provides an ideal platform to demonstrate various aspects of clean and good governance in action.
- c. Public services encompass the interests of all governance elements, including the government, society, and market mechanisms. (Khozen et al., 2021).

According to Robert, what is meant by public service is: "All forms of public service activities carried out by central government agencies, in the regions and the environment of state or regionally owned enterprises in goods or services both in the context of efforts to meet community needs and in the framework of implementing order and order". Meanwhile, according to Widodo, public service is: "Providing services (serving) the needs of people or communities who have an interest in the organization following the basic rules and procedures that have been determined" (Kuziemski & Misuraca, 2020).

Law No. 25 of 2009 concerning Public Services defines public services as follows: "Public services are activities or a series of activities in the context of fulfilling service needs following statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers" (Michael, 2019).

According to Bharata, the public service process involves four crucial elements:

- a. Service providers: These are the parties capable of offering specific services to consumers, which can be in the form of goods or services.
- b. Service recipients: Also known as consumers or customers, they are the individuals or entities who receive various services from the service providers.
- c. Type of service: This refers to the different kinds of services that service providers can offer to parties in need of assistance.
- d. Customer satisfaction: The primary goal of service providers is to achieve customer satisfaction. This aspect is highly significant as the level of customer satisfaction is closely linked to the quality standards of the goods or services they receive. (LaMonaca & Ryan, 2022).

According to Ratminto and Winarsih, the administration of government services and licensing should adhere to several essential principles:

- a. Empathy with customers: Employees handling licensing matters should empathize with the community using the services.
- b. Procedure simplification: Procedures should be designed to be as concise as possible, promoting the implementation of the one-stop shop concept.
- c. Clarity of service procedures: Simple and clear service procedures should be communicated to the service users.
- d. Minimizing service requirements: Requirements for obtaining services should be limited to the essential ones.
- e. Clarity of authority: The authority of employees serving the public should be well-defined through task charts and distribution of authority.
- f. Transparent service costs: Service fees should be minimized and presented transparently.
- g. Certainty of schedule and duration: The schedule and duration of service must be definite to provide clarity and avoid concerns for the community.
- h. Minimize form usage: Forms should be designed efficiently to create composite forms usable for various purposes.
- i. Maximize permit validity: Permits should have the longest possible validity period to minimize frequent permit renewals.
- j. Clarity of rights and obligations: Clearly define rights and obligations for service providers and customers, including sanctions and compensation provisions.
- k. Effective complaint handling: Develop a mechanism to handle complaints effectively, ensuring proper resolution of existing problems while striving to minimize complaints through good service delivery (Yukiza & Sukmana, 2022).

From the previously mentioned definitions, it can be concluded that public service refers to fulfilling the desires and needs of the community in the administration of the state. The state is established by the public or society with the objective of enhancing the welfare of the society. Essentially, the state, represented by the bureaucracy, must be capable of meeting the diverse needs of the community. These needs are not merely individual but encompass a wide range of requirements anticipated by the community as a whole (Bauer & Becker, 2020).

C. METHOD

This research will be carried out using a descriptive qualitative approach. The research method used is a literature study, where the data comes from the results of previous research or studies that are still relevant to the research focus. In the data collection stage, the researcher will access published literature or sources to formulate a theoretical basis and in-depth understanding of the topic under study. The collected research data will then be systematically processed to produce credible findings and conclusions. This research process uses a descriptive qualitative approach and a literature study method. The initial step is to identify previous research or studies that are relevant to the current research topic. Data from this previous research will be processed and analyzed to provide a deeper understanding of the research subject. Thus, this research serves as a scientific contribution to enriching pre-existing knowledge and providing a more comprehensive understanding of the topic under study. The results of this research are expected to make a significant contribution to the field of public administration and provide a basis for improving public administration policies and practices in the future (Kusumastuti & Khoiron, 2019).

D. RESULT AND DISCUSSION

1. Implementation of Good Governance in Indonesia

The implementation of good governance in Indonesia is motivated by two fundamental factors:

- a. External demands: The influence of globalization has compelled Indonesia to adopt good governance practices. The term "good governance" gained prominence in the late 1990s due to interactions between the Indonesian government and foreign countries and donor agencies. These interactions highlighted the prevailing economic and political development situation within Indonesia's domestic context.
- b. Internal demands: The public perception attributes the current multidimensional crisis to the abuse of power, exemplified in corruption, collusion, and nepotism (KKN), which has become widespread in all aspects of life. The community perceives that KKN practices are particularly evident within the branches of the government—executive, legislative, and judiciary—both in terms of quantity and quality.

The implementation of good governance relies on three interconnected pillars, and its effectiveness is contingent on the collaborative efforts of these pillars:

- a. The state/government and its apparatus as regulators: The government plays a crucial role in establishing regulations and policies that promote good governance practices.
- b. The business world or the private sector as market players: The private sector's active participation is vital as they are integral players in the economy and society, and their adherence to good governance principles is essential for sustainable development.
- c. The community as users of products from the business world: The community's active engagement and demand for products and services that adhere to good governance principles drive businesses to adopt responsible practices.

To ensure successful implementation, good governance should be pursued collectively across these three pillars. Relying solely on the government's efforts might lead to suboptimal results and require an extended period for effective change.

2. Relation to the Principles of Good Governance in Public Services

The implementation of good governance practices can be gradually undertaken, considering the capacities of the government, civil society, and market mechanisms. The connection between good governance and public services has been recognized for some time. The concept of good governance and public service are closely interrelated. An essential aspect that underscores the significance of public service is its direct impact on the welfare of the people. In developing countries, the awareness among bureaucrats to provide the best possible service to the community is often lacking, and this poses a clear challenge to improving the level of people's welfare.

Broadly speaking, the problems in implementing good governance include:

- a. Lack of bureaucratic reforms aligned with societal demands.
- b. The high complexity of issues leading to challenges in finding effective solutions.
- c. High levels of authority abuse, prevalence of corrupt practices (KKN), and weak monitoring of bureaucratic performance.
- d. Growing demand for public participation in public policy.
- e. Increasing expectations for the application of good governance principles, such as transparency, accountability, and quality of public services, along with adherence to the rule of law.
- f. Coping with demands for delegation of responsibilities, authorities, and decision-making in the era of decentralization.
- g. Subpar performance of human resources and institutional apparatus, inadequacies in the institutional system (organization), and deficiencies in the management of regional government.

To address these challenges, bureaucrats should operate in an environment governed by specific values that form the foundation for all bureaucratic activities when delivering public services. When designing service announcements, formulators must adhere to several key values. These values include:

- a. Equality: Ensuring equal treatment and opportunities for all individuals and groups in accessing public services.
- b. Fairness: Upholding fairness and impartiality in service delivery, treating everyone with equity and justice.
- c. Openness: Promoting transparency and open communication to build trust between the government and the public.
- d. Continuity and Regulation: Ensuring that services are provided consistently and in accordance with established regulations.
- e. Participation: Encouraging public participation in decision-making processes related to public services.
- f. Innovation and Improvement: Embracing innovation to enhance service delivery and constantly seeking improvements.
- g. Efficiency: Optimizing resources and processes to provide services promptly and effectively.
- h. Effectiveness: Ensuring that the services offered meet the intended objectives and achieve positive outcomes.

By adhering to these values and following the principles of good governance set forth in Government Regulation Number 101 of 2000, the application of good governance in public services can be effectively realized.

Indeed, public services hold strategic importance and need immediate attention because their current implementation is often characterized by poor governance. The ramifications of inadequate public services are keenly felt by residents and the broader community, resulting in dissatisfaction and eroding trust in the government's performance. When public services are subpar, it reflects poorly on the overall management performance of the government. Addressing the issues with public services and improving governance is crucial to restoring public confidence and ensuring effective service delivery to the community.

The factors contributing to poor public services can be attributed to the following:

- a. Policies and decisions that primarily favor political elites, disregarding the welfare of the general public.
- b. Institutions that prioritize technical-mechanical aspects over approaches that respect human dignity.
- c. A prevalent attitude among the people of passively accepting whatever the government provides, leading to a lack of critical feedback from the community.
- d. Government attitudes that prioritize bureaucratic informality and personal gains over adhering to formal processes and regulations.

3. Application of Good Governance Principles in Public Services

The application of good governance principles in government administration, development, and public services goes beyond regional governments' rule-based approach or serving only their interests. The emphasis of the good governance

paradigm lies in inclusive processes and procedures, wherein preparation, planning, and policy formulation prioritize collaboration and involve all stakeholders.

Good governance necessitates the engagement of all stakeholders, both within the bureaucracy and the community. It entails a government that maintains close ties with the community and prioritizes the fulfillment of their needs in service delivery. The core of good governance lies in providing excellent public services, aligning with the essence of decentralization and regional autonomy policies. These policies aim to grant regions flexibility in managing local communities and enhancing public services.

Several factors can contribute to poor government management performance, including indifference and low commitment from top, upper, middle, and lower-level managerial leaders, as well as other government apparatus. The lack of dedication to work collectively in achieving the objectives of regional autonomy plays a significant role. Moreover, the absence of commitment in formulating and implementing strategies and policies adversely affects performance management and the quality of public services.

Implementing good public services can lead to a reduction in the prevalence of corruption, collusion, and extortion (KKN) that currently permeate various aspects of public services. Additionally, it can help eradicate discrimination in service provision. The good governance paradigm is applicable and inspires public service policies in the era of regional autonomy. These policies aim to enhance government management performance, foster a positive change in the mindset and behavior of service delivery officials, and instill a sense of awareness and commitment among regional leaders and their officials to improve and elevate the quality of public services.

4. Problems in Public Services

The primary problem with public services revolves around enhancing their quality. Quality services depend on various factors, including the implementation pattern (management), human resource support, and institutions. Considering the implementation pattern, public services exhibit several weaknesses, including:

- a. Lack of responsiveness: Service elements at all levels, from frontline officers to responsible agencies, often respond slowly or ignore community complaints, aspirations, and expectations.
- b. Insufficient information dissemination: Various information that should reach the community is slow or fails to be conveyed effectively.
- c. Limited accessibility: Service implementation units are often located far from the reach of the community, creating difficulties for those in need of these services.
- d. Lack of coordination: Service units that should be interconnected often lack proper coordination, leading to overlapping or conflicting policies between different agencies.
- e. Bureaucratic hurdles: Services, particularly licensing services, typically involve multi-level processes, leading to lengthy service completion times.

- f. Reluctance to address feedback: Service personnel generally show little willingness to hear complaints, suggestions, or aspirations from the public, resulting in stagnant services without improvements over time.
- g. Inefficiency: The various requirements needed, especially in licensing services, often prove irrelevant to the services provided.

Regarding human resources, the primary weaknesses are associated with professionalism, competence, empathy, and ethics. Additionally, it is widely acknowledged that the compensation system needs careful consideration. From an institutional standpoint, the main weakness lies in the organizational design, which is not optimally tailored to providing services to the community. The presence of numerous hierarchies leads to convoluted and bureaucratic services, lacking coordination. The government's inclination to perform both regulatory and administrative functions simultaneously also contributes to inefficiency in public services.

5. Solutions to Overcoming Public Service Problems

In the reform era, the people's demands for quality public services are becoming more pronounced. The government's credibility depends significantly on its ability to address the aforementioned issues and deliver public services that meet the community's expectations within its capabilities. Several proposed solutions to overcome these challenges are as follows:

- a. Service standard setting: Service standards play a crucial role in public services. They represent the commitment of service providers to deliver services of a certain quality, which is determined by considering both community expectations and the capacity of service providers. Establishing service standards involves a comprehensive process that includes identifying service types, understanding customer needs and expectations, formulating service vision and missions, analyzing processes and procedures, assessing facilities and infrastructure, and evaluating time and service costs. This process not only helps define the required service standards but also identifies institutions that can support the implementation of management processes to deliver services in line with these predetermined standards.
- b. The implementation of Standard Operating Procedures (SOP) is essential to ensure the consistent functioning of the service process within the service unit. SOPs provide clear references for internal processing, facilitating seamless operations. Additionally, SOPs offer several advantages, including:
 - 1). Ensuring uninterrupted processes: In case of any unforeseen circumstances, such as an officer's absence, another personnel can step in to continue the service process, ensuring its continuity.
 - 2). Ensuring compliance with regulations: SOPs guarantee that licensing services are carried out in adherence to applicable regulations and guidelines.

- 3). Providing accurate information for error tracing: When irregularities occur in service, SOPs provide a means to trace procedural errors and identify areas for improvement.
 - 4). Providing information for procedural changes: SOPs offer accurate information when introducing changes to service procedures, ensuring smooth transitions and avoiding confusion.
 - 5). Clarifying roles and responsibilities: SOPs offer clear information about the duties and authorities assigned to specific officers involved in the service process, ensuring that all personnel have well-defined job descriptions and responsibilities.
- c. Developing a Customer Satisfaction Survey: To uphold public satisfaction, it is essential to establish a mechanism for evaluating community contentment with the services offered by public service providers. In the context of service management, meeting society's quality expectations leads to customer satisfaction. Therefore, conducting customer satisfaction surveys holds great significance in enhancing public services.
 - d. Creating a Complaint Management System: Public complaints serve as valuable feedback for service providers to consistently maintain service quality in line with predetermined standards. Therefore, designing an efficient and effective complaint management system is crucial for processing various public grievances and utilizing them as inputs to improve service quality. Additionally, improving public service quality requires restructuring the bureaucracy to streamline and simplify the complexities of service delivery. A complex bureaucracy fosters opportunities for corruption, collusion, and nepotism (KKN) in service provision.

The description above emphasizes that the enhancement of public service performance in Indonesia necessitates comprehensive policies. The government must demonstrate the determination and capability to formulate and implement holistic bureaucratic reform policies consistently. By doing so, it is anticipated that bureaucratic reform in Indonesia will lead to a dedicated and efficient bureaucracy that serves the public interest and delivers responsive and accountable public services.

In the future, services provided through the concept of good governance are expected to be more accessible and efficient, benefiting the public without imposing excessive costs. The implementation of good governance principles will foster a collaborative environment where the government, corporations, and civil society work together, support each other, and actively participate in the governance process. This collaborative approach aims to improve the overall quality of public services and ensure a more inclusive and responsive government for the people.

E. CONCLUSION

The successful implementation of good governance relies on the active engagement of all stakeholders, including both within the bureaucracy and the community. Good governance emphasizes the importance of being closely connected

to the community and delivering services based on their needs. It aligns with decentralization and regional autonomy policies that aim to empower local regions to regulate and manage their communities effectively, leading to improved public services. Implementing good public services signifies enhanced government management performance and a shift in the mindset of public service-oriented officials, fostering positive changes in their attitudes and behaviors. To improve the public service sector, five critical measures should be considered: expediting the establishment of a public service law, introducing a one-stop public service center, ensuring transparency in the cost of managing public services, implementing Standard Operating Procedures (SOPs), and reforming the workforce engaged in public services.

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