



Strategy for Improving Public Services of the Population and Civil Registration Service of Tanah Bumbu Regency

Muhammad Hasan¹, Moh. Heru Budihantho², Samuel Risal³

¹ASN of the Department of Population and Civil Registration

²³STIA Bina Banua Banjarmasin

Corresponding Author: Samuel Risal; email, srizal01@gmail.com

ARTICLE INFO

Keywords: Public Service Quality, Human Resources, Digital Governance, Service Process, New Public Service, Citizen Satisfaction

Received : 6 April 2026

Revised : 25 May 2026

Accepted: 26 June 2026

©2026 Hasan, Budihantho, Risal: This is an open-access article distributed under the terms of the [Creative Commons](https://creativecommons.org/licenses/by/4.0/)

[Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study examines strategies for improving public service quality at the Department of Population and Civil Registration in Tanah Bumbu Regency by integrating the perspectives of human resource capacity, digital transformation, and service process reform within the framework of New Public Service (NPS). The research aims to identify key determinants influencing service performance and to analyze how these factors interact in shaping citizen satisfaction. A qualitative approach was employed using interviews, observations, and document analysis to obtain comprehensive insights into service delivery practices. The findings reveal that human resources play a fundamental role in determining service quality, particularly in terms of competence, responsiveness, and service ethics. In addition, the adoption of digital-based services has significantly enhanced efficiency, accessibility, and transparency, although its effectiveness is constrained by varying levels of digital literacy and infrastructure readiness. Furthermore, simplification of service procedures contributes to improved reliability and user satisfaction, yet challenges remain in terms of system integration and inter-unit coordination. This study highlights that the implementation of New Public Service principles—such as citizen participation, accountability, and transparency—has begun to transform public service delivery, although not optimally. Theoretically, this research reinforces the relevance of NPS as a comprehensive framework for public service reform. Practically, it provides policy insights for local governments to adopt a holistic and integrated approach in improving service quality. Future research is recommended to expand the model across different institutional contexts to enhance its generalizability.

INTRODUCTION

Public service is one of the government's primary functions in carrying out its duties as a state administrator responsible for fulfilling the basic needs of the community. In the context of modern government administration, public service is viewed not only as a routine bureaucratic activity but also as a key indicator of the success of good governance. The quality of public service is a direct reflection of the government's performance in meeting public expectations. Therefore, improving the quality of public service is a strategic issue that continues to receive attention in public administration studies.

As the public administration paradigm evolves, approaches to public service delivery are also shifting. The old paradigm, which positioned the public as the object of service, is being abandoned and replaced by a more participatory approach that prioritizes citizen interests. One relevant approach in this context is the New Public Service (NPS), which emphasizes that government is not only tasked with "controlling" but also with "serving" the public democratically (Denhardt & Denhardt, 2003). From this perspective, the public is no longer positioned as customers, but rather as citizens with the right to be involved in the public service process.

Public services are essentially a series of activities undertaken by the government to meet the needs of the community, whether in the form of goods, services, or administration. In practice, public services must meet basic principles such as accessibility, fairness, efficiency, effectiveness, transparency, and accountability. Accessibility requires that services be accessible to all levels of society without discrimination, while fairness emphasizes the importance of equitable distribution of services (Gaspersz, 2018; Tjiptoherijanto, 2016). Furthermore, efficiency and effectiveness are crucial factors in ensuring that services provided meet established objectives with optimal resource utilization (Mardiasmo, 2017). Transparency and accountability are also crucial elements in building public trust in the government (Karneli, 2020).

In an effort to improve the quality of public services, various theoretical approaches have been developed. One widely used model is SERVQUAL, proposed by Parasuraman, Zeithaml, and Berry (1988), which identifies five main dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. The reliability dimension relates to the service provider's ability to deliver services consistently and accurately, while responsiveness refers to the responsiveness in responding to community needs. Assurance reflects the apparatus' ability to instill a sense of trust and security in the community, while empathy emphasizes the importance of attention and concern for service users. Tangibles relate to physical aspects such as facilities and employee appearance that support service quality.

Furthermore, Grönroos (1984) differentiates service quality into two main dimensions: technical quality and functional quality. Technical quality relates to the end result of the service provided, while functional quality relates to how the service is carried out, including the interaction between staff and the public. These two dimensions are important in assessing service quality as a whole, as

they consider not only the outcome but also the process experienced by service users.

In the context of population administration services, the Population and Civil Registration Office (Disdukcapil) plays a strategic role in providing services directly related to citizens' legal identity, such as Resident Identity Cards (KTP), Family Cards (KK), and civil registration certificates. These services are crucial as they serve as the basis for the public's access to various other public services. Therefore, the quality of service at Disdukcapil must be a top priority for local governments.

However, in practice, various problems remain in the provision of public services at the Civil Registration and Population Office (Disdukcapil). These problems include limited human resources, suboptimal use of technology, and service processes that are still considered complex and time-consuming. Human resources are a key factor in determining service quality, as employee competence, motivation, and work ethic significantly influence public satisfaction (Hasibuan, 2016). Incompetent human resources can hinder service effectiveness and undermine public trust in the government.

Furthermore, advances in information and communication technology (ICT) offer significant opportunities to improve the quality of public services. The implementation of e-government and digital-based services can accelerate service processes, increase transparency, and facilitate public access to public services (Muchtar, 2018). In the context of the Civil Registration and Population Office (Disdukcapil), the implementation of online population administration services, as stipulated in Minister of Home Affairs Regulation Number 7 of 2019, is a strategic step in improving service efficiency.

On the other hand, the service process is also a crucial factor in determining the quality of public services. Long and complicated processes can lower public satisfaction and create negative perceptions of government performance. Therefore, efforts are needed to simplify service procedures to make them faster, easier, and more transparent (Kotler & Keller, 2016). Therefore, improving the service process is a key strategy for enhancing the quality of public services.

From the New Public Service perspective, improving the quality of public services focuses not only on efficiency and effectiveness, but also on the values of democracy, participation, and social justice. The government is expected to involve the public in the decision-making process and provide a space for them to express their aspirations and evaluate the services provided. Thus, public services are not solely the responsibility of the government but also the result of collaboration between the government and the public.

Based on the above description, improving the quality of public services at the Population and Civil Registration Office (Disdukcapil) is an urgent need to realize good governance. The New Public Service approach is relevant because it can accommodate increasingly complex community needs and encourage the creation of more responsive, transparent, and accountable public services. Therefore, this study is important to analyze the strategy for improving public services at the Population and Civil Registration Office of Tanah Bumbu Regency

and examine the application of New Public Service principles in an effort to improve the quality of services to the public.

LITERATURE REVIEW

The literature review in this research focuses on the concept of public service, service quality theory, and the New Public Service (NPS) approach as a basis for analyzing public service improvement strategies. Public service is a crucial element in government administration, serving to directly meet the needs of the community. From a public administration perspective, public service is viewed not merely as a technical activity but also as a form of government responsibility in realizing public welfare.

Public services can be defined as all forms of government services provided to the public, whether in the form of goods, services, or administration. These services must meet basic principles such as accessibility, fairness, efficiency, effectiveness, transparency, and accountability. Accessibility requires that services be accessible to all members of the public without discrimination (Gaspersz, 2018), while fairness emphasizes the equitable distribution of services to all levels of society (Tjiptoherijanto, 2016). Furthermore, efficiency and effectiveness are important indicators in assessing the success of public services, namely the extent to which services can be provided with optimal use of resources and produce outputs according to objectives (Mardiasmo, 2017). Transparency and accountability are also crucial aspects in building public trust in the government (Karneli, 2020).

In an effort to understand the quality of public services, various theories have been developed by experts. One of the most widely used models is the SERVQUAL model introduced by Parasuraman, Zeithaml, and Berry (1988). This model identifies five main dimensions in assessing service quality: reliability, responsiveness, assurance, empathy, and tangibles. Reliability relates to the service provider's ability to deliver services consistently and dependably, while responsiveness refers to the responsiveness in responding to community needs. Assurance relates to the ability of officials to provide a sense of security and trust to service users, while empathy emphasizes the importance of attention to individual community needs. Tangibles include physical aspects such as facilities and the appearance of employees who support the service. The SERVQUAL model is important because it provides a comprehensive framework for evaluating service quality from the perspective of service users.

In addition to the SERVQUAL model, Grönroos (1984) proposed that service quality consists of two main dimensions: technical quality and functional quality. Technical quality refers to the outcome of the service received by the public, while functional quality relates to the process of delivering that service. These two dimensions complement each other in providing a comprehensive picture of service quality. In the context of public services, not only the final result is important, but also how the service is delivered, including the interaction between officers and the public.

Factors influencing the quality of public services are also an important part of this literature review. In general, there are three main factors influencing

public services: human resources, technology, and service processes. Human resources are a key factor in the provision of public services, as service quality is highly dependent on employee competence, motivation, and work ethic (Hasibuan, 2016). Highly competent officials will be able to provide better and more professional services, thereby increasing public satisfaction. Conversely, limited human resource competence can be a barrier to improving service quality.

Technology also plays a crucial role in improving the quality of public services. Advances in information and communication technology (ICT) have driven the transformation of public services to become more modern and efficient. The concept of e-government and digital-based services enables the government to provide faster, more transparent, and more accessible services to the public (Muchtar, 2018). In the context of population administration services, the implementation of online services, as stipulated in Minister of Home Affairs Regulation Number 7 of 2019, is one effort to increase service efficiency and effectiveness. The use of technology can also reduce direct interaction between officers and the public, thereby minimizing the potential for abuse of authority and increasing service transparency.

In addition to human resources and technology, the service process is also a crucial factor in determining the quality of public services. Lengthy, complex, and non-transparent service processes can lower public satisfaction and create negative perceptions of government performance. Therefore, it is crucial for government agencies to design service processes that are simple, fast, and easy for the public to understand (Kotler & Keller, 2016). Simplifying service procedures is one effective strategy for improving the quality of public services.

In the development of public administration theory, the New Public Service (NPS) paradigm emerged, emphasizing the importance of democratic values in public service. NPS is an approach that positions the public as citizens with the right to be involved in the public service process, not simply as customers (Denhardt & Denhardt, 2003). This approach emphasizes that the government must act as a public servant responsive to the needs and aspirations of citizens. The main principles of NPS include public participation, accountability, transparency, and social justice, as shown in Figure 1.



The NPS approach is relevant in the context of modern public services because it addresses the complex challenges of public needs. By involving the public in the service process, the government can better understand their needs and improve the quality of services provided. Furthermore, this approach also fosters a more harmonious relationship between the government and the public, thereby increasing public trust in the government.

Based on the literature review, it can be concluded that improving the quality of public services is influenced by various interrelated factors, namely human resources, technology, and service processes. Furthermore, the application of service theories such as SERVQUAL and the New Public Service approach can serve as a foundation for formulating more effective public service improvement strategies. Therefore, this literature review provides a strong theoretical framework for analyzing public service improvement strategies, particularly in the context of the Population and Civil Registration Service.

METHODS

The research method used in this study is a qualitative approach with a descriptive approach. This qualitative approach was chosen because this study aims to gain a deeper understanding of public service phenomena, specifically service improvement strategies at the Population and Civil Registration Office of Tanah Bumbu Regency from a New Public Service perspective. This approach allows researchers to explore the meaning, processes, and dynamics that occur in public service practices more comprehensively (Creswell, 2014).

Descriptive research is used to systematically and factually describe the current state of public services, including the influencing factors and strategies implemented by relevant agencies. Therefore, this research focuses not only on the final results but also on the processes and contexts underlying the provision of public services (Sugiyono, 2017).

Data collection techniques were conducted through several methods, namely observation, interviews, and documentation. Observations were

conducted to directly observe the service process taking place in the field, while interviews were used to obtain in-depth information from informants involved in public services, both from the apparatus and the public who use the services. Documentation was used to supplement the data in the form of official documents, reports, and regulations related to public services, such as population administration service policies. This combination of techniques aimed to increase data validity through triangulation (Moleong, 2018).

The data analysis in this study used qualitative analysis techniques, which include three main stages: data reduction, data presentation, and conclusion drawing (Miles, Huberman, & Saldaña, 2014). Data reduction was carried out by filtering and focusing data relevant to the research objectives, then presenting the data in a descriptive narrative for easy understanding. The final stage was drawing conclusions, which was carried out gradually based on the patterns and relationships found in the data.

By using this method, it is hoped that the research will be able to provide an in-depth picture of strategies for improving public services and their relevance to the principles of New Public Service in local government practices.

RESULTS

Research findings on public service improvement strategies at the Population and Civil Registration Office (Disdukcapil) of Tanah Bumbu Regency indicate that the quality of public service is the result of the interaction of various interrelated factors, namely human resources (HR), technology utilization, and service processes. These three factors do not stand alone but form a service system that determines the level of public satisfaction. In this context, research findings also show that the application of New Public Service (NPS) principles is beginning to be integrated into service practices, although its implementation still faces various structural and cultural challenges.

Human resources are the most dominant factor in determining the quality of public services. Research shows that employee competence, attitude, and work ethics significantly influence the quality of services provided to the public. Employees with good technical skills and a friendly and responsive attitude are able to provide more effective and efficient services. This is in line with Hasibuan's (2016) opinion, which states that competence and work motivation are key factors in improving organizational performance, including in public services. Furthermore, the service quality dimensions in the SERVQUAL model, particularly responsiveness, assurance, and empathy, are highly dependent on the quality of human resources (Parasuraman et al., 1988).

In practice, improving the quality of human resources at the Civil Registration and Population Office (Disdukcapil) is achieved through employee training and coaching, as well as emphasizing service ethics. These findings indicate that the organization has made efforts to improve employee capacity in providing quality services. However, this study also found limited staff and suboptimal work distribution. This results in an uneven workload and potentially lower service quality. These findings indicate a gap between theory and practice. Public organizations are expected to have an optimal human

resource management system in theory, but in practice, they still face resource constraints.

When compared with previous research, these results are consistent with Osborne's (2010) findings, which state that the quality of public services is strongly influenced by an organization's capacity to manage human resources. Furthermore, research by Albrecht and Zemke (2002) also confirms that service quality cannot be separated from the quality of the individuals providing the services. From the New Public Service perspective, the role of human resources becomes more strategic because employees function not only as policy implementers but also as facilitators who build relationships with the community (Denhardt & Denhardt, 2003). Therefore, improving the quality of human resources must encompass both technical and social aspects to meet the increasingly complex demands of public services.

In addition to human resources, the use of technology is also a crucial factor in improving the quality of public services. Research shows that the implementation of digital-based services has had a positive impact on service efficiency and effectiveness. The public can access services more easily and quickly without having to visit the service office in person. This aligns with the concept of e-government, which emphasizes the use of information technology to improve the quality of public services (Muchtar, 2018). Furthermore, the use of technology can also increase transparency and accountability in services, as the service process can be monitored more openly.

However, this study shows that technology is not the sole solution to improving the quality of public services. The success of technology implementation depends heavily on the readiness of human resources and supporting infrastructure. This finding aligns with research by Bannister and Connolly (2012), which states that the success of e-government is determined not only by technology but also by organizational and cultural factors. Furthermore, this study also identified obstacles in the form of low digital literacy among the public, which prevents all citizens from optimally utilizing technology-based services. This indicates the existence of a digital divide, which remains a challenge in the development of technology-based public services (Norris, 2001).

From the perspective of the New Public Service, the use of technology must remain oriented towards community needs. Technology is used not only to increase efficiency but also to expand access and enhance community participation in public services (Denhardt & Denhardt, 2003). Therefore, technology implementation must consider inclusivity to reach all levels of society, including those with limited access to technology.

The next factor influencing the quality of public services is the service process. Research shows that simplifying the service process is an effective strategy for increasing public satisfaction, as shown in Figure 2. Simple, fast, and transparent processes enable the public to obtain services more easily and efficiently. This aligns with service management theory, which states that efficient processes are key to creating quality services (Kotler & Keller, 2016).



Figure 2. Public Service Quality Improvement Strategy Model

Research results show that the quality of public services is influenced by the interaction of human resources, technology, and service processes. These three factors are reinforced by NPS principles, resulting in increased public satisfaction and trust.

In the SERVQUAL model, reliability is closely related to the consistency and clarity of the service process (Parasuraman et al., 1988). A standardized and easily understood process can increase public trust in the services provided. This study shows that the Tanah Bumbu Regency Population and Civil Registration Office has made various efforts to simplify the service process, such as reducing bureaucratic stages and simplifying administrative requirements.

Compared with previous research, these findings align with Pollitt and Bouckaert (2011), who stated that public administration reforms focused on simplifying procedures can improve service performance. Furthermore, the World Bank (2017) also demonstrated that simplifying service procedures can improve public access to public services. However, this study also found that obstacles remain in the service process, such as a lack of coordination between work units and limited integrated information systems. This suggests that simplification of the service process must be carried out comprehensively and in an integrated manner.

The implementation of New Public Service (NPS) principles is a key aspect of this research. The results show that the principles of public participation, transparency, and accountability have begun to be implemented in public services at the Civil Registration and Population Office (Disdukcapil). The public is given the opportunity to provide feedback through satisfaction surveys and a complaints mechanism. This demonstrates a paradigm shift from a top-down bureaucracy to a more participatory approach (Denhardt & Denhardt, 2003).

Service transparency is also a key priority, with information regarding procedures, requirements, and service times being openly communicated to the public. This is crucial for building public trust in the government (Karneli, 2020). Furthermore, service accountability is enhanced through the implementation of service standards and employee performance evaluations.

However, the implementation of NPS still faces various challenges. Public participation remains limited, and not all employees have an adequate understanding of the NPS concept. These findings indicate that the transformation to an NPS paradigm requires a change in organizational culture that cannot be achieved instantly. This aligns with research by Vigoda-Gadot (2007), which states that public participation in public services requires strong institutional support.

Overall, the results of this study indicate that improving the quality of public services is a complex and multidimensional process. Three main factors – human resources, technology, and service processes – interact in determining service quality. These findings reinforce the theory that public services are complex systems influenced by various interrelated factors (Osborne, 2010).

From a theoretical perspective, this research contributes by demonstrating that the New Public Service approach can be an effective framework for integrating these various factors. The NPS emphasizes not only efficiency but also the values of democracy, participation, and social justice. Thus, the implementation of the NPS can improve the quality of public services more comprehensively.

However, NPS implementation requires support from various aspects, including policies, resources, and organizational culture. Without such support, NPS implementation will remain merely a normative concept that is difficult to implement in practice. Therefore, a strong commitment from local governments is needed to integrate NPS principles into all aspects of public services.

Based on these results and discussion, it can be concluded that the strategy for improving public services at the Tanah Bumbu Regency Population and Civil Registration Office (Disdukcapil) must be implemented holistically, integrating human resources, technology, and service processes within the New Public Service framework. This approach will not only increase service efficiency and effectiveness but also strengthen the relationship between the government and the public as partners in public service delivery.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that improving the quality of public services at the Population and Civil Registration Office of Tanah Bumbu Regency is the result of the interaction of three main factors: the quality of human resources (HR), the use of technology, and the effectiveness of the service process. These three factors have been shown to play complementary roles in determining the level of public satisfaction with population administration services.

First, human resource quality is the most fundamental factor in determining the success of public services. Technical competence, service ethics, and employee responsiveness have been shown to contribute significantly to perceptions of service quality. This confirms that public services are

fundamentally social interactions that are heavily influenced by the quality of the individual service provider. Therefore, strengthening human resource capacity goes beyond improving technical skills to encompass aspects of behavior, integrity, and service orientation to the public.

Second, the use of information technology through digital-based services has increased efficiency, speed, and accessibility. The implementation of digital services shows significant potential in reducing bureaucratic red tape and increasing transparency. However, the effectiveness of technology is still influenced by organizational readiness and the public's level of digital literacy. This demonstrates that digital transformation in public services must be carried out in an inclusive and adaptive manner.

Third, streamlining service processes is a crucial factor in improving service quality. Simple, clear, and transparent procedures have been proven to increase public trust and satisfaction. However, this study found that challenges remain in system integration and coordination between work units, impacting service consistency.

Furthermore, this study confirms that the application of New Public Service (NPS) principles is beginning to be internalized in public service practices, particularly in terms of participation, transparency, and accountability. However, the implementation of these principles is still suboptimal and requires strengthening of organizational culture and institutional capacity.

Overall, this research makes a theoretical contribution by strengthening the relevance of the New Public Service approach to improving the quality of public services at the regional level. Practically, this research demonstrates that public service improvement strategies must be implemented holistically and integrated, placing the community at the center of service delivery.

Recommendation

Based on research findings, several policy recommendations that can be implemented to improve the quality of public services are as follows:

1. Strengthening Human Resources Capacity and Professionalism

Regional governments need to develop human resource management policies oriented towards improving the competence and professionalism of public service personnel. Training programs must be designed sustainably and focus not only on technical aspects but also on soft skills such as communication, empathy, and service ethics. Furthermore, a performance evaluation system based on measurable public service indicators is needed to ensure employee accountability.

2. Accelerating Inclusive Digital Transformation

The digitalization of public services must continue to be developed by ensuring system integration and easy access for the public. The government needs to develop a user-friendly integrated service platform and improve public digital literacy through educational programs. Furthermore, alternatives to manual services should be provided for groups without access to technology to avoid social exclusion.

3. Reform and Simplification of Service Processes

Simplification of service procedures must be implemented comprehensively by reducing bureaucratic steps and standardizing services. The government needs to ensure that all service processes are well-documented, transparent, and easily understood by the public. Integration between work units must also be strengthened to avoid duplication of processes and improve service efficiency.

4. Strengthening the Implementation of New Public Service (NPS)

Local governments need to internalize the principles of the New Public Service in all aspects of public service delivery. This can be achieved by increasing public participation in decision-making processes, strengthening public complaints mechanisms, and increasing the transparency of service information. Furthermore, a shift in organizational culture is needed that encourages a service orientation toward the public as partners, not simply as objects of service.

5. Development of a Performance-Based Monitoring and Evaluation System

A data-driven monitoring and evaluation system is needed to regularly measure service quality. Public satisfaction surveys should be conducted systematically, with the results used as a basis for policy improvements. Furthermore, utilizing technology in service monitoring can increase accountability and transparency.

6. Strengthening Collaboration and Service Innovation

Local governments need to encourage collaboration with various stakeholders, including the private sector and communities, in developing innovative public services. This collaborative approach can improve service effectiveness and accelerate the adoption of innovations relevant to community needs.

FURTHER STUDY

Future research is recommended to examine the implementation of New Public Service principles across various public institutions and regions to increase the generalizability of the findings. Researchers can also use quantitative or mixed-methods approaches to measure the influence of human resources, digital transformation, and service process effectiveness on citizen satisfaction. Furthermore, future studies should explore the role of organizational culture, leadership, and digital inclusion in supporting sustainable public service improvement. These efforts are expected to provide a more comprehensive understanding of public service reform within the New Public Service framework.

REFERENCES

- Albrecht, K., & Zemke, R. (2002). *Service America! Doing business in the new economy* . McGraw-Hill.
- Bannister, F., & Connolly, R. (2012). Defining e-government and e-governance. *Government Information Quarterly*, 29 (3), 375–382.
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.
- Denhardt, J. V., & Denhardt, R. B. (2003). *The new public service: Serving, not steering* . M.E. Sharpe.
- Gaspersz, V. (2018). *Quality management in the service industry* . Gramedia Pustaka Utama.
- Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, 18 (4), 36–44.
- Hasibuan, MSP (2016). *Human resource management* . Bumi Aksara.
- Karneli, O. (2020). Transparency and accountability in public services. *Journal of Public Administration* .
- Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson Education.
- Mardiasmo. (2017). *Public sector accounting* . Andi.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). Sage Publications.
- Moleong, LJ (2018). *Qualitative research methodology* . Rosdakarya Youth.
- Muchtar, H. (2018). *E-government and public service transformation* . Rajawali Pers.
- Norris, P. (2001). *Digital divide: Civic engagement, information poverty, and the internet worldwide* . Cambridge University Press.
- Osborne, S. P. (2010). *The new public governance? Emerging perspectives on the theory and practice of public governance* . Routledge.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64 (1), 12–40.

Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 7 of 2019 concerning Online Population Administration Services.

Pollitt, C., & Bouckaert, G. (2011). *Public management reform: A comparative analysis* (3rd ed.). Oxford University Press.

Sugiyono. (2017). *Qualitative, quantitative, and R&D research methods* . Alfabeta.

Tjiptoherijanto, P. (2016). *Public services and bureaucratic reform* . LP3ES.

Vigoda-Gadot, E. (2007). Citizens' perceptions of politics and ethics in public administration. *Public Integrity*, 9 (4), 315–336.

World Bank. (2017). *World Development Report 2017: Governance and the Law* . Washington, DC: World Bank.