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Analysis of Public Service Standards Implementation at Tegal Kunir Kidul Village Office, Mauk District, Tangerang Regency

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ABSTRACT

Public service is a fundamental function of government administration aimed at fulfilling community needs through effective, transparent, and accountable service delivery. Village offices play a strategic role as the government institutions closest to the community in providing administrative services. This study aims to analyze the implementation of public service standards at the Tegal Kunir Kidul Village Office, Mauk District, Tangerang Regency. A qualitative descriptive approach was employed. Data were collected through observation, interviews with village officials and service users, and documentation. The data were analyzed using the interactive model of Miles, Huberman, and Saldaña, which includes data reduction, data display, and conclusion drawing. The findings indicate that the implementation of public service standards has generally been carried out through the application of service procedures, service schedules, and administrative services in accordance with applicable regulations. The services provided include domicile certificates, letters of introduction for identity cards and family cards, business certificates, and other administrative services. However, several obstacles remain, particularly limited facilities and infrastructure as well as the limited number of service officers. Despite these constraints, village officials continue to provide services to the community effectively. This study contributes to the understanding of public service standards implementation at the village level and highlights the importance of improving service facilities and human resource capacity to enhance service quality.

Keywords: *public service, public service standards, service quality, village government, administrative services.*

A. INTRODUCTION

Public service is a fundamental responsibility of government institutions in fulfilling citizens' needs and ensuring public welfare. The quality of public services has become an important indicator of government performance because it directly affects public trust and citizen satisfaction. Recent studies indicate that public service quality at the village level is

Khaidir Ali; Lasniati (2026). Analisis Kebijakan Pembinaan Pengguna Jalan Raya dalam Upaya Meningkatkan Ketertiban Masyarakat di Kota Medan

influenced by administrative capacity, transparency, digitalization, community participation, and the competence of public officials (Zulfachry & Rachmat, 2025). Furthermore, effective service delivery requires the implementation of clear and measurable service standards to ensure accountability and legal certainty for service users (Adam & Maulida, 2024).

At the village government level, public services are primarily related to population administration, issuance of certificates, business permits, and other administrative documents required by citizens. Research conducted in several village governments in Indonesia shows that the implementation of service standards significantly contributes to improving service quality and citizen satisfaction (Utami & Mursyidah, 2024). Similarly, Wibowo and Mursyidah (2022) found that service quality in village government institutions is strongly influenced by the dimensions of reliability, responsiveness, assurance, empathy, and tangible service facilities.

In recent years, the implementation of public service standards has become increasingly important as part of bureaucratic reform and good governance initiatives. Junaedi (2023) argues that village governance based on good governance principles requires transparency, accountability, responsiveness, and active community participation. In addition, the formulation and implementation of service standards are essential instruments for improving service quality and ensuring that administrative procedures are carried out consistently (Hikmah & Tonapa, 2024).

Several studies have also emphasized the importance of service innovation and administrative modernization in improving public service performance. For example, the implementation of Village Information Systems (SID) has been shown to improve the effectiveness and efficiency of village administrative services, although challenges remain regarding accessibility and public awareness (Novianti & Agustina, 2024). Likewise, population administration services have been found to contribute significantly to improving village government performance when supported by effective administrative procedures and competent service officers (Sussilo & Sukmana, 2024).

Although previous studies have examined public service quality, service standards, administrative performance, and digital service innovations in village governments, most of them focused on village offices with relatively adequate organizational resources. Limited attention has been given to village offices that continue to provide public services despite constraints in facilities, infrastructure, and human resources. This condition indicates a research gap in the literature regarding how public service standards are implemented under resource-constrained conditions.

The Tegal Kunir Kidul Village Office, located in Mauk District, Tangerang Regency, represents an important case for examining this issue. Based on preliminary observations, the village office continues to provide administrative services to the community despite relatively limited facilities and infrastructure. Understanding how public service standards are implemented in such conditions is important for identifying the factors that support and hinder service delivery at the village level. The novelty of this study lies in its focus on examining the implementation of public service standards in a village government institution that operates with relatively limited resources while maintaining administrative service delivery to the community. Unlike previous studies that predominantly focused on

service quality and governance in better-resourced local government institutions, this study explores how service standards are implemented and maintained in a resource-constrained village office environment.

Therefore, this study aims to analyze the implementation of public service standards at the Tegal Kunir Kidul Village Office, Mauk District, Tangerang Regency, in providing administrative services to the community.

Research Gap and Novelty

Public service standards are considered an important instrument for improving accountability, transparency, and service quality in government institutions (Adam & Maulida, 2024; Hikmah & Tonapa, 2024). Previous studies have examined public service implementation from various perspectives, including service quality (Utami et al., 2024), good governance practices in village administration (Junaedi, 2023), public participation and transparency (Zulfachry & Rachmat, 2025), and the utilization of digital-based public services (Nisak & Sukmana, 2024; Suhartatik & Rodiyah, 2024). These studies demonstrate that the implementation of public service standards contributes significantly to improving administrative performance and citizen satisfaction.

Nevertheless, most previous studies were conducted in government institutions that had relatively adequate organizational resources or focused on service innovation and digital transformation. Limited attention has been paid to village government institutions that continue to provide administrative services despite constraints in facilities, infrastructure, and human resources. As noted by Zulfachry and Rachmat (2025), administrative capacity remains an important determinant of service quality at the village level, yet empirical evidence regarding how service standards are implemented under resource-constrained conditions is still limited.

Therefore, the novelty of this study lies in its focus on examining the implementation of public service standards at the Tegal Kunir Kidul Village Office, Mauk District, Tangerang Regency, a village government institution that operates with relatively limited facilities and infrastructure while continuing to provide administrative services to the community. Unlike previous studies that mainly emphasized service quality, e-government, or citizen satisfaction, this study specifically analyzes the implementation of public service standards through four dimensions: service procedures, service officers, service time, and types of services. This study is expected to enrich the literature on village public administration and provide empirical evidence regarding the implementation of public service standards in resource-constrained village government institutions.

From a theoretical perspective, this study adopts the concept of public service standards as stipulated in Law Number 25 of 2009 concerning Public Services and further elaborated by Hardiyansyah (2018), which includes service procedures, service completion time, service products, facilities and infrastructure, and the competence of service officers. These dimensions are used as analytical indicators to assess the implementation of public service standards at the Tegal Kunir Kidul Village Office.

Public Service

Public service constitutes one of the primary responsibilities of government institutions in fulfilling citizens' needs and ensuring public welfare. According to Law Number 25 of 2009 concerning Public Services, public service refers to a series of activities carried out to fulfill service needs for citizens regarding goods, services, and administrative services provided by public service providers. Public service quality is considered an important indicator of government performance because it reflects the government's ability to respond to public needs effectively and efficiently.

Hardiyansyah (2018) defines public service as activities carried out by government institutions to provide services and fulfill public needs in accordance with applicable regulations. Similarly, Sinambela (2019) argues that public service is an essential governmental function aimed at ensuring citizen satisfaction and public trust.

Recent studies have emphasized that public service quality is influenced by administrative capacity, transparency, responsiveness, and citizen participation (Zulfachry & Rachmat, 2025). Furthermore, Utami and Mursyidah (2024) found that service quality improvements at the village level significantly contribute to citizen satisfaction and trust in local government institutions. Likewise, Junaedi (2023) highlighted that the implementation of good governance principles strengthens accountability and service effectiveness in village administration.

Public Service Standards

Public service standards are benchmarks used by government institutions in delivering services to citizens. According to Law Number 25 of 2009, service standards must include service procedures, service completion time, service costs, service products, facilities and infrastructure, and the competence of service officers.

Hardiyansyah (2018) explains that service standards function as operational guidelines for service providers and as instruments for evaluating service quality. The existence of service standards provides legal certainty and transparency for service users.

Recent empirical studies demonstrate that service standards play a significant role in improving service consistency and accountability. Adam and Maulida (2024) found that the formulation of service standards contributes to increasing legal awareness and administrative certainty in village government institutions. Similarly, Hikmah and Tonapa (2024) emphasized that clear service standards help improve service efficiency and public satisfaction. Lestari et al. (2024) also reported that compliance with service standards positively affects citizens' perceptions of service quality in local government offices.

Implementation of Public Service Standards

Implementation refers to the process of translating policies and regulations into practical actions. In the context of public services, implementation concerns how service standards are applied by government officials in daily service delivery.

According to Nugroho (2020), policy implementation is a crucial stage in the public policy process because the success of a policy largely depends on its implementation. Dwiyanto (2021) further argues that effective implementation requires adequate human resources, organizational commitment, and supporting facilities.

Several recent studies have examined the implementation of public services in local government institutions. Saleh et al. (2024) found that integrated administrative service policies improve service effectiveness when supported by clear procedures and institutional commitment. Suhartatik and Rodiyah (2024) reported that digital administrative service programs contribute to faster and more efficient service delivery. Likewise, Nisak and Sukmana (2024) demonstrated that e-government implementation enhances service accessibility and administrative effectiveness.

However, previous studies mainly focused on digitalization and administrative innovation. Limited attention has been given to the implementation of public service standards in village offices that face infrastructure and resource limitations.

Public Service Quality

Service quality reflects the degree to which services meet citizens' expectations and needs. According to Tjiptono (2019), service quality refers to the ability of service providers to consistently meet customer expectations. Hardiyansyah (2018) identifies five dimensions of service quality: Reliability; Responsiveness; Assurance; Empathy; Tangibles.

These dimensions remain widely used in evaluating public services.

Recent research confirms the relevance of these dimensions in village-level public services. Wibowo and Mursyidah (2022) found that reliability and responsiveness significantly affect citizen satisfaction. Pratama and Agustina (2024) reported that community-centered service approaches improve service effectiveness and trust. Furthermore, Chanifah and Widiyarta (2024) showed that digital-based village services can improve service quality by increasing accessibility and reducing administrative delays.

Village Government and Public Service Delivery

Village government institutions are the government units closest to citizens and therefore play a strategic role in public service delivery. Their responsibilities include providing administrative services, facilitating community development, and supporting local governance.

Dwiyanto (2021) states that village governments serve as the frontline institutions in delivering public services because they directly interact with citizens. Effective service delivery at the village level therefore becomes essential for improving government legitimacy and public trust.

Recent studies indicate that village government performance is influenced by institutional capacity, administrative competence, and resource availability. Al Giffari and Sukarno (2024) found that institutional capacity significantly affects administrative performance and development planning. Sussilo and Sukmana (2024) reported that effective population administration services contribute positively to village government performance. Additionally, Muwardi and Sukmana (2024) demonstrated that digital governance initiatives can improve administrative efficiency in rural areas.

These findings suggest that village governments play a crucial role in implementing public service standards and ensuring that citizens receive accessible and high-quality services despite existing resource constraints.

B. RESEARCH METHODS

Research Design and Approach

This study employed a qualitative research approach using a descriptive method. The qualitative approach was selected to obtain an in-depth understanding of the implementation of public service standards at the Tegal Kunir Kidul Village Office, Mauk District, Tangerang Regency. This approach enables researchers to explore and interpret social phenomena within their natural setting and to understand how public services are delivered to the community.

According to Sugiyono (2020), qualitative research is a method used to examine natural settings in which the researcher serves as the primary instrument for data collection and analysis. The emphasis of qualitative research lies in understanding meanings and processes rather than generating statistical generalizations. Descriptive qualitative research aims to provide a systematic and accurate description of a particular phenomenon based on empirical findings.

Through this approach, the study seeks to describe the implementation of public service standards, service procedures, service quality, and the challenges encountered in delivering administrative services at the Tegal Kunir Kidul Village Office.

Research Site

The research was conducted at the Tegal Kunir Kidul Village Office, Mauk District, Tangerang Regency, Indonesia. The site was selected because the village office functions as a frontline government institution responsible for providing administrative services directly to the community.

As the lowest level of local government administration, the village office plays a significant role in delivering various public services, including the issuance of certificates, introductory letters for population administration, and other administrative documents. Therefore, this location was considered appropriate for examining the implementation of public service standards in practice.

Data Collection Techniques

Data were collected using three techniques: observation, interviews, and documentation.

a. Observation Observation was conducted to obtain firsthand information regarding the implementation of public services at the village office. Creswell (2018) defines observation as a process of gathering information through direct observation of individuals, activities, and events within a research setting.

The researcher observed several aspects of service delivery, including: (1) service procedures implemented by staff, (2) interactions between service providers and community members, (3) responsiveness and timeliness of service delivery, (4) availability and utilization of service facilities and infrastructure, (5) community participation during service processes, and (6) the overall service environment. These observations provided contextual data regarding the actual implementation of public services.

b. Interviews Semi-structured interviews were conducted to obtain detailed information from individuals directly involved in public service activities. According to

Moleong (2021), interviews are purposeful conversations conducted to obtain information relevant to the research objectives.

The informants were selected purposively based on their roles, experiences, and involvement in public service implementation. The participants consisted of:

- The Head of the Village Office, who is responsible for overall administrative management and public service delivery;
- Administrative and service staff directly involved in providing services to the public; and
- Community members who had received services from the village office.

The interviews explored issues related to service procedures, service quality, implementation challenges, and public perceptions regarding the services provided.

c. Documentation Documentation was used to complement data obtained through observations and interviews. Documents collected included service reports, administrative records, regulations, archives, photographs, and other documents related to public service implementation.

According to Sugiyono (2020), documentation serves as supporting evidence that enhances the credibility and completeness of qualitative research findings.

Data Analysis

The data were analyzed using the interactive model developed by Miles, Huberman, and Saldaña (2019). The analysis was conducted continuously throughout the research process and consisted of three stages:

a. Data Reduction Data reduction involved selecting, focusing, simplifying, and organizing data obtained from observations, interviews, and documentation. This process enabled the researcher to identify information relevant to the research objectives.

b. Data Display The reduced data were organized and presented in the form of narrative descriptions, matrices, and thematic categories. Data display facilitated the interpretation of findings and the identification of patterns related to public service implementation.

c. Conclusion Drawing and Verification The final stage involved drawing conclusions and verifying findings based on the analyzed data. Conclusions were continuously reviewed throughout the research process to ensure their consistency and validity. This stage aimed to generate a comprehensive understanding of the implementation of public service standards at the Tegal Kunir Kidul Village Office, Mauk District, Tangerang Regency.

C. RESULTS AND DISCUSSION

Service Procedures

The findings indicate that administrative service procedures at the Tegal Kunir Kidul Village Office have generally been implemented in accordance with established regulations. Community members seeking administrative services are required to submit the necessary documents, after which village officials verify and process the requests according to the applicable procedures.

Interviews with village officials revealed that service procedures have been standardized and communicated to the public through information boards displayed in the

service area. This condition reflects the principle of procedural clarity, which is one of the essential components of public service standards.

According to Mulyadi et al. (2023), clear service procedures contribute significantly to service effectiveness by reducing uncertainty and increasing public trust in government institutions. Similarly, Pratama and Nugroho (2024) emphasize that procedural transparency enhances service accessibility and minimizes administrative barriers experienced by citizens.

The findings suggest that the existence of clear and understandable service procedures has facilitated the service process and improved public satisfaction. Nevertheless, several community members indicated that additional digital information dissemination could further improve access to service-related information.

Service Time and Responsiveness

The study found that most administrative services were completed within the expected timeframe. Village officials generally responded promptly to community requests and attempted to provide services efficiently.

Responsiveness is widely recognized as a key indicator of public service quality. Rahman and Putri (2023) argue that responsiveness reflects the willingness and ability of public servants to address citizen needs quickly and appropriately. Furthermore, Hidayat et al. (2024) found that responsiveness positively influences citizen satisfaction and public perceptions of governmental effectiveness.

The results demonstrate that the responsiveness of village officials has contributed positively to service delivery. However, service delays occasionally occurred during periods of high demand due to limited staffing capacity.

Availability of Facilities and Infrastructure

Observation results revealed that the village office provides basic facilities to support service delivery, including service counters, waiting areas, seating arrangements, and information boards. These facilities contribute to creating a conducive environment for service users.

Facilities and infrastructure are important determinants of service quality. Research by Suryani et al. (2023) indicates that adequate service facilities improve user comfort and enhance perceptions of service professionalism. Likewise, Wijaya and Santoso (2024) report that physical service environments significantly affect citizen satisfaction.

Despite the availability of basic facilities, several respondents suggested improvements in digital service infrastructure, including computerized service systems and online information access.

Community Perceptions of Public Services

Interviews with community members indicated generally positive perceptions regarding the services provided by the village office. Most respondents expressed satisfaction with the friendliness, politeness, and helpfulness of service personnel.

Citizen satisfaction is a critical measure of public service performance. According to Anwar et al. (2024), positive interactions between public officials and citizens foster trust and strengthen the legitimacy of public institutions. Similar findings were reported by

Kurniawan and Fitriani (2023), who concluded that employee attitudes significantly influence overall public satisfaction.

The results indicate that interpersonal communication and courteous behavior displayed by village officials have become important strengths in public service implementation.

Challenges in Implementing Public Service Standards

Although public services at the village office have generally been implemented effectively, several challenges remain. These include limited human resources, occasional service delays during peak periods, and the need for further digitalization of administrative services.

Digital transformation has become increasingly important in public administration. According to Wahyudi et al. (2024), digital public services improve efficiency, transparency, and accessibility while reducing administrative burdens. Similarly, Setiawan and Arifin (2025) emphasize that local governments must accelerate digital innovation to meet growing public expectations.

The findings suggest that strengthening human resource capacity and expanding digital service systems would further enhance the implementation of public service standards at the Tegal Kunir Kidul Village Office.

Discussion

The overall findings demonstrate that the implementation of public service standards at the Tegal Kunir Kidul Village Office has been relatively effective. Service procedures are clear, responsiveness is generally satisfactory, facilities are adequate, and community perceptions are predominantly positive. These findings support contemporary public administration theories emphasizing service quality, responsiveness, transparency, and citizen-centered governance.

However, the study also highlights the importance of continuous service improvement, particularly in the areas of digital transformation, human resource development, and service innovation. These efforts are essential for ensuring sustainable improvements in public service quality and meeting the evolving needs of the community.

D. CONCLUSION

This study aimed to analyze the implementation of public service standards at the Tegal Kunir Kidul Village Office, Mauk District, Tangerang Regency. Based on the findings and discussion, several conclusions can be drawn.

First, the implementation of public service standards at the Tegal Kunir Kidul Village Office has generally been carried out effectively. Service procedures are relatively clear and have been communicated to the community through available service information. This has facilitated citizens in accessing administrative services and understanding the requirements needed for service completion.

Second, the responsiveness of village officials in providing services has contributed positively to service quality. Most community members perceived that village staff were responsive, courteous, and willing to assist citizens throughout the service process. Such

responsiveness has enhanced public trust and satisfaction with the services provided.

Third, the availability of facilities and infrastructure has supported the implementation of public services. Basic service facilities, including service counters, waiting areas, and information boards, are available and functional. However, several aspects of service infrastructure still require improvement to increase service efficiency and user convenience.

Fourth, community perceptions of public services at the village office are generally positive. Service users expressed satisfaction with the attitude, friendliness, and professionalism of village officials. These findings indicate that interpersonal communication and service orientation have become important strengths in public service delivery.

Finally, despite the overall positive performance, several challenges remain in implementing public service standards. These challenges include limited human resources, occasional delays during peak service periods, and the need to strengthen digital-based service systems. Therefore, continuous improvement efforts are necessary to enhance service effectiveness and meet increasing public expectations.

Recommendations

Based on the findings of this study, several recommendations are proposed:

1. The Tegal Kunir Kidul Village Office should continue improving the quality of public services through regular evaluation of service procedures and service standards to ensure consistency and effectiveness.
2. Village officials should receive continuous education and training programs aimed at enhancing professional competence, service responsiveness, communication skills, and customer-oriented service behavior.
3. The village government should strengthen the utilization of information technology by developing digital service systems that facilitate faster, more transparent, and more accessible public services.
4. Service facilities and infrastructure should be upgraded periodically to improve public convenience and support more efficient service delivery processes.
5. Community participation should be encouraged through regular feedback mechanisms, satisfaction surveys, and complaint-handling systems to ensure that public services remain responsive to citizens' needs and expectations.
6. Future researchers are encouraged to conduct similar studies in other village offices or local government institutions using broader research scopes and comparative approaches to enrich the understanding of public service standards implementation in Indonesia.

Overall, the successful implementation of public service standards requires a continuous commitment from village authorities, service personnel, and the community to achieve high-quality, transparent, accountable, and citizen-oriented public services.

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