

(Research) Article

# The Effectiveness of Public Services of The Sorong City Education Office to The Community in Sorong City

Elvira Isir <sup>1\*</sup>, Karmanis <sup>2</sup>, Tri Lestari Hadiati <sup>3</sup>

1. Program Magister Administrasi Publik, Universitas 17 Agustus 1945 Semarang, Indonesia  
Email : [elviraisir@gmail.com](mailto:elviraisir@gmail.com)
2. Program Magister Administrasi Publik, Universitas 17 Agustus 1945 Semarang, Indonesia  
Email : [karmanis@untagsmg.ac.id](mailto:karmanis@untagsmg.ac.id)
3. Program Magister Administrasi Publik, Universitas 17 Agustus 1945 Semarang, Indonesia  
Email : [Tri-lestari-hadiati@untagsmg.ac.id](mailto:Tri-lestari-hadiati@untagsmg.ac.id)

\* Corresponding Author : [elviraisir@gmail.com](mailto:elviraisir@gmail.com)

**Abstract,** This study aims to analyze the effectiveness of the public services of the Sorong City Education Office for the community by examining the relationships among service effectiveness, community satisfaction, service accountability, and apparatus responsiveness. The research uses a mixed-methods approach: a quantitative component involving distributing questionnaires to 30 respondents, analyzed using descriptive statistics and correlation, and a qualitative component involving in-depth interviews with five main sources, analyzed using triangulation and thematic analysis. The results of the study show that the effectiveness of public services is in the good category, with a significant relationship between service effectiveness and community satisfaction, service accountability, and responsiveness of the apparatus. Apparatus responsiveness has the strongest relationship with service effectiveness, showing the importance of officer responsiveness in improving the quality of education services. The interview findings also show that education services have improved, though further progress is needed in service speed and information transparency. The study's findings confirm the relevance of public administration theory and service quality in explaining the performance of regional education services. The research is limited in the small number of respondents and its focus on a single agency. Therefore, further research is recommended to increase the sample size, involve several public service agencies, and use a more comprehensive analytical model.

**Keywords:** Apparatus Responsiveness; Community Satisfaction; Education Services; Public Service Effectiveness; Service Accountability.

Received: November 20, 2025;

Revised: December 15 2025;

Accepted: January 17, 2026;

Published: January 31, 2026;

Curr. Ver.: January 31, 2026;



Copyright: © 2025 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)

## 1. INTRODUCTION

Public services are one of the main indicators of the success of government administration in the era of bureaucratic reform. Nationally, demand to improve the quality of public services is growing, along with public awareness of citizens' rights. The Government of Indonesia, through various regulations, including Law Number 25 of 2009 on Public Services, affirms the state's obligation to provide professional, transparent, accountable, and community-oriented services. However, various national reports indicate that the quality of public services in Indonesia still faces problems, including convoluted procedures, low responsiveness of the apparatus, and inequality in service quality across regions (Dwiyanto, 2016). This condition indicates that effective public services have not been fully implemented, especially in basic sectors such as education.

In the region, the challenges of public services become increasingly complex when they are linked to the institutional capacity and resources of the local government apparatus. Sorong City, as one of the strategic cities in Southwest Papua Province, plays an important role as a center for the growth of education, the economy, and social services in eastern Indonesia. Along with population growth and the community's increasing need for educational services, the demand for effective public services in the field of education is rising. The Sorong City Education Office, as a regional apparatus responsible for implementing educational services, is required to provide quality, fair, and equitable services for all levels of society. However, in practice, public services in the education sector are still often perceived as

suboptimal, particularly in terms of service procedures, service speed, and administrative certainty.

The phenomenon of the public service gap in Sorong City is evident in the gap between the service standards set and the reality of services experienced by the community. On the one hand, local governments have set various policies and minimum service standards in the field of education, such as education administration services, school data management, and facilitation of the needs of educators. However, the community still complains about various problems, including slow education administration processes, a lack of clear information on service procedures, and a low response from the apparatus to public complaints. This gap indicates a discrepancy between public expectations for effective educational services and the performance of the Sorong City Education Office's services. This condition can reduce public trust and hinder the achievement of regional education development goals.

Theoretically, the effectiveness of public services can be explained by public administration and service quality theories. Public administration theory emphasizes that the effectiveness of public organizations is determined by the ability of institutions to achieve preset goals through optimal use of resources (Denhardt & Denhardt, 2015). Meanwhile, the theory of service quality proposed by Parasuraman, Zeithaml, and Berry (1988) emphasizes that service quality is shaped by the gap between service users' expectations and their perceptions of the performance of the services received. In the context of public services, service effectiveness is closely related to the concepts of community satisfaction, accountability, and responsiveness of the apparatus. Effective services are not measured only by the achievement of administrative targets, but also by the extent to which they meet the community's needs and expectations precisely, quickly, and fairly (Dwiyanto, 2016). Thus, the effectiveness of public services in the field of education services results from the interaction among the performance of the apparatus, the service system, and the public's perception as service users.

Various previous studies have shown that the effectiveness of public services remains a relevant issue. Research by Dwiyanto (2016) found that low-quality public services in regions are caused by the apparatus's weak orientation toward community satisfaction and a lack of performance accountability. Another study by Hardiyansyah (2018) shows that the effectiveness of public services is greatly influenced by the responsiveness and competence of the apparatus in serving the community. Meanwhile, research by Sinambela (2019) emphasizes that there is still a gap between public service policies and their implementation at the organizational level of the regional apparatus. Although these studies have examined public services in general, there remains a lack in research specifically examining the effectiveness of public services in the education sector at the city government level, especially in Eastern Indonesia, such as Sorong City. This research gap underscores the importance of this study.

The selection of Sorong City as the research locus is based on strategic and empirical considerations. As a fast-growing city and the center of education services in the Southwest Papua region, Sorong City faces significant challenges in providing effective and equitable education. The Sorong City Education Office was chosen as the object of research because it has a central role in the formulation and implementation of education service policies to the community. In addition, a few empirical studies still examine the effectiveness of the Education Office's public services in Sorong City, making this research relevant and novel in the development of public administration studies, especially in the field of regional education services.

Based on this description, the main problems in this study can be formulated in the following major questions: *How effective are the public services of the Sorong City Education Office for the community in Sorong City?* With reference to these problems, this research is titled: "The Effectiveness of Public Services of the Sorong City Education Office to the Community in Sorong City."

## 2. LITERATURE REVIEW

### Public Administration Theory and Service Quality Theory

Public administration theory describes how government organizations manage resources, policies, and service processes to achieve public goals effectively and efficiently. Modern public administration is not only oriented toward bureaucratic procedures but also toward the results of services perceived by the public as users (Denhardt & Denhardt, 2015).

The *New Public Service* perspective emphasizes that the government apparatus must serve as public servants who prioritize the public interest, citizen participation, and accountability in every service process. Thus, the success of public organizations is measured not only by compliance with rules but also by the quality of services that meet community needs.

Meanwhile, the *service quality* theory developed by Parasuraman, Zeithaml, and Berry (1988) explains that service quality is determined by the gap between service users' expectations and their perception of the services received. The SERVQUAL model emphasizes five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. In the context of public services, service quality is an important factor determining service effectiveness, community satisfaction, and public trust in government institutions (Tjiptono, 2017). Thus, the theory of public administration and service quality complement each other in explaining the performance of community-oriented public services.

### **Concept Development**

#### **Effectiveness of Public Services**

The effectiveness of public services is the level of success of government organizations in achieving the service goals that have been set through the provision of services that are appropriate, fast, and in accordance with the needs of the community. Effectiveness is measured not only by the achievement of administrative targets but also by the extent to which services provide real benefits to the community as service users (Dwiyanto, 2016). A service is considered effective if the service process adheres to operational standards, produces high-quality output, and increases community satisfaction.

According to Mahmudi (2015), the effectiveness of public services is related to the organization's ability to utilize resources optimally to achieve service goals. This includes the accuracy of procedures, the speed of service, the ease of access, and the clarity of service information. Service effectiveness is also closely related to service quality, as higher-quality service tends to produce greater effectiveness. In addition, the effectiveness of services is directly related to community satisfaction, which is an indicator of the success of public services.

From In modern public administration perspective, the effectiveness of public services cannot be separated from the accountability and responsiveness of the apparatus. Effective services must be carried out in a transparent, accountable, and responsive manner to the needs of the community (Denhardt & Denhardt, 2015). Thus, the effectiveness of public services is linked to public satisfaction, service accountability, and the responsiveness of the apparatus, as these three factors together determine the quality of government service performance.

#### **Community Satisfaction**

Community satisfaction is the level of people's happiness or disappointment after comparing their expectations for services with the performance they received. If the services received exceed expectations, the community will feel satisfied; if they fall below expectations, dissatisfaction will result (Kotler & Keller, 2016). In the context of public services, public satisfaction is the main indicator of the success of government service performance.

According to Tjiptono (2017), public satisfaction is influenced by the quality of service, which includes the speed of service, accuracy of procedures, friendliness of staff, and ease of obtaining service information. Community satisfaction is closely linked to the effectiveness of public services, as effective services generally lead in higher satisfaction. In addition, public satisfaction is related to the level of public trust in government institutions, which ultimately affects the government's legitimacy.

In the context of public administration, public satisfaction is influenced not only by the quality of technical services but also by the accountability and responsiveness of the apparatus in serving the community (Dwiyanto, 2016). An apparatus that is responsive to public complaints and transparent in its services will increase the public's positive perception of public services. Therefore, public satisfaction is directly related to the effectiveness of public services, service accountability, and the responsiveness of the apparatus, which are the main components in the performance of government services.

#### **Service Accountability**

Service accountability is the obligation of public service providers to account to the community, as the holder of service rights, for every process and service outcome. Accountability reflects transparency, clarity of procedures, and the suitability of service implementation to the standards set (Bovens, 2007). In public service, accountability is an

important principle that ensures services are carried out honestly, professionally, and free of deviations.

According to Mahmudi (2015), service accountability encompasses several aspects: administrative, legal, and public accountability. These three aspects require government officials to provide services in accordance with the rules, be legally accountable, and be open to public supervision. Service accountability also plays an important role in increasing the effectiveness of public services, because transparent and accountable services tend to increase public trust in government institutions.

In addition, service accountability is closely related to community satisfaction and responsiveness of the apparatus. Accountable services will provide procedural certainty and clarity of information so that it is easier for the community to obtain services (Dwiyanto, 2016). The apparatus responsible for service performance also tends to be more responsive to the needs of the community. Thus, service accountability is an important component that supports the creation of effective, responsive, and community-satisfied public services.

### **Apparatus Responsiveness**

Apparatus responsiveness is the ability and willingness of government apparatus to recognize, understand, and respond to the needs and complaints of the community quickly and precisely. Responsiveness reflects the extent to which public organizations can adapt programs, policies, and service processes to society's evolving needs (Dwiyanto, 2016). Responsive apparatus will provide fast, informative, and effective service to solve community problems.

According to Denhardt and Denhardt (2015), responsiveness is a key indicator of public service performance because it reflects the government's orientation toward the community's interests. Responsiveness is not only about service speed but also includes an empathetic attitude, a willingness to help the community, and the apparatus's ability to solve service problems. The high level of responsiveness of the apparatus will improve the quality of service while strengthening public trust in the government.

The responsiveness of the apparatus is closely linked to the effectiveness of public services, community satisfaction, and service accountability. Responsive apparatus can provide services that meet community needs, thereby increasing service effectiveness and user satisfaction (Tjiptono, 2017). In addition, responsiveness supports service accountability because officials who respond to public complaints are more willing to evaluate and improve services. Thus, the responsiveness of the apparatus is an important factor in creating quality, effective, and community-oriented public services.

## **3. RESEARCH METHODS**

This study uses a mixed-methods approach that combines quantitative and qualitative methods to obtain a more comprehensive understanding of the effectiveness of the Sorong City Education Office's public services. The mixed-methods approach was chosen because it integrates the power of quantitative, measurable data with qualitative, in-depth data, producing a more complete analysis (Creswell & Plano Clark, 2011). The quantitative approach in this study was used to measure public perception of the effectiveness of public services through a Likert-scale questionnaire, which was analyzed using descriptive statistics and correlation analysis to determine relationships among the research concepts, namely the effectiveness of public services, public satisfaction, service accountability, and the responsiveness of the apparatus.

A qualitative approach is used to gain a deeper understanding of public services through in-depth interviews, triangulation of sources, and thematic analysis. The triangulation technique involves comparing information obtained from various sources to enhance the validity of research data (Moleong, 2018). The locus of this research is the Sorong City Education Office, with the main speakers including the Sorong City Education Office, the Head of the Ombudsman Representative of the Republic of Indonesia for West Papua Province, the Principal or representative of the Teachers Association of the Republic of Indonesia Sorong City, public policy observers or academics from the University of Muhammadiyah Sorong/Nani Bili Nusantara University, and the Chairman of the School Committee or representatives of parents of students. The data obtained from the two approaches are then analyzed integratively to produce valid and reliable research conclusions (Sugiyono, 2019).

#### 4. RESEARCH RESULTS

##### Quantitative Analysis

The quantitative analysis in this study aims to examine the empirical relationship among research variables, including the effectiveness of public services, community satisfaction, service accountability, and the responsiveness of the apparatus. The data obtained from the questionnaire were analyzed using Pearson correlation to determine the strength, direction, and significance of the statistical relationship between the research variables.

**Table 1.** Matrix Correlation.

	Effectiveness of Public Services	Community Satisfaction	Service Accountability	Apparatus Responsiveness
Effectiveness of Public Services	1	.703	,699	,826
Community Satisfaction	.703	1	,370*	,442*
Service Accountability	,699	,370*	1	.624
Apparatus Responsiveness	,826	,442*	.624	1

\*\*\*. Correlation at 0.001(2-tailed)  
 \*. Correlation is significant at the 0.05 level (2-tailed).

The results of the Pearson correlation test showed that all the research variables had a positive and significant relationship, which means that an increase in one variable was likely to be followed by an increase in the other. The correlation between the effectiveness of public services and public satisfaction was 0.703 ( $p < 0.001$ ), indicating a strong relationship. This indicates that the more effective the services provided, the higher the level of public satisfaction with the Education Office's services.

The relationship between public service effectiveness and service accountability showed a strong correlation ( $r = 0.699$ ,  $p < 0.001$ ), indicating that effective services tend to be supported by transparent and accountable service processes. In addition, the correlation between the effectiveness of public services and the responsiveness of the apparatus was the highest, at 0.826 ( $p < 0.001$ ), indicating a very strong relationship. This emphasizes that the apparatus's responsiveness is the main factor affecting the effectiveness of public services.

Meanwhile, the relationships between community satisfaction and service accountability (0.370;  $p = 0.044$ ) and apparatus responsiveness (0.442;  $p = 0.014$ ) were moderate yet significant. Overall, these results show that increasing the effectiveness of public services is closely related to increasing apparatus responsiveness, service accountability, and community satisfaction, so these three factors need to be managed in an integrated manner in an effort to improve the quality of education services.

##### Qualitative Analysis

The qualitative analysis in this study aims to gain a deeper understanding of the effectiveness of the public services of the Sorong City Education Office from the perspective of resource persons directly involved in the education service process. Qualitative data were obtained through in-depth interviews with five key resource persons representing government agencies, public service supervisory institutions, educators, academics, and community members who use education services. The analysis was conducted using a thematic approach to identify the main patterns in the interview results.

The analysis shows that, in general, education services organized by the Sorong City Education Office have increased compared to the previous period, particularly in simplifying service procedures and improving coordination between agencies. Resource persons from government agencies said that efforts to improve services were carried out through administrative digitization, improving the competence of the apparatus, and strengthening the internal supervision system. This step is expected to improve access to educational services for the community, particularly in school administration and educational data management.

From the perspective of educators and schools, coordination of education policies and distribution of information about educational programs are considered to be improving. Schools receive faster information about educational policies and programs, enabling more effective program implementation. However, several speakers still highlighted the need to improve service consistency, especially regarding the speed of completing certain administrative services, which still takes relatively long.

The community's perspective as service users indicates that satisfaction with educational services is in the category of quite good. The community considers that the service apparatus, in general, has provided friendly services and helps in solving educational administration needs. However, the public still expects an acceleration of service time, simplification of procedures, and an increase in the clarity of information related to service requirements and flows. This shows that, even though the service has been running well, there is still room for improvement in efficiency and the disclosure of service information.

Regarding service accountability, the resource person from the public service supervisory institution said that most service procedures have been carried out in accordance with applicable standards. However, there are still some public complaints about service delays and a lack of information about the certainty of service times. Therefore, it is necessary to increase the transparency of service information, especially regarding service time standards, service procedures, and public complaint mechanisms, to increase public trust in service institutions.

Meanwhile, the responsiveness of the service apparatus is considered quite good, as evidenced by more open communication between service agencies and the community. The apparatus is considered quite responsive in providing information and helping to solve community service problems. However, increasing the capacity of the apparatus and using information technology in the service system are still needed to sustainably improve the speed and accuracy of service responses.

Overall, the results of the qualitative analysis show that the effectiveness of public services of the Sorong City Education Office is in relatively good condition, characterized by an improvement in the service system, institutional coordination, and responsiveness of the apparatus. However, continuous improvement is still needed, especially in accelerating service times, increasing information transparency, and strengthening the public complaint system to ensure that education services are increasingly optimal and oriented to community needs.

### **Discussion**

Triangulation analysis was conducted by comparing quantitative data (questionnaire responses) and qualitative data (interviews with sources) to ensure the consistency of research findings. The descriptive statistics show that service effectiveness, community satisfaction, accountability, and responsiveness are in the good category, and this is further supported by the speaker's statement that education services have improved. However, there is still room for improvement in service speed and transparency. This triangulation approach increases the validity of the research because the data obtained comes from various sources and methods (Creswell & Plano Clark, 2011; Moleong, 2018). Based on the integration of quantitative and qualitative data, three main research themes were identified as follows.

#### **Effectiveness of Education Services**

The results of the questionnaire showed that the level of service effectiveness was in the good category, which is in line with the results of the interview, that the service procedures are relatively clear and support the needs of the education community. The effectiveness of public services reflects the organization's ability to achieve service goals through optimal use of resources (Dwiyanto, 2016). Previous research has also shown that improving the administrative service system and the competence of the apparatus significantly affects the effectiveness of public services (Hardiyansyah, 2018).

#### **Community Satisfaction and Trust**

Quantitative data showed that public satisfaction was in the good category. At the same time, interviews revealed that the community felt the service was quite helpful, though there was still a need to accelerate certain services. Community satisfaction is an important indicator of the success of public services because it reflects the compatibility between public expectations and the services received (Kotler & Keller, 2016). Previous studies have shown that good service quality directly contributes to increasing public trust in government institutions (Ijptono, 2017).

#### **Accountability and Responsiveness of the Apparatus**

The results of the triangulation show that the accountability and responsiveness of the apparatus are considered quite good, as evidenced by clear service procedures and officers' responsiveness to community needs. However, the resource persons still emphasized the importance of increasing information transparency and the speed of service handling. Accountability and responsiveness are the main indicators of the performance of public organizations that are oriented towards the interests of the community (Denhardt &

Denhardt, 2015). Previous research has shown that responsive and accountable public organizations tend to have a higher level of service effectiveness (Mahmudi, 2015).

### **Interpretive Conclusion**

Based on the triangulation of quantitative and qualitative data, it can be concluded that the effectiveness of the Sorong City Education Office's public services is in the good category. However, continuous improvement is still needed, especially in service speed, information transparency, and strengthening the public complaint system. The integration of quantitative and qualitative findings shows the consistency of research results and strengthens the validity of research conclusions (Creswell & Plano Clark, 2011).

### **Research Findings Based on Interview Results of Resource Persons**

Based on the results of interviews with five main speakers, namely the Head of the Sorong City Education Office, the Head of the Ombudsman Representative of the Republic of Indonesia for West Papua Province, representatives of school principals/PGRI, academics or public policy observers, as well as representatives of school committees or parents of students, several important findings were obtained related to the effectiveness of public services in the field of education.

The first findings show that, in general, education services organized by the Sorong City Education Office have improved, particularly in simplifying service procedures and improving coordination between agencies. The Head of the Education Office emphasized that the local government continues to improve the service system by digitizing administration, enhancing the competence of the apparatus, and strengthening the internal supervision system. This statement was reinforced by representatives of school principals' and teachers' organizations, who said that coordination of education policies and the distribution of information about educational programs to schools have been improving. This shows that there are efforts to improve service effectiveness from the managerial and institutional side.

The second finding concerns public satisfaction with educational services. Representatives of the school committee and parents of students stated that educational administrative services are sufficient to support the community, especially in managing school needs and student administration. However, there is still public hope that the service completion time can be reduced and the service procedure simplified. This condition indicates that public satisfaction is in the category of quite good, but it still needs improvement in service speed and ease of access.

The third finding concerns the accountability of public services. The Head of the Ombudsman Representative of the Republic of Indonesia for West Papua Province said that, in general, the service procedures have been conducted in accordance with standards. However, there are still complaints from the public about delays in certain administrative services. The Ombudsman emphasized the importance of increasing the transparency of service information, particularly regarding the reliability of service hours, procedures, and public complaint mechanisms. This shows that service accountability is already underway, but it still needs to be strengthened in terms of information disclosure and consistency in the implementation of service standards.

The fourth finding concerns the responsiveness of the service apparatus. Resource persons from academia and public policy observed that, in general, the responsiveness of the education service apparatus in Sorong City is quite good, as evidenced by more open communication between the community and service agencies. The apparatus is considered quite responsive in providing information and addressing community service needs. However, increasing the capacity of the apparatus and using information technology-based service systems are still needed to speed up service response in a sustainable manner.

Overall, the results of the interviews show that the effectiveness of public services of the Sorong City Education Office is in relatively good condition, characterized by an improvement in the service system, institutional coordination, and responsiveness of the apparatus. However, several aspects, such as reducing service times, increasing information transparency, and strengthening the public complaint system, still need improvement to ensure that public services in the education sector are of higher quality and can meet community expectations more sustainably.

## **5. CONCLUSION**

Based on the results of the research and discussion, it can be concluded that the effectiveness of the Sorong City Education Office's public services to the community is in the

good category, which is shown by the results of quantitative and qualitative analysis. The results of the questionnaire showed that the variable of service effectiveness was significantly related to community satisfaction, service accountability, and the responsiveness of the apparatus. The strong correlation between service effectiveness and apparatus responsiveness indicates that service officers' responsiveness is the main factor in improving the quality of educational services. Meanwhile, the interview results with resource persons reinforced the quantitative findings that education services have improved, particularly in simplifying procedures, enhancing institutional coordination, and using technology-based service systems. However, there remains room for improvement in service speed and transparency of information.

The theoretical implications of this study show that the theories of public administration and service quality are relevant in explaining the effectiveness of public services, especially in the regional education service sector. The relationship among service effectiveness, community satisfaction, accountability, and the apparatus's responsiveness indicates that effective public services result from the integration of various dimensions of service quality. Practically, this study implies that the Sorong City Education Office needs to increase the capacity of its service apparatus, strengthen its service information system, and optimize the public complaint mechanism to improve service quality sustainably.

This study is limited in the relatively small number of respondents, and the research focuses on a single local government agency, so the results cannot be generalized. Therefore, further research is recommended to increase the sample size, involve additional public service agencies, and use more comprehensive analytical methods, such as structural models, to provide a deeper understanding of the factors that affect the effectiveness of public services.

## BIBLIOGRAPHY

- Agus, A. (2015). *Public service management*. Jakarta: Gramedia.
- Bovens, M. (2007). Analysing and assessing accountability: A conceptual framework. *European Law Journal*, 13(4), 447-468. <https://doi.org/10.1111/j.1468-0386.2007.00378.x>
- Bungin, B. (2017). *Social research methodology*. Jakarta: Kencana.
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Thousand Oaks, CA: Sage.
- Creswell, J. W., & Plano Clark, V. L. (2011). *Designing and conducting mixed methods research* (2nd ed.). Thousand Oaks, CA: Sage.
- Denhardt, J. V., & Denhardt, R. B. (2015). *The new public service: Serving, not steering* (3rd ed.). New York, NY: Routledge. <https://doi.org/10.4324/9781315699356>
- Dwiyanto, A. (2016). *Realizing good governance through public services*. Yogyakarta: Gadjah Mada University Press.
- Ghozali, I. (2018). *Multivariate analysis application with the IBM SPSS program*. Semarang: Publishing Agency of Diponegoro University.
- Hardiyansyah. (2018). *Quality of public services*. Yogyakarta: Gava Media.
- Hidayat, S. (2018). *Public service management in the education sector*. Jakarta: RajaGrafindo Persada.
- Indiana, D. (2017). *Public policy based on dynamic policy analysis*. Yogyakarta: Gava Media.
- Keban, Y. T. (2014). *Six strategic dimensions of public administration*. Yogyakarta: Gava Media.
- Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). New York, NY: Pearson.
- Mahmudi. (2015). *Public sector performance management*. Yogyakarta: UPP STIM YKPN.
- Moleong, L. J. (2018). *Qualitative research methodology*. Bandung: Remaja Rosdakarya.
- Ndraha, T. (2015). *Kybernology: The science of the new government*. Jakarta: Rineka Cipta.
- Osborne, D., & Gaebler, T. (1992). *Reinventing government*. Reading, MA: Addison-Wesley.
- 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.
- Pasolong, H. (2017). *Theory of public administration*. Bandung: Alfabeta.
- Riduwan. (2015). *Measurement scale of research variables*. Bandung: Alfabeta.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). New York, NY: Pearson.
- Serendipity. (2017). *Public administration reform*. Bandung: Refika Aditama.
- Sinambela, L. P. (2019). *Public service reform*. Jakarta: Bumi Aksara.
- Sugiyono. (2019). *Quantitative, qualitative, and R&D research methods*. Bandung: Alfabeta.
- Suryani, T. (2017). *Consumer behavior in the Internet era*. Yogyakarta: Graha Ilmu.
- Tjiptono, F. (2017). *Service management: Realizing excellent service*. Yogyakarta: No.
- Umar, H. (2014). *Research methods for a business thesis*. Jakarta: Rajawali Press.
- Widodo, J. (2016). *Public policy analysis*. Malang: Bayumedia.
- Yamit, Z. (2016). *Product and service quality management*. Yogyakarta: Econsia.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Marketing Services* (7th ed.). New York, NY: McGraw-Hill.