

IMPLEMENTATION OF PUBLIC SERVICE INNOVATION THROUGH THE TANGERANG GEMILANG APPLICATION IN TANGERANG REGENCY

*Fafa Nurcahyo

State Development Administration, Politeknik STIA LAN Jakarta, Indonesia

Author's email:
fafanrcho@gmail.com

*Corresponding author: fafanrcho@gmail.com

Abstract. *This research is titled "Implementation of Public Service Innovation through the Tangerang Gemilang in Tangerang Regency." The study is driven by the author's interest in the implementation of e-Government in Tangerang Regency, particularly in terms of innovations in public service through the Tangerang Gemilang application for public services at the Tangerang Regency Public Service Mall. The Tangerang Gemilang application is part of the public service innovation by the Tangerang Regency Government to provide convenience in public services, especially at the Tangerang Regency Public Service Mall, and is one of the forms of e-Government in Tangerang Regency. The research methods used include case studies, interviews, observations, and document analysis. The research design adopts a qualitative approach with a descriptive method. The results of the study show that the Tangerang Gemilang application in the implementation of public services at the Tangerang Regency Public Service Mall has not yet been optimal.*

Keywords: *Digitalization, e-Government, Public Service, Public Service Innovation, Tangerang Gemilang*

1. INTRODUCTION

Public services are a form of service, whether in the form of goods or services, intended for the community, which are entirely the responsibility of and provided by government institutions to meet the needs of the public. High-quality public services are closely related to the competence and responsiveness of service personnel, as well as the adequacy of facilities and infrastructure within government institutions that support the delivery of these services. A service can be considered of good quality if it meets the expectations of its users, namely the public. The quality whether good or poor of a public service depends on the legal regulations governing it and public perception. The rapid development of digital technology demands that both government and private sectors provide services to the public by utilizing technological advancements. Today, technology has become an integral part of everyday life, from the most complex to the simplest tasks technology is present in nearly every activity. It serves to ease and assist humans in completing their work. In line with the advancement of information technology, activities in all sectors of society have undergone significant changes.

Digital-based public services in public sector organizations in Indonesia have become increasingly important in line with the push toward digital transformation in public service delivery. The advancement of information and communication technology has enabled the adoption of digital solutions that can enhance the efficiency and quality of services provided to the public. In response to these developments, the Indonesian government has adopted various digital strategies and initiatives.

The rapid development of information and communication technology has significantly influenced human life. In today's era, the use of technology or the digital era has increasingly spread across the globe and among all levels of society. The presence of information and communication technology within society has enabled the fulfillment of information needs quickly, accurately, and precisely. Today, information and communication technology is utilized across various sectors, including business, healthcare, education, and government. In the government sector, the digital era is

expected to facilitate easier access and improve the quality of public services in order to achieve good governance. The use of digital technology in government is commonly referred to as e-Government. e-Government, short for Electronic Government, is a model or system of governance that is based on the power of digital technology, where all administrative tasks, public services, control, and supervision are managed within a unified system.

In Indonesia, e-Government innovation has been initiated over the past several years. This development arises not only from necessity but also from the central and regional governments' demand for an integrated system. The development of e-Government in Indonesia is supported by Presidential Instruction of the Republic of Indonesia No. 03 of 2003 concerning national policy and strategy for e-Government development, Minister of State Apparatus Empowerment Decree No. 13/Kep/MENPAN/1/2003 concerning general guidelines for electronic office systems within government institutions, Law No. 11 of 2008 on Electronic Information and Transactions, and Law No. 14 of 2008 on Public Information Disclosure. In line with the spirit of Indonesia's bureaucratic reform, e-Government has played an increasingly significant role in improving the quality of public services and facilitating more effective dissemination of information to the public. Through these initiatives, it is expected that digital-based public services in Indonesia's public sector organizations will continue to grow and provide greater benefits to society. This digital transformation is not merely about creating administrative efficiency, but also serves as a foundation for improving quality of life and public service delivery for all citizens. (Mahmud, 2024; Ningtyas & Angin, 2024)

In implementing this initiative, the Tangerang Regency Government, in its role as a public service provider, has adopted e-Government or technology-based public services, particularly through the Tangerang Regency Communication and Information Office (Diskominfo), which has pioneered the development of an e-Government system in the form of an application called Tangerang Gemilang. This represents a strategic and positive step by the Tangerang Regency Government in delivering both information and public services to the community. The Tangerang Gemilang Public Service Application is designed to promote convenience and accessibility in public services for the residents of Tangerang Regency. The Communication and Information Office of Tangerang Regency has implemented this initiative in response to Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System, as well as Regional Regulation No. 8 of 2020 of Tangerang Regency on the same subject.

Tangerang Gemilang is an application developed by the Tangerang Regency Government to connect, monitor, analyze, and control various resources within the region so they can be utilized more effectively and efficiently. The Tangerang Gemilang application is part of the Tangerang Regency Government's public service innovation aimed at providing easier access to public services, as well as facilitating reporting and complaints from residents, organizations, and government institutions. The Tangerang Gemilang Public Service Application serves as a platform for the Tangerang Regency Government to promote easier access to public services for the community. The application simplifies the process for residents to take queue numbers for services at the Tangerang Regency Public Service Mall online, eliminating the need to wait in line just to obtain a service number. Additionally, users can schedule or select their preferred service time. However, the implementation of the Tangerang Gemilang application is considered suboptimal. From the government's side, there are still challenges in further developing the application. Meanwhile, many members of the public have yet to utilize the service, tending to use digital technology mainly for social media, which results in limited use of digital-based public services.

In previous research, Kurniawan (2006) concluded that the majority of central and regional government websites still face challenges in several areas. These include: e-Leadership referring to national priorities and initiatives in anticipating and leveraging the advancement of information technology; Information Network Infrastructure the condition of telecommunication infrastructure as well as access, quality, coverage, and service

costs; Information Management the quality and security of information management; Business Environment the market conditions, trade systems, and regulations that shape the development of the information technology industry; and Society and Human Resources the diffusion of information technology within individual and organizational activities, as well as the extent to which information technology is disseminated to the public through education processes. According to Salman, Nanan, and M. Ibrahim (2024), the implementation of e-Government in public information services through the Tangerang Gemilang application in Tangerang Regency aligns with the theoretical indicators used by

the researchers as the basis for their study. The conclusion drawn from their research shows that two of the four indicators communication and disposition produced results consistent with Edward III's policy implementation theory (as cited in Subarsono, 2011: 90–92). However, the indicators of resources and bureaucratic structure showed suboptimal results, indicating the need for improvements in these areas. These improvements include enhancing the quality of human resources, fulfilling internet and digital technology infrastructure needs, and upgrading the application's service features so that all public services can be accessed within a single, integrated platform. This current study focuses on assessing how beneficial the Tangerang Gemilang application is for the public, particularly for those seeking services at the Tangerang Regency Public Service Mall.

In its implementation, the provision of public services has so far been less than optimal, as many members of the public still do not utilize the service application. Residents in Tangerang Regency tend to use digital technology primarily for social media, making the use of digital-based public services relatively rare. Furthermore, to access public services at the Tangerang Regency Public Service Mall, residents are required to register online beforehand; otherwise, they will not be served for any administrative matters. The establishment of the Public Service Mall in Tangerang Regency aims not only to deliver improved public services but also to enhance the Ease of Doing Business (EoDB) index. With the presence of the Public Service Mall, it is hoped that bureaucratic conditions can be improved by streamlining the licensing process in an effective, efficient, and transparent manner. This study aims to examine the benefits of public service innovation through the Tangerang Gemilang application in implementing public services for citizens who intend to access services at the Public Service Mall in Tangerang Regency.

2. LITERATURE REVIEW

2.1 Concept of Innovation

The primary duty of the government as a public organization is to provide services to the community. Therefore, public officials have the obligation and responsibility to deliver public services effectively and in a manner that satisfies all stakeholders. They must also be able to develop their abilities and creativity to provide public services that align with the needs of society, as the quality of service delivered to the public is one of the key indicators of governmental success. It is not the public who should serve the government, but the government that must serve the public. Accordingly, the government is responsible for meeting the needs of its citizens and safeguarding their interests to ensure satisfaction in the delivery of public services. Said and Susanto (2007: 27) stated that "Innovation is defined as a planned change involving the introduction of technology and the use of new equipment within an institution. Innovation not only refers to building and renewing but can also be broadly defined as the utilization of new ideas to create products, processes, and services."

According to West and Farr, Djamaludin (2012: 34), innovation is a shift from traditional management principles, processes, and practices, or a transformation from an old organizational form that significantly impacts new ways of managing. To make bureaucracy more dynamic and adaptable, innovation is crucial (Asropi, 2019). The

innovation capacity of a public sector organization or institution can be measured by several factors known as dimensions of innovation. The dimensions of innovation in the public sector, as developed by Halvorsen and cited by Suwarno (2008: 42), include the following:

- a) Conceptual innovation, which emerges from a shift in thinking about an issue and finds expression in policy;
- b) Delivery innovation, which involves new approaches to providing services and reorganizing methods of interaction with clients to meet their unique needs; and
- c) System innovation, which refers to new methods or changes in how organizations interact internally or new forms and mechanisms for engaging with other parties to achieve common goals.

From the explanation above, it can be concluded that innovation is a well-planned change. The implementation of innovation is preceded by a thorough study of the innovation to be carried out. Innovation can be realized through the use of information technology and new equipment within government organizations. It is carried out as an effort to develop new ideas generated within the service delivery process. In other words, innovation is undertaken to improve the quality of public services for the community.

2.2 Concept of Public Service

The 1945 Constitution of the Republic of Indonesia, as the foundational law of the nation, mandates the state to fulfill the basic needs of every citizen for their well-being. Therefore, the effectiveness of a government system is largely determined by the quality of public service delivery. It is thus evident that the duty of public service providers is to meet the needs of the public, whether in the form of goods, services, or administrative assistance. In this context, public satisfaction with the services provided by public service administrators is a crucial element. The provision of public services to the community must be carried out based on legal regulations. Public service delivery must also adhere to several fundamental principles that must be implemented by service providers, such as the principle of public interest; ensuring equal rights for all citizens; being fair and non-discriminatory; maintaining transparency and accountability; providing prompt service; and facilitating ease of access for the public in obtaining services. public service is an activity or series of activities carried out to fulfill service needs in accordance with statutory regulations for every citizen and resident, in the form of goods, services, and/or administrative services provided by public service providers." The implementation of public services is based on principles of public interest, equal rights, professionalism, equal treatment/non-discrimination, transparency, accountability, timeliness, speed, convenience, and accessibility.

2.3 The Implementation of Innovative Policies

In principle, policy implementation is a means by which a policy achieves its objectives, nothing more, nothing less. The implementation of a public policy involves two stages: direct execution in the form of programs, or through the formulation of policies derived from public policy formulation processes. The sequence of policy implementation can be clearly observed, beginning with programs, followed by projects, and ultimately, specific activities. This model adapts general management mechanisms, particularly within the public sector. Policies are initially established in the form of programs, which are then reduced to projects and finally translated into activities whether carried out by the government, by the public, or through partnerships between the government and the community. According to Merilee S. Grindle (in Subarsono, 2011: 93), the success of policy implementation is influenced by two major variables: the content of the policy and the context of implementation. These variables include the extent to which the interests of the target group are reflected in the policy content, the types of benefits received by the target group, the degree of change desired from the policy, the appropriateness of the program's placement, and whether the policy clearly identifies the implementers in detail.

At both the regional and national levels of government, the ability to innovate especially in terms of policy innovation is part of the capacity to utilize local and national resources, supported by bureaucratic creativity at various levels. Innovation must carry an impact factor. In this context, policy innovation aims to enhance competitiveness, impact, and benefits for the public interest. Therefore, policy synergy from the stages of formulation, implementation, to evaluation between the central and regional governments is an inseparable part of this process. A concrete form of such synergy includes revising regulations that are deemed obstructive (Sayekti, 2016). One essential prerequisite for fostering the growth of policy innovation is bureaucratic creativity in generating transformative power and new ideas. Policy and innovation differ fundamentally in several ways. First, a policy typically nullifies or contradicts a previous one; and second, policy and innovation differ in their degree of creativity. Once a policy is established, it generally loses most of its creative aspects (Tri Widodo Utomo, 2016).

2.4 Tangerang Gemilang Application

Tangerang Regency is an administrative region located in Banten Province, Indonesia. Its capital is Tigaraksa District. The regency is divided into 29 districts (kecamatan), 28 urban villages (kelurahan), and 246 rural villages (desa). According to data from Statistics Indonesia (BPS) in 2024, the population of Tangerang Regency is approximately 3,352,472. To facilitate public access to government services, the Tangerang Regency Communication and Information Office launched an innovation in the form of a public service application called Tangerang Gemilang. Innovation helps organizations maintain strong performance amid intense competition. In a rapidly changing environment, organizations that fail to innovate will be left behind. Public sector innovation is carried out by organizations to introduce and implement ideas, processes, products, or procedures that are significantly designed and realized for the benefit of individuals, organizations, and the broader community. Innovation is a universal phenomenon, driven by the principles of life. These relationships are in flux and change over time (Matei & Bujac, 2016). Innovation is not a closed or complete solution, but rather an open one, transformed by those who adopt it (Sururi, 2016).

The Tangerang Gemilang application is easily accessible to residents of Tangerang Regency for retrieving public information and news, as well as for submitting reports. The application can also be accessed by those temporarily residing outside Tangerang Regency. Citizens can access these services at any time by downloading the Tangerang Gemilang app from the Play Store. Tangerang Gemilang is an integrated application that consolidates various types of public services. The services available in the Tangerang Gemilang application include job vacancy information, iPBB (Land and Building Tax Information), tax services, emergency complaint reporting, SIMAPAN (Cemetery Information System), SIPINTER (Integrated Licensing Service Information System), SIAP KERJA (Employment Service Application Information System), healthcare services, local news about Tangerang Regency, and a radio feature. The following is a display of the Tangerang Gemilang application interface.

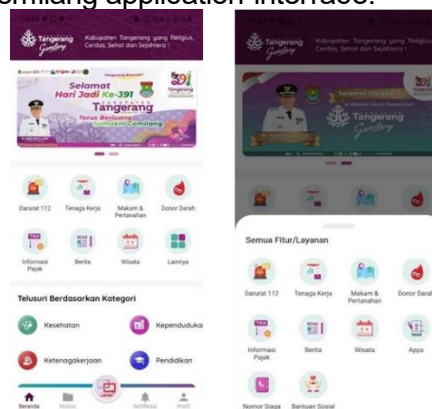


Figure 2.1. Screenshot of the Tangerang Gemilang Application

The integration of services into a single application can greatly facilitate the public in submitting requests for the services they need. Public service is a series of activities carried out by public bureaucratic institutions to meet the needs of citizens (Rodiyah et al., 2021). Meanwhile, referring to Law No. 25 of 2009 on Public Services (Taufik, 2022), public service is defined as an activity or series of activities aimed at fulfilling service needs in accordance with prevailing laws and regulations for every citizen and resident, covering goods, services, and/or administrative services provided by public service providers. Good public service certainly benefits the community, allowing people to gain value from each type of service received. According to Sarundadjang (as cited in Rodiyah et al., 2021), public services also offer several benefits for government administration, including:

1. Enhancing the image of both central and regional governments.
2. Improving the quality of governance.
3. Creating added value in the form of benefits for both the public and the government

3. RESEARCH METHODS

In this study, a literature review was conducted using secondary data obtained from previous research, journals, media, and other secondary sources. The research design applied a qualitative approach with a descriptive method. The chosen descriptive qualitative research serves to examine attitudes or real conditions in the field related to the implementation of public service innovation through the Tangerang Gemilang application in Tangerang Regency, as well as the obstacles encountered in its implementation in providing public services at the Public Service Mall. The sources of data in this study included staff from the Tangerang Regency Communication and Information Office as the managing authority of the Tangerang Gemilang application, staff from the Investment and One-Stop Integrated Services Office (DPMPTSP) of Tangerang Regency as the authority over the Public Service Mall, as well as members of the public seeking services at the Public Service Mall.

Through the analysis of data collected from various sources including journals, articles, and other secondary data a conclusion will be drawn to address the issues or research problems that have been formulated. It is expected that the findings will serve as a solution to the identified problems. The data collection technique involves gathering information through literature studies related to the research topic, as well as conducting online searches that help the authors find relevant information from reliable official websites. Conclusions will be drawn based on the validity of the analyzed data. Initial conclusions remain provisional and may change if stronger supporting evidence is found during subsequent data collection phases. This process of acquiring supporting evidence is referred to as data verification. Data used for further analysis must be valid, relevant, and strong, while data that is unsupported, weak, or significantly deviates must be excluded.

4. RESULTS AND DISCUSSION

Currently, every regional government in Indonesia has an official website or even a dedicated application, one example being the Tangerang Regency Government, which has pioneered both a website and a mobile application. As part of its bureaucratic reform initiative at the end of 2019, the Tangerang Regency Government, through the Communication and Information Office, launched its official platform in the form of an application. The development of this application represents a significant achievement for Tangerang Regency in fulfilling public needs for services, access to public information, and data related to government programs and activities. This official public service application embodies the vision of delivering easy and accessible digital services through a single platform, in line with the implementation of Tangerang Regency Regional Regulation No. 8 of 2020 on the Electronic-Based Government System.

In its efforts to improve public services, the Tangerang Regency Government has implemented the concept of e-Government innovation by launching the "Tangerang

Gemilang" application. This initiative aligns with the regency's motto, which aspires for Tangerang Regency to excel in all areas. The application was initiated by the Communication and Information Office, along with the Investment and One-Stop Integrated Services Office of Tangerang Regency, both of which serve as the pioneering agencies in the implementation of public service delivery at the Public Service Mall.

The central government, through the Ministry of Administrative and Bureaucratic Reform (Kemenpan-RB), issued Ministerial Regulation No. 23 of 2017 concerning the Establishment of Public Service Malls (Mal Pelayanan Publik/MPP), aimed at creating integrated service centers that combine various public services ranging from goods and services to administrative processes into a single location that is accessible, fast, safe, convenient, and affordable. The Public Service Mall is an innovative breakthrough introduced by the Indonesian government to address longstanding issues in public service delivery. Prior to this, the government had established the PTSA (One-Stop Integrated Service), followed by the second-generation PTSP (One-Stop Service), and now the third- generation MPP (Public Service Mall). In alignment with the central government's directive, the Tangerang Regency Government issued Regent Regulation No. 88 of 2023 on the Implementation of the Public Service Mall, formally establishing the Public Service Mall in Tangerang Regency. The regulation also designated the Investment and One-Stop Integrated Services Office (DPMPTSP) as the leading Regional Apparatus Organization (OPD) responsible for overseeing this policy. A total of eight government agencies are integrated into the MPP services in Tangerang Regency, including:

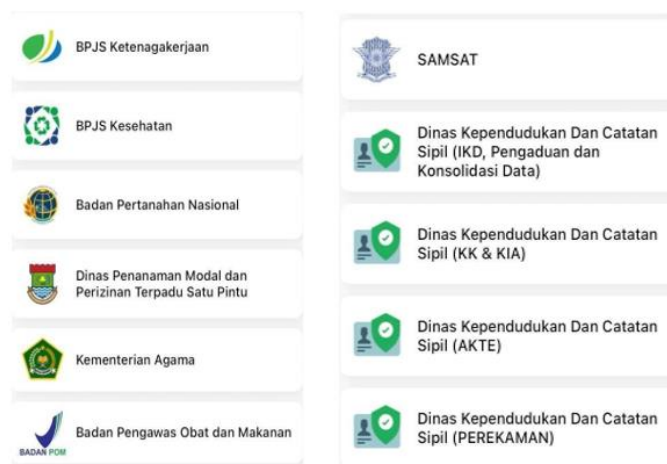


Figure 4.1. Tangerang Gemilang Application Services

In this public service policy innovation, the primary target is the residents of Tangerang Regency who seek or require public services particularly those offered at the Public Service Mall. This means that citizens no longer need to visit each government office individually for various administrative needs; instead, they can go directly to the Public Service Mall, which consolidates a wide range of public services in one place. The Tangerang Gemilang Information System Application, which can be downloaded from the Play Store, is accessible to all residents of Tangerang Regency. Ultimately, the goal is to enhance the quality of public service delivery by the Tangerang Regency Government, especially for its local community.

Through this innovation, the Tangerang Regency Government aims to provide the best possible public service to its citizens in an effective and efficient manner. With the launch of the Tangerang Gemilang application, residents can register online in advance and visit the Public Service Mall according to the scheduled appointment to receive services. As of now, the total number of users who have registered for the Public Service Mall through the Tangerang Gemilang application is 15,008. Based on the latest data from January to September 2024, this can be seen in the table below:

Number of User Downloads for MPP Registration
through the Tangerang Gemilang Application in 2024

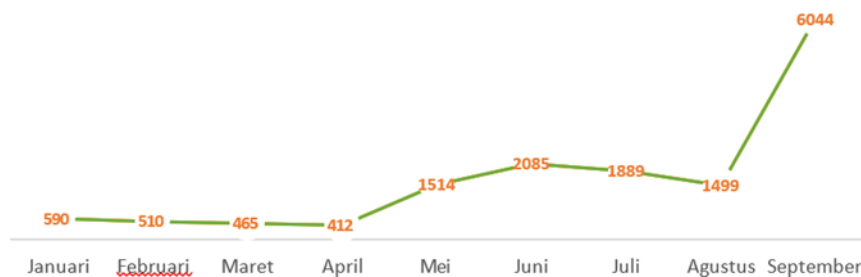


Figure 3.2. Number of User Downloads

Based on the table above, it can be observed that the number of users or specifically those who have registered for the Public Service Mall through the Tangerang Gemilang application shows a fluctuating trend (rising and falling). From January 2024 to April 2024, there was a gradual decline, followed by an increase in May and June 2024. However, from June to August 2024, the number declined again, before experiencing a significant surge in September 2024. This indicates that many residents of Tangerang Regency are still unaware of or have not yet used the Tangerang Gemilang application to register for services at the Public Service Mall.

Based on observations and interviews with one of the staff members at the Tangerang Regency Public Service Mall, it was found that many members of the public are still unaware that accessing public services at the Public Service Mall requires prior online registration through the Tangerang Gemilang application. On average, around 10 to 25 people per day still arrive at the Public Service Mall without having registered online beforehand. As a result, those who come without registering through the Tangerang Gemilang app are denied service; however, they are assisted by staff members to register online and are asked to return the following day or the day after.

This indicates that a significant portion of the population is still unfamiliar with the application. This may be due to the fact that many residents of Tangerang Regency are not yet proficient in using technology. In reality, if people were more aware of this electronic-based service, they could benefit greatly from the application. Therefore, considerable efforts are still needed to continue promoting and socializing the application to the public so that the implementation of e-Government in Tangerang Regency can be carried out effectively and efficiently.

Nevertheless, there are also members of the community who have found the Tangerang Gemilang application helpful when registering for services at the Public Service Mall for example, knowing exactly when to come, which documents to prepare, and not having to wait in long lines, as their appointments are scheduled at specific dates and times.

CONCLUSION

To improve public service delivery, the Tangerang Regency Government has implemented the concept of e-Government innovation by launching the "Tangerang Gemilang" application. This initiative reflects the regency's motto, which aspires for Tangerang to excel in all areas. It was initiated by the Communication and Information Office and the Investment and One-Stop Integrated Services Office of Tangerang Regency, which act as the pioneering agencies in the implementation of public services at the Public Service Mall. This initiative also serves as a concrete implementation of Tangerang Regent Regulation No. 88 of 2023 concerning the Organization of the Public Service Mall. The targeted users of this innovation are the residents of Tangerang Regency who seek or require public services particularly at the Public Service Mall. With this innovation, the government aims to provide the best, most effective, and most

efficient public service experience for the people of Tangerang.

The Tangerang Gemilang application, in terms of public services at the Public Service Mall, offers services from various agencies, including BPJS Employment, BPJS Health, the National Land Agency (BPN), the Investment and One-Stop Integrated Services Office, the Ministry of Religious Affairs, the National Agency of Drug and Food Control (BPOM), the Motor Vehicle Tax Office (SAMSAT), the Population and Civil Registration Office, and others. However, many members of the public are still unaware that registering online via the Tangerang Gemilang application is a requirement for accessing these services at the Public Service Mall. This reflects the reality that there is still a lack of widespread public awareness regarding the full benefits of the public services offered through the Tangerang Gemilang application influenced by two major variables: the content of the policy and the context of implementation. To enhance the usefulness of the Tangerang Gemilang application in accessing public services at the Public Service Mall of Tangerang Regency, the Tangerang Regency Government needs to intensify the socialization and education efforts regarding the existence and benefits of the Tangerang Gemilang application. This can be done through various communication channels such as social media, announcements in public places, as well as direct outreach at the village and sub-district levels. Organizing training sessions or workshops on how to use the application can also be an effective solution to reduce public unfamiliarity.

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