New Concepts in Public Service in Tasikmalaya City: Challenges and Opportunities

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Abstract
Public policy as an instrument that synergizes the roles of the government and the public has not run optimally. The phenomenon of several policies being canceled or revised by the Government is an indication that there are still overlapping policies and the low ability to innovate and the willingness to innovate by public officials. For this reason, policy innovations are needed that can substantively provide reinforcement in solving problems in the community. Public policy implementation is the implementation or application of a public policy through programs, activities, actions, or actions in a mechanism that is bound to a certain system. The purpose of writing this article is to find out the general concept of implementing public policies, especially in the Tasikmalaya Regency government office, and the results of this study explain that the implementation of public services is an effort by the state to fulfill the basic needs and civil rights of every citizen for goods, services, and administrative services provided by public service providers. In Indonesia, the 1945 Constitution mandates the state to fulfill the basic needs of every citizen for the sake of their welfare, so that the effectiveness of a government system is largely determined by the good or bad implementation of public services. Public service providers in Indonesia are all state organs such as the Central Government, Regional Government (Province, Regency, City). In this regard, the Preamble to the 1945 Constitution even in the 4th aliena expressly states that one of the objectives of the establishment of the Republic of Indonesia is to promote public welfare and educate the nation's life in a just and prosperous manner.

Keywords: Policy, Administration, Government Office

Abstrak
Kebijakan publik sebagai instrumen yang mensinergikan peran pemerintah dan masyarakat belum berjalan secara optimal. Fenomena beberapa kebijakan yang dibatalkan atau direvisi oleh Pemerintah merupakan indikasi masih adanya kebijakan yang tumpang tindih dan rendahnya kemampuan berinovasi serta kemauan untuk berinovasi oleh pejabat publik. Untuk itu diperlukan inovasi kebijakan yang secara substantif dapat memberikan penguatan dalam menyelesaikan permasalahan di masyarakat. Implementasi kebijakan publik adalah pelaksanaan atau penerapan suatu kebijakan publik melalui program, kegiatan, tindakan, atau tindakan dalam suatu mekanisme yang terikat pada suatu sistem tertentu. Tujuan penulisan artikel ini adalah untuk mengetahui konsep umum pelaksanaan kebijakan publik khususnya di lingkungan kantor pemerintahan Kabupaten Tasikmalaya. dan hasil penelitian ini menjelaskan bahwa penyelenggaraan pelayanan publik merupakan upaya negara untuk memenuhi kebutuhan dasar dan hak-hak sipil setiap warga negara atas barang, jasa, dan pelayanan administrasi yang disediakan oleh penyelenggara pelayanan publik. Di Indonesia, UUD 1945 mengamanatkan negara untuk memenuhi kebutuhan dasar setiap warga negara demi kesejahteraannya, sehingga efektifitas suatu sistem pemerintahan sangat ditentukan oleh baik buruknya penyelenggaraan pelayanan publik. Penyelenggara pelayanan publik di Indonesia adalah seluruh organ negara seperti
Pemerintah Pusat, Pemerintah Daerah (Provinsi, Kabupaten, Kota). Berkenaan dengan itu, Pembukaan UUD 1945 bahkan dalam aliena ke-4 secara tegas menyatakan bahwa salah satu tujuan berdirinya Negara Kesatuan Republik Indonesia adalah untuk memajukan kesejahteraan umum dan mencerdaskan kehidupan bangsa yang adil dan makmur.

Kata kunci: Kebijakan, Administrasi, Kantor Pemerintah

Introduction

One of the backgrounds of the implementation of bureaucratic reform in Indonesia is the lack of quality of various public services that have not fully met the expectations of the community, in the sense that the level of community satisfaction is still low, this is indicated by the many complaints against public service providers, both related to with service procedures that still seem convoluted, delays in administrative management, unaffordable costs and the attitude of service officers who do not reflect attitudes as public servants, which should provide the best services to various levels of society (Kuswara, 2018; Ilhami et al., 2022).

In Law Number 23 of 2014 concerning Regional Government, it has been explicitly mandated that to accelerate the realization of community welfare, it will be pursued through three channels, namely, improving public services, community empowerment and community participation. So it is proven that public services have a very important role as one of the general tasks of the government in addition to regulation and empowerment (Suryana & Arifin, 2022). The demands of innovation in public organizations and the central and local governments require more serious attention and must be carried out in an integrated and simultaneous manner. This is because innovations that are carried out in an integrated and simultaneous manner have a spreading power that affects all parts of the government organization. As a rational choice, innovation seems to have become an inseparable part and is a demand for all public organizations both at the central and regional governments to be able to improve and provide all the best quality services to the community.

e-Government is a form of service application that can improve the quality of public services based on technology and communication in order to answer the demands and needs of the public who want the right processing of data and information. e-Government is needed to improve efficiency, effectiveness, transparency, and accountability of government administration with the aim of increasing public confidence in the image of government services, especially in the public bureaucracy. There are several findings in the field regarding fraud and violations of the image and quality of public services in various Indonesian government offices, namely, the lack of discipline and timeliness, the way of service is far from satisfactory, the problem of illegal levies, and all of these do not yet reflect a form of public service organization. The ideal. This should be the focus of the government in improving the quality of public services, especially the attitude and professionalism of the state apparatus to provide optimal services to the community (Widodo, 2021).

The rolling out of decentralization and regional autonomy launched by the government, one of which is focused on realizing independence, and developing competitiveness between regions, especially in increasing accountability and government system policies within the unitary state of the Republic of Indonesia. There are at least three things that have been imposed by the government on the fulfillment of decentralization and regional autonomy policies after 1999, namely, (1) Regional
autonomy has actually encouraged deeper democratization in the midst of society (2) Regional autonomy has fostered a climate of freedom of assembly, association and express ideas openly to the whole community (3) With decentralization that has been going on so far, various policies concerning the interests of the community no longer have to go through a long and complicated process, but become very efficient and responsive (Sirajuddin, 2016).

Public accountability is the provision of information and disclosure of government financial activities and performance to interested parties. Since the enactment of Law Number 22 of 1999 concerning Regional Government and Law Number 25 of 1999 concerning Financial Balance between Central and Regional Governments, both laws were implemented precisely in January 2001 as the beginning of regional autonomy. Accountability is a series of activities and the final results of activities that must be accountable to the people in order to encourage the function of transparency as a system that can avoid various irregularities such as acts of corruption in a government institution at the regional or central level. Public service can be interpreted as an entity from the state with a legal personality that functions to carry out various activities for the public interest, and aims to meet the needs of its citizens (Ulumudin, 2017).

In Indonesia, the application of regulations on innovation and public policy is contained in Law Number 23 of 2014. It is stated that regional innovation is needed in order to improve the performance of regional government administration, especially in several public institutions that are directly related to the interests of the general public. Regional Governments can innovate and renew in the implementation of Regional Government. These innovation initiatives can come from regional heads, DPRD members, state civil apparatus, regional apparatus, and community members. Public policy is determined by the parties, especially the government, which is oriented to meeting the needs and interests of the community. The meaning of the implementation of public policy is a relationship that allows the achievement of goals and objectives as the end result of activities carried out by the government. Shortcomings or errors of public policies will be known after the public policy is implemented, the success of the implementation of public policies can be measured from the impact caused as a result of the evaluation of the implementation of the policy.

Basically, the implementation of bureaucratic and government policies must not only focus on the behavior of administrative institutions that are responsible for implementing government programs, but also on community participation, political, economic and social power with various parties. The implementation of policies that are carried out in a targeted and efficient manner will be able to solve a problem well. Conceptually, the essence of good governance in the context of public service delivery must be based on (1) public interest (2) legal certainty (3) balance of rights and obligations (4) professionalism (4) participation (5) Equality of treatment or non-discrimination (6) openness and (7) Ease and affordability (Tahir, 2014).

Civil servants as a resource for the government apparatus are one of the most important assets in state government organizations. This is because public officials do not only act as objects that must always receive attention and protection from the government, but at the same time plays a role as a subject that can determine the progress and retreat of government organizations in an area. The Regional Government of Tasikmalaya Regency is a public institution, which operationally carries out civil service functions, namely processing population services and civil registration services, managing population information, employment, licensing and health services. As one of
the public institutions that must work and provide various best services to the community, of course the Tasikmalaya Regency government office is required to have a focus and supervise all forms of transparency and accountability of the regional apparatus, especially in the provision of services and at the same time as a norm that limits the actions of the apparatus region so as not to commit acts of abuse of authority and responsibility as a public servant in the Tasikmalaya Regency area.

As for some of the previous studies that the researcher used as reference material and reference in the process of compiling this research, firstly Agustriani Susanti Manurung regarding the implementation of the sub-district integrated administration service policy (Paten) on the quality of public services in Sidikalang District, Dairi Regency, then the second was written by Muh. Kadarisman regarding the effectiveness of the performance of the state civil apparatus in administrative services in Depok City, and the third is the accountability of public services in following the new paradigm shift in public administration. This research was written by Herizal and Mukhrijal. Based on several previous research results that have been studied previously, although they have similarities in raising the topic of supervision and public administration policies, in this study the focus of the problem is more emphasized on improving the quality and service of the performance of regional apparatus units in providing various services to the community. Tasikmalaya Regency, especially in population management, civil registration services as well as several health services and services for making identity cards in the Tasikmalaya Regency area (Suryani & Suharyanto, 2016; Sjuchro et al., 2022).

Method

This study uses descriptive analysis research with a qualitative approach, researchers also want to examine a phenomenon that discusses the General Concept of Policy Implementation and Public Administration in the Tasikmalaya Regency Government Office. The data were collected with careful observation, including descriptions in a detailed context accompanied by notes from in-depth interviews, as well as the results of document analysis and notes when in the field. Basically, qualitative research is inductive, the researcher allows problems to emerge from the data or is left open to interpretation, then the data is collected with careful observation including descriptions in a detailed context accompanied by notes from in-depth interviews (Gunawan, 2013; Achmad & Yulianah, 2022).

The sources of data used by researchers in the preparation of this study are, firstly using primary data and secondly secondary data, the data is obtained through interviews with pre-determined sources, besides that researchers also use observation and documentation techniques in finding findings. -Findings in the field related to improving public services in the Tasikmalaya Regency government office. After the necessary data is collected, the writer then analyzes the data using qualitative descriptive data analysis techniques which include data collection, data presentation, and conclusion drawing (verification) interactive cycle in the sense that qualitative analysis is a continuous, repeated and continuous effort until researchers feel boredom (Siti Maryam, 2017).

Results And Discussion

A New Approach to Public Service Accountability

The issue of accountability and responsibility in public services is indeed very complex, the government is asked to continue to develop and find a special standard in formulating and determining the best formula in providing access and services to the
wider community in order to create an ideal bureaucratic system within the national government body. In essence, the accountability of public services can be measured by three things, firstly the focus of accountability to meet performance standards that are oriented towards achieving the set results, secondly accountability is a preference and government services that are in favor of the interests of the community and the third emphasizes the provision of services and several functions regarding the desired results together and the objectivity provided by the government to its people.

Along with the development of a democratic society, the implementation of public service accountability must be carried out based on several principles including (1) Serving citizens, not as customers but it must be understood that the public interest is not an aggregation of individual interests, but a dialogue about shared values. So that the government does not fulfill consumer demand, but builds trust and collaboration with citizens. Public service accountability is built on shared values by fostering trust and collaboration with citizens. (2) Meeting all public needs, the government (bureaucrats) must build a common understanding of the public interest, create shared responsibilities and interests (Suharto, 2008; Freddy et al., 2022).

Public service accountability is developed based on shared values and norms (3) The value of citizenship is above the value of entrepreneurship, the public interest must be grown by public servants and citizens who have a shared commitment to create a better society (4) Able to think strategically and act democratically, policies and programs are formed to meet public needs in an effective and responsive manner. This can be achieved through collective efforts and collaborative processes between the government and the community (5) It must be understood that public policies must pay attention to and uphold the applicable laws, values, political norms and can be fair to the interests of their citizens.

Basically, public service policy is functioned as a good concept in improving the bureaucratic and governance system to match the expectations and desires of the general public. That is the reason why the achievement of good governance requires full control of all stakeholders on the quality and service of a bureaucracy so that it runs according to their respective portions. In addition, public policy can be a reference in the management and control of regional apparatus resources in order to realize quality services. The achievement of quality services cannot be separated from the principles of good governance, namely through government management and development processes that are effective, efficient, and free from various abuses of power. In the context of government organizations, service accountability is the provision of information on government activities and performance to interested parties in this case the community who need a maximum service (Subiyakto, 2012; Nugrahenti & Maulida, 2021).

**Development of Apparatus Resources in Improving the Quality of Public Services**

The Regional Government in carrying out its financial management tasks and services, requires a regional supervisory body to minimize deviations from the use of state finances carried out by certain parties. This supervision is expected to produce a quality audit report so that one of the demands of the community to create a government system that is clean, fair and of course responsible for the interests of the community can be proven efficiently and strategically. Administrative services are one of the most important parts of creating public services that are ideal for the community, and become the realm of the state through the government interacting with non-governmental institutions and their citizens to provide various public needs for public goods and
services at large. Public services are a strategic point to realize good governance, in addition, the new paradigm of public services currently implies that the position of the community is becoming increasingly crucial in various service processes (Prianto, 2011; Prawira, 2018).

In addition, local governments as the main actors and have autonomous rights have broad freedom to regulate and manage the interests of their people in order to obtain quality public services and continue to increase from time to time. These demands are growing in tandem with the growing awareness that citizens have the right to be served and the government’s obligation to fulfill these needs. The challenge faced by the government in providing public services is not only to create an efficient service, but also how to make the service possible without discriminating against the status of the community and creating a fair and democratic service.

The 1945 Constitution mandates that the State is obliged to serve every citizen and resident to fulfill their basic needs in order to improve the welfare of the community. All public interests must be carried out by the government as a state administrator, namely in various service sectors, especially those concerning the basic needs of the community. Protecting and serving the community is the main function of government administrators. With the duties and functions of the government optimally, it will guarantee the satisfaction and trust of the community towards the government in power. Service is an essential task rather than the figure of the government apparatus as a public servant who is obliged to submit and obey all government and community regulations (Mulyadi, 2016).

In line with the enactment of Law Number 23 of 2014, as amended by Government Regulation in Lieu of Law Number 2 of 2014 concerning Amendments to Law Number 23 of 2014 concerning Regional Government, of course this is an opportunity for the Regional Government to reorganize government management in order to process better and more reliable in managing the various resources owned and is expected to have an impact on improving public services which will change the participation of local communities to become more prosperous and superior. Great expectations for quality public policies are one of the driving factors for the birth of public policies that have a public dimension and are not only limited to issues and policy agendas. Thus, public policy is not in an exclusive area and limits critical public questions, but public policy can move simultaneously and be on a continuum along with the public. Public policy is essentially a conscious action oriented towards achieving goals rather than as actions that are carried out randomly and by chance, besides that public policy consists of interrelated actions and has a certain pattern that leads to the achievement of certain goals carried out by the government, and is not a stand-alone decision.

Public policy relates to activities/actions that are deliberately carried out consciously and measurably by the government in certain fields and are positive and are guidelines for government actions that must be taken to deal with a particular problem. Public policy is also often interpreted as a function of the pillars of organization and management. The organizational element in this perspective is the state, while the management element is the government. The state is seen as a container or organization in a static sense. This element requires a driving engine that can dynamize it. The dynamic element is management, or in the state system known as government. In this perspective, the meeting of state and government elements will result in a provision, regulation or law called public policy (Muliawaty & Hendryawan, 2020).
Factors Affecting Improving Service Quality and Public Policy

Regional Government as a public organization in its implementation requires human resources, especially in terms of analyzing various problems in governance, management of development and services to the community, as well as anticipating the dynamics of the development of people's lives that are increasingly complex, as we know that public organizations are part of the bureaucratic system. The public, functioned as a forum or instrument of government that carries out the mission or ideals of a country besides that the bureaucracy is an instrument of government to serve the public with full responsibility. Therefore, in order to provide an ideal public service, it takes apparatus resources that have a high level of ability, especially in providing quality services to the wider community. The role of local government apparatus in managing government and in carrying out various government activities must be able to behave and act correctly and in accordance with the values prevailing in the organization.

The formulation of the apparatus resource development strategy is intended to increase the capacity of the apparatus resources, so that they can provide quality civil services to people who need government services. In addition, it is also hoped that various dynamic strategic environmental conditions (external and internal) will be created so that they can achieve excellent service. In connection with this purpose, employees/apparatus as the backbone in every activity of local government organizations need to be empowered, placed in accordance with the level of education and capabilities possessed in an organizational unit. This means that if an apparatus has an adequate level of education in accordance with the field of duty carried out, then it is expected to be able to provide quality services to the wider community (Mahsyar, 2011).

Table 1. Research Variables in the office
Tasikmalaya District Government

| Variable     | Definition                                                                 | Measurement                              |
|--------------|----------------------------------------------------------------------------|------------------------------------------|
| Clarity      | Clarity of budget goals is a mission or duties of a financial manager area to distribute or channel funds from central government to local government even and on target | Aim                                      |
| Target       |                                                                           | Performance                             |
| Budget       |                                                                           | Standard                                |
| Step Supervision | A process of activities that done continuously or continuous for observe, understand, and assess each implementation certain activities so that | preparation inspection                  |

inspection implementation inspection reporting inspection follow-up inspection
| Reporting Performance | can be prevented or corrected error or deviation that happened | motivation increase performance communicate between levels management delivery information directly right to public |
|-----------------------|---------------------------------------------------------------|----------------------------------------------------------------------------------|
| Accountability Public | is a reflection of obligation to report performance all activities and resources power that needs to be accounted for answer | to give accountability, presenting, reporting, and reveal everything activities and activities that be the responsibility to the trustee (principal) who has the right and authority to ask for accountability the | Accountability honesty and legal accountability Process accountability Accountability program Accountability policy |

Based on the findings in the field of the apparatus in charge of providing civil services in the area of the Tasikmalaya District Government office, it can be seen that the average level of education they have is generally equivalent to high school. Therefore, in order to improve the quality of civil services, the Dukcapil Service continues to improve its capabilities by involving every apparatus with potential through learning assignments programs as well as structural and functional training. In addition, there are several problems related to the lack of support for apparatus resources in the process of providing civil services that have occurred in the Tasikmalaya Regency Regional Government due to the lack of apparatus resources that have adequate competence and capabilities. In line with the implementation of regional autonomy which gives authority to local governments to formulate various policies and public services, the role of public officials in the regions in carrying out public policy innovations is expected to increase and have a positive impact on the quality of policies or regulations that will be implemented in the future.
Table 2 Effectiveness of the Use of Facilities and Infrastructure

| Public Service Innovation | Effectiveness | Efficiency | Adequacy | Program Priority |
|---------------------------|---------------|------------|----------|------------------|
| The realm of innovation   | Organizational Integral | Public-customer organizational relations | Holistic and integral | Affected interests by policy |
| Innovation goal           | Operate systems and rules effectively | Running an administrative system that is aware of values and norms | Meningkatkan produktivitas dan efisiensi kerja | Meeting the public interest |
| Run program as planned    | Impact on community, individual, and group | Change and reception by public | Social Conditions, Economics and Politics | Standard and Target Policy |

The effectiveness of public policy is the last part or stage of a public policy, in other words a public policy cannot run for a short time, but must be monitored, and one of the monitoring mechanisms is referred to as policy evaluation. The evaluation of the policy itself is carried out to assess the extent to which the effectiveness of public policies is accountable to their constituents. In addition, evaluation is needed to see the gap between expectations and reality and to look for deficiencies as well as to cover deficiencies. While the nature of public services as stated in the Minister of Administrative Decree No. 63 of 2004 is the provision of excellent service to the community as a manifestation of the obligations of government officials as state servants, while the principles of public services include (1) transparency, (2) accountability, (3) conditional, (4) participatory, (5) equal rights, (6) balance of rights and obligations (Gobel & Koton, 2017).

Conclusion

Public policy is a policy made by the state administrator or public administrator, thus public policy is everything that is done and not done by the government, (2) public policy is a policy that regulates shared life or public life, not the lives of individuals or groups. Public policy regulates all domains of public administrative institutions, and (3) is said or referred to as public policy if the benefits obtained by people who are not direct users of the products produced are far more or greater than the direct users. As one of the state government institutions, the regional government office of Tasikmalaya Regency is a forum for regional government organizations that are directly in contact with the community, in carrying out their duties and functions, inseparable from the functions of the government itself, namely regulation, service and community empowerment. Thus, the entire apparatus owned by the service is always required to develop capabilities and knowledge, as capital in carrying out government functions and community services.
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