

## **E-GOVERNMENT AND LOCAL INNOVATION IN PUBLIC SERVICE DELIVERY: A CASE STUDY OF THE LAPOR APPLICATION IN MATARAM CITY**

**Muhammad Arkham<sup>1</sup>, Cahyadi Kurniawan<sup>2</sup>**

<sup>1</sup>Universitas Muhammadiyah Mataram, email: [muhammadarkam12@gmail.com](mailto:muhammadarkam12@gmail.com)

<sup>2</sup>Universitas Muhammadiyah Mataram, email: [cahyadikurniawan215@gmail.com](mailto:cahyadikurniawan215@gmail.com)

---

### **Abstract**

The era of globalization has brought fundamental changes in the way governments provide public services. In the Industrial Revolution 4.0 era, information technology is increasingly dominant in everyday life; governments worldwide are seeking to leverage it to improve the efficiency and availability of public services. This study aims to analyze the effectiveness of the LAPOR application in improving the quality of public services and in increasing citizen involvement in monitoring the implementation of government at the regional level. The approach used in this study is qualitative and descriptive, based on literature from various online sources, including official documents, agency reports, and academic publications. The study results show that the success of implementing the LAPOR application in Mataram City depends heavily on the system's ability to handle public reports comprehensively and in a coordinated manner. The report handling process is the most dominant aspect, accounting for 25%, confirming that the mechanisms for receiving, verifying, distributing, following up, and providing feedback are the core of the effectiveness of public complaint services. Other important aspects, such as technological infrastructure, community socialization, and transparency of information, also contribute significantly to creating a complaint system that is inclusive, accessible, and trusted by the public. In addition, the visualization of the LAPOR application feature network shows that it operates as a centralized system integrating 10 main features. Each feature is designed to strengthen the application's role as a complaint management tool and a two-way communication tool between the government and citizens. Features such as online complaints, monitoring and evaluation, advanced filtering, and data publication enable an efficient, transparent, and participatory reporting process. These features not only expand the reach of information but also encourage active community participation in monitoring the performance of public services.

**Keywords:** Innovation, LAPOR Application, E-Government.

### **Abstrak**

Era globalisasi telah membawa perubahan yang mendasar dalam cara pemerintah menyediakan layanan publik. Di era revolusi industri 4.0 teknologi informasi dalam kehidupan sehari-hari semakin mendominasi, pemerintah di seluruh dunia berusaha memanfaatkannya untuk meningkatkan efisiensi dan ketersediaan layanan publik. Penelitian ini bertujuan untuk menganalisis efektivitas penggunaan aplikasi LAPOR dalam meningkatkan kualitas layanan publik dan keterlibatan warga dalam pengawasan penyelenggaraan pemerintahan di tingkat daerah. Pendekatan yang digunakan dalam penelitian ini adalah kualitatif dengan metode deskriptif, yang didasarkan pada studi literatur dari berbagai sumber daring, termasuk dokumen resmi, laporan instansi, serta publikasi akademik. Hasil Penelitian menunjukkan keberhasilan implementasi Aplikasi LAPOR di Kota Mataram sangat bergantung pada kekuatan sistemik dalam menangani laporan masyarakat secara menyeluruh dan terkoordinasi. Proses Penanganan Laporan

menjadi aspek paling dominan dengan kontribusi 25%, menegaskan bahwa mekanisme penerimaan, verifikasi, distribusi, hingga tindak lanjut dan umpan balik merupakan inti dari efektivitas pelayanan pengaduan publik. Aspek penting lainnya seperti infrastruktur teknologi, sosialisasi masyarakat, serta transparansi informasi turut memberikan kontribusi signifikan dalam menciptakan sistem pengaduan yang inklusif, dapat diakses, dan terpercaya oleh publik. Selain itu, visualisasi jaringan fitur Aplikasi LAPOR menunjukkan bahwa aplikasi ini berfungsi sebagai sistem terpusat yang mengintegrasikan sepuluh fitur utama. Setiap fitur dirancang untuk memperkuat peran aplikasi sebagai alat manajemen pengaduan sekaligus sarana komunikasi dua arah antara pemerintah dan warga. Fitur seperti Pengaduan Online, Monitoring dan Evaluasi, Advanced Filtering, serta Publikasi Data memungkinkan proses pelaporan berlangsung secara efisien, transparan, dan partisipatif. Fitur-fitur tersebut tidak hanya memperluas jangkauan informasi, tetapi juga mendorong partisipasi aktif masyarakat dalam mengawal kinerja pelayanan publik.

**Kata Kunci:** Inovasi, Aplikasi LAPOR, E-Government.

## Introduction

The era of globalization has brought fundamental changes in various aspects of life, including governance and public service delivery (Syamsir et al., 2020). Amid the continuously evolving wave of globalization, demands for a more responsive, transparent, and efficient government have increased significantly (Haryani & Puryatama, 2020). These transformations cannot be separated from the influence of the Fourth Industrial Revolution, characterized by rapid advances in information and communication technology (Hadi et al., 2020). Massive digital transformation has encouraged governments worldwide to leverage technology to improve the quality of public services. One of the key responses to this dynamic is the development of the concept of *Electronic Government* (E-Government), which refers to the use of information technology by governments to deliver services to citizens, businesses, and other governmental institutions in a faster, cheaper, more transparent, and accountable manner (Muliawaty & Hendryawan, 2020).

E-Government is not merely a strategy for administrative efficiency but also a means of strengthening public participation in governance. Through digital platforms, citizens can more easily access information, express aspirations, and monitor government performance (Hadi et al., 2020). Therefore, the implementation of E-Government aims not only to improve the quality of public services but also to build a more open and participatory governance system. In this context, technological advancement serves as a key element in supporting the transformation toward better governance (Wiratno, 2020).

As part of Indonesia's local government system, the Mataram City Government has responded to this development by adopting digital approaches in public service delivery. Mataram City, the capital of West Nusa Tenggara Province, is recognized as a center of administration, economy, and public services (Haque et al., 2020). With high social mobility and increasingly complex service demands, the city government recognized the importance of innovation in public service management. One notable innovation is the introduction of the LAPOR application as part of the city's E-Government implementation. LAPOR (*Layanan Aspirasi dan Pengaduan Online Rakyat*, or "People's Online Aspiration and

Complaint Service”) is an online-based complaint and aspiration platform designed to facilitate citizens in submitting grievances, suggestions, or requests for information related to public services (Soraya & Astuti, 2019).

The LAPOR system is part of the *National Public Service Complaint Management System* (SP4N-LAPOR), which is jointly managed by three key national institutions: the Ministry of Administrative and Bureaucratic Reform (Kementerian PANRB) as the supervisor of public services, the Presidential Staff Office (KSP) as the monitor of national priority programs, and the Ombudsman of the Republic of Indonesia as the overseer of public service delivery. The establishment of SP4N-LAPOR has been formally regulated through Presidential Regulation No. 76 of 2013 and further reinforced by Ministerial Regulation of PANRB No. 3 of 2015, which emphasizes the importance of integrated, effective, and participatory complaint management (Yanuar, 2020).

The Mataram City Government began implementing the LAPOR application in 2017 as a concrete means of implementing policy derived from the national framework. The introduction of the application was intended as a breakthrough to improve the previously conventional and less responsive complaint-handling system (Syamsuddin & Fuady, 2020). Through LAPOR, citizens are expected to more easily report issues related to public services via website, mobile application, or integrated social media channels (Rozikin et al., 2020). Incoming reports are verified and distributed to relevant institutions for follow-up actions. The system is designed to ensure transparency, accountability, and effectiveness in addressing public complaints (Fauzi & Mandala, 2019).

However, in practice, LAPOR implementation in Mataram City has not yet reached optimal performance. Data from the Mataram City Communication and Information Office (Diskominfo) indicate that, to date, only around 163 reports have been submitted through the LAPOR platform. This figure is relatively low compared to the city’s population, which numbers in the hundreds of thousands. Meanwhile, citizens tend to express complaints and aspirations more actively through social media platforms such as Facebook, Instagram, and Twitter. This reflects public preference for more informal, accessible communication channels over official government platforms. This indicates that implementing digital innovation at the local level faces notable challenges.

One major issue is the low level of public awareness and education about the LAPOR application and its use. Many residents remain unfamiliar with its functions, mechanisms, and benefits. In addition, societal habits and perceptions contribute to the low adoption of official digital platforms. Social media is often perceived as a faster and more direct way to reach public officials, despite lacking the structured complaint management system offered by LAPOR (Muharam, 2019).

This situation demonstrates that, while LAPOR is conceptually aligned with E-Government principles, its implementation still requires further refinement and adjustment to address citizens’ needs effectively. A more comprehensive, continuous strategy is needed to enhance citizens’ digital literacy through training, public campaigns, and collaboration with local media. The government should also improve the application’s user interface to make it more user-friendly, especially for those less familiar with digital services (Maulani, 2020). Furthermore, integration between LAPOR and other communication channels should be strengthened—for instance, by officially linking social media reports

to the LAPOR system—so that all complaints can be recorded and systematically addressed. This approach could reinforce governmental accountability and improve public service quality (Rahman, 2019).

Therefore, this study is essential to analyze the extent to which the LAPOR application has improved the quality of public services in Mataram City, as well as to identify the challenges and opportunities in implementing E-Government at the local level. Understanding the dynamics of digital innovation, such as LAPOR, is expected to help local governments formulate more adaptive and participatory policies to realize modern governance that is responsive to citizens' needs.

## **Method**

This study employs a qualitative approach using a descriptive method. This approach was selected to provide an in-depth understanding of the implementation of the LAPOR application as a form of regional innovation aimed at improving the quality of public services in Mataram City. The research focuses on a single case study, namely Mataram City, which was chosen because it is among the local governments that have adopted a digital, citizen-based complaint management system through the LAPOR application since 2017 (Jalma et al., 2019). Data collection was conducted through documentary studies and literature reviews from various secondary sources, including official government reports, scholarly articles, online publications, and policy documents related to e-government and public service delivery. The collected data were analyzed qualitatively using content analysis techniques to identify patterns, themes, and relationships among variables related to the LAPOR application's effectiveness in enhancing citizen participation, transparency, and service accountability. To ensure the validity and reliability of the findings, source triangulation was employed by comparing information from multiple publications and official reports. This process ensured the consistency and credibility of the data obtained.

## **Result and Discussion**

The Mataram City Government utilizes the *Layanan Aspirasi dan Pengaduan Online Rakyat* (LAPOR), a national technology-based public service platform, to manage citizens' aspirations and complaints. The city government integrates the LAPOR application into its *Smart City* support modules within its E-Government services under the *Government-to-Citizen (G2C)* concept. Through the LAPOR platform, the government applies the G2C model to facilitate citizen-government interaction and to provide the public with opportunities to observe how government policies and improvements are developed.

According to interviews with the LAPOR system administrator, the Mataram City Government has continuously undertaken various initiatives to implement this technology-based public service. These efforts aim to encourage more active citizen participation in voicing their complaints and aspirations. In turn, this participation contributes to local monitoring and regional development, thereby improving the performance of Mataram's local government.

As a public service tool, the LAPOR application's effectiveness is closely influenced by communication processes. Hardiyansyah (2015) emphasizes that communication consists of several essential elements—communicator, message, media, communicant, and effect—which together determine the quality of public

service delivery. Communicators are individuals or groups involved in the communication process, including message dissemination and response generation. In Mataram City, administrative officials and designated officers are responsible for communicating public services through the LAPOR platform.

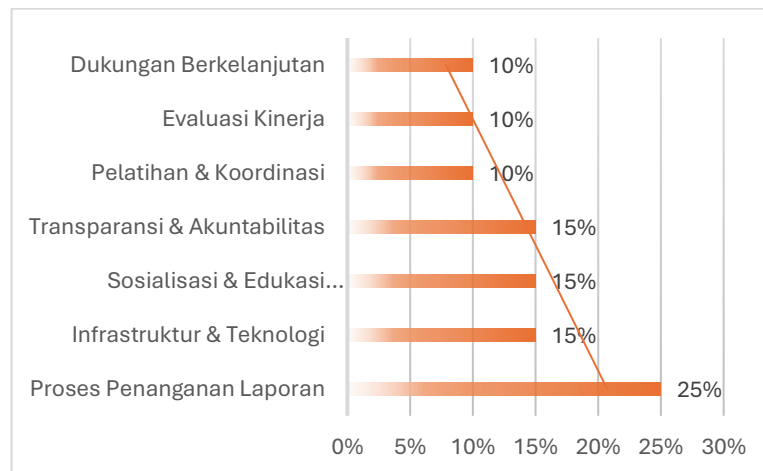
Based on *Mataram Mayor Decree No. 936/VII/2019*, the Department of Communication and Informatics (Diskominfo) and the Organizational Division of the Regional Secretariat (Setda) are responsible for operating the LAPOR system. Meanwhile, liaison officers responsible for handling reports within each municipal agency are directly appointed by their respective institutions' heads. As communicators, both administrators and liaison officers have ongoing responsibilities for managing the LAPOR system. Administrators are responsible for managing the public complaint process, forwarding verified reports to the relevant local departments, following up on responses, and reporting outcomes to the Supervisory Team for Public Service Complaints. In contrast, liaison officers are tasked with receiving, coordinating, consulting on, and responding to complaints forwarded by the Mataram City administration.

The LAPOR application operates in a tiered system, beginning with the central administrator, then the regional administrator, and finally the liaison officer (Eprilianto et al., 2020). The process starts when a citizen submits a report through one of several available channels. Reports are first received by the central administrator, who verifies and examines their content before forwarding them to the relevant regional administrator within 1 to 3 days. Nationally, LAPOR is managed by three primary institutions: the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB) as the supervisor of public services, the Presidential Staff Office (KSP) as the monitor of national priority programs, and the Ombudsman of the Republic of Indonesia as the overseer of public service implementation (Musaddad et al., 2020). Citizens can submit aspirations and complaints online via the e-LAPOR application, accessible via the website, SMS, Twitter, or the mobile app from the Play Store and App Store. The integration of LAPOR within the broader E-Government framework serves as an effective mechanism to enhance transparency, accountability, and citizen participation in governance. By enabling direct interaction between citizens and government institutions, LAPOR allows for more efficient and effective management of public complaints and aspirations, ultimately contributing to improved governance and service quality in Mataram City.

### **Implementation of the LAPOR Application in Mataram City**

The Mataram City Government has formulated a strategic plan to improve public service delivery by utilizing information and communication technology (Wardani, 2019). The city administration has made continuous efforts to enhance the quality of public services more efficiently and effectively. One of these initiatives is the development of the *Layanan Aspirasi dan Pengaduan Online Rakyat* (LAPOR) application, designed to facilitate citizens in submitting aspirations and complaints to the government (Nasikhah, 2019). The LAPOR platform aims to increase citizen participation in governmental decision-making processes while promoting transparency and accountability in public service delivery (Andani et al., 2019). LAPOR, which stands for *Layanan Aspirasi dan Pengaduan Online Rakyat* or *People's Online Aspiration and Complaint Service*, is a digital platform that enables the public to directly convey complaints, aspirations, and suggestions to the government regarding public services. To ensure that the LAPOR application is effective and beneficial for both the public

and the government, the Mataram City Government has implemented several strategic steps to support its deployment. The details of the LAPOR application implementation in Mataram City are illustrated in **Figure 1**.



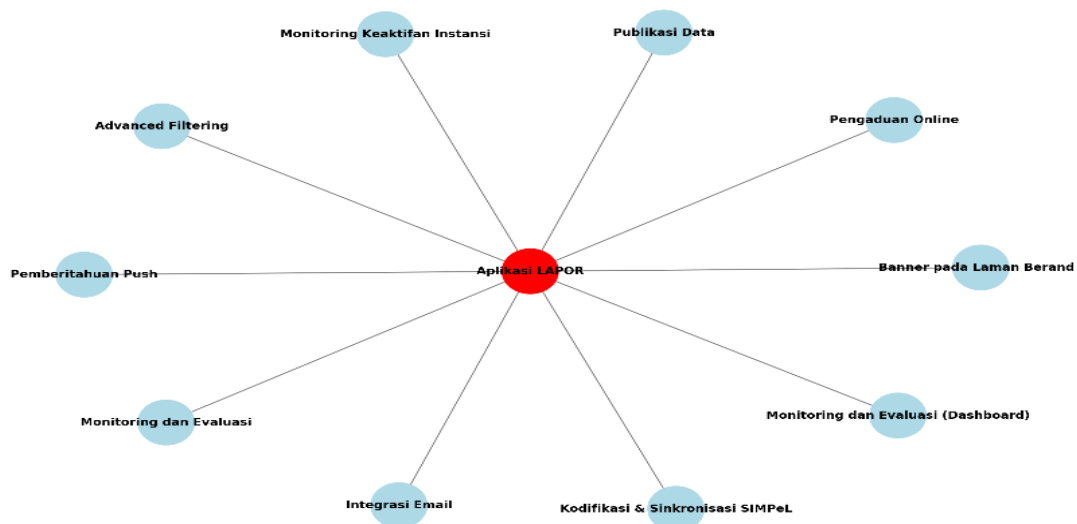
**Fig 1.** The Implementation of the LAPOR Application in Mataram City  
Source: Processed by the researcher, 2025

Based on **Figure 1**, the *Report Handling Process* is the most dominant aspect, accounting for **25%** of the overall implementation indicators. This finding underscores that the core of the application's success lies in how citizens' reports are processed systematically—from reception and verification to distribution to relevant institutions, to follow-up actions and feedback to reporters. The emphasis on this process reflects the Mataram City Government's awareness of the importance of responsiveness in addressing public complaints as an expression of quality service and accountability. The other three aspects—*Infrastructure & Technology*, *Public Socialization & Education*, and *Transparency & Accountability*—each contribute **15%**. This indicates that a reliable technological system, active public engagement through education, and openness of information are crucial foundations for ensuring that the LAPOR application is widely used and trusted by the public. A stable infrastructure and good accessibility ensure the system operates without disruption, while socialization efforts ensure that citizens are aware of and can use the application independently. The remaining three aspects—*Training & Inter-Agency Coordination*, *Performance Evaluation*, and *Sustainable Support*—each contribute 10%. Although these aspects account for a smaller proportion, they play a strategic role in maintaining the system's continuity and improving quality. Adequate staff training and inter-agency coordination ensure that the appropriate authorities handle reports, while performance evaluation helps assess the system's effectiveness over time. Sustained support from all stakeholders, including the community and private sector, becomes a vital factor. Overall, this distribution illustrates that the success of the LAPOR application implementation in Mataram City results from a combination of effective operational processes, technological support, community participation, and continuous cross-sectoral commitment. The bar chart further highlights that a public complaint system does not rely solely on technology but instead requires a collaborative and systemic approach to generate tangible impacts for society (Sabeni & Setiamandani, 2020).

### Effectiveness of the LAPOR Application in Mataram City

Through the LAPOR application, citizens can submit complaint reports detailing the issues they experience and, if available, attach supporting evidence. The system's administrative unit manages incoming reports and forwards them to the relevant government agencies responsible for addressing the complaints. These agencies then review the reports to identify and rectify deficiencies in public service delivery. The LAPOR application provides the public with an opportunity to participate more actively in monitoring and improving public services. It enhances transparency and accountability in service delivery while strengthening citizen engagement in government decision-making.

Furthermore, LAPOR has increased public awareness and participation in the use of digital governance tools. The platform also facilitates citizen access to information and enables active participation in the complaint process by integrating with various social media platforms such as Twitter, Instagram, and YouTube. This integration broadens communication channels between the government and the public, ensuring that reports and responses are more easily disseminated and monitored. In addition, the LAPOR application includes several key features designed to assist the Mataram City Government in providing responsive and efficient public service management. The following section outlines the main features offered by the LAPOR system:



**Fig 2.** Features of the LAPOR Application  
Source: Processed by the researcher, 2025

Based on Figure 2 above, the LAPOR application features a centralized architecture with the core system at its center and ten main functional components that support the delivery of digital public complaint services. LAPOR serves as a central hub that coordinates various interconnected and complementary features. Features such as Online Complaint Submission, Monitoring and Evaluation, and the Performance Dashboard reflect the application's core functions of systematically receiving, recording, and following up on public reports. Meanwhile, the Advanced Filtering and Codification & Synchronization with SIMPeL features demonstrate the system's strong capability for data classification and integration, allowing reports to be filtered by specific categories and synchronized with the national data management



system. In addition, LAPOR strengthens transparency and public participation through features such as Data Publication and Push Notifications, which enable citizens to monitor report progress and receive real-time updates directly. These features extend the application's role beyond internal administrative management, transforming it into a two-way communication platform between the government and the public.

From an internal management perspective, features such as Agency Activity Monitoring, Email Integration, and Homepage Banner Management are designed to facilitate cross-agency coordination and content and information management within the platform. This network visualization underscores that the LAPOR application is designed as a comprehensive public complaint system—functioning not only as a channel for citizen aspirations but also as a strategic government tool to promote transparency, efficiency, and accountability in public service delivery. Each feature directly contributes to the application's primary objective: strengthening participatory governance and ensuring a responsive government that meets citizens' needs. The types of reports accepted through LAPOR include complaints, aspirations, and information requests. Complaints refer to public grievances or problems related to public services; aspirations include community proposals or suggestions for service improvement; and information requests involve citizens seeking clarification or access to public information. The Advanced Filtering feature assists the Mataram City Government in handling reports more effectively by categorizing incoming reports by type, facilitating faster, more targeted responses. Furthermore, the Data Publication feature enables the government to make complaint data publicly available, allowing citizens to track the progress of reported issues. The Monitoring feature also enhances administrative oversight by enabling the government to monitor complaint handling and performance data continuously.

Overall, these integrated features highlight LAPOR's role as both a technological innovation and a governance instrument, ensuring that public complaints are not only managed efficiently but also serve as a feedback mechanism to improve the overall quality of local public services (Sabeni & Setiamandani, 2020; Wardani, 2019).

## **Conclusion**

Based on the discussion and data visualization, the successful implementation of the LAPOR application in Mataram City largely depends on the platform's systemic strength in handling public reports comprehensively and in a coordinated manner. The Report Handling Process emerged as the most dominant aspect, accounting for 25%, underscoring that mechanisms such as report reception, verification, distribution, follow-up, and feedback are the core of effective public complaint services. Other important aspects, including technological infrastructure, public socialization, and information transparency, also contribute significantly to creating an inclusive, accessible, and trustworthy complaint management system. Furthermore, the visualization of LAPOR's feature network shows that the application functions as a centralized system that integrates 10 core features. Each feature is designed to strengthen the application's role not only as a complaint management tool but also as a two-way communication medium between the government and citizens. Features such as Online Complaints, Monitoring and Evaluation, Advanced Filtering, and Data Publication enable efficient, transparent, and participatory reporting processes. These features not only expand the scope of information



dissemination but also encourage active community participation in monitoring the performance of public services. Moreover, the types of reports received through the application—complaints, aspirations, and information requests—indicate that LAPOR serves not only as a grievance channel but also as a platform for expressing citizen aspirations and facilitating public information openness. Support features such as Agency Activity Monitoring, Email Integration, and the Performance Dashboard further enhance the government's internal capacity to manage reports with high accountability. Overall, the LAPOR application represents an innovative approach to participatory governance, integrating technology, transparency, and citizen engagement to strengthen the quality, responsiveness, and accountability of local public service delivery in Mataram City.

### **Bibliography**

- Andani, A. T. V., Setyowati, E., & Amin, F. (2019). Implementasi Program Pelayanan One Day Service dalam Meningkatkan Kualitas Pelayanan Badan Pertanahan Nasional Kota. *Jurnal Ilmiah Administrasi Publik*, 5(3), 328–336. <https://doi.org/10.21776/ub.jiap.2019.005.03.9>
- Eprilianto, D. F., Pradana, G. W., & Sari, Y. E. K. (2020). Digital Inovasi Sektor Publik : Efektivitas Kolaborasi Dalam Implementasi Inovasi Dega Digital. *Jurnal EL-RIYASAH*, 10(2), 127. <https://doi.org/10.24014/jel.v10i2.8909>
- Fauzi, M. R., & Mandala, K. (2019). Pengaruh Kualitas Pelayanan, Kualitas Produk, Dan Inovasi Produk Terhadap Kepuasan Untuk Meningkatkan Loyalitas Pelanggan. In *E-Jurnal Manajemen Universitas Udayana* (Vol. 8, Issue 11). <https://doi.org/10.24843/ejmunud.2019.v08.i11.p18>
- Hadi, K., Asworo, L., & Taqwa, I. (2020). Inovasi Dialogis: Menuju Transformasi Pelayanan Publik Yang Partisipatif (Kajian Sistem Pelayanan Malang Online). *Journal of Government and Civil Society*, 4(1), 115. <https://doi.org/10.31000/jgcs.v4i1.2438>
- Haqie, Z. A., Nadiah, R. E., & Ariyani, O. P. (2020). Inovasi Pelayanan Publik Suroboyo Bis Di Kota Surabaya. In *JPSI (Journal of Public Sector Innovations)* (Vol. 5, Issue 1, p. 23). [journal.unesa.ac.id. https://doi.org/10.26740/jpsi.v5n1.p23-30](https://doi.org/10.26740/jpsi.v5n1.p23-30)
- Haryani, T. N., & Puryatama, A. F. (2020). Pelayanan Prima Melalui Penyelenggaraan Mal Pelayanan Publik Di Indonesia. *Kybernan: Jurnal Studi Pemerintahan*, 3(1), 40–54. <https://doi.org/10.35326/kybernan.v1i1.580>
- Jalma, H., Putera, R. E., & Kusdarini, K. (2019). E-Government dengan Pemanfaatan Web OpenSID dalam Pelayanan Publik di Nagari Tanjung Haro Sikabu-kabu Padang Panjang. *Publik (Jurnal Ilmu Administrasi)*, 8(1), 24. <https://doi.org/10.31314/pjia.8.1.24-37.2019>
- Maulani, W. (2020). Penerapan Electronic Government Dalam Peningkatan Kualitas Pelayanan Publik (Studi Kasus Program E-Health Di Kota Surabaya). *AS-SIYASAH: Jurnal Ilmu Sosial Dan Ilmu Politik*, 5(2), 44–54. In *AS-SIYASAH: Jurnal Ilmu Sosial Dan Ilmu Politik* (Vol. 5, Issue 2,

- pp. 44–54). <https://ojs.uniska-bjm.ac.id/index.php/Asy/article/view/3248%0Ahttps://ojs.uniska-bjm.ac.id/index.php/Asy/article/download/3248/2378>
- Muharam, R. S. (2019). Inovasi Pelayanan Publik Dalam Menghadapi Era Revolusi Industri 4.0 Di Kota Bandung. *Decision: Jurnal Administrasi Publik*, 1(01), 39. <https://doi.org/10.23969/decision.v1i01.1401>
- Muliawaty, L., & Hendryawan, S. (2020). Peranan E-Government Dalam Pelayanan Publik (Studi Kasus: Mal Pelayanan Publik Kabupaten Sumedang). *Kebijakan: Jurnal Ilmu Administrasi*, 11(2), 45–57. <https://doi.org/10.23969/kebijakan.v11i2.2898>
- Musaddad, A. A., Faizin Ahzani, W. K., Susilowati, M., & Arif, L. (2020). Implementasi Sistem Pelayanan Rakyat Sidoarjo (SIPRAJA) Sebagai Inovasi Pelayanan Publik. *Jurnal Syntax Transformation*, 1(6), 206–213. <https://doi.org/10.46799/jst.v1i6.76>
- Nasikhah, M. A. (2019). Inovasi Pelayanan Transportasi Publik Berbasis Teknologi Informasi. *Jurnal Inovasi Ilmu Sosial Dan Politik*, 1(1), 26. <https://doi.org/10.33474/jisop.v1i1.2670>
- Rahman, S. (2019). Pengaruh Kualitas Pelayanan Dan Inovasi Terhadap Kepuasan Pelanggan Pada Pt. Pln (Persero) Area Manado. *301 Jurnal EMBA*, 7(1), 301–310. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/22363>
- Rozikin, M., Hesty, W., & Sulikah, S. (2020). Kolaborasi dan E-Literacy: Kunci Keberhasilan Inovasi E-Government Pemerintah Daerah. In *Jurnal Borneo Administrator* (Vol. 16, Issue 1, pp. 61–80). [pdfs.semanticscholar.org](https://pdfs.semanticscholar.org). <https://doi.org/10.24258/jba.v16i1.603>
- Sabeni, H., & Setiamandani, E. D. (2020). Pengelolaan Pengaduan Masyarakat Dalam Upaya Meningkatkan Kualitas Pelayanan Publik. In *JISIP: Jurnal Ilmu Sosial dan Ilmu Politik* (Vol. 9, Issue 1, pp. 43–52). [download.garuda.kemdikbud.go.id](https://download.garuda.kemdikbud.go.id). <https://doi.org/10.33366/jisip.v9i1.2214>
- Soraya, T., & Astuti, P. (2019). Inovasi Pelayanan Administrasi Kependudukan Secara Online di Kabupaten Pati. In *Journal of Politic and Government Studies* (Vol. 8, Issue 4, pp. 61–70). [ejournal3.undip.ac.id](https://ejournal3.undip.ac.id). <https://ejournal3.undip.ac.id/index.php/jpgs/article/viewFile/25018/22273>
- Syamsir, A., Nur, M. I., Wahidah, I., & Alia, S. (2020). Kualitas pelayanan publik dalam pembelajaran berbasis daring di tengah pandemi Coronavirus Disease 2019. In *Publica: Jurnal Pemikiran ....* [core.ac.uk](https://core.ac.uk). <https://core.ac.uk/download/pdf/327164541.pdf>
- Syamsuddin, R., & Fuady, M. I. N. (2020). Upaya Penguatan Badan Penelitian dan Pengembangan serta Inovasi Daerah di Kota Palopo. *Jurnal Wawasan Yuridika*, 4(1), 63. <https://doi.org/10.25072/jwy.v4i1.326>
- Wardani, A. K. (2019). Urgensi Inovasi Pelayanan Bidang Administrasi Publik di Era Disrupsi. *Dinamika: Jurnal Ilmiah Ilmu Administrasi Negara*. <https://jurnal.unigal.ac.id/index.php/dinamika/article/view/2258%0>

Ahttps://jurnal.unigal.ac.id/index.php/dinamika/article/download/2258/2021

- Wiratno, W. (2020). Implementasi Peningkatan Kualitas Pelayanan Publik Pemerintah Daerah Kabupaten Bone, Sulawesi Selatan. *Supremasi Hukum*, 16(02), 1–23. <https://doi.org/10.33592/jsh.v16i2.739>
- Yanuar, R. M. (2020). Inovasi Pelayanan Publik (Studi Kasus: Public Safety Center (PSC) 119 Kabupaten Bantul Sebagai Layanan Kesehatan dan Kegawatdaruratan). In *Ilmu Pemerintahan* (Vol. 04, Issue 01, p. 2). [download.garuda.kemdikbud.go.id](https://download.garuda.kemdikbud.go.id).  
<https://doi.org/10.31629/kemudi.v4i1.1335>