

(Original Article)

## Good Governance as a Strategy to Improve the Quality of Public Services in Gowa Regency Public Service Mall

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**Abstract :** *Public service is an important indicator in realizing good governance. In the era of bureaucratic reform and digital transformation, the public demands transparent, accountable, effective, efficient, responsive, and equitable services. One of the government's innovations in improving the quality of public services is the establishment of the Public Service Mall (Mall Pelayanan Publik, MPP). This study aims to analyze the application of good governance principles as a strategy to improve the quality of public services at the Gowa Regency Public Service Mall and identify supporting and inhibiting factors. This study uses a qualitative method with a descriptive approach. Data collection techniques were carried out through observation, interviews, and documentation. Data were analyzed through data reduction, data presentation, and drawing conclusions. The results show that the implementation of good governance at the Gowa Regency Public Service Mall has been running quite well through the application of the principles of transparency, accountability, effectiveness and efficiency, responsibility, and equality. The improvement in the quality of public services is evident in the public service compliance score of the Republic of Indonesia Ombudsman which increased from 79.69 in 2022 to 94.37 in 2024 with the highest quality green zone category. Supporting factors include local government commitment, adequate service facilities, and the use of digital technology. Meanwhile, inhibiting factors include limited human resources, low digital literacy, and internet network disruptions. This study concludes that the implementation of good governance has positively contributed to improving the quality of public services at the Gowa Regency Public Service Mall.*

**Keywords:** *good governance; public service; public service mall; service quality; bureaucratic reform*

### 1. Introduction

Public services are a fundamental indicator of the success of government administration in achieving good governance. In the era of bureaucratic reform and digital transformation, public expectations of government institutions have increased significantly, requiring services that are efficient, transparent, accountable, responsive, and citizen-oriented

(Trisakti et al., 2023). The government is no longer expected merely to perform administrative functions but also to ensure the fulfilment of citizens' rights through the provision of high-quality public services, as mandated by Law Number 25 of 2009 concerning Public Services. Consequently, improving public service quality has become a strategic priority for government institutions seeking to enhance public trust and administrative performance.

The concept of good governance has become a central paradigm in contemporary public administration. Good governance emphasises the principles of accountability, transparency, effectiveness, efficiency, responsiveness, participation, and equity in the administration of public affairs (Rifdan et al., 2024). According to the United Nations Development Programme (UNDP), the implementation of good governance is essential for improving public service quality, strengthening public trust, and promoting sustainable development. In this regard, good governance is not merely a normative concept but also an operational framework that guides public institutions in delivering services that meet citizens' expectations and support democratic governance (Andriyan et al., 2024).

To improve public service delivery, the Indonesian Government has introduced various administrative innovations, one of which is the Public Service Mall (Mall Pelayanan Publik/MPP). The MPP is an integrated service model that consolidates services provided by central government agencies, local governments, state-owned enterprises, and private institutions within a single service location (Setiaaji & Karina, 2025). This innovation is intended to simplify bureaucratic procedures, reduce administrative fragmentation, enhance service accessibility, and improve service efficiency and effectiveness. Moreover, the MPP initiative represents a concrete manifestation of bureaucratic reform and digital transformation in public service administration.

Gowa Regency is among the local governments that have implemented the Public Service Mall as an innovative approach to improving public service quality. The Gowa Regency Public Service Mall provides 147 integrated public services and has achieved notable recognition for its service performance. According to the Ombudsman of the Republic of Indonesia, Gowa Regency obtained a score of 94.37 in 2024 and was classified within the green zone category, indicating excellent public service quality. These achievements demonstrate the local government's commitment to improving service delivery and promoting citizen satisfaction. However, despite these accomplishments, several challenges continue to affect service implementation, including long service queues, limitations in human resources, varying levels of digital literacy among citizens, and occasional disruptions in information technology systems. Such challenges suggest that the effective implementation of good governance principles remains crucial for sustaining and improving service quality.

Previous studies have examined the implementation of public service innovations and good governance in different institutional contexts. Maranjaya (2022) found that the implementation of the Public Service Mall in Gowa Regency improved service efficiency and accessibility through technology-based service integration. Similarly, Rosika and Frinaldi (2023) reported that the application of good governance principles strengthened accountability in public service delivery at the Investment and One-Stop Integrated Service Office in Makassar. However, Zakaria et al. (2024) found that the implementation of good governance in the Bogor City Public Service Mall had not yet achieved optimal effectiveness and efficiency. Likewise, Abdurrosyid and Eldo (2024) identified human resource limitations and digital disparities as major constraints affecting service quality in the Bandung Regency Public Service Mall. These findings

indicate that the relationship between good governance implementation and public service quality remains complex and context-dependent.

Although a considerable body of literature has explored public service quality and good governance, most previous studies have examined these issues independently or focused predominantly on service performance outcomes without thoroughly investigating how good governance principles influence service quality within integrated public service institutions. Furthermore, empirical research specifically analysing the implementation of good governance as a strategy for enhancing public service quality in Public Service Malls, particularly in Gowa Regency, remains limited. This limitation creates a research gap concerning the practical contribution of governance principles to service quality improvement in integrated service environments.

This study therefore offers a novel contribution by integrating the analysis of good governance principles with public service quality within the context of the Gowa Regency Public Service Mall. Unlike previous studies that primarily focused on service quality indicators or governance implementation separately, this research examines how governance principles are operationalised and how they contribute to improving service quality within an integrated public service system. The study is particularly relevant in the context of ongoing bureaucratic reform and public service transformation initiatives in Indonesia.

Accordingly, this study seeks to answer the following research questions: (1) How are the principles of good governance implemented in the Gowa Regency Public Service Mall? (2) To what extent does the implementation of good governance contribute to improving the quality of public services? and (3) What factors support and hinder the implementation of good governance in enhancing public service quality? Based on these questions, the study aims to analyse the implementation of good governance principles in the Gowa Regency Public Service Mall,

evaluate their contribution to improving public service quality, and identify the supporting and inhibiting factors influencing their implementation. The findings are expected to contribute theoretically to the development of public administration literature and practically to the formulation of policies and strategies for strengthening integrated public service delivery in local government institutions.

## 2. Method

This research was carried out at the Gowa Regency Public Service Mall (*Mall Pelayanan Publik*, MPP). The selection of the research location is based on the consideration that the Gowa Regency MPP is one of the public service innovations that implements an integrated service system by integrating various types of services in one place. In addition, the Gowa Regency MPP is considered relevant as a research locus because the local government continues to strive to apply the principles *of good governance* in improving the quality of public services amid the demands of bureaucratic reform and digital-based service transformation. Gowa Regency also received a public service assessment in the green zone category from the Ombudsman of the Republic of Indonesia, but in its implementation there are still various service obstacles that are interesting to be studied in more depth.

This study uses a qualitative research method with a descriptive approach. The qualitative approach was chosen because this study aims to understand in depth the application of the principles *Good Governance* in public service and identify supporting and inhibiting factors that occur in the field Creswell, (2014). Through this approach, the researcher can obtain a comprehensive picture of the condition of public services in the Gowa Regency Public Service Mall based on the perspective of service apparatus and the community as service users.

The data sources in this study consist of primary data and secondary data. Primary data was obtained directly through an interview process with

informants who are considered to understand the implementation of public services at the Gowa Regency Public Service Mall, such as service employees, MPP management, and the service user community. Meanwhile, secondary data was obtained through documentation studies in the form of service reports, laws and regulations, scientific journals, books, and other supporting documents related to good governance and public services (Creswell, 2014).

Data collection techniques are carried out through observation, interviews, and documentation. Observation was carried out by directly observing the public service process at the Gowa Regency Public Service Mall to find out the implementation of the principles *Good Governance* in service activities. In-depth interviews were conducted with research informants to obtain information related to service quality, transparency, accountability, and service effectiveness Creswell, (2014), as well as obstacles faced in the implementation of public services. The documentation is carried out by collecting written data, photos, archives, and various documents that support the research.

The data obtained was then analyzed using qualitative data analysis techniques through three stages, namely data reduction, data presentation, and conclusion drawn. Data reduction is carried out by selecting and focusing data that is relevant to the research objectives. Furthermore, the data is presented in the form of a descriptive description so that it is easy to understand and analyze. The last stage is carried out by drawing conclusions based on the results of the interpretation of the data that has been obtained so that it can describe the implementation of good governance as a strategy to improve the quality of public services at the Gowa Regency Public Service Mall.

### **3. Results and Discussion**

#### **Transparency**

Transparency is an important principle in *Good Governance* which emphasizes information disclosure to the public. According to Rezaldi et al. (2025). Transparency means that the government provides access to clear, accurate, and easily obtained information from the public regarding the public service process. The application of the principle of transparency in the Gowa Regency Public Service Mall (MPP) can be seen through the provision of service information in the form of procedures, administrative requirements, service costs, and estimated service completion time that can be accessed by the public through information boards, digital media, and service officers.

The information disclosure makes it easier for the public to understand the flow of services so that they can minimize confusion and potential maladministration in public services. According to Rodiyah et al. (2025) Transparency also strengthens public trust in the government because the service process takes place openly and can be supervised by the public. These findings show that the implementation of transparency in the Gowa Regency MPP has supported the realization of more accountable and community-oriented public services.

However, research found that service transparency has not been fully optimal, especially in the delivery of digital-based information. Some people still have difficulty accessing service information online due to low digital literacy. This condition shows that information disclosure needs to be balanced with increasing the ability of the community to utilize public service technology.

### **Accountability**

According to Choiriyah et al. (2025) Accountability is the obligation of government officials to account for every implementation of services to the community. Accountability is an important indicator in assessing the quality of governance because it is related to responsibility, service assurance, and professionalism of the apparatus.

The application of the principle of accountability in the Gowa Regency Public Service Mall can be seen from the existence of standard operating procedures (SOP) which serve as guidelines in the implementation of services. Andriyan et al. (2024) stated that the service apparatus carries out its duties in accordance with the established procedures so that the service process becomes more directed and measurable. In addition, the use of digital-based service systems helps to improve supervision and documentation of services so that the administrative process is easier to account.

The implementation of accountability in public services is also supported by Law Number 25 of 2009 concerning Public Services which emphasizes that every service provider is obliged to provide quality, transparent, and accountable services to the community. Thus, the implementation of accountability in the Gowa Regency MPP shows the commitment of the local government to improve the quality of public services through good governance.

However, the research found that there are still obstacles in the implementation of accountability, especially when the number of service users increases, causing delays in services in certain types of services. This shows that strengthening the capacity of human resources is still needed so that the quality of service is maintained consistently.

### **Effectiveness and Efficiency**

Effectiveness and efficiency according to Kusuma (2024) is the government's ability to achieve service goals appropriately with optimal use of resources. This principle is important in public service because it is related to punctuality, ease of procedure, and the quality of service results received by the community.

The application of the principles of effectiveness and efficiency in the Gowa Regency Public Service Mall can be seen through the integration of various types of services in one service location. The integrated service

system makes it easier for people to take care of administration without having to visit many different agencies Saputri et al., (2024). The presence of MPP is able to shorten the service bureaucracy so that the time and costs spent by the community become more efficient.

In addition, the use of digital technology in services also supports the effectiveness of the administrative process because services can be carried out more quickly and in a structured manner. These findings show that public service innovation through MPP is part of bureaucratic reform that aims to improve the quality of services to the community.

The increase in the effectiveness of public services in Gowa Regency can also be seen from the results of the Ombudsman's assessment of the implementation of public services. The assessment shows that there has been an improvement in the quality of public services from year to year.

**Table 1.** Increasing the Value of Public Services in Gowa Regency in 2022-2024

Year	Values of the Ombudsman of the Republic of Indonesia	Rating Categories
2022	79.69	High-quality green zone
2023	85.78	High-quality green zone
2024	94.37	Highest quality green zone

Source: Ombudsman of the Republic of Indonesia, 2024.

Based on the table, it can be seen that the value of public service compliance in Gowa Regency has increased significantly from 2022 to 2024. The increase in value shows that the implementation of public services through the Public Service Mall has a positive impact on the effectiveness and efficiency of services. These achievements are influenced by the improvement of service standards, the competence of apparatus, service facilities and infrastructure, as well as better management of public complaints.

The results of this study show that the application of the principles of effectiveness and efficiency not only affects the acceleration of services,

but also improves the quality of overall public service governance. These findings are in line with the concept of good governance which emphasizes the importance of optimal use of resources to achieve quality public services. In addition, the success of Gowa Regency in obtaining the Highest Quality Green Zone category shows that service innovation through Public Service Malls is able to support bureaucratic reform and increase public trust in government services.

However, the effectiveness of services still faces several obstacles, such as internet network disruptions and limited service support facilities at certain times. These obstacles affect the smooth service process so that the goal of fast and efficient service has not been fully achieved optimally. Therefore, strengthening technological infrastructure and increasing the capacity of human resources are important factors in supporting the effectiveness of digital-based public services.

### **Responsiveness**

Responsiveness according to Lusiana & Najamudin (2023) is the ability of government officials to respond to the needs and complaints of the community quickly and precisely. Responsiveness is one of the indicators of public service quality because it is directly related to public satisfaction as service users.

At the Gowa Regency Public Service Mall, the principle of responsiveness can be seen from the readiness of service officers in helping people who experience difficulties during the service process. Service apparatus provides direction and information to the public regarding administrative procedures and the use of digital-based services. The responsiveness of the apparatus provides comfort for the community in obtaining public services.

According to Saparuddin et al. (2026) The application of good responsiveness shows that public services are not only oriented towards administrative completion, but also pay attention to the needs of the

community in a humane manner. This is in line with the concept of modern public services that place the community as the center of service (public oriented service).

**Table 2.** Statistics of Visitors to Gowa Regency Public Service Mall in 2024

Remarks	Quantity
Total Visitors in 1 month	± 8,000 people
Average Daily Visitors	± 500 People
Most Accessed Services	Dukcapil, Immigration, Social Service

Source: DPMPTSP Gowa Regency, 2024.

Based on the table, it can be seen that the Gowa Regency Public Service Mall serves around 500 visitors every day with a total of around 8,000 visits in one month since it began operating. The high number of visitors shows that the existence of MPP provides easy access to services for the community. The services that are most accessed by the public include population administration, immigration, and social services. The high intensity of the service requires the service apparatus to have good responsiveness so that the quality of service is maintained.

However, research has found that service responsiveness sometimes experiences obstacles when the number of people who come increases simultaneously. This condition causes the waiting time for services to be longer, affecting community satisfaction. Therefore, it is necessary to increase human resources and manage the service queue more effectively so that the quality of responsiveness is maintained.

### Equivalence

Equality according to Firdausi & Sukmarini (2026) emphasizing that every community has the same right to obtain public services without discrimination based on certain social, economic, or background status. The principle of equality is an important foundation in creating fair and inclusive public services.

The application of the principle of equality in the Gowa Regency Public Service Mall can be seen from the services provided to all communities

equally in accordance with applicable procedures. Service apparatus does not discriminate between service users based on social or economic background. In addition, service facilities are also provided to support the comfort of the entire community, including vulnerable groups such as people with disabilities and the elderly.

The implementation of equality in public services shows that local governments strive to provide services that are inclusive and easily accessible to all levels of society Firkawati et al., (2022). This is important in realizing fair public services and supporting the increase of public trust in the government.

However, research found that there is still a gap in people's ability to access digital-based services. Some people who have limited understanding of technology experience difficulties in using online service systems. This condition shows that the principle of equality is not only related to equal treatment, but also the government's ability to ensure that all people can access services equally.

### **Supporting and Inhibiting Factors for the Implementation of *Good Governance***

The implementation of good governance in the Gowa Regency Public Service Mall is supported by several factors, including the local government's commitment to improving the quality of public services, the availability of adequate service facilities, and the use of digital technology in the service process. The integration of services in one location also improves coordination between agencies so that services can run more effectively and efficiently.

In addition to supporting factors, this study also found several inhibiting factors in the implementation of good governance in the Gowa Regency Public Service Mall. These inhibiting factors include limited human resources, low digital literacy in some communities, internet network

disruptions, and the high number of service users at certain times that cause long service queues.

The success of the implementation of good governance in the Gowa Regency Public Service Mall is also supported by the availability of adequate service facilities and infrastructure Atthahara, (2018). Service infrastructure is an important factor in supporting the effectiveness of digital-based public services.

**Table 3.** Infrastructure and Facilities of Public Service Mall of Gowa Regency

Types of Infrastructure	Remarks
Land Area	8.450 m <sup>2</sup>
Building Area	3.503 m <sup>2</sup>
Service Area	1.287 m <sup>2</sup>
Service Concept	Digital and Integrated

Source: Gowa Regency Government, 2024.

Based on the table, it can be seen that the Gowa Regency Public Service Mall has quite adequate service facilities with a digital and integrated service concept. The availability of this infrastructure supports the creation of public services that are more comfortable, effective, and easily accessible to the public. In addition, supporting facilities such as waiting rooms, lactation rooms, children's play rooms, and facilities for people with disabilities show the government's efforts to realize inclusive and community-oriented public services.

Based on the results of the research, it can be understood that the application of *good governance principles* has an important influence on improving the quality of public services in the Gowa Regency Public Service Mall. The more optimal the implementation of transparency, accountability, effectiveness and efficiency, responsiveness, and equality, the better the quality of service received by the community. Therefore, strengthening the capacity of the apparatus, improving technological infrastructure, and educating the public related to digital services is an

important step in supporting the successful implementation of *good governance* in public services.

#### 4. Conclusion

This study shows that the application of the principle of *good governance* in the Gowa Regency Public Service Mall has gone quite well and contributed to improving the quality of public services. The principle of transparency is applied through the disclosure of service information to the public, while the principle of accountability can be seen from the implementation of services based on operational standards and procedures and the use of digital-based service systems. In addition, the principles of effectiveness and efficiency are realized through the integration of services in one location that is able to simplify and accelerate the community service process. The principle of responsiveness is also reflected in the readiness of the apparatus to help and respond to the needs of the community, while the principle of equality can be seen from the provision of equal services to all communities without discrimination.

The implementation of good governance in the Gowa Regency Public Service Mall is supported by the commitment of the local government, the availability of adequate service facilities, and the use of digital technology in the service process. However, its implementation still faces several obstacles, such as limited human resources, low digital literacy of the community, and internet network disruptions that affect the smooth running of services. This condition shows that the success of the implementation of good governance does not only depend on the service system, but also on the readiness of the apparatus and the ability of the community to adapt to digital-based services.

This research has limitations because it only focuses on the implementation of good governance in the Gowa Regency Public Service Mall so that the results of the research cannot be generalized to all regions. In addition, this study uses a qualitative approach so that the results of the

study emphasize more on understanding the phenomenon in depth based on field conditions.

Based on the results of the research, it is suggested that local governments continue to increase the capacity of human resources, strengthen service technology infrastructure, and increase public education related to the use of digital services so that the quality of public services can run more optimally. The next research is expected to develop a study on good governance by using a quantitative approach or comparing the implementation of public services in Public Service Malls in other regions so that it can provide a broader perspective related to the implementation of good governance in public services.

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