

Public Service Innovation in Applications Klampid New Generation (KNG) in the District Sawahan City of Surabaya

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ABSTRACT

In the context of modern public service, the presence of this application is expected to enhance accessibility, efficiency, and transparency in document management for the community. This research was conducted using a qualitative approach through interviews, observations, and documentation studies to explore user experiences, implementation challenges, and the tangible impacts on the service process. The results indicate that digitalization not only shortens processing times and reduces queues but also provides space for active community participation in the creation of population documents. The implications of this study highlight the importance of sustainable collaboration between the government, the community, and technological support to realize public services that are humanist, responsive, and user-friendly.

INTRODUCTION

Indonesia is one of the countries with amount resident the largest in the Southeast Asia region. Based on data from Directorate General Population and Registration Civil Registration (Dukcapil) Ministry of Home Affairs, at the end of June 2025 recorded amount Indonesia's population reached 286,693,693 people, increasing around 1.7 people compared to end 2024. The size amount resident This implications straight to complexity crucial personal data management. In accordance with Constitution Number 24 of 2013 concerning Administration Population, the country has obligation For ensure safety and quality service related to population data as fundamental rights of every citizens to recognized its existence by the state.

Based on Constitution Number 25 of 2009, services public defined as series activity For fulfil need service for all over citizens which includes provision goods, services and services administrative (Mukarom & Laksana, 2015). Service quality public must fulfil established standards in Regulation of the Minister of Empowerment State Apparatus and Bureaucratic Reform Number 15 of 2014, which includes requirements, procedures, time services, up to handling complaints. Standards This become reference For evaluate implementation services to achieve fast, easy quality accessible, and accountable (Nurcahyanto, 2022).

Government efforts in repair service start bear fruit results positive as reflected in Survey Evaluation Perception Maladministration (PPM) by the Ombudsman of the Republic of Indonesia. In 2024, the average score national reached 1.05 which is included in category maladministration low. This figure reflect performance service the increasing public transparent and efficient, even though amount respondents increase sharp from 57,313 in 2023 to 84,720 respondents in 2024. The low level maladministration This indicates that the management process document population has walk in accordance applicable standards, although challenge adaptation technology still there is (Indrayani, 2020).

Rapidly development technology information has push surge innovation in the sector public. Based on System data Information Innovation Public Services (Sinovik), number registered innovations soaring significant from 3,478 innovations in 2022 to 22,925 innovations in 2023. At the level Region, Surabaya City becomes a barometer of innovation with issuance Surabaya Mayor Regulation Number 116 of 2024 which records a total of 346 innovations regions. Innovations This majority focused on use digital technology for create service more public effective, efficient and inclusive for all over layer public.

One of innovation featured in administration population in Surabaya City is application Klampid New Generation (KNG). Application This combine principle E-Government with inclusivity services to be able to accessed by the population of Surabaya, the number of which is Keep going increase every year. Growth resident This demand system capable bureaucracy processing large volumes of data in a way Accurate population data for the city of Surabaya over the past five years final show trend consistent growth as served in table following :

Table 1. Population Data of Surabaya City 2020-2024

No	Year	Amount Resident
1	2020	2,874,314 people
2	2021	2,971,646 people
3	2022	2,987,863 people
4	2023	3,009,286 people
5	2024	3,018,022 people

Source : Data from the Central Statistics Agency of Surabaya City, 2025

Although KNG offers convenience, survey satisfaction show complex dynamics. As many as 70 % of users believe that KNG is capable increase trust public, however more from 30% of users Still complain existence constraint technical (Septiani & Arundinasari, 2023). This indicates that although in a way paradigm service has shift going to New Public Service involving participation active citizens, but at the level of implementation Still there is obstacles that require analysis deep, especially in areas with characteristics demographic special.

Gap research gap in studies This seen from trend study earlier than focus on aspects effectiveness system in a way general or use method quantitative For measure index satisfaction only (Wahyuni, 2021). Not many research that is specific dissect typology KNG innovation at the level subdistrict with density resident high. In addition, the transition from full manual to digital service through KNG at the level subdistrict Not yet analyzed in a way deep use knife analysis type innovation For see shift pattern services, processes, and systems in a way comprehensive in the District Sawahan.

Urgency study This lies in the condition Subdistrict Sawahan is one of the most densely populated areas in Surabaya. its very diverse society create phenomenon digital divide (digital divide), where there is highly literate group technology However there are also those who experience stuttering technology. If KNG's innovation fails adapted at the level root grass Because obstacle culture or procedural, then objective digital transformation is not will achieved. Therefore that, analysis deep to implementation Innovation at the forefront (sub-district) is very important For ensure sustainability humanistic and responsive service.

Based on background behind said, research This aim For analyze and describe innovation service public on the application Klampid New Generation (KNG) in give service administration population in the sub-district Sawahan, Surabaya City. Through glasses theory innovation policy Considine & Lewis (2009), public research This expected capable give description intact about form and impact innovation, good from side hero innovation, pressure external, influence organization, to norms and procedures newly created in ecosystem digital bureaucracy.

THEORETICAL REVIEW

Service the public in essence is not quite enough answer government in fulfil right base citizens. According to Mukarom and Laksana (2015), public services public covers various aspect life provided by the institution organizer For fulfil utilities society. In the context of administration population, services public No only just regulation documents, but is instrument important for citizens to get legal recognition from the state. Therefore that, effectiveness service administration population is very dependent on convenience procedures and certainty time given by the government (Mulyawan, 2016).

Paradigm service public has experience shift significant going to New Public Service (NPS). NPS emphasized that role government No Again just steering or utilize market mechanisms, but rather serve community (serving) and building involvement inhabitant in taking decision (Denhardt & Denhardt, 2015). Implementation KNG application reflects the spirit of the NPS where the community is invited participate active in manage population data in a way independent through digital platforms, so created deeper relationship equal and transparent between government and citizens (Septiani & Arundinasari, 2023).

Digitalization service public or E-Government is a government strategy in utilise technology information For increase quality service. According to Rianto (2018), the success of E-Government determined by maturity four dimensions main that is policies, infrastructure, resources Power humans (brainware), and applications (software). Digital transformation is not just move manual processes to computer, but rather do engineering business process rework bureaucracy to be more concise and accountable (Indrajit, 2016). KNG's innovation in Surabaya is one of the form real from effort efficiency this, where data interoperability becomes key in cut time service (Sea et al., 2022).

In dissection dynamics innovation in the sector public, research This referring to the framework theory innovation from Considine and Lewis (2009). This theory offer perspective comprehensive For understand How A innovation can survive and thrive in ecosystem bureaucracy through five dimensions key as following :

1. The Role of Innovation Hero: Spotlight existence actor central Good individual and groups that have vision and courage For take risk in initiate change (Considine & Lewis, 2009).
2. External Pressures for Innovation: Analyzing encouragement from environment outside like demands society, mandate regulations, up to situation a compelling crisis organization For leaving the status quo (Considine & Lewis, 2009).
3. Organizational Influences: Reviewing internal organizational variables, including leadership transformational and cultural Work collaborative that becomes foundation capacity innovation (Considine & Lewis, 2009).
4. Innovation Norms and Procedures: Change pattern thinking and organizing repeat channel Work from the beginning rigid and procedural become more flexible as well as solution - oriented (Considine & Lewis, 2009).
5. Supporting Factors and Obstacles: Identifying element supporters like infrastructure and human resources, as well as obstacle technical both

technical and non- technical issues that arise during the implementation process innovation.

METHODOLOGY

Study use approach qualitative descriptive (Sukirman, 2021). Qualitative method chosen For examine object in condition natural where researchers play a role as instrument main (Sugiyono, 2014). Determination informant done in a way purposive and data collected through interviews, observations, and studies documentation (Abdussamad, 2021). Data analysis was carried out in a way inductive through stages reduction, data presentation, and withdrawal conclusion (Sahir, 2022).

RESULTS AND DISCUSSION

The Role of the Hero Innovation (Innovation Hero)

Innovation service public through application Klampid New Generation (KNG) in the District Rice fields No is emerging phenomena in a way spontaneity administrative, but rather results from construction visionary and responsive leadership to crisis. Based on Considine and Lewis's theory (2009), success A innovation is highly dependent on the existence of Innovation Hero or hero innovation. In the context of This is Innovation Hero defined as actor central Good individual and groups that have capacity For formulate new ideas, navigate risks, and mobilize source Power For translate idea abstract become policy impactful operations real.

Analysis deep against field data show that manifestation Innovation Hero in KNG development in Surabaya was formed through collaboration strategic between actor key. Agus Imam Sonhaji, as Head of Population and Registration Service Civil (Dispendukcapil) during the transition period Covid-19 pandemic, act as initiator technical response urgency restrictions social with transforming E- Lampid become KNG. Meanwhile that, the Mayor of Surabaya, Eri Cahyadi, played a role as political champion who provides legitimacy politics and support strategic.

Synergy second actor This confirm Considine and Lewis's (2009) postulate that innovation need combination between skill technocratic and support political For can endure in ecosystem bureaucracy that tends to stiff. Without existence brave figure take risk For changing the status quo, digitalization service administration population (Adminduk) only will stop at the stage discourse, not implementation. The vital role of heroes innovation This correlated strong with one of them dimensions development E-Government namely dimensions Policy.

Sawahan District, Amiril Hidayat, adopted Spirit hero innovation from level city with apply internal policies called as an SOP that protects However No tie rigid. Policy This is derivative strategic that allows officials in the sub-district For balance demands digitalization with reality sociological diverse society. This is in line with Indrajit's research (2016) stated that that challenge the biggest e-government not on technology, but on ability management change management.

Integration between vision innovators at the level city and execution flexible policies at the level subdistrict create ecosystem agile and responsive

service. Digitalization service through KNG allows existence clear digital footprint, minimizing opportunity maladministration like extortion, and provide certainty time service. Efficiency very significant time is impact direct from policy data integration initiated by leaders innovation the.

This matter support findings study Heeks (2003) who stated that that success e-government in developing countries is largely determined by integration back-office and commitment leadership For cut chain bureaucracy. In the case of the KNG, the hero innovation succeed eliminating sectoral ego with integrating village, sub-district and service data in one cloud platform (cloud), so data verification can done in a way real-time. Here served proof empirical efficiency time generated from intervention innovators ' policies the :

Table 2. KNG Service Time Efficiency

Type of Service	Length of Service (Average)
Print Reissue KTP	4 Minutes
Application for KTP for 17 Years Old	2 Minutes
Print Renew Family Card	3 Minutes
Deed Birth	6 Minutes
Moving Within the City	5 minutes

Source : Observation Data Research (2025)

Lastly, intervention hero innovation is crucial in transform dimensions source Power human (brainware). Leadership in the District Rice fields respond resistance culture through management strategies adaptive talent, namely implementation mentoring cross generation. Regional leaders act as agent change agent that changes pattern think apparatus from orientation power become orientation service. This strategy confirm that technology as sophisticated as KNG is not will give optimal impact without existence transformation culture led work directly by a capable figure blend firmness administrative with empathy humanist (Sari & Adnan, 2021).

Pressure External (External Pressures)

Transformation service public at the level area No let go from influence environment strategic aspects that surround it. In the context of Subdistrict Sawahan, implementation KNG application is not just form modernization tool work, but rather A response adaptive to pressure environment. Referring to the theory of Considine and Lewis (2009), innovation in sector public often triggered by External Pressures for Innovation. Pressure This functioning as compelling catalyst bureaucracy leaving the comfort zone (status quo) towards a more innovative service model responsive.

Indicator pressure external in the District Rice fields manifest in a way strong through change expectation public. Modern society demands services that are not only fast, but also free from practice maladministration. Before the presence of KNG, perception public to bureaucracy often associated with complicated procedures. Sawahan District Head respond pressure the with

confirm that data integration and digitalization No just choice, but rather must For prove the implementation of bureaucratic reform.

Besides the demands transparency, pressure also appears from condition crisis (crisis-driven innovation). The COVID-19 pandemic created coercion situations in which interactions physique must limited. This momentum utilized in a way strategic by the Surabaya City Government for launching KNG. Data surge application significant administration post KNG launches from 56,940 in June 2022 to 114,519 in September 2022 confirmed that pressure environment has responded to with right by innovation technology.

Phenomenon This strengthen Rogers' (2003) thesis in theory Diffusion of Innovation, where the level of adoption innovation will tall if innovation the offer profit relative advantage and compatibility with need urge user. Analysis pressure external this is also necessary see aspect Policy Pressure from government center. The Ministry of Home Affairs' encouragement to integration and digitalization of population data national be a strong vertical stimulus.

Pressure Technology (Technological Advancement) also plays a role, where progress technology rapid information create standard new (inter-regional benchmarking). The city of Surabaya is facing pressure competitive For Keep going lead in index innovation area, which is No direct forcing the work unit under it For Keep going tidy up. Response to pressure external the No will effective without existence runway adaptive policy (Rianto, 2018).

Policy Zero Pungli implemented in a way strict is response direct to pressure external related issue integrity. KNG system that minimizes contact physique narrow down room movement negotiation lower table. This is supported by the findings of Indrajit (2016) that one of the objective main E-Government is transparency For reduce corruption bureaucracy. The following is table correlation between pressure external and response policies in the sub-district Sawahan :

Table 3. Correlation Pressure External and Response E-Gov Policy

Source Pressure External	Response Dimensions Policy	Service Innovation Results
Demands Public Transparency	Policy Zero Extortion & Supervision	Elimination practice brokering & public trust
Crisis (Pandemic) & Efficiency	Adaptive SOP Policy & Data Integration	Average service time <10 minutes
Central Regulatory Mandate	Harmonization rules & discretion Humanist	Inclusive for group prone to
Pressure Technology	Cross -Sectoral Coordination	Interoperability system (Heeks, 2003)

Source : Processed from Research Data (2025)

Success in the District Rice fields show existence shift paradigm from Government-Centric going to Citizen-Centric. Pressure external which requires service fast answered through feature auto-fill NIK -based and the use of QR Codes on documents (E-Kitir). Based on observation data, the service print

reissue the previous ID card eat long time ago now can completed in 4 minutes time. This is create More Public Trust strong, where society believe that digital system capable give certainty time and legality document.

Influence Organizational Influences

In context Subdistrict Sawahan, implementation KNG application represents effort strategic For modernize administration population through influence Organizational Influences. According to Considine and Lewis (2009), this This refers to internal variables such as leadership, culture organization and mechanisms management. Leadership transformational Sawahan Sub-district Head show that innovation need creation Service Scape (environment convenient service) through free Wi-Fi facilities and space Wait refrigerated air.

Culture established organization reflect existence strong knowledge sharing between staff. Mechanism Work No Again blocked in a way stiff, where the staff part consultation and services own ethos Work For each other share information related update system. Culture collaborative This breaking down the sectoral ego that often occurs become inhibitor main in bureaucracy (Heeks, 2003). Relationship between Population and Civil Registration Office and sub-district intertwined in a way real-time through group digital coordination.

Influence the most significant organization seen in the transformation policy from the beginning rigid become humanist through discretion bureaucracy. Although KNG application demands digital independence, internal policies provide room for officer For give service assistance full service for group vulnerable. This is prevent occurrence phenomenon trap technology in which the stuttering society technology left behind from access service public.

Challenge gap generation between senior and junior employees are addressed through method mentoring and mutual cooperation. Civil servants No only act as an operator, but transform become Innovation Carriers or carrier innovation (Osborne & Brown, 2011). Impact from education apparatus This create domino effect in the form of Community-Based Learning, where digital literacy spreads horizontally between fellow inhabitant.

Commitment organization to innovation reflected from allocation source power in dimensions Infrastructure. Procurement device computer specification high, provision stable LAN network, as well as plan contingency in the form of a generator shows maturity management risk organization. Facilities integrated physical with digital needs show that organization understand obstacle technical issues faced citizens. Synergy This bear fruit efficiency time service as table following :

Table 4. Estimated Service Time Administration Population in the District
Rice fields

Type of Service	Estimated Completion Time
Print Reissue KTP	4 Minutes
Application for KTP for 17 Years Old	2 Minutes
Print Repeat / Split KK	3 Minutes
Biodata Update	2 Minutes

Deed Birth / Death	5-6 minutes
Move In/ Out	4-5 minutes

Source : Processed from Observation Data Field (2025)

Efficiency average time is under 10 minutes This prove that KNG application has succeed shift paradigm bureaucracy become measurable. In addition to efficiency, other aspects security in dimensions software is also heavily influenced by culture organization through implementation monitoring footsteps Officer activity log. Organization succeed implant awareness that personal data protection is not quite enough answer together.

Finally, trust is built. through transparency of the tracking process and digital validation using QR Code- based Electronic Signatures on documents population like E-Kitir. This feature ensure authenticity documents and allows public print document in a way independent. Success KNG digital documents received by other agencies indicate that ecosystem digitalization in Surabaya has mature and supported by influence a strong organization (Sari & Adnan, 2021).

Norms and Procedures Innovation

In the perspective of Considine and Lewis (2009), innovation norms refers to the values that drive occurrence changes. Findings in the District Rice fields show shift in bureaucratic norms from rule-based become outcome-based. The new norm This confirm that compliance to digital regulation does not may remove essence humanistic service. Policy This create culture organization in which the apparatus pushed For understand substance rule.

Professionalism norms in handling complaint become an important pillar that strengthens dimensions Policy (Rianto, 2018). Mechanism handling tiered complaints reflect the existence of high responsiveness norms. Approach This show that policy public has transform become more inclusive. Transparency norms are also enforced through policy Zero Pungli supported by design room service open.

Indicator procedure emphasizes on how channel Work arranged repeat For efficiency. The implementation of KNG changes procedure service in a way radical through data interoperability that enables procedure verification walk automatic. Procedure This cut chain bureaucracy that was previously manual has become concise and real-time. Existence procedure screening beginning by the officer Satpol PP is also a form innovation management effective flow management.

Aspect data security becomes procedure crucial integrated through "One Account One NIK" procedure. The KNG account is positioned as asset private secret, reinforced with procedure verification biometrics face. This step essential For ensure validity law product service, in harmony with dimensions security application E-Government that must be capable balance convenience with personal data protection (Al-Khoury, 2012).

Efficiency procedure This proven with achievements standard time very short service, averaging under 10 minutes. This is strengthen West's (2004) study on stages e-government, where the District Rice fields has enter phase mature

transactional. Challenges the biggest in procedure innovation lies in readiness source Power human beings who are overcome through service strategies hybrid.

Procedure service hybrid blend sophistication application with intervention man Through the Consultation Room. The right man on the right place strategy ensure that officer in charge complaint own competence high communication. This is in tune with opinion Heeks (2003) that approach humanist in digital procedures are step mitigation appropriate risk For overcome factor error man.

Provision facility supportive physical digital ecosystem, such as station filling free power and Wi-Fi, guaranteeing that procedure service fast can realized without obstacle technical. The use of E-Kitir equipped with QR Code as proof service is innovation significant procedural increase trust public. Spike data application become proof empirical that public trust procedure new transparent and can this is traceable.

Supporting and Inhibiting Factors

Success KNG innovation is highly dependent on the environment supporting organizations. The most dominant supporting factor found in dimensions Leadership driven policies transformational. Discretionary strategy policy in the form of SOPs that protect However No rigid create room flexibility for employee For prioritize substance service. This is reflect shift paradigm bureaucracy become outcome-based.

Support policy This manifested through collaboration pentahelix, where the entire element start from leadership until officer field own aligned vision. Synergy This eliminate sectoral ego and create ecosystem conducive work environment. Supporting factors furthermore is dimensions Infrastructure in the form of availability device powerful hardware and a stable LAN network, as well as provision plan contingency in the form of a generator.

Humanistic infrastructure like room comfortable waiting and free Wi-Fi is proven capable reduce level stress public moment queue (Hardiyansyah, 2018). In the dimension brainware, HR management strategy through mentoring intergenerational become factor vital supporter. Literacy society also increases through mechanism learning social (social learning), where citizens each other help in use application.

However Thus, the implementation of KNG is not escape from obstacles (obstacles). Obstacles main in the form of central server instability (maintenance), bugs applications, as well as limitations specification gadget owned by community. Security features biometrics face also often become barrier access for users lay Because need condition precise technical. This is create friction in experience user experience.

Obstacle operational related timetable maintenance system that is carried out during working hours effective cause disturbance significant service. Therefore that, the proposal shift timetable maintenance to outside working hours become solution crucial mitigation. Non - technical barriers dominant in the gap digital literacy (digital divide), especially in groups elderly, which is relevant with theory group laggards according to Rogers (2003).

Subdistrict Rice fields change obstacle the become opportunity through approach Hybrid Service. Weaknesses literacy public mitigated with Consultation Desk presence and role active officer. This is reflected from surge participation public post-implementation of KNG, where the trend improvement application service reach peaked at 114,519 in September 2022 as illustrated in trend data application.

In a way overall, factor supporters in the form of commitment policies, robust infrastructure, and transformation culture Work succeed dominate and mitigate obstacles that arise. Key success innovation This lies in the ability organization For synergize dimensions policies, infrastructure, applications, and resources Power man in a way integrated. KNG has succeed prove that technology is enablers that must be controlled by humans For reach excellent service.

CONCLUSIONS AND RECOMMENDATIONS

Implementation application Klampid New Generation (KNG) in the District Sawahan City of Surabaya proves that innovation service digital public success create efficiency significant administrative costs, with an average time of settlement document under 10 minutes. Success This fundamentally driven by synergy between visionary leadership as hero innovation (innovation heroes) and adaptation flexible internal policies However still accountable. Through data interoperability and simplification procedure bureaucracy, KNG is capable answer pressure external public will transparent, fast and free service from practice maladministration, so that strengthen trust public trust towards institutions government at the level local.

Although digitalization has become the main pillar, research This conclude that technology just instrument enabler whose effectiveness is highly dependent on the quality source Power human (brainware) and approach humanistic service. The presence of a service model hybrid – which combines automation system with mentoring direct through room consultation – to be key in bridge digital divide, in particular for group elderly and society with limitations device. With Thus, digital transformation in the District Rice fields No just change tool work, but rather A engineering rethink business processes and culture successful organization realize essence service inclusive, responsive, and citizen - centric public.

Surabaya City Government recommended For prioritize improvement stability server infrastructure to minimize disturbance technical during working hours operational as well as do simplification interface application to be more light accessed by various specification device gadget society. At the level sub-district, strengthening role of " Corner" Self -Service " and digital education in sustainable need improved For ensure all over layer society, including group vulnerable, have equal access to right administration population them. In addition, for researchers Next, it is recommended For use approach method mixed methods to evaluate impact innovation This in a way more wide from side experience user experience and population data quality in a way periodically.

FURTHER STUDY

This research primarily employs a qualitative descriptive approach, focusing on organizational dynamics and the perspective of innovation heroes within the public sector. Future studies should consider adopting a mixed-methods design to provide a more holistic evaluation by integrating quantitative user satisfaction metrics with qualitative experiential data. Furthermore, investigating the long-term impact of the Klampid New Generation (KNG) application on digital equity and its effectiveness in bridging the digital divide among marginalized populations such as the elderly and rural residents remains a critical area for subsequent academic inquiry. Exploring the technical usability and user experience (UX) from the citizens' perspective would also offer valuable insights into the sustainability of digital governance in heterogeneous urban environments.

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