

(Research/Review) Article

Evaluation of Wiri Feeder Services on the Bratang - Pasar Turi Route

Atika Rahmadiarti^{1*}, Dandy Patria², Ika Devy Pramudiana³

¹ Universitas Dr. Soetomo; e-mail : atikahdiarti99@gmail.com

² Universitas Dr. Soetomo; e-mail : dandypatria@unitomo.ac.id

³ Universitas Dr. Soetomo; e-mail : dandypatria@unitomo.ac.id

* Corresponding Author: e-mail : atikahdiarti99@gmail.com

Abstract: Efficient and integrated public transportation services are a strategic need in sustainable urban development. The Surabaya City Government through the Transportation Department initiated the Wira-Wiri Feeder service on the Bratang-Pasar Turi route (FD07) as a feeder mode that connects densely active areas in the east and west of the city. This study aims to evaluate the implementation and performance of FD07 services using the public policy evaluation framework of William N. Dunn (2003) which includes the dimensions of effectiveness, efficiency, adequacy, justice, responsiveness, and policy accuracy. The research uses a descriptive qualitative approach with data collection techniques through field observations, in-depth interviews, and documentation studies. The results of the study show that the implementation of FD07 services has been running according to operational procedures with an average of 651 passengers per day, supported by field supervision and the Surabaya Integrated Urban Transport System (SIUTS) digital system. However, there are still obstacles in the form of limited fleet numbers, non-professional drivers, limitations of senior mechanics, and inadequate system development budgets. Dunn's six-dimensional evaluation shows that the effectiveness and efficiency of the service are in the medium category, with the main challenges being the accuracy of schedules and the accessibility of bus stop facilities for people with disabilities. This study concludes that improving the quality of human resources, adding fleets, strengthening digital systems, and massive public socialization are strategic steps to realize effective, inclusive, and sustainable feeder services in the city of Surabaya.

Keywords: City of Surabaya; Public Policy Evaluation; Public Transportation; William N. Dunn; Wira-Wiri Feeder.

Received: October 11, 2025

Revised: October 27, 2025

Accepted: November 26, 2025

Published: November 30, 2025

Curr. Ver.: November 30, 2025



Copyright: © 2025 by the authors.

Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license

(<https://creativecommons.org/licenses/by-sa/4.0/>)

1. Introduction

The rapid development of urban areas requires the availability of a public transportation system that is able to support community mobility effectively, efficiently, and sustainably. Public transportation not only functions as a means of moving people and goods, but also becomes an important instrument in reducing congestion, reducing air pollution, and improving the quality of life of urban communities. Local governments are required to provide transportation services that are affordable, integrated between modes, and able to reach all levels of society equally. In addition, a good transportation system also plays a role in encouraging regional economic growth, expanding public access to activity centers, and strengthening connectivity between urban areas. The availability of quality public transportation is also an indicator of the success of governance in providing basic services to the community. Therefore, the development of the transportation sector cannot be separated from efforts to create a livable, competitive, and environmentally friendly city.

To improve the quality of efficient, affordable, and integrated public transportation services in urban areas (Rahmadani & Marlina, 2025), the Surabaya City Government through the Transportation Department launched an innovation in the form of Wira Wiri Feeder

transportation as a feeder mode that operates in important corridors of the city. One of the routes that is in the spotlight is the Bratang – Pasar Turi route with the code FD07, which has a vital role in connecting strategic points such as bus terminals, trade areas, offices, and train stations. This initiative is part of an effort to create an integrated public transportation system that supports the mobility of the people of Surabaya without having to rely on private vehicles. The FD07 route geographically reaches a densely populated area, namely from the Bratang Terminal, which is one of the centers of passenger movement from the eastern region, to Pasar Turi Station, which is the connectivity point between train modes in the western region. The line is equipped with 41 stop points that facilitate residents' access to various destinations, including schools, shopping malls, hospitals, and government offices. On paper, this infrastructure and route planning have been designed to optimally support the daily needs of the community. However, in practice, feeder transportation services on this route still leave various technical and non-technical problems that need to be thoroughly evaluated.

One of the main problems felt by users is the uncertainty of the fleet arrival schedule, which causes inconvenience, especially for workers and students who rely on punctuality (Suryantoro & Kusdyana, 2020). In addition, some stops on the FD07 line do not have adequate supporting facilities such as seats, weather protection, or real-time digital information. The discrepancy between the schedule in the Gobis application and the actual operational time in the field also triggers confusion and frustration from the public. Although Wira Wiri's Feeder fleet has been equipped with air conditioning systems, CCTV, non-cash payment instruments, and GPS monitoring, not all of these features have been used optimally by drivers and users (Fazar & Paselle, 2023). In terms of service, a number of reports and field studies show that the interaction between officers/drivers and passengers still seems minimal, and does not fully reflect the principles of friendly, responsive, and informative public services (Adina, Susilo, & Ika Devy Pramudiana, 2023). Likewise, the safety and comfort aspects of the elderly, pregnant women, or people with disabilities still need more attention, considering that not all fleet units and bus stops are designed to be inclusive. This situation shows that there is a gap between the initial purpose of feeder transportation services as a leading public transportation, and the actual conditions faced by the community in the field.

Socialization to the public about the existence and how to use this service is also still not massive, which has an impact on the low load factor of the fleet (Kamelia & Veranita, 2022). Many people do not understand the route mechanism, payment system, and benefits of the integration program with Suroboyo Bus and Trans Semanggi. The lack of education also gives the impression that this service is only intended for certain groups, even though the Wira Wiri feeder is expected to be an inclusive means for all levels of society (Maulani & Setiawan, 2024). Therefore, this study is important to be carried out as an effort to thoroughly evaluate the quality of the Wira Wiri Feeder service on the Bratang-Pasar Turi route (FD07). This evaluation will cover several dimensions of service such as reliability, responsiveness, assurance, empathy, and tangible evidence, as developed by the SERVQUAL theory from Parasuraman, Zeithaml, and Berry (Haryeni & Yendra, 2020). The results of the evaluation are expected to be the basis for formulating recommendations for service improvement policies, such as schedule adjustments, improvement of bus stop facilities, fleet additions, and more effective public communication strategies (Rijal et al., 2023). More than that, this study will also provide an overview of the extent to which urban transportation services in Surabaya have led to the concept of sustainable urban mobility, namely an efficient, environmentally friendly, and socially just transportation system.

By evaluating a representative feeder corridor such as FD07, this study is expected to be a model for the development of similar evaluations on other routes in the urban transportation system in Surabaya and other major cities in Indonesia. Through this study, the evaluation of the quality of service of the Feeder Wira Wiri on the Bratang-Pasar Turi route (FD07) is not only seen as an effort to identify technical problems of the service, but also as a strategic instrument in supporting sustainable transportation policies in the city of Surabaya. Evaluation based on user experience will provide a clear picture of the compatibility between the service standards set by the government and the service conditions that are directly felt by the community. Thus, the results of the study are expected to be an objective reflection of the performance of feeder transportation services in urban areas.

In addition, the selection of the FD07 route as the object of the research is based on the characteristics of the area passed, namely areas with a high intensity of economic activities, education, and community movements. This route is an important node in the city's transportation network because it connects the eastern and western regions of Surabaya and is integrated with other modes of transportation such as city buses and trains. Therefore, the quality of service on this route indirectly reflects the quality of Surabaya's urban transportation system in general. In the end, this research is expected not only to make a practical contribution to the Surabaya City Government, especially the Transportation Office, in an effort to improve the quality of Wira Wiri Feeder services, but also to make a theoretical contribution to the development of public administration studies, especially in the field of public services in the transportation sector. The findings of this research are expected to be a reference for future research, as well as a consideration in the formulation of urban transportation policies that are more responsive, inclusive, and oriented towards community satisfaction.

2. Preliminaries or Related Work or Literature Review

Public Service Theory

Public services are activities or a series of activities carried out by government institutions, both central and regional, in order to meet the needs of the community fairly and equitably. Public services are a form of government commitment to provide public services and goods to the public with the principles of accountability, efficiency, and orientation to user satisfaction (Hubaib, Bazarah, & Jubaidi, 2021). The success of public services is highly dependent on several main indicators (Maulia & Setiyono, 2023), namely: Speed of service, Openness of access to information, ease of procedure and public involvement in the assessment of the quality of public services can be measured through the suitability between transportation policies and service practices provided to service users. This includes the availability of service information (schedules, bus stops, digital applications), the ability of officers to serve passengers, and the reliability of the fleet in maintaining arrival schedules. Transportation services must also pay attention to the principle of "public accountability", which is the government's responsibility in providing transportation services that are not only affordable and efficient, but also safe, comfortable, and reach all levels of society, including vulnerable groups.

Service Quality Theory: SERVQUAL Model

The SERVQUAL model was developed by Parasuraman, Zeithaml, and Berry (1985) to measure the extent to which the services provided are able to meet user expectations. There are five main dimensions in SERVQUAL that are very relevant to assess the quality of Wira Wiri Feeder services:

- a) **Tangibles:** Includes all physical facilities that are directly visible to the user, such as fleet conditions, vehicle cleanliness, bus stop design, completeness of information facilities, and seat comfort. Wira Wiri's feeder must show a modern, clean, and well-maintained physique to increase public trust.
- b) **Reliability:** The ability of a service system to provide transportation consistently, on schedule, and reliably. Fleet timeliness, route accuracy, and service frequency consistency are important indicators in this dimension.
- c) **Responsiveness:** Refers to the readiness of the driver or field officer to assist passengers and resolve complaints quickly. This includes the availability of online service information (the Gobis application), as well as services for emergencies or user complaints.
- d) **Assurance:** Includes the competence and courteous attitude of the officers, safety in the vehicle, and the user's confidence in the service. Friendly and well-trained officers, as well as the existence of security systems such as CCTV and call centers are the main indicators.
- e) **Empathy:** Personal attention to the specific needs of users, such as people with disabilities, the elderly, children, or pregnant women. The provision of priority seats, accessible stairs, and friendly service are part of this dimension.

Urban Transport Theory

The modern urban transportation system must be able to meet the principles of *sustainability*, *integration*, and *efficiency* (Melala, Gemasih, & Zulfa, 2024). The system must be physically integrated (routes and stops), operational (schedules and ticketing systems), and information (applications and signage). An effective urban transportation system must be able to: Reduce the use of private vehicles, Provide equal accessibility to all regions, Ensure

environmental sustainability by reducing carbon emissions and Improve economic and social efficiency (Prasetyo, Irawati, & Satriawati, 2024). The Wira Wiri feeder as a feeder mode is tasked with strengthening the main transportation network, and is obliged to support connectivity between modes such as large buses, trains, and private vehicles. Therefore, the evaluation of the FD07 feeder service is very important as an indicator of the effectiveness of the urban transportation system in Surabaya.

Theory of Public Policy Evaluation

Evaluation is a systematic process to assess the value or usefulness of a public policy, program, or activity (Hajaroh, 2019). Evaluation can be formative (during implementation) or summative (after implementation).

The three main approaches in the evaluation are:

- a) Input Evaluation: Assessing resources such as fleets, human resources, bus stop facilities, applications, etc.
- b) Process Evaluation: Assess operational runs, timeliness, officer involvement, and response to technical disturbances.
- c) Output Evaluation: Assesses the results of the service, such as user volume, community satisfaction, or improved connectivity.

Policy evaluation can be used to assess whether a service has reached its target user, and whether it is able to create planned accessibility and connectivity.

3. Method

This study uses a qualitative approach with a descriptive type of research. The qualitative approach was chosen because the main focus of this study is to understand in depth how the Wira Wiri Feeder service is implemented on the FD07 route, as well as how the public's perception, experience, and satisfaction with the service are. According to Creswell (2016), qualitative research aims to understand the meaning, process, and social dynamics of a phenomenon based on the perspective of the subject being studied. The researcher will explore how the FD07 service is run by the city government through the Transportation Department, how drivers and officers run operations, and how the real experience of users in utilizing the service is. The focus of this study is the evaluation of the Wira Wiri Feeder service on the Bratang – Pasar Turi route (FD07), with an emphasis on: Implementation of services in the field, Interaction between users and officers, User perceptions related to comfort, security, and reliability, Technical and non-technical challenges in service delivery and Implementation of policies and infrastructure support.

The research location was carried out along the FD07 route corridor, namely from Bratang Terminal to Pasar Turi Station, Surabaya City. Data sources are derived from primary data sources and secondary data sources. The informant selection technique is carried out by purposive sampling, namely selecting informants who are considered to know in depth related to FD07 service problems, and have direct experience. Informants are selected taking into account the variety of backgrounds. Data Collection Technique by way of *in-depth interview*, Interviews are conducted face-to-face using semi-structured interview guidelines. The goal is to explore the perception of users and officers regarding the implementation of services, service quality, and obstacles faced.

Participatory Observation, the researcher conducts direct observation in the field by riding the FD07 fleet, paying attention to the condition of the fleet, passenger comfort, officer interaction, and user behavior. Observations were also carried out at major bus stops to assess facilities and accessibility. Field records are compiled to record data that cannot be obtained from interviews, such as wait duration, stop conditions, and service usage patterns at certain hours. Documentation Study, the researcher collected supporting documents such as the FD07 service SOPs, passenger number reports, route maps, Dishub reports, and online media articles related to the evaluation of Wira Wiri services. This research uses the theory of service evaluation according to William N Dunn with data analysis techniques, this research uses qualitative data analysis techniques of the Miles and Huberman (1994) model, which includes three main stages:

- a) *Data Reduction*: Summarizes, selects, and focuses data relevant to the focus of the research. For example, choosing interview quotes about the timeliness, fleet comfort, and officer response.
- b) *Data Display*: Compile data that has been reduced in the form of narratives, matrices, or descriptive tables, so that patterns and relationships between data can be seen. For example: a comparison table of user perceptions at different stops.

- c) Conclusion *Drawing/Verification*: Drawing meanings and findings from interviews, observations, and documentation. Conclusions are temporary and will be strengthened or updated as the data grows.

4. Results and Discussion

Implementation of Wira-Wiri Feeder Service on the Bratang-Turi Market Route (FD07)

The implementation of the Wira–Wiri Feeder service on the Bratang–Pasar Turi route (FD07) is one of the efforts of the Surabaya City Government in realizing an integrated, efficient, and environmentally friendly public transportation system. Route FD07 connects the Bratang area in the eastern region with Pasar Turi Station in the western region through 41 strategic stops that cross the center of economic, educational, and office activities. Based on field data on October 20, 2025, FD07 operations are carried out in two shifts, namely morning shifts (05.30–12.45 WIB) and afternoon shifts (13.00–21.00 WIB) with a total of 9 riations (RIT) and an average departure every 15 minutes. The average daily number of passengers reached 651 people per day, indicating an increase in public participation in alternative modes of public transportation.

Table 1. Operational Data of FD07 Feeder Service on the Bratang–Pasar Turi Route

COMPONENT	INFORMATION
Number of Rites	9 RIT per day
Operating Hours	05.30–21.00 WIB
Number of Active Fleets	6 units
Average Passenger	651 people/day
Surveillance System	Field Officer & SIUTS
Stopping Points	41 stop
Departure Pattern	Every 15 minutes
Start–End Point	Bratang Terminal – Pasar Turi Station

Source: Researcher 2025

The operational data presented in Table 1 is the result of a compilation from several sources: (1) the official departure schedule of the Bratang–Pasar Turi route (FD07) on October 20, 2025 obtained from the operational documentation of the Transportation Department; (2) field monitoring and observation records of researchers on the frequency and accuracy of schedules during peak and non-peak working hours; (3) SIUTS digital surveillance data that records the position of the fleet; and (4) a recap of the average daily passenger report used as an indicator of service output (651 people/day). The triangulation method is used to ensure the validity of the information: the written schedule is verified with the results of direct observation and SIUTS log recordings, while passenger numbers are obtained from daily operational reports and confirmed through a brief interview with the bus stop officer.

Table 1 is designed to represent the core operational components that are the basis for service evaluation within the framework of William N. Dunn (2003). Each row in the table shows the operational variables that are viewed as *the input, process, or output* of the policy: (a) *The Number of Uptime* and *Uptime* reflect the scheduling and capacity of the service (input/process); (b) *The number of Active Fleets* and *Surveillance Systems* describes the availability of physical resources and control mechanisms (inputs/processes); (c) *Average Passengers* and *Departure Patterns* represent the results of service utilization by the public (output); and (d) *Stop Points* show the spatial coverage of services that are relevant to the aspect of equity in access. The determination of the value and description of each component follows the principle of measurability and relevance to the objectives of urban transportation policy.

Some interpretive things: (1) the *Average Passenger value* (651 people/day) shows the aggregate utilization rate, but does not reflect temporal variations, therefore advanced analysis is mandatory to examine the pattern of peak and non-peak hours; (2) *The number of Active Fleet* (6 units) is positioned as an indicator of limiting service capacity: if the number of rides exceeds the capacity of the fleet, then there is pressure on the accuracy of the schedule; (3) the function of the *Surveillance System* (SIUTS + field supervisor) is a mitigation mechanism for schedule deviations and SOP enforcement, but its effectiveness depends on data integration, analytical capacity, and budget allocation for follow-up; and (4) the distribution of 41 stops demonstrates a wide range of services spatially, so that the issue of accessibility of facilities (e.g. seats, weather protection, access for persons with disabilities) becomes an important evaluation element on the dimension *physical evidence* of service. The implementation of this service is analyzed through three dimensions of policy evaluation according to William N. Dunn (2003), namely *input evaluation*, *process evaluation*, and *output evaluation*.

a) *Input Evaluation*: The resources used in the operation of FD07 include a feeder fleet with a capacity of 12–15 passengers with air conditioning, CCTV, and non-cash payment systems. The Surabaya City Government also implements the Surabaya Integrated Urban Transport System (SIUTS) system as a digital surveillance instrument to monitor the movement and timeliness of the fleet. This supervision is complemented by field officers stationed in the operational corridor to ensure order and discipline at departure times. Although the monitoring system has been established, there are still some obstacles in the availability of human and technical resources. Most drivers and *helpers* are ex-city transportation drivers so they do not have a public transportation professional certification. This has an impact on the variety of abilities in implementing service standards. In addition, the limited number of senior mechanics hinders the routine maintenance process when the fleet is damaged. From the perspective of Dunn's theory, this shows that *policy inputs* have not reached optimal effectiveness due to limited supporting resources, both in terms of expertise and financial availability due to limited budget for transportation system development.

b) *Process Evaluation*: The implementation of FD07 operations shows that the accuracy of the departure schedule still faces obstacles, especially at peak hours, namely 07.00–09.00 and 16.00–18.00 WIB. Although the schedule has been systematically arranged, traffic conditions and limited fleet size cause the rides to often not match the stated time. Nevertheless, the presence of field supervisors and digital monitoring through SIUTS has helped reduce time deviations, especially in the main corridors. The quality of service is measured from the interaction between officers and service users. Based on observations, officers have shown increased discipline and friendliness, but the response to special needs such as users with disabilities, the elderly, and pregnant women is still limited because not all bus stops have an accessible design. On the other hand, bus stop facilities have not fully met public comfort standards because some do not have seats, weather protections, and digital schedule information boards. Based on Dunn's theory, the quality of the policy implementation process can be categorized into *the process adequacy stage* which still requires optimization, especially in the aspects of coordination effectiveness and service responsiveness.

c) *Output Evaluation*: The results of the service show an increase in service users by an average of 651 people per day. This figure reflects early success in expanding the use of public transportation in urban areas. However, the load factor still does not reach its maximum potential when compared to the ideal capacity of the fleet and the length of the route. This is

influenced by low public socialization and a lack of public understanding of the long-term benefits of using public transportation.

In addition, budget limitations also have an impact on the slow innovation of the digitization system, such as the integration of real-time schedule applications with other platforms owned by the Transportation Department. Based on Dunn's theory, this condition indicates that *policy outputs* have shown positive achievements in terms of accessibility, but are still low in terms of efficiency and effectiveness of results. Thus, the implementation of the FD07 Feeder service has met part of the objectives of the transportation public policy, namely providing affordable and integrated mass transportation services, but it is not yet fully effective because it still faces resource, technical, and social constraints.

Evaluation of Wira–Wiri Feeder Services on the Bratang–Turi Market Route

The Bratang-Pasar Turi route (FD07) is a significant evaluation object because this corridor is one of the routes with a high level of activity and serves as the main link between the eastern and western regions of Surabaya City. The success or failure of the implementation of FD07 services will be a reflection of the performance of the integrated transportation system as a whole. Based on the results of field observations, interviews with officers and users, as well as operational documentation, it was found that although in general the FD07 service has been running according to the operational plan, there are several aspects that are not optimal, especially in terms of punctuality, fleet availability, and consistency of supervision and maintenance. Therefore, the evaluation was carried out using Dunn's six evaluative dimensions, namely effectiveness, efficiency, adequacy, equity, responsiveness, and policy appropriateness.

Table 2. Evaluation of FD07 Feeder Services Based on William N. Dunn's Theory

EVALUATION DIMENSIONS	FIELD FINDINGS
Effectiveness	Departure schedules are systematically arranged but often not on time due to fleet limitations and congestion.
Efficiency	There are 6 active fleets to serve 9 rations per day with a high human resource load.
Adequacy	An average of 651 passengers/day shows a fairly good utilization rate.
Keadilan (Equity)	41 bus stops are spread evenly, but not all of them are disability-friendly.
Responsiveness	Field supervision and the SIUTS system are already underway, but the handling of complaints is still slow.
Ketepatan (Appropriateness)	The program is in line with Surabaya's vision of green transportation, but political and budgetary support is still limited.

Source: Researcher 2025

The results of the evaluation show that the implementation of the FD07 Feeder service has made progress in terms of accessibility and affordability, but it has not been maximized in terms of effectiveness and efficiency. The main factors that affect service performance are fleet limitations, unprofessional human resources, and limited operational budgets to support the improvement of service digitization systems. Although digital surveillance through SIUTS has helped fleet monitoring, the system's functions have not been fully utilized for real-time data-driven performance reporting, so decision-making still relies on manual reports from the field. In addition to technical factors, social and policy aspects also have a significant effect on the results of the evaluation. Most people still rely on private vehicles due to the perception that public transportation is less efficient and inflexible. In fact, substantially the FD07 Feeder has been designed as an efficient, environmentally friendly, and integrated connecting mode

with major transportation systems such as Suroboyo Bus and Trans Semanggi. The lack of public socialization and the lack of cross-sectoral policy support have led to the potential for the success of the program to not be fully achieved.

Based on the Dunn framework, the relationship between *policy input–process–output* in FD07 shows an imbalance between operational capacity and user demand. Policy effectiveness will be achieved if local governments strengthen cross-agency coordination, increase the number of fleets, and improve the professionalism of drivers through competency-based training. In addition, increasing budget allocation for bus stop modernization, service digital application development, and public awareness campaigns are important strategies so that Feeder FD07 can function optimally as part of a sustainable transportation system in the city of Surabaya.

6. Conclusion

The Wira–Wiri Feeder Service on the Bratang–Pasar Turi route (FD07) is an innovation of the Surabaya City Government in strengthening an integrated and sustainable public transportation system. Based on the results of the analysis using the public policy evaluation framework according to William N. Dunn, the implementation of FD07 services has shown positive achievements in the dimensions of accessibility and the existence of a digital surveillance system through SIUTS, as well as an average increase in the number of users up to 651 people per day. However, the effectiveness of the policy is still limited due to fleet limitations, non-professional human resources, and inadequate mechanical capacity. In addition, the mismatch between the operational schedule and the actual travel time is still an obstacle in ensuring the timeliness of services. This condition is exacerbated by budget limitations that hinder the expansion of the supervision system and the improvement of proper bus stop facilities for vulnerable groups such as the elderly and people with disabilities.

Overall, the implementation of FD07 has been in line with Surabaya's vision as a city with an efficient and inclusive public transportation system, but it has not been fully effective and efficient in its implementation. The evaluation shows that the success of the program will depend heavily on consistency of policy support, fleet addition, strengthening human resource capacity through certified training, and increasing budget allocation for digital system development and fleet maintenance. It is also necessary to intensify public socialization so that the public understands the long-term benefits of using public transportation, so that behavioral changes towards sustainable mobility can be realized. By strengthening the synergy between inputs, processes, and policy outputs as recommended by Dunn, Feeder FD07 has the potential to become an effective, adaptive, and community-satisfaction-oriented urban public transportation service model in the future.

References

- Adina, M. R., Susilo, K. D., & Pramudiana, I. D. (2023). Penerapan prinsip-prinsip good corporate governance dalam pelayanan Bank Jatim Kantor Cabang Dr. Soetomo kepada nasabah. *Soetomo Administrasi Publik*, 309–320. <https://ejournal.upr.ac.id/index.php/blnc/article/view/1886/1665>
- Adina, M. R., Susilo, K. D., & Pramudiana, I. D. (2023). Penerapan prinsip-prinsip good corporate governance dalam pelayanan Bank Jatim Kantor Cabang Dr. Soetomo kepada nasabah. *Soetomo Administrasi Publik*, 309–320. <https://ejournal.upr.ac.id/index.php/blnc/article/view/1886/1665>
- Fazar, M., & Paselle, E. (2023). Inovasi pelayanan perizinan berusaha berbasis risiko melalui sistem Online Single Submission (OSS) oleh Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Samarinda. *EJournal Administrasi Publik*, 2023(2), 318–332. <https://ejournal.ap.fisip-unmul.ac.id>

- Fazar, M., & Paselle, E. (2023). Inovasi pelayanan perizinan berusaha berbasis risiko melalui sistem Online Single Submission (OSS) oleh Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Samarinda. *EJournal Administrasi Publik*, 2023(2), 318–332. <https://ejournal.ap.fisip-unmul.ac.id>
- Hajaroh, M. (2019). Pohon teori evaluasi kebijakan dan program (metode, nilai dan menilai, penggunaan). *Foundasia*, 9(1), 27–42. <https://doi.org/10.21831/foundasia.v9i1.26149>
- Hajaroh, M. (2019). Pohon teori evaluasi kebijakan dan program (metode, nilai dan menilai, penggunaan). *Foundasia*, 9(1), 27–42. <https://doi.org/10.21831/foundasia.v9i1.26149>
- Haryeni, & Yendra, N. (2020). Dampak dimensi SERVQUAL terhadap kepuasan pasien, komunikasi word of mouth, dan repurchase intentions pada rumah sakit swasta di Kota Padang. *Jurnal Menara Ilmu*, 14(2), 66–79.
- Haryeni, & Yendra, N. (2020). Dampak dimensi SERVQUAL terhadap kepuasan pasien, komunikasi word of mouth, dan repurchase intentions pada rumah sakit swasta di Kota Padang. *Jurnal Menara Ilmu*, 14(2), 66–79.
- Hubaib, F., Bazarah, J., & Jubaidi, A. (2021). Konsep pelayanan publik di Indonesia (analisis literasi penyelenggaraan pelayanan publik di Indonesia). *Dedikasi*, 22(2), 105. <https://doi.org/10.31293/ddk.v22i2.5860>
- Hubaib, F., Bazarah, J., & Jubaidi, A. (2021). Konsep pelayanan publik di Indonesia (analisis literasi penyelenggaraan pelayanan publik di Indonesia). *Dedikasi*, 22(2), 105. <https://doi.org/10.31293/ddk.v22i2.5860>
- Kamelia, L., & Veranita, M. (2022). Analisis implementasi good governance dalam mewujudkan pelayanan publik yang berkualitas di Kecamatan Ciater Kabupaten Subang. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi dan Pelayanan Publik*, 9(2), 289–299. <https://doi.org/10.37606/publik.v9i2.307>
- Kamelia, L., & Veranita, M. (2022). Analisis implementasi good governance dalam mewujudkan pelayanan publik yang berkualitas di Kecamatan Ciater Kabupaten Subang. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi dan Pelayanan Publik*, 9(2), 289–299. <https://doi.org/10.37606/publik.v9i2.307>
- Maulani, S., & Setiawan, T. (2024). Inovasi pelayanan publik melalui aplikasi Sistem Pelayanan Izin Terbuka Elektronik (SIPEKA) di DPMPPTSP Provinsi Banten. *Kebijakan: Jurnal Ilmu Administrasi*, 15(1), 1–17. <https://doi.org/10.23969/kebijakan.v15i1.6177>
- Maulani, S., & Setiawan, T. (2024). Inovasi pelayanan publik melalui aplikasi Sistem Pelayanan Izin Terbuka Elektronik (SIPEKA) di DPMPPTSP Provinsi Banten. *Kebijakan: Jurnal Ilmu Administrasi*, 15(1), 1–17. <https://doi.org/10.23969/kebijakan.v15i1.6177>
- Maulia, E. I., & Setiyono, B. (2023). Collaborative governance dalam pengembangan Desa Wisata Nglangeran: Analisis dampak digitalisasi desa wisata. *Journal of Politic and Government Studies*, 31(1), 404–418.
- Maulia, E. I., & Setiyono, B. (2023). Collaborative governance dalam pengembangan Desa Wisata Nglangeran: Analisis dampak digitalisasi desa wisata. *Journal of Politic and Government Studies*, 31(1), 404–418.
- Melala, H., Gemasih, H., & Zulfa, I. (2024). Pelatihan sistem pelayanan Polres Aceh Tengah Sub Bagian Polantas dan Sabhara. *Jurnal Pengabdian Pada Masyarakat Indonesia*, 3(1), 127–138. <https://doi.org/10.55542/jppmi.v3i1.992>
- Melala, H., Gemasih, H., & Zulfa, I. (2024). Pelatihan sistem pelayanan Polres Aceh Tengah Sub Bagian Polantas dan Sabhara. *Jurnal Pengabdian Pada Masyarakat Indonesia*, 3(1), 127–138. <https://doi.org/10.55542/jppmi.v3i1.992>

- Prasetyo, H., Irawati, N., & Satriawati, Z. (2024). *Menuju destinasi wisata digital: Transformasi, literasi, dan inovasi*. CV Widina Media Utama.
- Prasetyo, H., Irawati, N., & Satriawati, Z. (2024). *Menuju destinasi wisata digital: Transformasi, literasi, dan inovasi*. CV Widina Media Utama.
- Rahmadani, H. N., & Marlina, E. (2025). Penerapan prinsip good corporate governance dalam meningkatkan kinerja keuangan di Dinas Pemberdayaan Masyarakat Desa, Kependudukan, dan Pencatatan Sipil Provinsi Riau. *EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi*, 4(4), 6188–6195. <https://doi.org/10.56799/ekoma.v4i4.7974>
- Rahmadani, H. N., & Marlina, E. (2025). Penerapan prinsip good corporate governance dalam meningkatkan kinerja keuangan di Dinas Pemberdayaan Masyarakat Desa, Kependudukan, dan Pencatatan Sipil Provinsi Riau. *EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi*, 4(4), 6188–6195. <https://doi.org/10.56799/ekoma.v4i4.7974>
- Rijal, S., Azis, A. A., Chusumastuti, D., Susanto, E., Nirawana, I. W. S., & Legito. (2023). Pengembangan kapasitas sumber daya manusia dalam pemanfaatan teknologi informasi bagi masyarakat. *Easta Journal of Innovative Community Services*, 1(3), 156–170. <https://doi.org/10.58812/ejincs.v1i03.123>
- Rijal, S., Azis, A. A., Chusumastuti, D., Susanto, E., Nirawana, I. W. S., & Legito. (2023). Pengembangan kapasitas sumber daya manusia dalam pemanfaatan teknologi informasi bagi masyarakat. *Easta Journal of Innovative Community Services*, 1(3), 156–170. <https://doi.org/10.58812/ejincs.v1i03.123>
- Suryantoro, B., & Kusdyana, Y. (2020). Analisis kualitas pelayanan publik pada Politeknik Pelayaran Surabaya. *Jurnal Baruna Horizon*, 3(2), 223–229. <https://doi.org/10.52310/jbhorizon.v3i2.42>
- Suryantoro, B., & Kusdyana, Y. (2020). Analisis kualitas pelayanan publik pada Politeknik Pelayaran Surabaya. *Jurnal Baruna Horizon*, 3(2), 223–229. <https://doi.org/10.52310/jbhorizon.v3i2.42>