

Research Article

Innovation in Public Service Governance at Prima Husada Sengkang Hospital Tempe District Wajo Regency

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Abstract: This study to analyze innovation in public service governance and identify determinant factors that influence its implementation at Prima Husada Sengkang Hospital, Tempe District, Wajo Regency. This study uses a qualitative research method with a descriptive approach. The research informants consisted of 5 people: doctors, nurses, administrative staff, patients, and patients' families. Data collection techniques were carried out through interviews and documentation. Data analysis used the Miles and Huberman model which includes data reduction, data presentation, data verification, and conclusion drawing. The results show that public service governance at Prima Husada Sengkang Hospital has implemented the principles of transparency, accountability, responsiveness, and effectiveness. Supporting factors for innovation are the existence of good resolution and accommodation in resolving patient problems or complaints supported by effective communication and coordination. Meanwhile, inhibiting factors come from societal dynamics in the form of increasing public demands for service quality, expectations of cooperation with BPJS, improvements in service facilities, timeliness of doctor services, and network constraints that affect the use of SIM RS.

Keywords: Governance; Hospital; Innovation; Public Service; SIM RS.

1. Introduction

Innovation in public administration has become an urgent necessity in the modern era, where globalization, technological advancement, and increasing public expectations demand significant changes in public service governance. This is reinforced by Law Number 25 of 2009 concerning Public Services, which emphasizes the principles of transparency, accountability, efficiency, and public satisfaction as the foundation for delivering quality public services. Public institutions are therefore required to continuously improve their service systems in order to meet community needs effectively and efficiently. In the health sector, public service governance is further strengthened by Law Number 17 of 2023 concerning Health, which mandates every health service facility to implement good governance and continuously improve service quality. Hospitals, as providers of public health services, are expected to deliver services that are responsive, transparent, accountable, and oriented toward patient satisfaction. In this context, innovation becomes a strategic instrument for enhancing service quality, operational efficiency, and organizational accountability while simultaneously strengthening public trust.

According to Gault (2018), innovation is the implementation of new methods, approaches, or procedures that improve the quality of products and services. Innovation may take various forms, including product innovation, process innovation, organizational innovation, and marketing innovation. In the context of public administration, innovation is not limited to technological development but also encompasses improvements in management systems, organizational work patterns, and service strategies that contribute to more effective governance. Governance itself refers to the processes through which organizations or societies manage and resolve problems. Jogiyanto H.M. and Willy A. (2011) define governance as the use of institutions, authority structures, and collaborative

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mechanisms to allocate resources and coordinate activities within society and the economy. Effective governance is therefore essential for ensuring that public organizations operate efficiently and are capable of responding to changing environmental demands.

Prima Husada Sengkang Hospital is a Type D accredited private hospital located in Tempe District, Wajo Regency. As a private healthcare institution, the hospital plays an important role in providing healthcare services to the community and is expected to demonstrate responsive, efficient, and adaptive service management. However, preliminary observations conducted from April to May 2025 indicate several issues affecting service quality and governance effectiveness. One of the primary challenges identified is the inconsistency of doctors' attendance schedules in outpatient clinics, which often do not correspond to the predetermined service timetable. This condition has the potential to reduce patient satisfaction and weaken public trust in the hospital's services. In private hospitals, where service quality and professionalism are major competitive advantages, such inconsistencies may significantly affect organizational performance and reputation.

To address these challenges, the implementation of technology-based governance innovation has become increasingly important. The Hospital Management Information System (SIM RS) was introduced to improve service efficiency and effectiveness, ensure the accuracy of medical records, accelerate administrative processes, and support data-driven managerial decision-making. Nevertheless, the implementation of SIM RS at Prima Husada Sengkang Hospital continues to encounter several obstacles that limit its optimal utilization. Previous studies have demonstrated the importance of innovation in improving healthcare services. Bobi Rizki et al. (2020) found that innovation implemented at Pariaman Regional General Hospital significantly improved service quality, as reflected in the hospital's excellent Community Satisfaction Index (CSI) score in 2018. Similarly, Siti Nur Hapzah et al. (2020), in their study entitled "Governance of Public Service Innovation: Institutional Dimensions, Policy Actors, and Society," concluded that innovation management requires support from various factors, including enabling policies, employee compliance, service-oriented attitudes, stakeholder collaboration, organizational culture, and community participation.

Although previous studies have examined innovation in healthcare services, this research differs in both focus and scope. While earlier research concentrated on service quality factors associated with hospital information systems, this study specifically examines public service governance innovation at Prima Husada Sengkang Hospital and identifies the factors that support and hinder its implementation. Based on the background described above, it can be identified that the main issues at Prima Husada Sengkang Hospital are the inconsistency of doctors' attendance in outpatient clinics and challenges in the implementation of the Hospital Management Information System (SIM RS). Therefore, the researcher is interested in conducting a study entitled "Public Service Governance Innovation at Prima Husada Sengkang Hospital, Tempe District, Wajo Regency."

The research questions are as follows: (1) How is public service governance innovation implemented at Prima Husada Sengkang Hospital, Tempe District, Wajo Regency? and (2) What are the determinant factors influencing public service governance innovation at Prima Husada Sengkang Hospital, Tempe District, Wajo Regency? Accordingly, the objective of this research is to analyze the forms of public service governance innovation implemented at Prima Husada Sengkang Hospital and to identify the determinant factors that support and hinder its implementation.

2. Literature Review

Public Administration

Public administration is a field of study and practice concerned with the management of government activities to achieve public goals. Etymologically, administration comes from the Latin words *ad* meaning intensive and *ministrare* meaning to serve, assist, or fulfill. Thus, administration refers to activities aimed at helping, directing, organizing, and managing resources to achieve predetermined objectives (Rahman, 2017). In a narrow sense,

administration refers to clerical activities, such as collecting, recording, organizing, storing, and retrieving data and information systematically. These activities generally include correspondence, filing, documentation, and expedition processes. However, in a broader sense, administration includes planning, organizing, directing, controlling, and supervising organizational activities. George Sutha (2018) defines administration as the process of planning, controlling, organizing office work, and mobilizing employees to achieve organizational objectives.

Public administration is closely related to governmental activities, public policy, and public service delivery. According to Law Number 30 of 2014 concerning Government Administration, public administration refers to procedures for decision-making and actions carried out by government agencies or officials. The law aims to improve service quality, create orderly administration, and provide legal certainty for citizens.

Kasim (1994) explains that public administration is an important aspect of government activities that is closely connected to political processes, particularly in the formulation and implementation of public policies. Public administration therefore plays a significant role not only in policy formulation but also in ensuring that policies are implemented effectively to achieve public objectives. Nicholas (2016, cited in Mulyadi) states that public administration is a combination of theory and practice aimed at improving understanding of government in relation to the society it serves. It also seeks to encourage public policies that are responsive to social needs. Therefore, public administration includes planning, organizing, managing, implementing policies, and evaluating government programs to ensure that public services are efficient, effective, transparent, and accountable.

Public Service Governance

Public service governance refers to the process of managing, regulating, and delivering public services in a systematic manner to meet the needs of society. In public administration studies, governance does not only focus on service outcomes but also on how service processes are implemented transparently, responsibly, and efficiently.

According to Yanti (2024), governance refers to the way organizations, particularly government institutions, manage resources and carry out administrative functions based on good governance principles. These principles include transparency, accountability, participation, efficiency, and responsiveness. Good governance ensures that government decision-making processes are accountable, involve public participation, and provide maximum benefits to society.

Public service delivery is regulated through Law Number 25 of 2009 concerning Public Services. The law regulates the rights and obligations of service providers and service users, as well as service standards that must be fulfilled. The purpose of the law is to provide legal certainty, prevent discrimination, improve transparency, and establish complaint mechanisms for citizens receiving administrative, goods, or service-based public services.

Principles of Public Service Governance

Dwiyanto (2006; 2010) identifies several important principles in public service governance, including transparency, accountability, responsiveness, and effectiveness.

1. **Transparency** : Transparency refers to openness in the delivery of public services. Information regarding procedures, requirements, costs, and service completion times should be easily accessible to the public. Transparency helps citizens understand service processes and reduces the possibility of maladministration or irregularities. Moenir (2014) explains that service procedures are a series of work stages that must be followed to ensure that services are orderly, clear, and directed. In hospital services, transparency can be reflected through clear registration procedures, information on required documents, service costs, waiting times, and available service channels.
2. **Accountability** : Accountability refers to the obligation of public service providers to take responsibility for their actions, decisions, and service outcomes. Public institutions must ensure that services are delivered in accordance with regulations, professional standards, and established operational procedures. In the health sector, accountability

requires medical personnel and health workers to provide services based on professional competence, standard operating procedures, and professional ethics. Accountability is essential to ensure patient safety, service quality, and public trust in health institutions.

3. **Responsiveness** : Responsiveness is the ability of public service providers to recognize, understand, and respond quickly and appropriately to the needs, complaints, and expectations of society. Responsive public services are characterized by accessible complaint mechanisms, clear communication, quick response times, and service improvements based on public feedback. In hospitals, responsiveness can be demonstrated through complaint handling systems, customer service units, suggestion boxes, social media channels, WhatsApp services, and periodic community satisfaction surveys. Responsiveness is also reflected in the ability of health workers to provide quick treatment, particularly in emergency situations.
4. **Effectiveness** : Effectiveness refers to the extent to which public services achieve their intended objectives. A service is considered effective when it provides results that are appropriate to the needs of society and uses available resources efficiently. In hospital services, effectiveness can be measured through the accuracy of medical treatment, patient recovery outcomes, reduced risks of infection or medical errors, compliance with clinical pathways, and achievement of service standards. Effective services should be accessible, timely, appropriate, and capable of addressing the actual needs of patients and the community.

Objectives of Public Service Governance

Public service governance aims to create service systems that are professional, high-quality, and oriented toward public needs. The objectives include:

1. Improving service quality by providing services that are fast, accurate, easy, and satisfactory.
2. Supporting the implementation of good governance through transparency, accountability, participation, and responsiveness.
3. Increasing public trust in government institutions and service providers.
4. Improving efficiency and effectiveness in the use of time, budget, human resources, and facilities.
5. Ensuring fairness and equal access to services for all members of society, including vulnerable groups.

Good Governance

Good governance is an approach to public administration that emphasizes transparency, accountability, participation, effectiveness, efficiency, and responsiveness. According to UNDP (1997), good governance consists of several interconnected dimensions, including economic governance, political governance, and administrative governance. Economic governance refers to decision-making processes that influence a country's economic activities, including efficiency, equity, and public sector management. Political governance concerns the formulation of public policies and political decisions, while administrative governance relates to the implementation of policies through efficient, accountable, and responsive public institutions.

The implementation of good governance is important because it strengthens public trust, improves service quality, and ensures that government institutions are able to respond to societal needs.

Public Service Quality

Service quality refers to the ability of an organization to meet the needs and expectations of service users. Gaspersz (2006) states that quality includes characteristics that determine satisfaction and continuous improvement efforts.

In public services, service quality is closely related to community satisfaction. A public service is considered high quality when it is able to provide convenience, certainty, speed, accuracy, fairness, and satisfaction to citizens. Therefore, public institutions must continuously improve their service systems, human resources, procedures, facilities, and communication mechanisms.

Determinants of Public Service Governance

The success of public service governance is influenced by supporting and inhibiting factors.

1. Supporting Factors : Tilaar (2018) identifies several factors that support public service improvement, including dedication, discipline, honesty, innovation, perseverance, human resources, and leadership. Meanwhile, Hardiyansyah (2017) states that public service delivery is influenced by employee motivation, administrative capacity, social control, employee behavior, organizational communication, bureaucratic structure, information flow, and organizational restructuring. These factors are important because they strengthen organizational capacity in delivering quality services. Employee motivation encourages better performance, while leadership and communication help ensure coordination and service innovation. Administrative capacity and adequate resources also support the implementation of efficient and responsive public services.
2. Inhibiting Factors : Rahmadana et al. (2020) explain that public service delivery often faces obstacles such as inadequate human resource competence, weak responses to public complaints, lack of information, complicated bureaucracy, delays in service processes, and poor coordination among service units. Moenir (2014) adds that service barriers may arise from organizational systems and procedures, employee skills, and the availability of service facilities and infrastructure. These obstacles can reduce service effectiveness and create dissatisfaction among service users.

Therefore, public organizations need to improve employee competence, simplify bureaucratic procedures, strengthen coordination, provide accessible information, and improve facilities and infrastructure to ensure better public service governance.

Innovation in Public Service Governance

Innovation refers to the introduction of new ideas, methods, processes, or services that provide improvements and benefits. The term innovation originates from the English word *innovation*, which refers to change or the introduction of something new.

Makmur and Rohana (2015) define innovation as a process of human thought and activity to create something new related to inputs, processes, and outputs that can provide benefits in human life. The Oslo Manual (2014) explains that innovation can take the form of new or improved products, services, processes, marketing methods, or organizational methods.

In public service governance, innovation is important because government institutions must adapt to changing public needs and expectations. Innovation can include the use of digital technology, simplification of procedures, improvement of complaint-handling systems, development of online services, enhancement of employee competence, and improvement of coordination among service units.

Conceptual Framework

This study is based on public administration theory, which positions innovation in public service governance as an important element in government administration. Innovation in public service governance refers to efforts to improve service management processes through transparency, accountability, responsiveness, and effectiveness. The implementation of public service governance innovation is influenced by supporting and inhibiting factors. Supporting factors include employee motivation, administrative capacity, leadership, communication, innovation, and organizational commitment. Inhibiting factors include limited human resources, complicated bureaucracy, lack of information, weak coordination, and inadequate facilities and infrastructure.

In the context of hospitals as public health service institutions, innovation in public service governance does not only involve the use of technology. It also includes improvements in service systems, simplification of administrative procedures, enhancement of health worker competence, and strengthening of internal communication and coordination. Increasing public expectations for fast, transparent, and responsive health services require hospitals to continuously improve their governance systems. Therefore, hospitals need to manage patient complaints effectively, accommodate diverse community needs, and develop innovative service strategies. Through effective public service governance innovation, hospitals are expected to provide services that are adaptive, responsive, efficient, and oriented toward public satisfaction.

Research Gap

Previous studies have shown that innovation in public service delivery can improve service quality and public satisfaction. For example, Bobi Rizki et al. (2020) found that innovation at Pariaman Regional General Hospital contributed to improving service quality, as reflected in a very good Community Satisfaction Index. Meanwhile, Siti Nur Hapzah et al. (2020) emphasized that public service innovation governance requires institutional support, policy actors, employee compliance, service orientation, stakeholder synergy, organizational culture, and community participation.

However, these studies still leave several gaps. First, previous research has focused more on the relationship between innovation and service quality or on the institutional dimensions of innovation governance. It has not specifically examined how innovation is implemented through the principles of public service governance, namely transparency, accountability, responsiveness, and effectiveness.

Second, studies on hospital service innovation often focus on public hospitals. In contrast, this study examines a private hospital, namely Prima Husada Sengkang Hospital. The governance of public services in private hospitals has distinctive characteristics because it must balance service quality, professional responsibility, operational efficiency, and patient satisfaction.

Third, previous studies have not sufficiently explored the determinant factors that support and inhibit innovation in public service governance at the hospital level. This study specifically analyzes supporting factors, such as communication, coordination, and problem-solving mechanisms, as well as inhibiting factors, such as increasing public expectations, doctor schedule inconsistency, BPJS-related expectations, facility improvement demands, and network constraints affecting the implementation of the Hospital Management Information System (SIM RS).

Fourth, this study focuses on the local context of Prima Husada Sengkang Hospital in Tempe District, Wajo Regency. Preliminary findings indicate that there are still issues related to inconsistent doctor attendance schedules and obstacles in the implementation of SIM RS. These conditions make it important to examine how public service governance innovation is implemented in practice and how the hospital responds to patient needs and complaints.

Therefore, this study fills the research gap by analyzing innovation in public service governance at Prima Husada Sengkang Hospital through the dimensions of transparency, accountability, responsiveness, and effectiveness, while also identifying the supporting and inhibiting factors that influence its implementation. This research is expected to contribute to the development of public administration studies, particularly in the field of innovation and governance of health services in private hospitals.

3. Method

This study employed a descriptive qualitative approach with a case study design to explore in depth the innovation of public service governance at Prima Husada Sengkang Hospital, Tempe District, Wajo Regency. A qualitative approach was selected because it enables the researcher to obtain a comprehensive understanding of the implementation of service governance innovation, the experiences and perceptions of service providers and

service users, organizational dynamics, and the factors that influence the delivery of hospital services. This approach does not test statistical hypotheses; instead, it produces descriptive data in the form of words, statements, experiences, and observations related to the phenomenon under study (Moleong, 2010; Sugiyono, 2019). The case study design was considered appropriate because it allows the researcher to investigate public service governance innovation within its real-life institutional context and to understand the complexity of service delivery practices in a hospital setting.

The study was conducted at Prima Husada Sengkang Hospital, located at Jalan Jenderal Ahmad Yani Number 29, Sengkang, Tempe District, Wajo Regency, South Sulawesi, Indonesia. The hospital was purposively selected because it provides health services directly to the community and represents an important setting for examining innovation in public service governance. As a health service institution, the hospital is required to provide services that are transparent, accountable, responsive, and effective in meeting the needs and expectations of patients and their families. The research was conducted over a three-month period, from March to May 2026.

The focus of this study was the implementation of public service governance innovation at Prima Husada Sengkang Hospital and its contribution to improving effective health services. The analysis was guided by four dimensions of public service governance proposed by Dwiyanto (2006; 2010), namely transparency, accountability, responsiveness, and effectiveness. Transparency refers to the accessibility of information regarding service procedures, requirements, costs, and service completion times. Accountability refers to the responsibility of service providers for their decisions, actions, and service outcomes in accordance with applicable regulations and standards. Responsiveness refers to the ability of hospital personnel to recognize, understand, and respond promptly to the needs, complaints, and expectations of patients and their families. Effectiveness refers to the extent to which health services achieve their intended objectives and provide results that are appropriate to community needs.

Primary data were obtained from informants selected through purposive sampling. Informants were chosen based on their direct involvement in the implementation, management, and use of public services at Prima Husada Sengkang Hospital. The informants consisted of one doctor, one nurse, one administrative staff member, one outpatient, and one patient's family member. The doctor and nurse were selected because they are directly involved in providing medical and nursing services. The administrative staff member was selected because of their role in managing registration, administrative procedures, and service information. The outpatient and patient's family member were selected to obtain perspectives from service users regarding their experiences, satisfaction, complaints, and expectations of hospital services. Secondary data were obtained from hospital profiles, organizational structure documents, service reports, medical record statistics, official archives, regulations, innovation program documents, photographs of service activities, books, journals, and other relevant documents related to public service governance innovation.

Data collection was carried out through methodological triangulation using semi-structured interviews and documentation studies. Semi-structured interviews were conducted to obtain detailed information from the selected informants. The interview guide focused on service transparency, accountability in service implementation, responsiveness to patient complaints and needs, effectiveness of service procedures, innovation practices, coordination among hospital personnel, and supporting and inhibiting factors in the implementation of public service governance innovation. Documentation studies were conducted by examining hospital archives, organizational charts, service reports, innovation program documents, administrative records, medical record statistics, and photographs of relevant activities. These techniques were used together to ensure that the data collected were complete, relevant, and supported by written evidence.

The data were analysed using the interactive analysis model developed by Miles and Huberman, which consists of data reduction, data display, conclusion drawing, and verification. Data reduction involved selecting, simplifying, categorizing, and coding data obtained from interviews and documentation according to the main themes of the study,

including transparency, accountability, responsiveness, effectiveness, service innovation, supporting factors, and inhibiting factors. Data display was conducted through narrative descriptions, thematic categorization, and analytical matrices to present the findings systematically and to identify patterns in the implementation of public service governance innovation. The final stage involved drawing conclusions and verifying the findings continuously throughout the research process. Conclusions were developed by interpreting the relationships among the findings and comparing them with the theoretical framework used in the study.

To ensure the credibility and trustworthiness of the findings, this study applied source triangulation, time triangulation, and technique triangulation. Source triangulation was conducted by comparing information obtained from doctors, nurses, administrative staff, patients, and patients' family members. Time triangulation was conducted by collecting and confirming information at different times or situations to reduce the possibility of inconsistent responses. Technique triangulation was conducted by comparing data obtained through interviews and documentation. Through these procedures, the researcher sought to ensure that the findings accurately reflected the implementation of public service governance innovation at Prima Husada Sengkang Hospital.

4. Results and Discussion

Transparency in Public Service Governance

Transparency refers to the openness of information related to service procedures, service costs, service requirements, and access to information for the public. In the context of hospital services, transparency is important because patients and their families need clear information before receiving medical and administrative services.

Openness of Information on Service Procedures and Costs

The findings show that Prima Husada Sengkang Hospital has provided information regarding service procedures and costs openly to patients and the public. Information on service procedures is available through information boards and banners placed in the hospital environment, especially in the Emergency Unit (*Unit Gawat Darurat* or UGD). Meanwhile, detailed information regarding service costs can be obtained directly from the cashier. The receptionist explained that information on hospital procedures and costs had been communicated openly so that it could be accessed and understood by patients and the public. This was supported by the nurse, who stated that service procedures were displayed through information boards, while information about costs could be obtained from the cashier. The doctor also confirmed that service procedures were communicated through available information media, while patients could ask the cashier for details regarding service costs.

This finding was also supported by the outpatient and the patient's family member. The outpatient stated that information regarding services and costs was relatively easy to obtain because hospital staff provided explanations when needed. Similarly, the patient's family member stated that the hospital had provided service procedure information through available information media and that detailed cost information could be obtained directly from the cashier. These findings indicate that the hospital has attempted to implement transparency by providing service information through both written media and direct communication. However, information related to service costs should continue to be presented clearly and consistently so that patients do not experience confusion when accessing services.

Accessibility of Service Information

The findings also indicate that service information at Prima Husada Sengkang Hospital is relatively easy for the public to access. The hospital uses social media platforms, particularly Instagram and WhatsApp, to disseminate information regarding hospital services. In addition, people who are unfamiliar with social media, especially elderly patients, can obtain information by visiting the hospital directly and asking hospital staff. The receptionist stated that service information was easy to access, although elderly people or those who did not understand social media could come directly to the hospital to ask staff. The nurse explained that the hospital

used Instagram and WhatsApp to make service information more accessible to the public. The doctor also stated that the public could access information through the hospital's social media accounts or by visiting the hospital directly.

Patients and family members also considered that the availability of social media made service information easier to obtain. However, they emphasized that direct communication with hospital staff remained important for people who were not familiar with digital platforms. The use of social media represents an innovation in the dissemination of public service information. It allows the hospital to communicate more quickly with the public and provides alternative access channels for patients. Nevertheless, offline information services remain necessary to ensure that all groups of society, including elderly patients and people with limited digital literacy, can access hospital information.

Table 1. Transparency in Public Service Governance at Prima Husada Sengkang Hospital.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Openness of Service Procedure Information	R (Receptionist)	"Information regarding hospital service procedures and costs has been communicated openly so that it can be accessed and understood by patients and the public."	The availability of service procedure information demonstrates the hospital's effort to implement transparency through accessible and understandable communication for service users.
Information Boards and Banners	BS (Nurse)	"Service procedures are displayed through information boards in the hospital environment, especially in the Emergency Unit, while information about costs can be obtained from the cashier."	Written information media, such as boards and banners, support transparency by allowing patients to understand service procedures before receiving treatment.
Accessibility of Cost Information	FA (Doctor)	"Service procedures are communicated through available information media, while patients can ask the cashier for detailed information regarding service costs."	Providing cost information through the cashier reflects an effort to ensure that patients can obtain financial information related to hospital services.
Patient Access to Information	H (Outpatient)	"Information regarding services and costs is relatively easy to obtain because hospital staff provide explanations when needed."	Direct explanations from hospital staff complement written information and help patients who require additional clarification.
Family Access to Service Information	IM (Patient's Family Member)	"The hospital has provided service procedure information through available information media, and detailed cost information can be obtained directly from the cashier."	The availability of information through multiple channels indicates that transparency is not only directed toward patients but also toward family members who assist patients during treatment.
Accessibility through Social Media	R (Receptionist)	"Service information is easy to access, although elderly people or those who do not understand social media can come directly to the hospital to ask staff."	The hospital provides both digital and direct access channels, which supports inclusive transparency for different groups of service users.
Digital Information Dissemination	BS (Nurse)	"The hospital uses Instagram and WhatsApp to	The use of social media represents an innovation in

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
		make service information more accessible to the public.”	public service information dissemination because it enables faster communication between the hospital and the community.
Alternative Access Channels	FA (Doctor)	“The public can access information through the hospital’s social media accounts or by visiting the hospital directly.”	Combining online and offline information channels improves public access and reduces barriers for patients with different levels of digital literacy.
Importance of Direct Communication	H (Outpatient)	“For elderly people or those who are not familiar with social media, they can come directly to the hospital or ask family members who use social media.”	Direct communication remains essential because not all patients have equal access to or understanding of digital platforms.
Information Accessibility for Families	IM (Patient’s Family Member)	“Service information is easier to obtain because the hospital provides information through Instagram and WhatsApp.”	Social media supports faster information access for patient families, who often play an important role in assisting patients during the service process.

(Research Source, 2026)

Based on the table 4.1 above, transparency in public service governance at Prima Husada Sengkang Hospital is reflected in the availability of information on service procedures, service costs, and access to hospital information through both offline and digital channels. Information boards, banners, cashier services, Instagram, WhatsApp, and direct communication with staff provide alternative channels for patients and their families. These findings indicate that the hospital has attempted to make service information accessible and understandable. However, direct information services should continue to be maintained to accommodate elderly patients and people with limited digital literacy.

Accountability in Public Service Governance

Accountability refers to the responsibility of hospital personnel in providing services according to their duties, authority, professional standards, and applicable procedures. In hospital services, accountability is reflected in the responsibility of receptionists, nurses, doctors, and other staff members in serving patients.

Responsibility of Hospital Staff in Providing Services

The findings indicate that hospital staff have carried out their responsibilities according to their respective roles. The receptionist is responsible for providing information, assisting patients during registration, and directing patients to the appropriate service unit. The nurse is responsible for providing nursing care, monitoring patient conditions, and ensuring that patient needs are fulfilled. The doctor is responsible for conducting examinations, establishing diagnoses, providing treatment, and explaining the patient’s medical condition. The receptionist stated that their responsibility was to provide clear information, assist patients with registration, and guide patients according to their service needs. The nurse explained that their role was to provide care based on applicable service standards, monitor patient conditions, and ensure that patients received appropriate care. The doctor stated that their responsibility included examination, diagnosis, treatment, and explanation of medical actions needed by patients.

Patients and family members also perceived that hospital staff were responsible in carrying out their duties. They stated that staff members were willing to provide explanations and assistance when patients required information or support. These findings show that accountability at Prima Husada Sengkang Hospital is reflected in the division of duties and

professional responsibilities among hospital staff. Each staff member performs a specific role in ensuring that patients receive appropriate medical and administrative services.

Service Delivery According to Applicable Procedures

The findings show that hospital services are provided according to established procedures. Patients generally go through several stages, including registration, data verification, waiting according to the queue, examination, and medical treatment. Hospital personnel also stated that they follow Standard Operating Procedures (SOP) to ensure that services are orderly, safe, and of good quality. The receptionist stated that every patient must complete registration and data verification before being directed to the relevant service unit. The nurse explained that nursing actions were carried out according to SOP to maintain service quality and patient safety. The doctor also stated that examinations, diagnoses, and treatment were performed according to hospital standards and procedures.

Patients and family members confirmed that they followed the service flow from registration to examination. They considered that staff provided directions regarding the stages of service, making it easier for patients to follow the process. The implementation of SOP demonstrates that the hospital has made efforts to ensure accountability in service delivery. Clear procedures help prevent service errors, improve patient safety, and create an orderly service process.

Table 2. Accountability in Public Service Governance at Prima Husada Sengkang Hospital.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Staff Accountability	R (Receptionist)	"My responsibility is to provide clear information, assist patients during registration, and direct them according to the services they need."	Accountability is reflected through the clear assignment of duties and responsibilities in providing administrative services to patients.
Professional Responsibility	BS (Nurse)	"My responsibility is to provide nursing care according to service standards, monitor patient conditions, and ensure that patient needs are fulfilled."	Professional responsibility demonstrates accountability through compliance with healthcare service standards and commitment to patient care.
Medical Responsibility	FA (Doctor)	"My responsibility includes conducting examinations, establishing diagnoses, providing treatment, and explaining the patient's medical condition."	Doctors' accountability is reflected in their responsibility to provide professional medical services and ensure patients understand their health conditions.
Patient Support and Assistance	H (Outpatient)	"Hospital staff are willing to provide explanations and assistance whenever patients need information or support."	The willingness of staff to assist patients reflects service accountability and responsiveness toward service users.
Division of Duties	IM (Patient's Family)	"Each staff member seems to have their own responsibility, so patients know whom to ask for assistance."	A clear division of duties supports organizational accountability by ensuring that responsibilities are distributed appropriately among personnel.
Registration Procedures	R (Receptionist)	"Every patient must complete registration and data verification before being directed to the relevant service unit."	Compliance with registration procedures reflects administrative accountability and orderly service delivery.
Compliance with SOP	BS (Nurse)	"Nursing actions are carried out according to Standard	Adherence to SOPs strengthens accountability by

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
		Operating Procedures to maintain service quality and patient safety.”	ensuring consistency, quality, and patient safety in healthcare services.
Standardized Medical Services	FA (Doctor)	“Examinations, diagnoses, and treatment are carried out according to hospital standards and procedures.”	Following established standards demonstrates procedural accountability and professional integrity in medical practice.
Patient Compliance with Service Flow	H (Outpatient)	“We follow the stages from registration to examination because staff provide clear directions.”	Clear guidance helps patients understand procedures and supports accountability through transparent service processes.
Orderly Service Process	IM (Patient's Family)	“The service process is organized because patients are directed through each stage before receiving treatment.”	Structured service procedures contribute to accountable governance by reducing errors and improving service efficiency.
Patient Safety Assurance	BS (Nurse)	“Following procedures is important to ensure patient safety and prevent mistakes in service delivery.”	Accountability in healthcare includes safeguarding patients through compliance with safety standards and procedures.
Service Quality Assurance	FA (Doctor)	“Hospital procedures help ensure that patients receive appropriate treatment and quality services.”	Accountability contributes to service quality by ensuring that healthcare services are delivered according to established standards.

(Research Source, 2026)

Based on the table above, accountability in public service governance at Prima Husada Sengkang Hospital is reflected in the clear division of duties among hospital staff, where receptionists, nurses, and doctors carry out their responsibilities in accordance with their professional roles and established Standard Operating Procedures (SOPs). Service processes such as registration, examination, diagnosis, and treatment are implemented in line with hospital regulations to ensure service quality and patient safety. These findings indicate that accountability is demonstrated through both procedural compliance and responsible service delivery, supported by staff guidance and clear communication to patients and their families.

Responsiveness in Public Service Governance

Responsiveness refers to the ability of hospital staff to respond quickly and appropriately to the needs, complaints, and questions of patients and their families. In health services, responsiveness is important because patients often need immediate assistance, information, and treatment.

Speed and Alertness of Staff in Serving Patients

The findings indicate that hospital staff attempt to provide services quickly and respond to patient needs. The receptionist assists patients immediately upon arrival by helping with registration, providing information, and directing patients to the appropriate service unit. Nurses respond to patient complaints and needs according to the urgency of the condition, while doctors provide examinations and explanations regarding patient conditions and treatment. The receptionist stated that staff tried to help patients immediately during the registration process to avoid delays. The nurse stated that they attempted to respond quickly when patients made complaints or called for assistance. The doctor explained that services were provided quickly and appropriately according to procedures.

Patients and family members also considered that staff members were responsive. They stated that they were immediately directed to registration and received assistance when they did not understand the service procedures. Family members also stated that staff responded quickly when patients needed help and that staff attitudes made patients feel more

comfortable. These findings show that responsiveness has been implemented through quick service, direct assistance, and communication between staff and patients. The ability of staff to respond quickly contributes to patient comfort and supports the quality of hospital services.

Clear and Straightforward Information

The findings show that hospital staff provide information using language that is clear, simple, and easy for patients and families to understand. The receptionist stated that information was adjusted to patient needs and communicated in a way that avoided misunderstanding. The nurse explained that staff would repeat explanations when patients or family members did not understand. The doctor also stated that medical conditions and treatment procedures were explained in understandable language.

Patients and family members stated that hospital staff provided clear explanations about service procedures, doctor schedules, and other service-related information. They felt comfortable asking questions because staff members were willing to explain patiently. Clear communication is an important aspect of responsiveness. Patients may experience anxiety or confusion when receiving health services; therefore, simple and straightforward information helps patients understand the service process and medical treatment they receive.

Table 3. Responsiveness in Public Service Governance at Prima Husada Sengkang Hospital.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Service Responsiveness	R (Receptionist)	"When patients arrive, we immediately assist them with registration, provide the necessary information, and direct them according to their service needs."	Immediate assistance during the registration process reflects responsiveness by reducing waiting time and ensuring patients receive prompt attention.
Prompt Response to Patient Needs	BS (Nurse)	"When patients submit complaints or call for assistance, we try to respond immediately according to their condition and level of need."	Quick responses to patient complaints indicate responsiveness and sensitivity to patient needs in healthcare service delivery.
Timely Medical Service	FA (Doctor)	"Examinations and treatment are provided quickly and appropriately according to established procedures."	Timely medical intervention demonstrates responsiveness while maintaining compliance with professional and organizational standards.
Assistance During Service Process	H (Outpatient)	"When I arrived, the staff immediately directed me to registration and helped me when I did not understand the procedures."	Direct assistance provided by staff reflects responsiveness and supports patient convenience during the service process.
Staff Supportiveness	IM (Patient's Family)	"The staff responded quickly when patients needed help, and their attitude made patients feel more comfortable."	Supportive behavior and prompt assistance contribute to patient satisfaction and strengthen perceptions of responsive service delivery.
Patient Comfort	H (Outpatient)	"The staff were quick to help, so I felt comfortable and did not have to wait too long for assistance."	Responsive services improve patient comfort and reduce anxiety during healthcare interactions.
Clear Information Delivery	R (Receptionist)	"We explain information according to patient needs using language that is easy to understand and avoids misunderstanding."	Providing understandable information reflects communicative responsiveness and facilitates patient comprehension.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Repeated Explanation When Needed	BS (Nurse)	"If patients or their families do not understand, we explain the information again until it becomes clear."	Repeating explanations demonstrates responsiveness to patient understanding and ensures effective communication.
Clear Medical Communication	FA (Doctor)	"I explain medical conditions and treatment procedures using language that patients and families can easily understand."	Clear medical communication supports responsiveness by helping patients make informed decisions regarding their treatment.
Accessibility of Service Information	H (Outpatient)	"The staff explained service procedures and doctor schedules clearly, so it was easy to understand."	Accessible information enables patients to navigate healthcare services more effectively and confidently.
Openness to Questions	IM (Patient's Family)	"We felt comfortable asking questions because staff members were willing to explain patiently."	Staff willingness to answer questions reflects responsiveness through active engagement with service users.
Reduction of Patient Anxiety	FA (Doctor)	"Providing clear explanations helps patients understand their condition and reduces unnecessary concerns."	Clear and straightforward communication contributes to patient reassurance and emotional comfort during treatment.

(Research Source, 2026)

Based on the table above, responsiveness in public service governance at Prima Husada Sengkang Hospital is reflected in the ability of hospital staff to provide quick assistance, respond promptly to patient needs, and communicate effectively with patients and their families. Receptionists, nurses, and doctors demonstrate responsiveness by handling patients immediately upon arrival and addressing complaints according to urgency in line with established procedures.

This responsiveness is also supported by clear and simple communication, where staff explain service procedures, doctor schedules, and patient conditions in an understandable manner, and are willing to repeat information when needed. Patients and families confirmed that staff were attentive, helpful, and easy to approach, indicating that responsiveness is shown not only through speed of service but also through effective communication and care, thereby improving patient comfort and satisfaction.

Effectiveness in Public Service Governance

Effectiveness refers to the ability of hospital services to meet patient needs and achieve service objectives. Effective services are characterized by appropriate treatment, smooth service procedures, patient satisfaction, and the ability of staff to provide services according to patient conditions.

Service Delivery According to Patient Needs

The findings indicate that hospital services are adjusted to the needs and conditions of each patient. The receptionist provides information and directs patients to the appropriate unit. Nurses provide care based on patient conditions and complaints. Doctors provide medical treatment based on examination results and the health condition of each patient. The receptionist stated that staff tried to understand the needs of each patient and provide appropriate information and services. The nurse explained that patients with specific complaints or conditions requiring additional attention were treated according to their needs and applicable procedures. The doctor stated that treatment was based on examination results and the individual health condition of each patient.

Patients and family members also stated that staff provided services according to their needs. They felt that staff members directed them to the appropriate unit and provided solutions when patients experienced health complaints. These findings indicate that the hospital has attempted to provide effective services by adjusting treatment and assistance to patient needs. This approach supports patient-centered service delivery and improves the relevance of hospital services.

Patient Satisfaction with Hospital Services

The findings show that patients and family members generally expressed satisfaction with the services provided by Prima Husada Sengkang Hospital. Satisfaction was related to the friendliness of staff, clear information, smooth service processes, and the ability of staff to assist patients. The receptionist, nurse, and doctor stated that they tried to provide friendly, fast, and professional services to ensure patient satisfaction.

Patients stated that they were satisfied because staff members provided clear explanations and the service process was relatively smooth. Family members also stated that staff members were helpful, friendly, and responsive when they needed information. Patient satisfaction indicates that hospital services have generally met the expectations of service users. However, the hospital should continue to evaluate patient satisfaction regularly to identify areas that require improvement.

Table 4. Effectiveness in Public Service Governance at Prima Husada Sengkang Hospital.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Patient-Centered Service Delivery	R (Receptionist)	"We try to understand each patient's needs and provide information as well as direct them to the appropriate unit according to their condition."	Effectiveness is reflected in the ability of staff to adjust services based on individual patient needs, supporting patient-centered care.
Need-Based Nursing Care	BS (Nurse)	"Patients with specific complaints are treated according to their condition and we follow applicable procedures in providing care."	Effective service delivery is shown through tailored nursing actions that match patient conditions and clinical needs.
Clinical Decision-Based Treatment	FA (Doctor)	"Treatment is based on examination results and the health condition of each patient."	Medical effectiveness is reflected in accurate diagnosis and treatment decisions based on objective clinical assessments.
Service Direction and Guidance	H (Outpatient)	"Staff directed me to the right unit and explained what I needed to do during the service process."	Service effectiveness is indicated by clear guidance that helps patients navigate healthcare services efficiently.
Responsive Assistance	IM (Patient's Family)	"When we had problems or needed help, staff responded and provided solutions quickly."	Responsiveness is a key dimension of effectiveness, showing the ability of staff to address patient and family needs promptly.
Patient Satisfaction with Staff Attitude	H (Outpatient)	"The staff were friendly and explained everything clearly, so I felt satisfied with the service."	Satisfaction reflects perceived effectiveness of service delivery, particularly in interpersonal communication and clarity of information.
Family Satisfaction with Services	IM (Patient's Family)	"We are satisfied because the service process is smooth and staff are helpful."	Effective public service is reflected in positive user perceptions of service quality and operational smoothness.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Smooth Service Process	R (Receptionist)	"The service process runs in an orderly way from registration to referral to the service unit."	Procedural effectiveness is shown through smooth, structured service flow that minimizes delays and confusion.
Coordination Among Staff	BS (Nurse)	"We coordinate with other staff to ensure patients receive the right care according to their needs."	Effectiveness is strengthened by inter-professional coordination in delivering integrated healthcare services.
Efficiency in Service Flow	FA (Doctor)	"Patients are handled according to their order and condition so the process remains efficient."	Efficiency is a component of effectiveness, ensuring timely and orderly service delivery.
Clarity of Service Information	H (Outpatient)	"Information provided by staff is clear, so I understand the service process."	Clear communication improves service effectiveness by reducing uncertainty and improving patient understanding.
Continuous Service Improvement	IM (Patient's Family)	"The hospital still needs to keep evaluating services to improve patient satisfaction."	Effectiveness is not static; continuous evaluation is required to maintain and improve service quality and responsiveness.

(Research Source, 2026)

Based on Table 4.4, the effectiveness of public service governance at Prima Husada Sengkang Hospital is reflected in patient-centered services where staff adjust administrative, nursing, and medical actions according to individual patient needs. This shows that effectiveness is achieved not only through completing procedures but also through the relevance and suitability of services provided.

The findings also indicate that clear communication, structured service flows, and staff coordination contribute to smooth service delivery and positive patient experiences. Patients and families reported satisfaction with the guidance and support provided throughout the service process. Overall, effectiveness is reflected in efficient service delivery, inter-staff collaboration, and patient satisfaction, although continuous evaluation is still needed to maintain and improve service quality.

Supporting Factors for Public Service Governance Innovation

Resolution and Accommodation of Patient Complaints

The findings indicate that the hospital has made efforts to resolve patient complaints through communication, coordination, and referral to the relevant service unit. When patients or family members submit complaints, staff members listen to the problem, provide explanations, and coordinate with the appropriate department if further action is required. The receptionist stated that complaints were first listened to before being directed to the responsible unit. The nurse explained that staff tried to handle complaints calmly and coordinate with other units when necessary.

The doctor emphasized that communication was important in resolving patient complaints and that follow-up was conducted through coordination with relevant staff. Patients and family members also stated that staff were open to receiving complaints and attempted to provide explanations and solutions. They considered that communication between staff and patients helped resolve problems more quickly. This finding shows that complaint resolution and accommodation are important supporting factors for public service governance innovation. Effective complaint handling helps maintain patient trust and provides feedback for service improvement.

Effectiveness of Problem Resolution

The findings show that problem resolution at the hospital has generally been implemented well. This is supported by quick responses from staff, communication among employees, coordination between service units, and the availability of clear procedures. The receptionist stated that complaints could be followed up quickly because staff members communicated well with one another. The nurse stated that teamwork and coordination between units supported the search for appropriate solutions.

The doctor explained that clear procedures and staff commitment supported the handling of complaints. Patients and family members also stated that staff members responded quickly when problems occurred and provided explanations that helped them understand the solution. The findings indicate that internal coordination and staff commitment are important factors in resolving service problems. When communication between staff members is effective, patient complaints can be handled more quickly and appropriately.

Table 5. Supporting Factors for Public Service Governance Innovation at Prima Husada Sengkang Hospital.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Complaint Reception and Listening	R (Receptionist)	"We first listen to the patient's complaint before directing it to the responsible unit for further handling."	Effective governance innovation begins with responsive complaint reception as a form of service openness and accountability.
Calm Handling of Complaints	BS (Nurse)	"We try to handle complaints calmly and coordinate with other units when necessary."	Emotional control and coordination reflect adaptive service behavior that supports innovation in complaint management.
Communication in Complaint Resolution	FA (Doctor)	"Communication is very important in resolving patient complaints, and follow-up is done through coordination with related staff."	Effective communication enhances problem-solving capacity and supports collaborative governance in healthcare services.
Openness to Patient Complaints	H (Outpatient)	"Staff are open to receiving complaints and try to provide explanations and solutions."	Openness to feedback reflects participatory service governance and strengthens trust between patients and providers.
Trust Building through Communication	IM (Patient's Family)	"Communication between staff and patients helps resolve problems more quickly."	Transparent communication builds trust and accelerates resolution processes, supporting service innovation.
Quick Response to Complaints	R (Receptionist)	"Complaints can be followed up quickly because staff communicate well with each other."	Responsiveness is a key indicator of innovative public service delivery supported by internal coordination.
Inter-Unit Coordination	BS (Nurse)	"Teamwork and coordination between units help in finding appropriate solutions."	Cross-unit collaboration strengthens institutional capacity for effective problem-solving.
Clear Service Procedures	FA (Doctor)	"Clear procedures and staff commitment support the handling of complaints."	Standardized procedures ensure consistency and efficiency in complaint resolution processes.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Responsive Staff Action	H (Outpatient)	"Staff respond quickly when problems occur and provide explanations that help us understand the solution."	Responsiveness improves service quality and is essential for innovative governance practices.
Coordinated Problem Solving	IM (Patient's Family)	"Staff work together well so problems can be resolved properly."	Coordination among staff reflects organizational synergy in addressing service issues effectively.
Feedback for Service Improvement	BS (Nurse)	"Complaints are used as input to improve future services."	Complaint handling functions as a learning mechanism for continuous improvement and innovation in public service governance.

(Research Source, 2026)

Based on Table 4.5, complaint resolution at Prima Husada Sengkang Hospital is carried out through responsive communication, inter-unit coordination, and clear referral procedures. Staff actively listen to patient complaints and provide appropriate follow-up, showing that the system is integrated into service delivery. Effective communication and teamwork also help build patient trust and speed up problem resolution. Overall, these factors support more effective and innovative public service governance in the hospital.

Inhibiting Factors for Public Service Governance Innovation

Changes in Public Needs and Expectations

The findings indicate that public needs and expectations regarding hospital services continue to change. Patients and family members expect the hospital to cooperate with BPJS to reduce health service costs. They also expect faster outpatient services, doctor punctuality, and more complete supporting facilities, particularly radiology services. The receptionist, nurse, and doctor stated that many patients expected BPJS cooperation, faster services, doctor punctuality, and improved facilities.

Patients and family members also emphasized the importance of affordable costs, shorter waiting times, complete facilities, and timely doctor services. These findings show that the hospital faces challenges in meeting increasing public expectations. Public service innovation must therefore be adaptive and responsive to changing needs. The hospital needs to consider service improvements, facility development, and stronger communication regarding available services.

Channels for Public Complaints

The findings show that the hospital provides several channels for patients and families to submit complaints. Complaints can be delivered directly to receptionists or staff members. In addition, the hospital provides a QR code that can be scanned using a mobile phone to submit criticism, suggestions, and complaints. The receptionist stated that patients could submit complaints directly or through a QR code. The nurse and doctor also explained that the QR code was provided in several areas of the hospital to make it easier for patients to submit feedback.

Patients and family members confirmed that direct communication and QR code services made complaint submission relatively easy. The availability of multiple complaint channels is a positive development in public service governance. However, the hospital needs to ensure that every complaint submitted through the QR code is monitored, documented, and followed up consistently.

Table 6. Inhibiting Factors for Public Service Governance Innovation at Prima Husada Sengkang Hospital.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Changing Public Expectations	R (Receptionist)	"Many patients now expect BPJS cooperation, faster services, doctor punctuality, and better facilities."	Public service innovation is challenged by dynamic and increasing user expectations that require continuous adaptation.
Service Cost Expectations	H (Outpatient)	"We expect affordable healthcare costs, especially BPJS cooperation."	Affordability is a key public expectation that pressures hospitals to improve financial accessibility of services.
Waiting Time Concerns	IM (Patient's Family)	"We want shorter waiting times when receiving services."	Efficiency in service delivery is hindered by user expectations for faster processing and reduced waiting time.
Doctor Punctuality Issues	FA (Doctor)	"Patients expect doctors to be on time during service schedules."	Timeliness of medical personnel is a critical performance expectation influencing perceived service quality.
Limited Supporting Facilities	BS (Nurse)	"Some supporting facilities such as radiology services still need improvement."	Infrastructure limitations can hinder the implementation of effective and innovative public services.
Direct Complaint Submission	R (Receptionist)	"Patients can submit complaints directly to staff at the reception."	Direct feedback channels reflect accessibility but may require structured management for effectiveness.
QR Code Complaint System	BS (Nurse)	"We provide QR codes in several areas so patients can easily submit complaints or suggestions."	Digital complaint systems represent innovation in governance but require proper monitoring mechanisms.
Digital Feedback Accessibility	FA (Doctor)	"Patients can easily submit feedback using the QR code provided in the hospital."	Ease of access to digital platforms enhances participation but needs integration into service response systems.
Monitoring of Complaints	IM (Patient's Family)	"We hope all complaints submitted through QR codes are properly followed up."	Lack of consistent follow-up mechanisms may reduce the effectiveness of digital complaint systems.
Complaint Documentation	H (Outpatient)	"Complaints should be recorded and handled properly."	Proper documentation is essential for accountability and continuous improvement in public service governance.
Service Improvement Pressure	R (Receptionist)	"The hospital needs to continuously improve services and facilities to meet expectations."	Continuous improvement is required to respond to evolving public demands and maintain service relevance.

(Research Source, 2026)

Based on Table 4.6, the inhibiting factors in public service governance innovation at Prima Husada Sengkang Hospital include increasing public expectations for better BPJS services, shorter waiting times, punctual staff, and improved facilities. In addition, although complaint channels such as direct reporting and QR code systems are available, their effectiveness is limited by weak monitoring and follow-up. Overall, these challenges show a gap between innovation efforts and their implementation, requiring better coordination, supervision, and facility improvement.

Public Service Governance Innovation at Prima Husada Sengkang Hospital

Types of Innovation Implemented

The findings indicate that Prima Husada Sengkang Hospital has implemented several innovations in public service governance. These innovations include the use of the Hospital Management Information System (*Sistem Informasi Manajemen Rumah Sakit* or SIM RS), Enhanced Recovery After Caesarean Surgery (ERACS), and Home Care services. SIM RS supports patient registration, administrative processes, patient data management, and coordination among service units. ERACS is used as an alternative method for caesarean delivery that supports faster recovery after surgery. Home Care services allow patients to receive follow-up care and monitoring at home without having to visit the hospital.

Patients and family members considered that these innovations made services more organized, accessible, and convenient. The use of SIM RS made registration and data management easier, while Home Care services helped patients who had difficulty visiting the hospital. ERACS was also considered beneficial because it could support faster recovery after caesarean delivery.

Implementation of Innovation in Daily Services

The findings show that the innovations have been implemented in daily hospital services. SIM RS is used during patient registration, data access, recording of medical actions, and coordination between units. ERACS is provided to patients who meet the medical criteria, while Home Care is provided to patients who require continued monitoring and care after leaving the hospital. The receptionist stated that SIM RS helped access patient data during registration.

The nurse explained that the system made it easier to view patient data and record medical actions. The doctor stated that SIM RS supported coordination between service units, while ERACS and Home Care services were implemented according to patient needs. The implementation of these innovations indicates that the hospital has integrated innovation into its operational service process. Innovation is not only used as an additional service but has become part of the hospital's effort to improve efficiency and service quality.

Impact of Innovation on Service Quality

The findings indicate that public service governance innovation has had a positive impact on service quality. SIM RS has made patient data management more organized, improved administrative efficiency, and supported coordination between staff. ERACS has helped patients recover more quickly after caesarean surgery. Home Care has made health services more accessible for patients who require continued care at home. However, the findings also identify an obstacle related to unstable internet networks. When the network is disrupted, access to SIM RS becomes slower, which can delay registration, data access, and administrative services.

The receptionist, nurse, doctor, patients, and family members all stated that SIM RS improved service speed and administrative processes but could be affected by network problems. This indicates that digital innovation requires reliable technological infrastructure to function effectively. Overall, the innovations implemented by Prima Husada Sengkang Hospital have contributed positively to service quality. However, the hospital needs to strengthen internet connectivity, provide backup systems, and continue evaluating the effectiveness of SIM RS, ERACS, and Home Care services to ensure sustainable service improvement.

Table 7. Public Service Governance Innovation at Prima Husada Sengkang Hospital.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Hospital Information System (SIM RS)	R (Receptionist)	"SIM RS helps us during patient registration and makes it easier to access patient data."	Digital information systems enhance administrative efficiency and support integrated public service governance.
Clinical Data Management	BS (Nurse)	"The system makes it easier to view patient data and record medical actions."	Innovation in digital systems improves accuracy, efficiency, and continuity of healthcare services.
Inter-Unit Coordination through SIM RS	FA (Doctor)	"SIM RS supports coordination between service units in handling patient care."	Integrated digital systems strengthen organizational coordination and service integration in healthcare governance.
ERACS Surgical Innovation	FA (Doctor)	"ERACS is applied for eligible patients to support faster recovery after caesarean section."	Medical innovation improves clinical outcomes and enhances patient recovery efficiency.
Post-Surgical Recovery Improvement	H (Outpatient)	"Patients recover faster after surgery with ERACS procedures."	Clinical innovation contributes directly to improved patient health outcomes and service effectiveness.
Home Care Service Accessibility	IM (Patient's Family)	"Home care helps patients who cannot easily come to the hospital."	Decentralized healthcare services improve accessibility and extend service delivery beyond hospital settings.
Integrated Use of SIM RS in Daily Services	R (Receptionist)	"All registration and administrative processes are handled through SIM RS."	Innovation becomes institutionalized when integrated into daily administrative workflows.
System-Based Medical Services	BS (Nurse)	"We rely on SIM RS to access patient information and support medical actions."	Digital transformation supports evidence-based and efficient healthcare delivery.
Operational Implementation of Innovation	FA (Doctor)	"These innovations are applied according to patient needs in daily services."	Innovation is effective when embedded in routine operational procedures and adapted to service needs.
Improved Service Efficiency	R (Receptionist)	"Services become faster and more organized with SIM RS."	Digital innovation increases efficiency and reduces administrative delays in public services.
Internet Connectivity Problems	BS (Nurse)	"Sometimes the system slows down when the internet connection is unstable."	Technological infrastructure limitations can hinder the effectiveness of digital public service innovation.
System Dependency Risk	IM (Patient's Family)	"If the network is disrupted, services may be delayed."	Digital governance systems require stable infrastructure to ensure reliability and continuity of services.
Service Quality Improvement	H (Outpatient)	"Overall, services are better and more efficient with these innovations."	Innovation contributes positively to perceived service quality and user satisfaction.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Need for Infrastructure Support	FA (Doctor)	"The system needs stable internet and backup support to work optimally."	Sustainable innovation requires strong technological infrastructure and continuous system support.

(Research Source, 2026)

Based on Table 4.7, public service governance innovation at Prima Husada Sengkang Hospital is shown through the implementation of SIM RS, ERACS, and Home Care services to improve efficiency, accessibility, and service quality. These innovations are integrated into daily hospital operations, supporting both administrative processes and patient care.

Overall, the innovations have a positive impact on service speed, coordination, recovery outcomes, and accessibility, although challenges such as unstable internet connection still affect system performance. Continuous improvement of infrastructure and system reliability is needed to optimize these innovations.

The findings of this study concerning public service governance innovation at Prima Husada Sengkang Hospital focus on two main issues: (1) the implementation of public service governance innovation at Prima Husada Sengkang Hospital, Tempe District, Wajo Regency; and (2) the determinant factors influencing the implementation of public service governance innovation. The discussion is presented based on the principles of transparency, accountability, responsiveness, effectiveness, supporting factors, inhibiting factors, and the forms of innovation implemented by the hospital.

Transparency in Public Service Governance at Prima Husada Sengkang Hospital

Based on the research findings, the principle of transparency at Prima Husada Sengkang Hospital has been implemented through the openness of information regarding service procedures, service costs, and access to service information for the public. Information related to service procedures is provided through information boards and banners placed within the hospital environment, particularly in the Emergency Unit area. Meanwhile, detailed information regarding service costs can be obtained directly from the cashier, allowing patients and their families to understand the estimated costs before receiving services.

This finding is in line with Dwiyanto (2006; 2010), who stated that transparency refers to the openness of public service providers in providing information that is accessible and understandable to the public. The availability of information regarding procedures and service costs is an important indicator in creating transparent public services.

The findings are also consistent with Moenir (2014), who explained that service procedures are a series of stages that must be followed by service users in order to obtain services in an orderly, clear, and directed manner. At Prima Husada Sengkang Hospital, patients can understand the service flow starting from registration, examination, medical treatment, and administrative completion. This condition indicates that the hospital has attempted to provide clear service procedures to the public.

In addition, access to service information is considered relatively easy because the hospital uses social media platforms, such as Instagram and WhatsApp, as media for disseminating service information. This finding is consistent with the view of the Ministry of Health of the Republic of Indonesia, which emphasizes that access to health service information can be provided through both direct and digital media. Therefore, transparency at Prima Husada Sengkang Hospital can be considered well implemented because the public has access to the information needed to obtain health services.

Accountability in Public Service Governance at Prima Husada Sengkang Hospital

Accountability refers to the ability of public service providers to take responsibility for every action and service delivered to the public. Based on the research findings, accountability at Prima Husada Sengkang Hospital can be observed through the implementation of duties according to the functions and responsibilities of each staff member.

The receptionist is responsible for providing information and assisting patients during the administrative process. Nurses are responsible for providing nursing care and monitoring patient conditions, while doctors are responsible for conducting examinations, establishing diagnoses, and providing medical treatment. In addition, the services provided by hospital staff follow the procedures and Standard Operating Procedures (SOP) applicable at the hospital.

These findings are consistent with the accountability theory proposed by Dwiyanto (2006; 2010), which emphasizes that public services must be accountable to the community. The findings also align with the provisions of the Ministry of Health of the Republic of Indonesia, which require health workers to provide services according to professional standards, SOP, and professional ethics.

The implementation of services based on SOP demonstrates the hospital's commitment to maintaining service quality and patient safety. Therefore, accountability at Prima Husada Sengkang Hospital can be considered well implemented through the performance of duties according to professional responsibilities and applicable service procedures.

Responsiveness in Public Service Governance at Prima Husada Sengkang Hospital

Responsiveness is related to the ability of public service providers to understand and respond to community needs quickly and appropriately. Based on the research findings, the responsiveness of staff at Prima Husada Sengkang Hospital can be seen from the speed and alertness of staff in serving patients, as well as their ability to provide clear and understandable information.

Hospital staff attempt to provide services quickly, starting from the registration process, the provision of information, and the handling of patient needs. In addition, staff members provide explanations using simple language so that patients and their families can easily understand the information provided.

These findings are in line with Dwiyanto (2006; 2010), who stated that responsiveness is the ability of public service organizations to recognize and respond to community needs. The findings are also consistent with the provisions of the Ministry of Health of the Republic of Indonesia, which emphasize the importance of complaint management systems, effective communication, and fast and appropriate services based on patient needs.

The speed and alertness of staff, as perceived by patients and their families, indicate that the hospital has attempted to meet service standards that are oriented toward community needs. Therefore, the principle of responsiveness at Prima Husada Sengkang Hospital can be considered to have been implemented relatively well.

Effectiveness of Services at Prima Husada Sengkang Hospital

Based on the research findings, service effectiveness can be observed through the ability of the hospital to provide services according to patient needs and through the level of satisfaction expressed by patients and their families. Hospital staff attempt to adjust services based on the condition and needs of each patient so that the services provided are more appropriate and targeted.

In addition, patients and their families expressed satisfaction with the services provided because staff members were friendly, helpful, and able to provide clear information. Patient satisfaction indicates that the services provided have generally met public expectations.

These findings are consistent with the concept of service effectiveness stated by the Ministry of Health of the Republic of Indonesia, which explains that services can be considered effective when they produce outcomes that correspond to community needs and create meaningful benefits for service users. The findings also support Gaspersz (2006), who stated that service quality is determined by an organization's ability to meet customer needs and satisfaction.

Therefore, the services provided by Prima Husada Sengkang Hospital can be considered relatively effective because they are able to address patient needs and generate a satisfactory level of public satisfaction.

Resolution and Accommodation as Supporting Factors for Public Service Governance

Based on the research findings, the resolution of problems and patient complaints at Prima Husada Sengkang Hospital is carried out through effective communication, coordination among service units, and follow-up actions toward complaints submitted by patients and their families. Staff members attempt to listen to patient complaints before providing explanations or solutions based on the problems encountered.

These findings are in line with Hardiyansyah (2017), who stated that organizational communication and coordination are important factors in the success of public services. In addition, Tilaar (2018) explained that innovation, leadership, and effective communication are supporting factors in improving public service quality.

The existence of cooperation among staff members and coordination between service units indicates that the hospital has the capacity to resolve and accommodate various service-related problems. Therefore, resolution and accommodation can be categorized as supporting factors that contribute to the realization of good public service governance at Prima Husada Sengkang Hospital.

Community Dynamics as an Inhibiting Factor for Public Service Governance

The research findings indicate that there have been changes in public needs and expectations regarding hospital services. The public expects the hospital to cooperate with BPJS, provide more complete health facilities, and ensure that doctors provide services at the outpatient clinic according to the scheduled time.

In addition, the public has become more active in submitting complaints through various channels provided by the hospital, either directly to staff members or through the QR Code complaint system. This condition indicates an increase in public expectations regarding the quality of health services.

These findings are consistent with Rahmadana et al. (2020), who stated that increasing public demands can become a challenge in the implementation of public services. Similarly, Moenir (2014) explained that changes in community needs require service organizations to continuously adapt in order to maintain service quality.

Therefore, community dynamics can be considered an inhibiting factor as well as a challenge for Prima Husada Sengkang Hospital to continuously improve service quality in accordance with the changing needs and expectations of the public.

Public Service Governance Innovation at Prima Husada Sengkang Hospital

Based on the research findings, the innovations implemented at Prima Husada Sengkang Hospital include the use of the Hospital Management Information System (*Sistem Informasi Manajemen Rumah Sakit* or SIM RS), the Enhanced Recovery After Caesarean Surgery (ERACS) method, and Home Care services. These three innovations have been implemented in daily service activities and provide benefits for both patients and hospital staff.

The use of SIM RS helps accelerate administrative processes, patient data management, and coordination among service units. Meanwhile, the ERACS method provides benefits by supporting faster recovery for patients after caesarean surgery. Home Care services assist patients in obtaining continued health services without having to visit the hospital directly.

These findings are in line with Tilaar (2018), who stated that innovation is an important factor in improving public service quality. Innovation is also part of the effort to create service governance that is effective, efficient, and oriented toward community needs.

However, this study also found obstacles related to internet network disruptions that occasionally affected the use of SIM RS. This condition is consistent with Moenir (2014), who stated that facilities and infrastructure are factors that can influence service quality. Nevertheless, the benefits of the innovations implemented are considered greater than the

obstacles encountered because they improve service efficiency, accelerate work processes, and increase patient satisfaction.

Overall, public service governance innovation at Prima Husada Sengkang Hospital has been implemented relatively well. The implementation of SIM RS, ERACS, and Home Care services demonstrates the hospital's effort to improve service quality, accessibility, efficiency, and patient satisfaction. However, continuous improvement is still needed, particularly in strengthening digital infrastructure, improving service facilities, and responding to the evolving needs of the community.

Implementation of Transformational Leadership and Employee Work Effectiveness

The implementation of transformational leadership at the Wajo Regency Regional Secretariat demonstrates that leadership communication functions not only as an administrative mechanism but also as a strategic instrument for motivating employees, strengthening organizational commitment, and improving the effectiveness of task implementation. Analysis of interview findings and field observations indicates that the leadership style practiced by the Regional Secretary reflects the four core dimensions of transformational leadership proposed by Bass, namely individual consideration, intellectual stimulation, inspirational motivation, and idealized influence. These dimensions collectively shape organizational culture and employee work behaviour within the regional government environment.

A significant finding of this study is that the Regional Secretary applies a participatory and human-centered leadership approach that reduces hierarchical distance between leaders and employees. Employees perceive the Regional Secretary not merely as a superior authority figure, but also as a mentor, motivator, and facilitator of professional development. This leadership approach contributes to stronger organizational trust, work discipline, and employee engagement in administrative processes.

Individual Consideration and Employee Development

The findings reveal that the Regional Secretary consistently demonstrates individual consideration by paying attention to employees' professional and personal development. Employees reported that the leader actively encourages collaboration, supports self-development initiatives, and creates a work environment characterized by openness and mutual respect.

Table Key Themes of Public Service Governance Innovation at Prima Husada Sengkang Hospital.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Information Transparency	R (Receptionist)	"Information regarding service procedures and hospital costs has been conveyed openly so that it can be accessed and understood by the public and patients."	The availability of service procedure and cost information reflects the principle of transparency in public service governance, where citizens have the right to obtain clear and accessible information.
Accessibility of Service Information	BS (Nurse)	"Service information is easy to access because the hospital also provides information through social media such as Instagram and WhatsApp."	The use of digital communication channels indicates innovation in information delivery and expands public access to hospital services.
Direct Access to Information	H (Outpatient)	"Information about services and costs is easy to obtain because hospital staff also provide explanations when we need information."	Direct communication between staff and patients supports transparency by ensuring that information can be understood by service users.

Staff Accountability	R (Receptionist)	“My responsibility is to provide clear information to patients and their families, assist with registration, and direct them according to the services needed.”	Accountability is reflected through the clear division of staff duties and responsibility in assisting patients during the service process.
Professional Responsibility	BS (Nurse)	“My responsibility is to provide care according to applicable service standards, monitor patient conditions, and ensure patient needs are fulfilled.”	The implementation of professional duties according to service standards demonstrates accountability in healthcare service delivery.
Compliance with Standard Operating Procedures	FA (Doctor)	“Examinations, diagnosis, and therapy are carried out according to established procedures so that services can run properly and safely for patients.”	Compliance with Standard Operating Procedures strengthens accountability, service quality, and patient safety.
Service Responsiveness	R (Receptionist)	“When patients arrive, we immediately assist with registration, provide the required information, and direct them according to their service needs.”	Fast response during the registration process demonstrates responsiveness and reduces potential delays in service delivery.
Responsiveness to Patient Needs	BS (Nurse)	“When there are complaints or calls from patients, we try to respond immediately according to their condition and level of need.”	Prompt responses to patient complaints indicate that hospital staff are responsive to patient needs and service expectations.
Clear Communication	FA (Doctor)	“I try to explain the patient’s condition, examination results, and required actions using language that is easy to understand.”	Clear and simple communication supports responsive public service by reducing misunderstandings between medical staff and patients.
Service Effectiveness	R (Receptionist)	“We try to understand the needs of every patient who comes and provide information and services according to their needs.”	Services tailored to patient needs indicate effectiveness because the service process is directed toward achieving appropriate outcomes.
Patient Satisfaction	H (Outpatient)	“I am satisfied with the services provided. The staff serve well and provide explanations that are easy to understand.”	Patient satisfaction reflects that the service has met user expectations and indicates effective public service delivery.
Complaint Resolution	R (Receptionist)	“If patients or families submit complaints, we first listen to the problem and then direct it to the authorized section for follow-up.”	Complaint handling through communication and referral mechanisms represents resolution and accommodation as supporting factors in public service governance.
Coordination in Problem Solving	BS (Nurse)	“If a complaint requires handling by another party, we coordinate with the relevant unit so that the problem can be resolved properly.”	Inter-unit coordination strengthens the hospital’s ability to resolve service problems effectively.
Community Demands	R (Receptionist)	“Many patients ask whether the hospital can cooperate with BPJS because it would	Increasing public expectations regarding BPJS cooperation show that changing community

		help them with healthcare costs.”	needs can become a challenge in service governance.
Service Time Expectations	BS (Nurse)	“Patients expect faster outpatient services and doctors to provide services according to the established schedule.”	Demands for faster services and punctuality illustrate dynamic community expectations that require continuous organizational adaptation.
Complaint Channel Innovation	R (Receptionist)	“The hospital provides a QR code that can be scanned using a mobile phone so the public can submit complaints, criticism, and suggestions.”	The QR code complaint channel represents digital innovation that facilitates public participation and strengthens service accountability.
Hospital Management Information System	R (Receptionist)	“One of the innovations is the use of SIM RS, which helps in patient registration and administrative processes.”	SIM RS improves administrative efficiency, data management, and coordination between service units.
ERACS Service Innovation	BS (Nurse)	“The ERACS method has been implemented and helps patients recover faster after caesarean surgery.”	ERACS represents medical service innovation that improves patient recovery outcomes and service quality.
Home Care Service	FA (Doctor)	“Home Care services are provided to patients who still need monitoring or continued treatment at home.”	Home Care expands access to healthcare services and provides continuity of care beyond the hospital environment.
Positive Impact of Innovation	H (Outpatient)	“Registration and data searching feel faster, and Home Care is very helpful for patients who need continued care at home.”	Innovation contributes to service efficiency, accessibility, and patient convenience.
Innovation Constraint	IM (Patient’s Family)	“Sometimes there are problems when the internet connection is unstable, so the information system becomes slightly delayed.”	Network instability is a technological barrier that can reduce the effectiveness of digital service innovations such as SIM RS.

(Research Source, 2026)

Based on Table 1, complaint resolution at Prima Husada Sengkang Hospital is carried out through structured communication, where staff listen to patient complaints and direct them to the relevant units for follow-up. This process is supported by inter-unit coordination to ensure that problems are resolved effectively.

In addition, the hospital provides a QR code-based complaint channel that allows patients and families to submit feedback more easily, although its effectiveness still depends on consistent follow-up. Overall, complaint handling reflects responsiveness, coordination, and innovation in strengthening public service governance.

5. Conclusion

Based on the results of the research entitled Analysis of Public Service Governance Innovation at Prima Husada Sengkang Hospital, Tempe District, Wajo Regency, the following conclusions can be drawn:

1. Public service governance at Prima Husada Sengkang Hospital has been implemented well, as reflected in the application of good governance principles, namely transparency, accountability, responsiveness, and effectiveness. Transparency is shown through open

access to information regarding service procedures and costs via information media and hospital staff. Accountability is reflected in the implementation of staff duties in accordance with their responsibilities and Standard Operating Procedures (SOP). Responsiveness is demonstrated through the speed and attentiveness of staff in serving patients and providing clear and understandable information. Meanwhile, effectiveness is shown by the ability of the hospital to deliver services according to patient needs, resulting in community satisfaction. In addition, public service governance innovation is implemented through the use of the Hospital Management Information System (SIM RS), Enhanced Recovery After Caesarean Surgery (ERACS), and Home Care services, which improve administrative efficiency, data management, patient recovery, and service accessibility.

2. The supporting factors in the implementation of public service governance at Prima Husada Sengkang Hospital include effective communication, inter-unit coordination, teamwork among staff, and strong commitment to providing the best service to the community. Meanwhile, the inhibiting factors include increasing public expectations for BPJS cooperation, the need for improved healthcare facilities, punctuality of doctors in outpatient services, and network constraints that occasionally affect the performance of the SIM RS system.

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