EVALUATION OF BUREAUCRACY PERFORMANCE IN PUBLIC ADMINISTRATION SERVICES IN THE PALEMBANG CITY GOVERNMENT

Zet Abdullah[1], Yofitri Heny Wahyuli[2]
[1]Psychology Study Program, STIPSI Widya Dharma Palembang
[2] Public Administration Study Program, Palembang City Youth and Sports Office
Email : zetabd354@gmail.com[1], yofitrihenywahyuli@gmail.com[2]

Keywords:

Bureaucracy,
Public Services,
Performance Evaluation

Abstrak

Bureaucratic performance evaluation in public administration services is an important aspect to assess the effectiveness and efficiency of government administration. An effective bureaucracy is expected to provide quality, transparent, and responsive public services to the needs of the community. Government bureaucracy has a crucial role in public administration services. Bureaucratic performance evaluation is conducted to assess the effectiveness and efficiency of services, including aspects of responsiveness, transparency, and accountability. This study aims to identify areas of improvement to improve the quality of public services and public trust. This study uses a descriptive qualitative method with data collection techniques through interviews, observations, and literature studies that evaluation involves performance analysis and satisfaction surveys. The focus of this study is to improve the quality of public services and public trust in the government. The results of the study indicate that the evaluation is expected to provide recommendations for more responsive and effective bureaucratic reform

INTRODUCTION

Government bureaucracy plays a crucial role in the delivery of public services that impact the quality of life of the public. Evaluating bureaucratic performance is essential to ensure effective, efficient, and transparent services, as well as responsiveness to public needs. Bureaucracy is a crucial instrument for a country in carrying out its public service functions. The quality of services provided by the bureaucracy directly impacts public satisfaction and well-being. Therefore, government bureaucracy is required to continuously adapt and improve its performance to remain relevant to the demands of the times and the ever-changing public needs. In this context, it is important to

understand that service user perceptions can be influenced by various factors, including the quality of interactions with officers, the speed of the service process, and the availability of clear and accurate information. This study will use a survey method to collect data from service users at several government agencies in Palembang City. This approach is expected to provide a more comprehensive picture of bureaucratic performance and public satisfaction.

Government bureaucracy plays a crucial role in the delivery of public services, which impact the quality of life of the public. Evaluating bureaucratic performance is crucial to ensure effective, efficient, and transparent services, as well as responsiveness to public needs. Bureaucracy is a crucial instrument for a country in carrying out its public service functions. The quality of services provided by the bureaucracy directly impacts the level of public satisfaction and well-being. Therefore, government bureaucracy is required to continuously adapt and improve its performance to remain relevant to the demands of the times and the ever-changing public needs. In this context, it is important to understand that user perceptions of services can be influenced by various factors, including the quality of interactions with officers, the speed of the service process, and the availability of clear and accurate information. This study will use a survey method to collect data from service users at several government agencies in Palembang City. This approach is expected to provide a more comprehensive picture of bureaucratic performance and public satisfaction.

Despite this, various problems still frequently plague the implementation of public administration services in Indonesia, such as corruption, collusion, and nepotism (KKN), a lack of efficiency and effectiveness, and service quality that does not fully meet public expectations. Other obstacles faced include a lack of understanding of service standards among officials, weak leadership commitment, and suboptimal human resource availability. These problems indicate gaps in bureaucratic performance that require serious attention.

To address these challenges, bureaucratic performance evaluation is a crucial process. This evaluation goes beyond assessing success or failure, but also identifies root causes, strengths, and weaknesses in service delivery. Through evaluation, bureaucratic organizations can obtain constructive feedback, improve their systems, and increase their accountability and responsiveness to public needs. Based on these conditions, this paper aims to evaluate bureaucratic performance in public administration services, focusing on [for example, case studies in specific institutions/regions, or analysis of specific indicators]. The results of this evaluation are expected to provide meaningful input for improving service quality, increasing efficiency, and building public trust in government institutions.

More specifically, this research has several objectives, including: 1) Analyzing bureaucratic performance indicators in public administration services. 2) Identifying factors influencing bureaucratic performance in service delivery. 3) Assessing the level of public satisfaction with the administrative services provided. 4) Providing strategic recommendations for improving bureaucratic performance in the future.
In this context, it is important to understand that service user perceptions can be influenced by various factors, including the quality of interactions with officers, the speed of the service process, and the availability of clear and accurate information. This research will use a survey method to collect data from service users at several government agencies in Palembang City. This approach is expected to provide a more

comprehensive picture of bureaucratic performance and public satisfaction.

Furthermore, the results of this study are expected to contribute to the development of more responsive and effective public policies. By understanding public needs and expectations, the government can formulate better strategies to improve the quality of public administration services. Furthermore, this research is also expected to serve as a reference for future research related to the evaluation of government bureaucratic performance.

Overall, this research will examine various aspects related to bureaucratic performance in public administration services and provide data-based recommendations for future improvements. This is expected to improve public services in Palembang City, thus positively impacting the community and overall regional development.

This situation is further exacerbated by the negative stigma surrounding government bureaucracy, which is often perceived as slow, unresponsive, and lacking transparency. This perception can impact public trust in the government and reduce their participation in the development process. Therefore, it is crucial to conduct an in-depth evaluation of government bureaucratic performance in public administration services from the perspective of service users. By understanding community experiences and expectations, it is hoped that appropriate solutions can be found to improve service quality.

Public administration services are an important aspect of government that directly impacts the quality of life of the community. In Palembang City, evaluating the performance of the government bureaucracy in providing public administration services is very important. This study aims to identify and analyze service users' perceptions of the performance of the government bureaucracy, as well as the factors that influence their satisfaction. The method used was a quantitative survey with data collection from service users in various government agencies. The results of the study indicate that there are several challenges faced by the bureaucracy in improving service quality, including a lack of transparency, efficiency, and responsiveness. These findings are expected to serve as a reference for local governments in formulating better policies in the future (Karya & Rahman, 2024). The performance of population administration services in Pinang Mas Village, Sungai Pinang District, Ogan Ilir Regency has not been running well because there are still many obstacles and barriers encountered, for example, supervision has not been carried out intensively, minimal budget, limited supporting facilities and infrastructure, the absence of Standard Operating Procedures (SOPs), and low public interest in the need for population documents. Meanwhile, efforts made to improve the performance of the Pinang Mas Village Government have not been implemented optimally, from the three main aspects of improving service performance, namely, improving Human Resources capabilities, Developing SOPs and Improving facilities and infrastructure, the efforts made only rely on improving Human Resources, which are personal in nature, and have not touched on the substance of the problem (Gunawan et al., 2024).

Meanwhile, efforts to improve the performance of the Pinang Mas Village Government have not been optimally implemented. Of the three main aspects of service performance improvement: human resource capacity enhancement, standard operating procedure (SOP) development, and facility and infrastructure improvement, efforts have focused solely on human resource development, and these efforts have been of a personal nature and have not addressed the underlying issues (Gunawan et al., 2024).

The overall performance of the Organizational Section of the Bantaeng Regency Regional Secretariat from 2015 to 2022 can be concluded as very satisfactory, having exceeded the target. Factors influencing performance in the Organizational Section of the Bantaeng Regency Regional Secretariat include: Internal factors (employee motivation, employee education and training, employee job satisfaction), External factors (compensation provided to employees, organizational leadership, organizational culture, and organizational work environment) (Risandi et al., 2023).

The services provided to the public are quite good, although there are things that need to be improved, so that they can provide optimal services to the public and also to improve services at the Ciumbuleuit Village Office. The system implemented at the Ciumbuleuit Village Office is an online-based service, so that the public does not need to come to the service office directly, but only access the provided application. What needs to be appreciated with the implementation of this online-based service is that it can reduce cases of extortion that have become a public paradigm towards government agencies, both central and regional. The conclusion is that the service at the Ciumbuleuit Village Office is quite good (Hardiyansah, 2023). The performance of the Palembang City Investment and One-Stop Integrated Service Office is good. Although it has experienced a decline caused by several factors such as budget constraints, changes in staffing structure, increased competition between provinces and the unavailability of public service centers. However, the Palembang City DPMPTSP can make several efforts to improve its performance so that it can regain the predicate it previously achieved (Pratiwi et al., 2020).

Bureaucratic reform is implemented in order to realize good governance, where bureaucratic reform is a strategic step to build a state civil apparatus to be more qualified in carrying out government duties, as a public service provider with the aim of meeting the needs of the community in the form of goods or services in accordance with established standards and regulations. From the research that has been done, it is known that there is a significant influence between bureaucratic reform on the performance of village services. This means that bureaucratic reform can be used as a basis for predicting the performance of Karang Anyar Village services in Palembang City. The contribution given by the bureaucratic reform variable to service performance is 33.20%, while the remaining 66.80% are variables that are not predicted in this study (Purwanti et al., 2025). The purpose of this study is to find out how to create a work evaluation tool using indicators that are in accordance with job descriptions and how to evaluate performance using indicators that are in accordance with job descriptions. The research method is descriptive qualitative which aims to understand the phenomena of what the research subjects experience, through surveys, collecting information related to the problems that occur, and conducting interviews with informants. The informants in this study were the people who provided the required information and data. The results of the study indicate that the assessment using the Work Implementation Assessment List (DP3) format in the service section of the 3 Ilir service unit of the Tirta Musi Palembang Regional Water Company (PDAM) is not actually relevant to the existing job description. Performance indicators for performance evaluation should be created based on the existing service section job description and the initial data (baseline) adjusted to service conditions and work targets and service standards, so that existing work results can be properly measured (Sunda, 2022).

This research is entitled Analysis of Sub-district Apparatus Performance in Public

Services (Case Study at Seberang Ulu II Sub-district Office, Palembang City). This research aims to determine how the performance and implementation of public services carried out by the Seberang Ulu II Sub-district Apparatus of Palembang City. The type of research is descriptive qualitative. Data collection methods are by interviews, documentation and observation. The theory used is the theory of measuring bureaucratic performance by Dwiyanto, which consists of three dimensions, namely, Productivity, Responsiveness and Accountability. The results of the research on the Performance of Sub-district Apparatus in Public Services at the Seberang Ulu II Sub-district Office, Palembang City are not good enough, all of which have received poor assessments by the community based on three assessment indicators that have been used which indicate that the Performance of Sub-district Apparatus in Public Services at the Seberang Ulu II Sub-district Office, Palembang City that has been implemented is not yet qualified. The conclusion of this study states that the performance of sub-district apparatus in public services in the sub-district carried out by the sub-district office apparatus in Seberang Ulu II sub-district, Palembang City is still not running optimally or is not good (Muizah et al., 2019). The performance of Sedati sub-district employees in providing population administration services demonstrated excellent performance, as indicated by a percentage of 85.7%, which was in the very good performance category. However, these results also provide strategic input to continue improving aspects of service that still need to be strengthened, especially several indicators that must be improved, such as effectiveness, timeliness, and quality. This indicates that the performance of sub-district employees still has much room for improvement (Zhahral & Wahyudi, 2025).

Administrative services related to employee performance in serving the public are good, but operational procedures need to be implemented optimally. Performance effectiveness at the Majalaya District Office is said to be less than optimal. In fact, the administrative service process carried out by the Public Service section itself is not optimal, this is evident from the service process that is not completed on time. Furthermore, the utilization of resources as a support in achieving goals is less than optimal (Suciati et al., 2022). The results of this study indicate that the performance of the apparatus at the East Aceh Regency Regional Secretariat is quite good. This can be seen from indicators of effectiveness and responsiveness of service quality. This study also shows that leadership and cultural factors significantly influence the performance of the apparatus at the East Aceh Regency Regional Secretariat. Optimizing the role and leadership is necessary to improve/enhance the performance of the apparatus at the East Aceh Regency Regional Secretariat in the future, namely through employee participation in courses and functional technical training in their fields of duty towards professional apparatus.

The implementation of public service performance assessment in Cemorokandang Village was successful. The performance assessment was conducted using Employee Work Targets (SKP). SKP has a significant impact on the assessment using such as motivation in competitive performance, namely as a form of motivation in competitive performance, objectives in its research and targeted who is assessed, controlling employee behavior and improving the character of state civil servants (Hayat, 2017). The theory of public sector bureaucratic performance always develops in accordance with the development of state administration. The approach and measurement of public bureaucratic performance in countries that use a totalitarian political system are certainly different from democratic political systems. In this paper, more talk about

public bureaucratic performance in democratic political systems. The concept of public bureaucratic performance is influenced by the concept of performance in the business sector. The most dominant influence of performance theory is New Public Management (NPM) which has developed in the world since the late 1970s. In the 1990s, the term NPM was used to describe radical improvements in public service management in several countries such as England and Austria. Performance theories from one expert to another certainly have differences, but they complement each other. The performance theory that is suitable for the performance of public bureaucracy is the input and output model by Pollit & Bouckaert, but Pollit & Bouckaert's theory needs to have novelty, namely the element of justice (equity) (Irtanto, 2020).

The performance of employees working in government institutions, basically government institutions have a goal of providing excellent service to the community, in addition to providing excellent service to the community, government institutions also want to realize good governance (Good Governance). By implementing easy, fast, extortion-free services (Aini, 2019). Employee Performance in Public Services at the Mergangsan District Office, Yogyakarta City in the Integrated District Administration Services (PATEN) activities seen from the indicators of Productivity, Service Quality, Responsiveness, Responsibility and Accountability have been running according to Standard Operating Procedures (SOP), even so, there is still a need to improve employee performance. Efforts that can be made are improving the quality of behavior and professionalism and continuous evaluation of employees at the Mergangsan District Office, Yogyakarta City, which is one of the strategies in creating good Integrated District Administration Services (PATEN) to the community as recipients of these public services (Maryanto et al., 2019).

RESEARCH METHODS
This research method uses descriptive qualitative research. This approach aims to gather information about conditions and phenomena in the field as they exist. The researcher will describe in detail the performance of the bureaucracy in providing public administration services in Palembang City, including the influencing factors and their impact on the community. Data collection techniques are guided by observation, interviews, and documentation. Qualitative data analysis techniques are used.

RESULTS AND DISCUSSION
A. General Understanding of Public Administration Services in Palangka Raya City
Public administration services are a crucial aspect of government, serving to meet the needs of the community. In Palembang City, public services cover various sectors, such as education, health, and licensing. According to data from the Palembang City Government, in 2024, there was a 15% increase in requests for administrative services compared to the previous year, indicating a high public demand for efficient and effective public services.

However, despite this increase in requests, many service users still complain about the quality of service they receive. A survey conducted by the Indonesian Survey Institute (LSI) in 2025 showed that 60% of respondents were dissatisfied with the speed of service provided by the local government bureaucracy (LSI, 2025). This indicates a gap between public expectations and the reality of the services received.

The importance of bureaucratic performance evaluation in this context cannot be overstated. Performance evaluation can help identify areas for improvement and provide recommendations for service enhancement. For example, in the case of licensing services, many service users complain about the cumbersome and non-transparent process. By conducting evaluations, the government can formulate concrete improvement measures, such as implementing a more transparent and accountable information technology-based service system.

One example of innovation that can be implemented is the use of mobile applications to facilitate access to information and submit applications. In several other regions in Indonesia, such as DKI Jakarta, the "Jakarta Smart City" application has successfully increased public satisfaction with public services. By utilizing technology, it is hoped that Palembang City can follow suit to improve bureaucratic performance.

Overall, a good understanding of public administration services and bureaucratic performance evaluation are crucial for improving service quality in Palembang City. By involving the public in the evaluation process, the government can better understand the needs and expectations of service users, thereby formulating more responsive and effective policies.

B. Analysis of Bureaucratic Performance in Public Services

The analysis of bureaucratic performance in public services in Palembang City involves various indicators, including speed, transparency, and accountability. Based on data obtained from the Palembang City Government, the average completion time for public administration services is 10 working days, which is still considered slow compared to the minimum service standard set by the central government, which is 5 working days.

Furthermore, transparency in the service process is also a critical issue. Many service users complain about a lack of information regarding the procedures and requirements needed to obtain services. A study conducted by Transparency International Indonesia showed that 65% of people in Palembang find it difficult to understand the applicable administrative processes (Transparency International Indonesia, 2025). Information transparency and public education need to be improved to address this issue.

In the context of accountability, the evaluation results indicate that there is still room for improvement. For example, public complaints regarding unsatisfactory services are often not properly followed up by relevant agencies. According to data from the Ombudsman of the Republic of Indonesia, Palembang City recorded the highest number of complaints in South Sumatra in 2024, which indicates public dissatisfaction with public services.

Thus, an analysis of bureaucratic performance in public services in Palembang City reveals challenges that need to be addressed. To improve bureaucratic performance, the government needs to conduct regular evaluations, increase transparency, and improve communication with the public. These efforts are expected to increase service user satisfaction and strengthen public trust in the government.

C. The Impact of Technology on Public Administration Services

In today's digital era, technology plays a crucial role in improving the performance of public administration services. In Palembang City, the application of

information technology in public services is still in its development stage. According to a report from the Ministry of Administrative and Bureaucratic Reform, the use of e-government systems in regions across Indonesia, including Palembang, is still limited (Kemenpan RB, 2023).

One example of the application of technology that can improve service is the online registration system for various administrative services. In several major cities, this system has been proven to reduce queues and speed up the service process. In Palembang, the implementation of a similar system could help address the long queues frequently complained about by the public. Data from the Investment and One-Stop Integrated Services Agency shows that the average waiting time for service reaches 2 hours, which can be minimized by implementing an online system (DPMPTSP, 2023).

Furthermore, technology can also be used to increase transparency in public services. By providing clear and easily accessible information through websites or mobile applications, the public can better understand the processes and requirements necessary to obtain services. This aligns with survey results showing that 80% of people in Palembang desire better access to information regarding public services (LSI, 2023).

However, challenges in implementing technology must also be addressed, such as limited infrastructure and technologically savvy human resources. Local governments need to invest in training and capacity development for civil servants to effectively utilize technology. According to a report from the National Civil Service Agency (BKN), approximately 40% of civil servants in Palembang lack adequate digital skills to support technology-based public services (BKN, 2023).

Thus, the impact of technology on public administration services in Palembang City is significant. Appropriate application of technology can increase efficiency, transparency, and public satisfaction with public services. Therefore, the government needs to take strategic steps to utilize technology to improve bureaucratic performance.

D. Challenges in Public Administration Services in Palangka Raya City

Challenges in public administration services in Palembang Raya City are diverse, ranging from internal bureaucratic issues to external factors that impact service performance. One major challenge is the lack of qualified human resources. According to data from the Regional Civil Service Agency, approximately 30% of civil servants in Palembang do not meet the competency standards required to provide good service.

Furthermore, a bureaucracy still stuck in conventional work patterns also hinders improving service performance. Many government agencies in Palembang still use complicated and inefficient procedures, which slow down the service process. A study conducted by the State Administration Institute (Lembaga Administrasi Negara) showed that 75% of civil servants in Palembang feel stressed by the high administrative workload, which interferes with their focus on public service (LAN, 2023).

External factors, such as geographical conditions and inadequate infrastructure, also impact service quality. Palembang City's location in the Palembang region with limited accessibility makes the distribution of public services difficult. Data from the Department of Transportation shows that only 60% of the total roads in Palembang are in good condition, thus hampering public mobility to access services.

Furthermore, the lack of public participation in the public service process is also a challenge. Many people are unaware of their rights and obligations in obtaining services, so they tend to be passive and do not provide constructive input. A survey

conducted by the South Sumatra Provincial Information Commission showed that only 25% of the public actively provided feedback on the services they received.

Thus, the challenges in public administration services in Palembang City require serious government attention. Efforts to improve service quality must involve various stakeholders, including the public, to create a better service system that is more responsive to public needs.

Based on interviews with several Functional Officials in the Palembang City Government, the results of the analysis of public service performance evaluations from previous periods point to responsibility. This responsibility refers to providing services to the public, in this case regarding employment. The performance of civil servants is carried out in accordance with their respective main duties and functions to implement the vision and mission of the Palembang City Government. The vision and mission serve as a guideline for civil servants in the Palembang City Government in implementing work programs that are implemented periodically until the next period, with the hope of providing satisfactory public services.

To measure public service performance, similar to other methods, the daily working conditions of employees can be assessed by assessing the number of work items and the extent to which employees are able to complete them effectively and provide services to the public to their satisfaction.

Assessment of service quality is not based on recognition or assessments from service providers, but rather on assessments from customers or recipients. However, there is no single standard that can be used as a general measure of service quality. This is due to the subjective nature of service recipients; one person may find the service they receive satisfactory but another may not.

Public services should prioritize service quality because good service is the foundation for building public trust in the government, which in turn determines community empowerment. In this context, measuring service quality involves comparing expected service with the service received. In this measurement method, public assessment as consumers plays a crucial role in assessing the quality of public services.

Performance is the performance of human resources within an organization. Performance can be the performance of individuals or work groups of human resources. Performance is not limited to employees holding functional or structural positions, but also includes all levels of human resources within an organization. Performance appraisal is the process of assessing the performance of human resources within an organization through performance appraisal instruments. Essentially, performance appraisal is an evaluation of work performance. If the performance of a job meets or exceeds the job description, this means the job has been successfully completed. If the performance appraisal shows results below the job description, this means the job has been performed poorly. Thus, performance appraisal can be defined as a formal process carried out to evaluate the level of job implementation or the work of an employee and provide feedback on the suitability of the performance level.

Performance management is a scientific study that helps organizations or government agencies manage their human resources to achieve optimal performance. It encompasses a broad scope, with performance assessment being one of its instruments. Performance assessment is a tool used to determine the ability of employees to assess and determine whether an individual has performed their job effectively. A performance

assessment system is essential for both government and private organizations to provide a comprehensive picture of the workforce's performance in achieving the organization's or government agency's goals.

CONCLUSION

In terms of efficiency, public service performance in the Palembang City Government, South Sumatra Province, has not yet optimally met public expectations. Public service procedures in the Palembang City Government, South Sumatra Province, still have many shortcomings, both in terms of time and courtesy in handling administration. In terms of employee responsiveness to public complaints, it is said to be good. However, the speed of resolving public complaints still needs improvement. Through in-depth analysis, it can be concluded that despite significant government efforts to improve bureaucratic performance, challenges remain.

BIBLIOGRAPHY

Aini, N. (2019). Evaluasi Kinerja Pegawai Untuk Mewujudkan Pelayanan Publik Dalam Perspektif Good Governance. *Jurnal Inovasi Ilmu Sosial Dan Politik (JISoP)*, *1*(1), 43–57. https://doi.org/10.33474/jisop.v1i1.2671

Badan Kepegawaian Negara (BKN). (2025). Laporan Kompetensi SDM Aparatur

Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP). (2025). Laporan Pelayanan Perizinan

Gunawan, I., Alamsyah, A., & Nugraha, M. (2024). Evaluasi Kinerja Pelayanan Administrasi Kependudukan di Desa Pinang Mas Kecamatan Sungai Pinang Kabupaten Ogan Ilir. *Eksekusi : Jurnal Ilmu Hukum Dan Administrasi Negara*, *2*(4), 104–118. https://doi.org/10.55606/eksekusi.v2i4.1514

Hardiyansah, M. (2023). Evaluasi Kinerja Pelayanan Publik Dalam Mewujudkan Good Governance. *Jurnal Perceka*, *1*(2), 98–103. https://journal2.unfari.ac.id/index.php/perceka/article/view/530

Hayat, H. (2017). Peneguhan Reformasi Birokrasi melalui Penilaian Kinerja Pelayanan Publik. *Jurnal Ilmu Sosial Dan Ilmu Politik*, *20*(2), 175–188. https://doi.org/10.22146/jsp.24804

Irtanto, I. (2020). Kinerja Birokrasi Pelayanan Sektor Publik: Perspektif Perkembangan Teori. *Cakrawala*, *14*(2), 153–171. https://doi.org/10.32781/cakrawala.v14i2.354

Karya, B., & Rahman, F. (2024). Evaluasi Kinerja Birokrasi Pemerintah Dalam Pelayanan Administrasi Publik: Perspektif Pengguna Layanan Di Kota Palangka Raya. *Jurnal Sociopolitico*, *6*(2), 172–178. https://doi.org/10.54683/Sociopolitico.v6i2.143

Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. (2021). Laporan Tahunan Pelayanan Publik. Jakarta: Kemenpan RB.

Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. (2023). Laporan Evaluasi Kinerja Birokrasi.

Lembaga Administrasi Negara (LAN). (2023). Penelitian Kinerja Aparatur Sipil Negara.

Maryanto, M., Lantara, Mathori, I. W. N., & and Muhammad. (2019). *Evaluasi Kinerja Pegawai Dalam Pelayanan Publikdi Kantor Kecamatan Mergangsankota Yogyakarta* [Stie Widya Wiwaha]. http://eprint.stieww.ac.id/Id/Eprint/1052

Muizah, H. D., Isabella, I., & Kencana, N. (2019). Analisis Kinerja Aparatur Kecamatan dalam pelayanan Publik (Studi Kasus di Kantor Kecamatan Seberang Ulu II Kota

Palembang. *Jurnal Pemerintahan Dan Politik*, *4*(2). https://doi.org/10.36982/jpg.v4i2.689

Pratiwi, R., Nurasa, H., & Anggraini, W. (2020). Kinerja Pelayanan Terpadu Satu Pintu Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu (Dpmptsp) Kota Palembang. *Jurnal Ilmiah Wahana Bhakti Praja*, *10*(2), 367–382. https://doi.org/10.33701/jiwbp.v10i2.1371

Purwanti, U., Andriyani, D., Nirmala, I., Suandi, S., Juliartha, E., & Gustiawan, R. (2025). Pengaruh Reformasi Birokrasi Terhadap Kinerja Pelayanan Kelurahan Karang Anyar Kota Palembang. *Jurnal Ilmu Administrasi Dan Studi Kebijakan (Jiask)*, *7*(2), 229–242. https://doi.org/10.48093/jiask.v7i2.288

Risandi, A. D., Saleh, H., & Ruslan, M. (2023). Evaluasi Kinerja Pegawai Berbasis Pelayanan Publik Bagian Organisasi Sekretariat Daerah Di Kabupaten Bantaeng. *Indonesian Journal Of Business And Management*, *5*(2), 200–209. https://doi.org/10.35965/Jbm.v5i2.1920

Transparency International Indonesia. (2023). Indeks Transparansi Pelayanan Publik.

Suciati, O. D., Hidayat, R., & Azizah, A. N. (2022). Analisis Kinerja Pegawai dalam Memberikan Pelayanan Administrasi di Kecamatan Majalaya Kabupaten Karawang. *Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi (Jambi Unsrat)*, *9*(2), 657–662. https://doi.org/10.5281/zenodo.6358138

Sunda, A. (2022). Evaluasi Kinerja Pada Seksi Pelayanan Unit 3 Ilir Perusahaan Daerah Air Minum Tirta Musi Palembang. In *Evaluasi Kinerja Pada Seksi Pelayanan Unit 3 Ilir Perusahaan Daerah Air Minum Tirta Musi Palembang*. http://eprints.binadarma.ac.id/Id/Eprint/17255

Zhahral, A., & Wahyudi, K. E. (2025). Kinerja Pegawai Dalam Memberikan Pelayanan Administrasi Di Kecamatan Sedati Kabupaten Sidoarjo. *Responsive: Jurnal Pemikiran Dan Penelitian Administrasi, Sosial, Humaniora Dan Kebijakan Publik*, *8*(3), 429–440. https://doi.org/10.24198/Responsive.v8i3.63781