

## Public Service

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Info Articles	Abstract
<b>Article History</b> Received : 2020-07-03 Revised: 2020-07-11 Published: 2020-07-30	Public service is one of the main indicators of the quality of government administration and the fulfillment of basic rights of the people by the state. As public demands for fast, transparent, and quality services increase, the government is required to improve the public service system through the application of good governance principles, bureaucratic reform, and technology-based service innovation. This study aims to analyze the dynamics of public services in the context of modern government administration, specifically the factors that influence service quality and efforts to improve it. The research method used is a qualitative study with a library research approach, with data obtained from accredited national scientific journals, reference books, and relevant official documents from the last five years. The research stages include determining the focus of the study, collecting library materials, and descriptive-analytical data analysis. The results show that the quality of public services is significantly influenced by the application of the principles of transparency, accountability, fairness, and professionalism of the apparatus. In addition, bureaucratic reform, service innovation, strengthening human resource capacity, and the use of digital technology have been proven to increase the effectiveness, efficiency, and public satisfaction with public services. This research is expected to provide theoretical contributions to the development of public administration science and practical recommendations for improving the quality of public services in Indonesia.
<b>Keywords:</b> <i>Public Service; Government Administration; Good Governance; Bureaucratic Reform; Service Innovation</i>	

### I. INTRODUCTION

Public service is a concrete manifestation of the state's role in fulfilling the public's basic rights to goods and services provided by public service providers. Public demands for fast, accurate, and high-quality services are increasing in line with social change and public expectations. In the context of public administration, public service serves as a benchmark for public trust in government performance. In the era of bureaucratic reform, the paradigm of public service continues to shift from bureaucratic service to responsive service oriented to the needs of service users. Therefore, the study of public service is crucial to explain the role of service administration in realizing good governance (Lestari & Santoso, 2022).

Indonesian laws and regulations, such as Law Number 25 of 2009 concerning Public Services, stipulate minimum service standards that the government must provide to the public. These standards encompass aspects of speed, affordability, security, and fairness in the provision of public services. However, these ideal service indicators are often not consistently

achieved across various government service units. Many stakeholders have noted that service procedures remain inefficient and not entirely citizen-friendly (Lestari & Santoso, 2022).

The quality of public services is largely determined by the application of good governance principles, including transparency, accountability, public participation, and efficiency in every service activity. Empirical research shows that the application of good governance principles can significantly improve service performance and increase public satisfaction. However, the practice of public service delivery in various regions still faces obstacles such as a lack of professionalism of officials and limited resources. Service patterns that are not fully oriented to community needs are a major challenge in their implementation. Therefore, public services are not seen solely as administrative services, but also as an indicator of the quality of governance (Tulak et al., 2023).

Strategies to improve the quality of public services in Indonesia continue to evolve through various service innovations, such as the Public Service Mall (MPP), which serves as a media center for integrated services. The MPP concept

brings together multiple government services in one location, expected to increase effectiveness, efficiency, and public access. Research shows that the MPP's existence can reduce public complaints regarding slow and bureaucratic services. This integrated service model also encourages integration between service units, resulting in a faster response to public needs. Therefore, service innovations such as the MPP have become a focus of research in contemporary public service studies (Apriyani et al., 2022).

The COVID-19 pandemic has placed additional pressure on public service delivery, prompting governments to accelerate the digitalization of services. Digitalization of public services not only speeds up administrative processes but also increases the transparency and accountability of government services to the public. The implementation of technology in public services, such as online registration and e-government services, provides citizens with alternatives to access services without having to be physically present. However, the adoption of this technology also faces obstacles such as gaps in internet access and digital literacy among the public (Hasan & Khotimah, 2024).

## II. RESEARCH METHODS

This study employed a qualitative research method with a library research approach. This method was chosen because the study focuses on examining concepts, theories, and scientific findings related to public services in government administration. Research data was obtained from secondary sources in the form of accredited national scientific journals, reference books, and official documents relevant to the research topic. All library materials used were published within the last five years to ensure the resulting study is up-to-date and relevant. The qualitative approach enabled the researcher to conduct an in-depth analysis of various academic perspectives on public services.

The research was conducted systematically, starting with determining the focus of the study, collecting literature, and analyzing data. Data collection was conducted by searching and downloading national journal articles in PDF format that align with the public service theme. The data was then analyzed using descriptive-

analytical techniques, reviewing, comparing, and synthesizing expert opinions. The results of this analysis were used to draw objective and comprehensive conclusions in accordance with the research objectives. With these stages, this research is expected to provide a clear picture of public services in the context of government administration.

## III. RESULTS AND DISCUSSION

### A. Concepts and Principles of Public Service

Public services are defined as all forms of services provided by the government to the public to meet their needs for goods, services, and administration in accordance with statutory provisions. The provision of public services is a key indicator of the effectiveness and credibility of government in fulfilling the basic rights of every citizen. Public services emphasize not only the fulfillment of functional needs but also encompass aspects of civil and social rights that are provided fairly and equitably. Law Number 25 of 2009 emphasizes that public services must be implemented based on the principles of legal certainty and professionalism. Thus, public services are an integral part of good governance in public administration (Lestari & Santoso, 2022).

The basic principles of public service encompass various aspects, including accountability, transparency, fairness, and openness to the public. Accountability requires that every service process carried out by government officials be accountable in accordance with applicable standards and procedures. Transparency ensures that information regarding services, requirements, timeframes, and costs is easily accessible to the public so that they can understand their rights and obligations. The principle of fairness emphasizes that every citizen should receive equal services without discrimination. These principles collectively form the normative foundation for the provision of quality public services (Finanda et al., 2024).

In the context of public administration, public services are also related to the principles of good governance, which encompass responsiveness and public participation in the service delivery process. Responsiveness reflects the ability of

government agencies to respond quickly and appropriately to community needs. Public involvement in evaluation and feedback helps strengthen accountability and encourage more inclusive services. This principle of public participation is crucial to ensure that the voices of service users are taken into account in improving the administrative system. Therefore, the principles of good governance serve as an important framework for understanding the dynamics of public services (Ramadan, 2025).

A crucial element of the principle of public service is legal certainty, which ensures that all services are provided based on clear and consistent rules. Legal certainty defines the rights and obligations between service providers and recipients, thus preventing arbitrary actions that harm the public. Furthermore, legal certainty also fosters public trust in the integrity of service delivery institutions. When the law is enforced fairly, the public will experience transparency and fairness in every service interaction. Therefore, legal certainty is a key factor in realizing professional and effective public services (Jabar & Yuniarni, 2025).

The principle of accountability in public services requires government officials to be responsible for every decision and action taken in the process of serving the public. Accountability encompasses not only administrative accountability but also public oversight through evaluation and feedback mechanisms. These accountability mechanisms are essential to ensure that public services operate according to established standards and meet public expectations. In practice, the use of information technology, such as e-government systems, supports data transparency and performance evaluation of public agencies. The implementation of this accountability directly contributes to service quality and public trust.

In addition to accountability and transparency, the principle of justice in public services requires that services be provided without discrimination based on social status, economic status, religion, or other backgrounds. Justice in public services also encompasses efforts to provide equal and accessible services to all groups in society, including vulnerable groups. This principle not only minimizes service disparities but also

strengthens the government's legitimacy in meeting the basic needs of its citizens. In public administration practice, justice is a central element that must be met for public services to be recognized as a just and effective government effort. Therefore, the principle of justice plays a crucial role in shaping responsive and inclusive public services (Finanda et al., 2024).

## **B. Implementation of Public Services in Governance**

Law Number 30 of 2014 The implementation of public services by the government is carried out through various formal mechanisms based on Law Number 25 of 2009 concerning Public Services which establishes standards and procedures for providing services to the public. In the practice of government administration, both central and regional governments have the responsibility to provide fast, efficient, and transparent services in accordance with applicable regulations. State civil servants (ASN) as implementers of public services play a crucial role in ensuring that services are carried out in accordance with the standards and principles of good governance. The professionalism and competence of the apparatus are determining factors in achieving the quality of service expected by the public. However, the implementation of these standards often faces challenges in its application within the government bureaucracy (Sintia Wahyu Pratiwi et al., 2025).

Public service standards are an important instrument used by the government to measure the performance and adherence of civil servants to effective and accountable service procedures. These standards cover aspects of service speed, operational quality, and the agency's ability to fulfill citizens' administrative rights. The implementation of these standards has a significant impact on increasing the transparency and accountability of public institutions to the public. Research shows that the implementation of public service standards in various agencies still faces obstacles such as limited resources and differences in understanding of operational standards among employees. These obstacles impact the variation in the quality of services received by the public at the central and regional levels (Loso Judijanto, 2005).

The role of state officials in implementing public services includes managing administrative processes, direct interaction with the public, and meeting established operational standards. Public officials are responsible not only for service delivery but also for ensuring that those services meet the principles of accountability and professionalism. Research shows that training and human resource capacity development are key aspects in improving the ability of state officials to face the complexity of public service tasks. Without adequate training support, state officials often struggle to implement dynamic service procedures that are oriented towards community needs. Therefore, improving employee competency is a crucial focus in improving public service delivery (Nasura, 2025).

The implementation of public services also faces various structural obstacles, such as complex bureaucracy, limited infrastructure, and lack of coordination between government units. These obstacles result in slow service delivery and a lack of effectiveness in meeting public expectations. Corruption, collusion, and nepotism, which persist in some bureaucratic units, contribute to the deterioration of service quality. Furthermore, the disparity in services between urban and rural areas is another issue that needs to be addressed in government practice. Therefore, comprehensive bureaucratic reform efforts remain a priority for advancing public service delivery in Indonesia (Nasura, 2025).

The digitalization of public services has become one of the government's primary strategies to improve the effectiveness and responsiveness of public services in the modern era. Electronic service systems have been implemented in various government agencies in an effort to minimize manual bureaucracy and expedite the service process for the public. Digitalization not only increases information transparency but also expands access to services for citizens who previously faced geographical or technical barriers. However, the implementation of digital services also faces challenges such as technological infrastructure gaps and limited digital literacy among the public and officials. Therefore, policy support and improvements to digital infrastructure are key to the success of modern public services.

External oversight of public service delivery is also a crucial element in ensuring service quality and accountability. Institutions such as the Indonesian Ombudsman play a strategic role in assessing government agencies' compliance with established service standards and handling public complaints regarding maladministration. This type of oversight helps evaluate the extent to which government officials carry out their service functions in accordance with regulations and principles of good governance. Oversight findings can serve as a reference in formulating systematic improvements to public service policies (Sa'adah et al., 2024).

### **C. Efforts to Improve the Quality of Public Services**

Efforts to improve the quality of public services are carried out through the implementation of strategies responsive to public needs and internal reform of the government bureaucracy. This strategy includes improving service structures, simplifying procedures, and increasing the professionalism of officials to provide faster and more efficient services. Service innovation is a crucial element in the context of improving service quality, including digital innovation that expands access and reduces traditional bureaucratic barriers. The implementation of innovation in public services must be supported by supportive policies and competent human resources. For example, the application of innovation concepts in licensing services at the Gresik Regency Investment and One-Stop Integrated Services Office demonstrates improvements in service quality through new technology and systems (Salwa Marsa Nafillah Sultoni, 2022).

Improving the quality of public services depends not only on technological innovation but also on the strong application of good governance principles in every service process. Good governance encompasses transparency, accountability, responsiveness, and public participation and serves as the foundation for building effective and equitable services. In this context, the application of transparency and accountability principles in both decision-making and service management fosters public trust in service providers. Public participation in service

evaluations also helps the government identify weaknesses and strengths within the public service system. Therefore, good governance is a fundamental strategy for strengthening the overall quality of public services (Nurputri Yunita Simarmata, 2022).

Bureaucratic reform is a strategic, non-negotiable step in efforts to improve the quality of public services in Indonesia. This transformation includes simplifying procedures, strengthening human resource capacity, and updating bureaucratic work systems to support more effective and efficient services. Research shows that information technology-based bureaucratic reform can accelerate service processes, improve operational efficiency, and expand the reach of public services. The application of information technology in public services also encourages the creation of a more modern and adaptive government system to the challenges of the times. Therefore, sustainable bureaucratic reform is a crucial prerequisite for the realization of quality public services (Wiwik Anggraeni & Imelda Dian Rahmawati, 2024).

Furthermore, improving the quality of public services is also achieved through strengthening an effective public complaints management system. Structured complaint management serves as a critical source of information for evaluating service system weaknesses and determining necessary improvements. Information on public complaints helps organizations understand the root causes of public dissatisfaction and formulate more targeted service improvement strategies. By leveraging this feedback, the government can identify areas requiring procedural improvements or additional training for staff. Thus, complaint management becomes an integral part of innovation strategies for improving the quality of public services.

Strengthening the human resource (HR) capacity of public officials is also a key focus in efforts to improve the quality of public services. Highly competent officials will be able to carry out service tasks professionally, responsively, and in accordance with established service standards. Training programs, continuous learning, and technical expertise development are essential strategies for addressing the complexity of public service tasks. Furthermore, an innovative and

adaptive work culture is key to anticipating changing community needs. Therefore, investing in human resource capacity building is a strategic step towards achieving superior and competitive public services (Ari Ramdani, 2025).

The integrated use of digital technology has also proven to be an effective solution for improving the quality of public services in various regions. Service transformation through digitalization enables the government to provide faster, more accurate, and more accessible services to all segments of society. This digitalization also opens up opportunities for real-time service evaluation, allowing policymakers to make adjustments more quickly to meet the dynamics of public needs. Information technology not only supports service processes but also strengthens transparency and data openness to the public (Anugrah Diastuti & Rissa Ayyustia, 2025).

#### IV. CONCLUSION AND SUGGESTIONS

##### A. Conclusion

Public service is a strategic aspect of governance, serving as an indicator of the quality of the state's fulfillment of basic human rights. Research shows that the quality of public service is significantly influenced by the application of good governance principles, such as transparency, accountability, fairness, and the professionalism of government officials. The application of these principles directly contributes to increasing public trust and satisfaction with government performance. Therefore, public service is understood not only as an administrative activity but also as a reflection of good governance.

Furthermore, efforts to improve the quality of public services require the support of sustainable bureaucratic reform, service innovation, and the use of digital technology. Studies have shown that digitalization of services and strengthening the capacity of human resources within the civil service can increase the effectiveness, efficiency, and accessibility of public services. Integrating innovation and technology into public services also encourages the creation of services that are more responsive to public needs. Therefore, improving the quality of public services is a

crucial step in realizing an adaptive and public-interest-oriented government.

### B. Suggestion

The government is advised to consistently strengthen the application of good governance principles throughout all public service processes. Bureaucratic reform should be continued through streamlining procedures, improving staff competency, and optimizing the use of inclusive digital technology. Furthermore, complaints management and public participation should be enhanced as a means of evaluating and continuously improving service quality. For the development of public administration scholarship, further research is expected to empirically examine public services.

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