ISSN: 3165-0635
ADMINOVA
Journal of Administrative Science and Innovation
Volume 1, Issue 3, 2026
e-ISSN: 3165-0635

Effectiveness of SKCK Public Services through the Polri Super App at East Java Regional Police

Fitri Novitasari[1]*, Deby Febriyan Eprilianto[2], Galih Wahyu Pradana[3], Revienda Anita Fitrie[4]

[1]*Public Administration, State University of Surabaya*
[2] *Public Administration, State University of Surabaya*
[3] *Public Administration, State University of Surabaya*
[4]*Public Administration, State University of Surabaya*

Email: fitri.23034@mhs.unesa.ac.id, debyeprilianto@unesa.ac.id, galihpradana@unesa.ac.id, reviendafitrie@unesa.ac.id

*Corresponding author: *fitri.23034@mhs.unesa.ac.id*

ARTICLE INFO

Article History
Received:
17 November 2026
Accepted:
17 December 2026
Publication:
18 December 2026

Keywords
Effectiveness
Public Services
Polri Super App
Police Clearance Certificate (SKCK)
Digital Public Services

Kata Kunci
Efektivitas
Pelayanan Publik
Super App Polri,
Surat Keterangan Catatan Kepolisian (SKCK),
Digitalisasi Pelayanan.

ABSTRACT

Public services are intended to meet community needs, including administrative services provided by the Indonesian National Police (Polri). To improve service quality, Polri introduced the Super App application for processing Police Clearance Certificates (SKCK). This study aims to analyze the effectiveness of public services in issuing SKCK through the Polri Super App at the East Java Regional Police. This research employed a descriptive qualitative approach. The analysis was guided by Campbell J.P.'s effectiveness theory, which covers program success, target achievement, input and output levels, and overall goal attainment. Data were collected through interviews, observation, and documentation. The findings show that the application assists the public in processing SKCK, particularly by allowing applicants to register, enter data, and make payments online, thereby reducing administrative steps at the service counter and improving time efficiency. The service is supported by personnel, computer equipment, internet access, and integrated digital systems. Nevertheless, obstacles remain, including application and network disruptions, difficulties experienced by some users who are unfamiliar with digital services, advertisements displayed before applicants access the SKCK menu, and the limited payment option through BRIVA. The study recommends improving system reliability, expanding public outreach, and considering QRIS as an additional payment method. These improvements are expected to make digital SKCK services more accessible, efficient, and responsive to public needs.

ABSTRAK

Pelayanan publik bertujuan untuk memenuhi kebutuhan masyarakat, termasuk pelayanan administrasi yang diselenggarakan oleh Kepolisian Negara Republik Indonesia (Polri). Untuk meningkatkan kualitas pelayanan, Polri menghadirkan aplikasi Super App yang digunakan dalam proses pengurusan

Surat Keterangan Catatan Kepolisian (SKCK). Penelitian ini bertujuan untuk menganalisis efektivitas pelayanan publik dalam penerbitan SKCK melalui Super App Polri di Kepolisian Daerah Jawa Timur. Penelitian ini menggunakan pendekatan kualitatif deskriptif. Analisis penelitian berpedoman pada teori efektivitas Campbell J.P. yang mencakup keberhasilan program, keberhasilan sasaran, tingkat input dan output, serta pencapaian tujuan menyeluruh. Data dikumpulkan melalui wawancara, observasi, dan dokumentasi. Hasil penelitian menunjukkan bahwa aplikasi tersebut membantu masyarakat dalam mengurus SKCK, terutama melalui fasilitas pendaftaran, pengisian data, dan pembayaran secara daring. Hal ini dapat mengurangi tahapan administrasi di loket pelayanan serta meningkatkan efisiensi waktu. Pelayanan ini didukung oleh sumber daya manusia, perangkat komputer, akses internet, dan sistem digital yang terintegrasi. Meskipun demikian, masih terdapat beberapa kendala, antara lain gangguan aplikasi dan jaringan, kesulitan yang dialami sebagian pengguna yang belum terbiasa dengan layanan digital, munculnya iklan sebelum pemohon mengakses menu SKCK, serta terbatasnya pilihan pembayaran yang hanya melalui BRIVA. Penelitian ini merekomendasikan peningkatan keandalan sistem, perluasan sosialisasi kepada masyarakat, dan pertimbangan penggunaan QRIS sebagai metode pembayaran tambahan. Perbaikan tersebut diharapkan dapat menjadikan pelayanan SKCK digital lebih mudah diakses, efisien, dan responsif terhadap kebutuhan masyarakat.

INTRODUCTION

Public services are an essential aspect of government administration because they are directly related to the fulfilment of community needs and rights. Public institutions are expected to provide services that are high-quality, transparent, accountable, and responsive to public needs. As expectations for fast and responsive services continue to increase, government institutions must improve their administrative processes by considering not only procedural compliance but also service effectiveness and efficiency. The development of information and communication technology has encouraged changes in public service delivery through digital transformation. Digital technology provides opportunities to simplify procedures, accelerate administrative processes, broaden public access, and integrate services. In Indonesia, this effort is supported by Law Number 25 of 2009 concerning Public Services, Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems, and Presidential Regulation Number 82 of 2023 concerning the Acceleration of Digital Transformation and the Integration of National Digital Services.

Digital transformation has also been implemented by the Indonesian National Police (Polri). As an institution responsible for maintaining public security and order, enforcing the law, and protecting and serving the community, Polri is expected to adapt to

technological developments. One initiative is the Polri Presisi Super App, launched in 2022, which integrates various police services into a single digital platform. These services include online Police Clearance Certificate applications, driving licence services, traffic information, public complaints, and other police services (Tribrata News Polri, 2022). One service available through the Polri Super App is the issuance of the Police Clearance Certificate (Surat Keterangan Catatan Kepolisian/SKCK). An SKCK is an official document issued by Polri to certify whether an individual has a police record. It is required for various administrative purposes, including employment applications, recruitment for civil servant and government contract employee positions, education, candidacy for certain offices, and matters related to travel or activities abroad. The issuance of SKCK is specifically regulated by Indonesian National Police Regulation Number 1 of 2026 concerning the Issuance of Police Clearance Certificates.

Demand for administrative services such as SKCK is closely related to employment and recruitment processes. Statistics Indonesia reported that in February 2026 the number of employed people in Indonesia reached 147.67 million, or 95.32%, while unemployment reached 7.24 million, or 4.68%. SKCK remains one of the administrative documents required in several recruitment and appointment processes. Research data indicate an increase of 21,591 SKCK applications during the civil servant and government contract employee document-verification period in East Java. This increase highlights the need for service providers to deliver services quickly, conveniently, and effectively. This issue is particularly relevant to the East Java Regional Police, given that East Java had a population of approximately 42.11 million in 2025, according to Statistics Indonesia. Through the Polri Presisi Super App, applicants are expected to be able to register online, enter personal data, upload required documents, and make payments. However, the effectiveness of digital services needs to be assessed by examining whether the convenience offered by the application corresponds with users' experiences and the intended improvements in service delivery.

Research findings indicate that the application helps applicants access SKCK services online and improves time efficiency. However, several issues require attention. Advertisements appear before users can access the SKCK application menu, potentially affecting the user experience. In addition, BRIVA or virtual-account payment is currently the only available payment method. Wider information dissemination and public outreach are also needed so that more people understand how to apply for SKCK through the application. Previous studies have examined Polri digital services and electronic public

service innovations. Fanida and Hikmiyah (2024), in their study of the Super App SKCK service at Situbondo Police Resort, identified convenience as a benefit while noting issues concerning the system and information updates. Majid et al. (2025) identified barriers such as public digital literacy, limited personnel training, data synchronization, and system disruptions. Kurniawan et al. (2026), studying SKCK services at Tanjung Perak Port Police Resort, discussed communication, resources, implementer disposition, and bureaucratic structure in digital service implementation.

Although these studies provide insights into the benefits and obstacles of digital SKCK services, this study focuses on the effectiveness of public services through the Polri Presisi Super App at the East Java Regional Police. Effectiveness is assessed not merely through the availability of an application or the adoption of technology, but through program achievement, target suitability, the relationship between inputs and outputs, and the achievement of overall objectives. This study uses Campbell J.P.'s effectiveness theory (as cited in Fakhriyah et al., 2022), comprising program success, target achievement, input and output levels, and overall goal attainment. Accordingly, this study aims to analyze the effectiveness of public services in issuing SKCK through the Polri Super App at the East Java Regional Police, identify supporting and limiting factors, and provide an evaluation basis for improving digital SKCK services.

LITERATURE REVIEW

Public service is an essential function of government that aims to fulfil the needs and rights of citizens through the provision of accessible, effective, and accountable services. Hayat (2023) explains that public service management involves the organisation and administration of services to ensure quality, professionalism, effectiveness, and the fulfilment of public expectations. The quality of public services is influenced by an organisation's ability to manage resources, implement service standards, and develop service practices oriented towards public needs. In response to technological developments, the use of information technology and digital innovation has become increasingly important in improving service procedures, expanding accessibility, and supporting more efficient public service delivery (Raharjo, 2022).

Digitalisation in public administration is reflected in the implementation of electronic government (e-government), which utilises information and communication technology to support government operations and the delivery of public services. Indrajit (2016) describes the Government to Citizen (G2C) model as a form of e-government that

facilitates direct interaction between government institutions and citizens through digital platforms. This model aims to improve public access, accelerate service processes, and facilitate the fulfilment of administrative needs. Similarly, the United Nations (2022) emphasises that e-government plays an important role in expanding public access to government services and improving service effectiveness. Therefore, digital public services should not be assessed solely based on the availability of technological applications, but also on their ability to facilitate service procedures and respond to citizens' needs.

The implementation of e-government in police administration can be observed through the use of the Polri Super App for Police Clearance Certificate (SKCK) services at the East Java Regional Police (Polda Jawa Timur). The application enables applicants to register, enter personal information, complete administrative requirements, make Non-Tax State Revenue (PNBP) payments, and select the intended SKCK issuance location through their mobile devices. This digital mechanism allows applicants to complete several administrative stages before visiting the service office for data verification and physical document collection. However, the implementation of digital services also requires adequate technological infrastructure, personnel readiness, and public understanding to ensure that the service operates effectively. Technical disruptions, payment validation problems, and limited public awareness may affect the overall effectiveness of digital service delivery.

Effectiveness is an important aspect in assessing the extent to which a programme or public service achieves its predetermined objectives. In the context of e-government, effectiveness concerns not only the implementation of digital systems but also the achievement of service objectives, the accessibility of services to the intended users, and the relationship between resources and service outcomes. Campbell J.P. (as cited in Fakhriyah et al., 2022) proposes four indicators for measuring e-government effectiveness. These indicators provide an analytical basis for examining the implementation of digital public services, particularly in relation to programme implementation, target achievement, resource utilisation, and the overall attainment of objectives. The first indicator, Program Success, examines the extent to which a programme is implemented in accordance with its established objectives. In digital public services, this indicator concerns the implementation of application-based procedures, the suitability of service mechanisms, and the extent to which digital technology simplifies administrative processes. The second indicator, Target Achievement, assesses whether the

programme reaches its intended users and fulfils their service needs. In the context of SKCK services, this includes the ability of applicants to access the Polri Super App, understand the application procedures, and obtain the required services. The third indicator, Input and Output Levels, examines the relationship between the resources used and the results generated by programme implementation. These resources include human resources, technological infrastructure, facilities, and other operational support, while the outputs concern the services delivered to applicants. The fourth indicator, Overall Goal Attainment, evaluates the extent to which programme implementation contributes to the achievement of its broader objectives. In this study, it concerns whether the use of the Polri Super App contributes to more effective, efficient, accessible, and responsive SKCK services at the East Java Regional Police.

RESEARCH METHODS

This study employed a descriptive research design with a qualitative approach to describe the effectiveness of public services in the issuance of Police Clearance Certificates (SKCK) through the Polri Super App at the East Java Regional Police (Polda Jawa Timur). The research focused on the implementation of digital SKCK services, particularly in terms of programme effectiveness, target achievement, resource utilisation, and overall goal attainment. The analysis was based on Campbell J.P.'s effectiveness theory (as cited in Fakhriyah et al., 2022), which consists of four indicators: Program Success, Target Achievement, Input and Output Levels, and Overall Goal Attainment.

Informants were selected using purposive sampling based on their knowledge and involvement in SKCK service delivery through the Polri Super App. They consisted of the Administrative Officer I (Pamin I) of the Yanmin Subdivision, Directorate of Intelligence and Security (Ditintelkam) at the East Java Regional Police, SKCK service operators, and SKCK applicants. The Pamin I provided information regarding service supervision and implementation, while the operators explained the service procedures and operational processes. SKCK applicants provided supporting information about their experiences and the accessibility of digital services.

Data collection was conducted from 13 August to 10 September 2026 through interviews, direct observation, and documentation. Interviews were conducted to obtain information about the implementation of digital SKCK services, supporting resources, service procedures, and obstacles encountered by both officers and applicants. Observation focused on the SKCK service process, including the use of the application,

interactions between officers and applicants, and supporting facilities. Documentation included relevant service standards, operational procedures, applicant and SKCK issuance data, organisational information, service activities, and other documents related to digital SKCK services. The data consisted of primary sources obtained through interviews and observation, as well as secondary sources obtained from relevant documents and supporting literature.

Data analysis employed the descriptive qualitative approach using the interactive model of Miles and Huberman (as cited in Dewi & Oktariyanda, 2022), which consists of data collection, data reduction, data display, and conclusion drawing. The findings were organised according to Campbell J.P.'s four effectiveness indicators and examined alongside observation and documentary evidence. Data validity was strengthened through source and technique triangulation by comparing information from the Pamin I, service operators, and SKCK applicants, as well as comparing interview results with observations and documentation.

RESULTS AND DISCUSSION

The research findings describe the effectiveness of public services in the issuance of Police Clearance Certificates (SKCK) through the Polri Super App at the East Java Regional Police. Data were obtained through interviews with the Administrative Officer I (Pamin I) of the Yanmin Subdivision, SKCK service operators, and SKCK applicants, supported by direct observation and documentation. The findings are presented using four indicators of effectiveness proposed by Campbell J.P., namely Program Success, Target Achievement, Input and Output Levels, and Overall Goal Attainment.

1. Program Success

The implementation of the Polri Super App in SKCK services at the East Java Regional Police has followed the direction of digital public service development and Police Regulation No. 1 of 2026. Through the application, applicants can register, enter personal information, pay Non-Tax State Revenue (PNBP), and select their SKCK issuance location online. Iptu Bayu, Administrative Officer I (Pamin I) of the Yanmin Subdivision, explained that applicants only need to present their registration and payment proof for verification before the SKCK is printed in less than five minutes. An operator also stated that the application simplifies administrative procedures and reduces the need to bring physical

documents. However, technical disruptions involving the application and network remain obstacles to service delivery.

2. Target Achievement

The Target achievement is an indicator used to determine the extent to which an implemented programme reaches its intended target group. In the context of SKCK services through the Polri Super App at the East Java Regional Police, target achievement can be assessed through the public's use of the application for registration, personal data entry, completion of administrative requirements, and digital payment of Non-Tax State Revenue (PNBP).

Based on the research findings, the implementation of the Polri Super App has provided convenience for the public in accessing SKCK services. Applicants can complete the initial stages of the SKCK application process through their mobile phones without having to visit the service office to complete all administrative procedures in person. Applicants can also select the SKCK issuance location according to their needs. Nevertheless, applicants are still required to visit the service office for verification and collection of the issued SKCK document.

Target achievement can also be observed from the data on the number of applicants based on payment methods during the period from January to August 2026. According to data from the East Java Regional Police Directorate of Intelligence and Security (Ditintelkam), there were 24,862 SKCK applicants, consisting of 7,374 applicants who made cash payments and 17,488 applicants who used BRIVA. Of the total applicants, payments through BRIVA accounted for approximately 70.34%, while cash payments accounted for 29.66%. The PNBP revenue from cash payments amounted to IDR 221,220,000, while payments through BRIVA generated IDR 524,640,000. These figures indicate that BRIVA was used more frequently by applicants than cash payments. This illustrates that the digital payment facility provided within SKCK services has been utilized by the public. However, the continued use of cash payments indicates that applicants have different needs and payment habits when accessing the service. Therefore, target achievement should not only be assessed based on the number of people using digital services but also on the service's ability to accommodate members of the public with varying levels of technological understanding and usage habits.

Table 1

Number of Applicants and Revenue from January to August 2026

Month	Cash (Applicants)	BRIVA (Applicants)	Cash (Revenue)	BRIVA (Revenue)
January	927	1.752	IDR 27.810.000	IDR 52.560.000
February	870	1.806	IDR 26.100.000	IDR 54.180.000
March	784	1.337	IDR 23.520.000	IDR 40.110.000
April	941	2.484	IDR 28.230.000	IDR 74.520.000
May	897	2.241	IDR 26.910.000	IDR 67.230.000
June	1.251	2.413	IDR 37.530.000	IDR 72.390.000
July	934	2.558	IDR 28.020.000	IDR 76.740.000
August	770	2.897	IDR 23.100.000	IDR 86.910.000
Total	7.374	17.488	IDR 221.220.000	IDR 524.640.000

(Source: East Java Regional Police Directorate of Intelligence and Security (Ditintelkam Polda Jatim), processed by the researcher, 2026)

3. Input and Output Levels

The input and output indicator examines the relationship between the resources supporting SKCK services through the Polri Super App and the results delivered to the public. The inputs include human resources, computers, service facilities, internet connectivity, and the application system. Based on the research findings, the SKCK service at the East Java Regional Police is supported by operators who are able to adapt to digital developments. An SKCK operator explained that computers were available and that staff could quickly learn new application features. In addition, service facilities, including an air-conditioned waiting room, nursing room, smoking area, toilets, children's play area, and shuttle service, support applicants' comfort during in-person procedures. However, service delivery remains dependent on stable internet connectivity and application systems. The integration of the Super App, SKCK application, and electronic signature system (TTE) means that technical disruptions may affect the overall service process. The Administrative Officer I (Pamin I) of the Yanmin Subdivision also explained that server disruptions may occur because the application operates through nationally integrated systems.

In terms of output, the application simplifies officers' work, particularly in checking and entering applicant data. Officers can retrieve applicant information by entering their Population Identification Number (NIK), reducing manual administrative procedures. The service is handled by five operators and receives approximately 150 applicants per

day, with operating hours from 08.00 to 15.00. After completing online registration and PNBP payment, applicants only need to present their proof of registration and payment for verification. According to Iptu Bayu, Pamin I of the Yanmin Subdivision, the SKCK can be printed in less than five minutes after verification. Applicants also reported that the digital registration process made SKCK services more practical and reduced the time required at the service counter. Furthermore, integration with systems such as BPJS, Dukcapil, Ditjenpas, and Pusiknas supports the data verification process. Overall, the available resources have contributed to simpler administrative procedures and faster SKCK issuance. Nevertheless, internet and server disruptions remain challenges that may affect service consistency and require further improvement.

4. Overall Goal Attainment

Overall goal attainment examines the extent to which the Polri Super App achieves its objectives in improving SKCK services at the East Java Regional Police, particularly in supporting digital public services, simplifying procedures, saving time and costs, and increasing payment transparency. The research findings indicate that the application has improved administrative efficiency for both officers and applicants. Officers can retrieve applicant data by entering the Population Identification Number (NIK), reducing manual data entry and accelerating the verification process. Meanwhile, applicants can complete registration, enter personal information, and pay Non-Tax State Revenue (PNBP) online before visiting the service office. This process helps reduce administrative procedures, travel time, and costs.

However, SKCK services have not been fully digitalized because applicants are still required to visit the office for verification and collection of physical documents. This requirement is related to the existing SKCK issuance mechanism, which still uses physical forms provided by the National Police Headquarters. In addition, service evaluations are conducted based on developments in public needs and conditions in the field rather than specific performance targets.

Technical disruptions involving the application and internet network also remain obstacles to service delivery. Frontline officers have limited authority to resolve system-related problems directly, making system improvements and coordination with the central management team necessary. Overall, the Polri Super App has contributed to easier registration and payment, faster data verification, simplified administrative procedures, and improved payment transparency. Nevertheless, achieving the overall

objectives of digital SKCK services still requires greater system stability, continuous evaluation, and further development of digital service mechanisms to reduce dependence on physical procedures.

CONCLUSION

This study concludes that the Polri Super App has contributed positively to improving the effectiveness of SKCK public services at the East Java Regional Police. The application enables applicants to register, enter personal information, and pay Non-Tax State Revenue (PNBP) online, thereby simplifying administrative procedures and improving service efficiency. After completing the online process, applicants only need to present their registration proof for verification, and SKCK printing can be completed in less than five minutes. However, several obstacles remain, including application and network disruptions, delayed OTP delivery, account activation difficulties, limited digital literacy, and the requirement to collect physical documents at the service office. Thus, digitalization has simplified the initial stages of service delivery but has not completely eliminated face-to-face procedures.

To improve service effectiveness, the East Java Regional Police needs to strengthen system and network stability, expand public outreach, provide assistance for applicants, and improve personnel capabilities and coordination in handling technical problems. Simplifying payment validation and developing alternative service mechanisms during application disruptions are also necessary, while ensuring compliance with applicable regulations. This study is limited to SKCK services at the East Java Regional Police; therefore, future research should involve more diverse informants and examine user satisfaction, ease of use, and service obstacles more comprehensively. Quantitative data, such as service completion time, application volume, and public satisfaction, may also complement qualitative findings to provide a broader assessment of digital SKCK service effectiveness.

REFERENCES

Abubakar, R. (2021). *Pengantar metodologi penelitian*. SUKA-Press UIN Sunan Kalijaga.

Adella, P., Ilmu, J., Negara, A., & Tenggara, S. (2024). *Analisis Mutu Pelayanan Pembuatan Surat Keterangan Catatan Kepolisian Pada Direktorat Intelijen Keamanan (Ditintelkam) Polda Sultra*. *10*(2), 168–176.

Alfianti, Y. (2024). No TitleΕΛΕΝΗ. *Edu Research Indonesian Institute For Corporate Learning And Studies (IICLS)*, *5*(1), 70–80.

Arianto. (2018). Pengaruh Kualitas Pelayanan Terhadap Pengaruh Kualitas Pelayanan Terhadap. *Jurnal Ilmiah Manajemen Bisnis*, *4*(1), 62–85.

Fakhriyah, R., Kencana, N., & Kariem, M. Q. (2022). EFEKTIVITAS PENERAPAN INOVASI PELAYANAN PUBLIK DALAM PENGEMBANGAN E-GOVERNMENT (Studi Kasus Aplikasi Sp4n Lapor! Di Provinsi Sumatera Selatan). *Jurnal Pemerintahan Dan Politik*, *7*(3), 48–54. https://doi.org/10.36982/jpg.v7i3.2318

Fanida, E. H., & Hikmiyah, M. (2024). Kajian Komunikasi Publik:(Sebuah Analisis Penerapan Aplikasi Superapp Polri Untuk Pelayanan Surat Keterangan Catatan Kepolisian Di Kepolisian Resor Situbondo). *Publika*, 715–726.

Hutahaean, M., Eunike, I. J., & Silalahi, A. D. K. (2023). Do Social Media, Good Governance, and Public Trust Increase Citizens' e-Government Participation? Dual Approach of PLS-SEM and fsQCA. *Human Behavior and Emerging Technologies*, *2023*. https://doi.org/10.1155/2023/9988602

Jatihurip, D., Cisayong, K., & Tasikmalaya, K. (2024). *J-POLITRI J-POLITRI*. *8*(1), 109–118.

Kawabata, M. K., & Camargo Junior, A. S. (2023). E-government innovation initiatives in public administration: A systematic literature review and a research agenda. *Administration & Society, 55*(9), 1758–1790. https://doi.org/10.1177/00953997231185847

Krishna, I. A., Sagita, N. I., & Centia, S. (2025). Penerapan E-Government Dalam Layanan Identitas Kependudukan Digital Di Kelurahan Ampel Kota Surabaya. *Responsive*, *8*(3), 464–474. https://doi.org/10.24198/responsive.v8i3.63955

Kurniawan, I. Y., Irianto, H., Nurany, F., Prasetijowati, T., & Kurniawan, B. A. (2026). Implementation of The POLRI Super App Program in The Police Record Certificate (SKCK) Service at The Intelligence and Security Unit of Tanjung Perak Port Police. *Journal of Social Politics and Governance (JSPG*, *8*(1), 107–121. https://doi.org/10.24076/s7vywp77

Maydiana Luthfia. (2019). Pengaruh Kualitas Pelayanan dan Maydiana Luthfia. (2019). Pengaruh Kualitas Pelayanan dan Fasilitas Terhadap Kepuasan Pelanggan Pada Jasa Cuci Motor Mandiri. Jurnal Pendidikan Tata Niaga (JPTN), 7(2), 444–450.Fasilitas Terhadap Kepuasan Pelanggan Pada Jas. *Jurnal Pendidikan Tata Niaga (JPTN)*, *7*(2), 444–450.

Nasrullah, M., Maharani, O., Rohmah, S. N., Fitria, N., & Aisyah, S. (2023). *Metodologi penelitian pendidikan: Prosedur penelitian, subyek penelitian, dan pengembangan teknik pengumpulan data*. UMSIDA Press.

Rahmawati, N. B., & Tjenreng, M. B. Z. (2025). Peran Good Governance dalam Meningkatkan Kualitas Pelayanan Publik: Perspektif Teoretis. *Jurnal PKM Manajemen Bisnis*, *5*(1), 313–323. https://doi.org/10.37481/pkmb.v5i1.1302

Rejaningtyas, E. S., & Eprilianto, D. F. (2025). Inovasi Pelayanan Publik Melalui Aplikasi Jalantol (Jatirenggo Pelayanan Terpadu Online) di Desa Jatirenggo Kecamatan Glagah Kabupaten Lamongan. *Socius: Jurnal Penelitian Ilmu …*, *02*(June), 363–379. https://ojs.daarulhuda.or.id/index.php/Socius/article/view/1732%0Ahttps://ojs.daarulhuda.or.id/index.php/Socius/article/download/1732/1870

Sugiyono. (1967). Metode Penelitian Kuantitatif, Kualitatif Dan R&D. In *Alvabeta. CV*. https://www.academia.edu/118903676/Metode_Penelitian_Kuantitatif_Kualitatif_dan_R_and_D_Prof_Sugiono

Sugiyono. (2016). Metode Penelitian Kuantitatif, Kualitatif dan R &Metode Penelitian Kuantitatif, Kualitatif Dan R & D.Bandung:Alfabeta. In *Bandung:Alfabeta*.

Wardany, A. K., & Oktariyanda, T. A. (2025). Efektivitas Pelayanan Pembuatan Surat Keterangan Catatan Kepolisian (SKCK) melalui Website Online di Polresta Sidoarjo. *Socius: Jurnal Penelitian Ilmu-Ilmu Sosial* , *3*(1), 453–464.

Yildiz, M. (2023). E-government: Informatization of government and politics. In A. Farazmand (Ed.), *Global encyclopedia of public administration, public policy, and governance* (pp. 3748–3754). Springer. DOI: 10.1007/978-3-030-66252-3_2450