



## **Implementation of Agile Government and Public Perception of the Quality of Public Services in Medan City**

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### **Abstrak**

*Kualitas pelayanan publik merupakan indikator penting dalam menilai efektivitas kinerja pemerintah dalam memenuhi kebutuhan publik. Menghadapi dinamika perubahan sosial dan perkembangan teknologi digital, pemerintah dituntut untuk mengembangkan model tata kelola yang lebih adaptif dan inovatif. Salah satu pendekatan yang muncul dalam studi administrasi publik adalah konsep Agile Government, sebuah model tata kelola yang menekankan fleksibilitas organisasi, responsivitas kebijakan, kolaborasi, dan penggunaan teknologi digital dalam penyampaian pelayanan publik. Studi ini bertujuan untuk menganalisis bagaimana implementasi Agile Government memengaruhi persepsi publik terhadap peningkatan kualitas pelayanan publik di Kota Medan. Studi ini menggunakan pendekatan kualitatif dengan desain penelitian deskriptif untuk memperoleh pemahaman yang lebih dalam tentang implementasi prinsip-prinsip Agile Government dalam pelayanan publik dan dampaknya terhadap persepsi publik. Hasil penelitian menunjukkan bahwa implementasi prinsip-prinsip Agile Government berkontribusi pada peningkatan persepsi publik terhadap kualitas pelayanan publik. Fleksibilitas pelayanan, kecepatan respons dari pejabat pemerintah, dan penggunaan teknologi digital memudahkan masyarakat untuk mengakses pelayanan pemerintah. Dengan demikian, Agile Government dapat menjadi strategi penting dalam meningkatkan kualitas pelayanan publik, menjadikannya lebih adaptif, responsif, dan berorientasi pada kebutuhan publik.*

**Kata kunci:** Agile Government, Persepsi Publik, Layanan Publik, Kualitas Layanan, Kinerja Pemerintah.

### **Abstract**

The quality of public services is a crucial indicator in assessing the effectiveness of government performance in meeting public needs. Facing the dynamics of social change and the development of digital technology, the government is required to develop a more adaptive and innovative governance model. One emerging approach in public administration studies is the concept of Agile Government, a governance model that emphasizes organizational flexibility, policy responsiveness, collaboration, and the use of digital technology in the delivery of public services. This study aims to analyze how the implementation of Agile Government influences public perceptions of improving the quality of public services in Medan City. This study uses a qualitative approach with a descriptive research design to gain a deeper understanding of the implementation of Agile Government principles in public services and their impact on public perception. The results show that the implementation of Agile Government principles contributes to improving public perceptions of the quality of public services. The flexibility of services, the speed of response from government officials, and the use of digital technology make it easier for the public to access government services. Thus, Agile Government can be an important strategy in improving the quality of public services, making them more adaptive, responsive, and oriented towards public needs.

**Key words:** Agile Government, Public Perception, Public Services, Service Quality, Government Performance.



## INTRODUCTION

One of the primary functions of government in meeting the basic needs of the people and ensuring the fulfillment of citizens' rights is public service. In modern public administration, public demand for public services is increasing along with technological developments, social change, and growing public awareness of their rights as citizens (Looks et al., 2024). The quality of public services not only reflects the capacity of government institutions to carry out their duties but also serves as an indicator of the success of effective, responsive, and accountable governance. Therefore, the government is required to be able to deliver innovative policies and service systems that are adaptive to changes in the strategic environment. One approach that is beginning to develop in bureaucratic reform and governance is the concept of agile government, a governance model that emphasizes flexibility, speed of response, collaboration, and innovation in decision-making and the delivery of public services (Darmawan & Handoko, 2024; Neumann et al., 2024).

The concept of agile government evolved from a modern management paradigm rooted in agile management approaches in the business and information technology sectors. This approach emphasizes an organization's ability to adapt quickly to change, optimize collaborative processes, and provide responsive solutions to the needs of service users (Asmiyono, 2025). In the context of government, agile government is understood as the ability of public institutions to respond to social, economic, and technological changes quickly and effectively through more flexible decision-making processes, the use of digital technology, and public involvement in the public service process. (Johannessen, 2025; Zarifis, 2025) emphasized that agile governance is an important prerequisite in creating governance that is adaptive to the complexity of global challenges, including the digitalization of public services, health crises, and economic changes.

Efforts to improve the quality of public services in Indonesia have become a key agenda item in national bureaucratic reform. Through various regulations, the government has sought to improve the public service system to make it more transparent, efficient, and responsive to public needs (Hajar & Arma, 2024). One of the important regulations governing the provision of public services is Law Number 25 of 2009 concerning Public Services, which stipulates that every public service provider is obliged to provide quality, fast, easy, affordable, and measurable services. However, the implementation of public services in various regions still faces various structural and administrative challenges, such as bureaucratic procedures, limited human resources, low service innovation, and inadequate use of digital technology.

These problems can still be found in various urban areas in Indonesia, including Medan, one of the largest metropolitan areas outside Java. As a center of economic growth in the Sumatra region, Medan has very complex social and economic dynamics, with a population that continues to increase annually. According to data from the Central Statistics Agency (BPS), Medan's population will reach approximately 2.5 million in 2023, with a relatively high population density. This condition has led to an increasing public demand for various types of public services, such as population administration, health services, business licensing, and other social services. The high volume of public service requests requires the local government to be able to provide a fast, efficient, and technology-based service system. Although the Medan City government has implemented various innovations in public services, in reality, there are still numerous public complaints regarding the quality of services provided by local government agencies. Some of the problems that frequently arise include long service completion times, administrative procedures that are considered complicated, limited access to information, and low responsiveness of officials in responding to public complaints. These conditions indicate that the public service system still requires a more adaptive and innovative management approach to meet the ever-growing public expectations.

Furthermore, the development of digital technology and the increasing use of the internet by the public have also changed the interaction patterns between government and citizens. The public now expects public services that are not only fast and efficient but also easily accessible through digital platforms. This is in accordance with research from (Nugroho, 2016; Yanto, 2025) this indicates that the internet penetration rate in Indonesia has reached more than 78 percent by 2023. This situation creates a significant opportunity for local governments to develop digital-based public



service systems that are more responsive to community needs. However, the use of digital technology in public services requires a paradigm shift in governance to make it more flexible and collaborative. Thus, the concept of agile government is relevant for improving the quality of public services. Agile government emphasizes the government's ability to respond quickly to change through a more decentralized decision-making process, the use of digital technology, and collaboration with various stakeholders. According to (Tai & Awasthi, 2025), Organizations that implement agile principles are able to improve service performance due to their more flexible structures, iterative work processes, and strong focus on user needs. Therefore, the application of agile principles in government is expected to accelerate public service processes, increase transparency, and strengthen public trust in government institutions.

On the other hand, public perception of the quality of public services is a crucial factor determining the level of public satisfaction and trust in the government. Public perception is influenced not only by the service outcomes received, but also by experiences interacting with government officials, ease of access to services, and the transparency of information provided. (Fuglsang & Peralta, 2022; Pananrangi et al., 2023) that in the perspective of public service theory, service quality is often measured through dimensions such as reliability, responsiveness, assurance, empathy, and physical evidence of service. This concept is widely developed in the service quality model introduced by (Agarwal & Dhingra, 2023; Rivaldi et al., 2026) through the SERVQUAL model, which emphasizes the importance of matching public expectations with the service performance provided by service providers. Meanwhile, in local governments, public perception of public services is also an important indicator in assessing the success of bureaucratic reform policies. The level of public satisfaction with public services can reflect the effectiveness of government policies in improving service quality and building better relationships between the government and citizens. Therefore, understanding the factors that influence public perception of public services is crucial for local governments in formulating strategies to improve service quality.

Medan, as one of the major cities in Indonesia, has significant potential for developing a more adaptive and innovative governance model through the application of agile government concepts. The city government has begun developing various digital-based service innovations, such as an online licensing system, app-based population administration services, and various public complaint platforms. However, the effectiveness of these innovations still requires in-depth study to determine the extent to which the application of agile government principles can influence public perceptions of the quality of public services. Based on this description, it can be concluded that there is an urgent need to examine the relationship between the implementation of agile government and public perceptions of the quality of public services in Medan. This research is important because it can provide a more comprehensive understanding of how an agile approach to governance can improve the quality of public services and strengthen public trust in government institutions. Furthermore, the results of this study are expected to provide academic contributions to the development of public administration studies, particularly related to governance innovations that are adaptive to the dynamics of changes in the strategic environment.

On the other hand, the quality of public services is fundamentally determined not only by the effectiveness of the bureaucratic system, but also by how the public, as service users, assesses the performance of government services. Public perception of public services is a crucial indicator in assessing the success of bureaucratic reform policies. This has limited understanding of how the agile government concept can be applied in the context of developing countries, which have distinct bureaucratic characteristics. Developing countries often face various challenges in providing public services, such as limited human resources, low technological capacity, and the complexity of social problems faced by the community. Therefore, more contextual research is needed to understand the implementation of agile government within local government environments in developing countries, including Indonesia.

### **Literature Review**

The application of the agile government concept is not only an innovation strategy in

governance but also a crucial instrument in realizing high-quality public services oriented towards public satisfaction. The development of the agile government concept in public administration studies emerged in response to the increasing complexity of governance challenges in the digital era. This concept emphasizes the importance of flexibility in public institutions, rapid response to change, policy innovation, and collaboration among stakeholders in the governance process. In recent years, research on agile government has grown rapidly, particularly in the context of digital government transformation. Several studies demonstrate that the application of agile governance principles can improve the effectiveness of public policies, accelerate bureaucratic innovation processes, and enhance government capacity to navigate uncertain strategic environments. For example, research by Stephen Denning confirms that organizations that implement agile principles have an advantage in responding to change because they adopt a more flexible organizational structure oriented towards the needs of service users.

The public administration concept relevant to this research refers to an organization's ability to respond quickly, flexibly, and innovatively to environmental changes, namely organizational agility, as a crucial foundation for developing an agile government model. This is because governments are faced with increasingly complex dynamics of change, including the development of digital technology, changes in public policy, and increasing public demands for quality public services. These explanations are also supported by the results of data processing using VOSviewer, to map the literature review, namely:



Fig 1: Theory Mapping Based on VOSviewer

Based on the mapping results from VOSviewer, it shows that organizational agility is not only related to the organization's ability to adapt to external changes, but also includes the organization's internal ability to manage human resources, technology, and more flexible work systems (Akter et al., 2023; Almazrouei et al., 2024). In the public sector, organizational agility is often associated with the government's ability to rapidly innovate policies, accelerate decision-making processes, and improve coordination between government agencies. Organizational agility is strongly linked to the concepts of employee and digital capability (Ludviga & Kalvina, 2024). This demonstrates that the successful implementation of agility principles in government organizations is highly dependent on the competence of human resources and the organization's ability to utilize digital technology. Government officials with strong digital competencies will be better able to adapt to changes in technology-based work systems and be more responsive to community needs.

The concept of digital capabilities refers to an organization's ability to utilize digital technology to improve the efficiency, effectiveness and quality of public services (Atobishi et al., 2024). In the era of digital transformation, governments across the globe are beginning to develop information technology-based public service systems to increase transparency and accountability. The relationship between digital capabilities and organizational agility demonstrates that digital transformation is a crucial factor in increasing the flexibility of government organizations (Isip, 2022; Wang et al., 2024). A government with strong digital capabilities can more easily implement public

service innovations, accelerate administrative processes, and improve the quality of interactions between the government and the public. However, in an agile government approach, digitalization serves not only as a technological tool but also as a catalyst for organizational change, enabling the government to work more adaptively and collaboratively.

Meanwhile, digital transformation in the public sector refers to the process of fundamental change in the government system through the use of digital technology, both in administrative processes, public services, and policy decision-making (Cecilia et al., 2025; Umam et al., 2024). Digital transformation in government is not only about the digitization of services, but also encompasses changes in organizational culture, bureaucratic structures, and patterns of interaction between government and citizens. Governments that successfully implement digital transformation typically have public service systems that are more transparent, responsive, and easily accessible to the public (Grimaudo, 2024; Tilley et al., 2024). This demonstrates that digital transformation is a key driving factor in the development of an agile governance model. Governments that effectively utilize digital technology will have greater capacity to respond to environmental changes and meet public needs quickly.

Agile government is a new paradigm in governance that emphasizes flexibility, collaboration, and innovation in the delivery of public services. This concept is adapted from the agile management approach in business and information technology, which emphasizes iterative, adaptive work processes, and is oriented towards the needs of service users. In the context of public administration, agile government is understood as the government's ability to respond quickly to change through flexible decision-making, the use of digital technology, and public involvement in the public policy process (Neumann et al., 2024; Tai & Awasthi, 2025). Agile governments typically have more adaptive organizational structures, simpler bureaucratic processes, and public service systems that are more responsive to public needs. This indicates that agile government focuses more on efforts to increase government capacity to face the challenges of digital transformation and improve the quality of public services (Lin & Yaakop, 2024; Polapa et al., 2025).

Thus, agile government develops through three main themes: organizational agility, digital transformation, and public sector governance. These three themes are interrelated in explaining how governments can improve organizational adaptive capacity and the quality of public services in the digital era. However, in this study, the influence of agile government on public perceptions in improving the quality of public services is important to fill the gap in the public administration literature, particularly in the context of local government. This study is expected to provide theoretical contributions to the development of the agile government concept and provide practical recommendations for local governments in improving the quality of public services through the application of adaptive, innovative, and responsive governance principles to community needs.

## METODE

This study uses a qualitative approach with a descriptive research design to gain a deep understanding of the implementation of Agile Government and its influence on public perception in improving the quality of public services. A qualitative approach was chosen because this study aims to comprehensively explore social phenomena that occur in the practice of public service delivery, particularly regarding how agile principles are applied in the government system and how the public interprets the quality of the services they receive. Through this approach, researchers can understand the dynamics of interactions between government officials and the public and the various factors that influence public perception of public services (Lim, 2025; Pananrangi et al., 2023).

This research was conducted in Medan City, and the informants were selected using purposive sampling techniques, namely the deliberate selection of informants based on certain criteria who are considered to have knowledge and experience related to the research topic (Creswell, 2018). The research informants consisted of government officials directly involved in the provision of public services and members of the public who had used public services provided by the local government. The purpose of selecting these informants was to obtain comprehensive



information regarding the implementation of Agile Government from both the perspective of service providers and service users. Data collection techniques in this study were conducted through several methods, namely in-depth interviews, observation, and documentation. Data analysis in this study was conducted through several systematic stages, (Saldana, 2014) namely 1) The first stage is data reduction, which is the process of selecting, simplifying, and grouping data obtained from interviews, observations, and documentation. At this stage, researchers select data relevant to the research focus so that the information obtained can be better organized and easier to analyze. 2) The second stage is data display, which is the process of compiling the reduced data into narrative, tabular, or matrix form, making it easier for researchers to understand the relationships between data and identify certain patterns that emerge from the research results. This data presentation also allows researchers to more clearly see how Agile Government is implemented in public services and how the public perceives the quality of services provided. 3) The third stage is drawing conclusions and verification, which is the process of interpreting the analyzed data to obtain research findings that can explain the phenomena being studied. At this stage, researchers interpret the various patterns and relationships found in the data to produce conclusions relevant to the research objectives.

To maintain data validity, this study employed triangulation techniques, which are the process of examining data by comparing information obtained from various sources and data collection methods. The triangulation used in this study includes source triangulation and method triangulation (Bunkar et al., 2024). Source triangulation was conducted by comparing information obtained from various informants, such as government officials and service users. Meanwhile, method triangulation was conducted by comparing data obtained through interviews, observations, and documentation. Through this triangulation technique, the data obtained in the study can be tested for consistency and reliability, thus resulting in a higher level of validity. By using a qualitative approach and systematic data analysis techniques, this study is expected to provide a deeper understanding of the implementation of Agile Government in the delivery of public services and its influence on public perceptions of public service quality. The findings of this study are also expected to contribute to the development of public administration studies and serve as a basis for local governments in formulating strategies to improve the quality of public services that are more adaptive, responsive, and oriented towards community needs.

## RESULT AND DISCUSSION

The application of Agile Government in local governance is a strategic approach to improving the quality of public services and strengthening the relationship between government and the public. This concept emphasizes the ability of government organizations to operate flexibly, responsively, innovatively, and adaptively to changes in the social and technological environment. The application of agile government principles to public services in Medan City has significantly influenced how the public assesses the quality of services provided by the local government. Based on interviews with government officials, the application of agility principles is carried out through the development of various public service innovations, including the use of digital-based service systems that enable the public to access services online. This innovation aims to reduce bureaucratic barriers and increase the efficiency of the service process. Furthermore, government officials are also striving to improve coordination between agencies to expedite the completion of various administrative services.

Meanwhile, several public service units in Medan City have demonstrated changes in service patterns that are more responsive to public needs. Government officials are striving to provide clearer information regarding service procedures, administrative requirements, and service completion times. This indicates that the implementation of Agile Government principles is beginning to have a positive impact on the public service system. Thus, one of the main characteristics of Agile Government is the ability of government organizations to respond quickly and adaptively to public needs (Looks et al., 2024). The research results show that the responsiveness of government officials is one factor influencing public perceptions of the quality of



public services.

Based on interviews with service users, the majority of respondents stated that government officials demonstrate a fairly responsive attitude in providing services. Service officials strive to provide clear explanations of service procedures and assist the public in completing various administrative processes. This responsiveness reflects the government's efforts to improve the quality of interactions between service officials and the public (Massei et al., 2014). However, this study also found that the level of responsiveness of government officials is still not fully uniform across all service units. Several respondents still complained about delays in service processes and a lack of clarity in information for certain types of services. This indicates that the implementation of Agile Government still requires strengthening organizational coordination and increasing human resource capacity.

The research results also indicate that the use of digital technology is a crucial factor in supporting the implementation of Agile Government. Local governments have developed various information technology-based service systems that enable the public to access public services more easily and efficiently. Based on interviews with government informants, the use of digital technology aims to expedite administrative processes and increase the transparency of public services. Digital-based service systems enable the public to obtain service information more quickly and monitor the completion of their service requests. From the public's perspective, the use of digital technology in public services provides convenience in accessing various government services without having to visit the service office in person (Darmawan & Handoko, 2024; Hajar, 2021). This not only improves time efficiency but also provides a more practical service experience for the public. However, this study also found that the use of digital technology still faces several challenges, such as limited digital literacy among the public and suboptimal technological infrastructure. Therefore, efforts are needed to strengthen the digital capacity of both government officials and the public so that digital transformation in public services can be more effective.

Public perception of the quality of public services is influenced by several key factors, namely speed of service, clarity of information, the attitude of government officials, and ease of service access. The public tends to give positive assessments to public services that have clear procedures, fast service times, and officials who are friendly and helpful. Based on interviews with service users, the majority of respondents stated that the quality of public services has improved compared to previous years. This improvement is primarily evident in technology-based service innovations and government efforts to simplify administrative procedures. However, the public also believes that several aspects of service still need improvement, particularly related to service consistency between organizational units and the availability of more transparent service information. This indicates that efforts to improve the quality of public services need to be carried out continuously so that the public can experience the optimal benefits of the implementation of Agile Government.

The application of agile principles in modern public administration is a strategic approach to improving the ability of government organizations to respond quickly, adaptively, and innovatively to public needs. Local governments' efforts to improve the quality of public services have seen significant progress, particularly through the use of digital technology and the simplification of service procedures. The transformation of public services toward digital-based systems has made it easier for the public to access various government services without having to go through lengthy bureaucratic processes (Hajar & Arma, 2024; Ly et al., 2026). This aligns with the concept of agile government, which emphasizes organizational flexibility, rapid response to change, and the use of technology in public service delivery. The public tends to positively evaluate public services characterized by speed, transparency, and accessibility. In this regard, the ability of government officials to respond quickly to public needs is a critical factor influencing public satisfaction with public services.

The use of digital technology in public service systems can increase the efficiency of administrative processes and accelerate service completion times. The use of digital platforms, such as app-based services and online service systems, allows the public to access services more



conveniently and efficiently (Ngeywo & Ghabon, 2026; Ning, 2025). This condition shows that digital transformation in the public sector does not only function as a technological tool, but also as a strategic instrument in supporting the creation of a government system that is more adaptive and responsive to the needs of society (Afzal & Panagiotopoulos, 2024; Kertati & Makarim, 2024). On the other hand, this study also found that public perception of the quality of public services is influenced not only by the speed of service, but also by other factors such as the attitude of government officials, the clarity of service information, and transparency in administrative processes. The public tends to give positive assessments to public services that are not only fast but also provide procedural certainty and ease of access to needed information. Therefore, the quality of interactions between government officials and the public is a crucial factor in shaping public perceptions of public services.

The implementation of agile government encourages the creation of a more innovative public service system. Therefore, local governments have begun developing various technology-based service innovations aimed at improving accessibility and the quality of services to the public (Nur et al., 2023; Rafi et al., 2023). These innovations are not only related to the use of digital technology, but also include changes in bureaucratic work systems that are more flexible and improved coordination between government agencies in the delivery of public services. However, this study also found that several challenges remain in implementing agile government principles in public services. One example is that some communities still believe that certain service procedures are not fully efficient and there are limitations in access to service information. This indicates that the transformation of public services towards an agile government system still requires efforts to strengthen organizational capacity, improve the competence of government officials, and develop a more adequate technological infrastructure (Andersson et al., 2022; Nugraha et al., 2025). Local governments that adopt agility principles tend to be more open to developing various service innovations, including digital-based services that make it easier for the public to access public services. These service innovations not only increase bureaucratic efficiency but also provide a better service experience for the public (Faisal & Santosa, 2019). With service innovations oriented to user needs, the public will have a more positive perception of the quality of public services provided by the government. This will lead to greater public trust in the service system implemented by the government (Basyriah et al., 2020; Maulana, 2024). On the other hand, the government's ability to utilize digital technology is also a crucial factor in shaping public perceptions of the quality of public services. Digital transformation in the public sector enables the public to obtain services more conveniently and efficiently, for example through online-based administrative services, online complaint systems, and public service applications. This use of digital technology accelerates the service process while increasing public accessibility.

The application of Agile Government principles plays a crucial role in improving the quality of public services. Organizational flexibility, the responsiveness of government officials, and the use of digital technology are key factors supporting the creation of a more effective and efficient public service system. From a public administration perspective, the implementation of Agile Government can encourage the creation of a bureaucratic system that is more adaptive to changing public needs. Governments that are able to develop flexible and innovative service systems will more easily adapt policies and procedures to the dynamics of social and technological developments. The success of Agile Government implementation depends not only on the use of digital technology but also on the ability of government officials to build effective communication with the public. Humanistic and transparent service interactions can increase public trust in government institutions and strengthen the relationship between government and citizens (Mergel et al., 2018; Zarifis, 2025).

Thus, the implementation of Agile Government in Medan City can be an effective strategy for improving the quality of public services and building positive public perception of local government performance. However, to ensure the sustainability of this concept, local governments need to continuously improve organizational capacity, strengthen human resource competencies, and develop more innovative and technology-based public service systems.



## CONCLUSION

The application of the Agile Government concept to public service delivery in Medan City is not only related to changes in bureaucratic procedures, but also involves transforming government work methods to be more adaptive, responsive, and oriented towards public needs. This research shows that the principles of government agility play a strategic role in driving improvements in the quality of public services and shaping more positive public perceptions of government performance. Conceptually, Agile Government emphasizes the importance of organizational flexibility, adaptability to change, and the use of technology in public service processes. In the context of local government, this concept is a relevant approach to addressing the increasingly complex challenges of modern bureaucracy. The application of these principles enables local governments to develop service systems that are faster, more transparent, and more oriented towards public satisfaction. Thus, Agile Government serves not only as an innovative model of government management but also as a strategy to strengthen public trust in government institutions.

Public perceptions of the quality of public services are strongly influenced by their experiences interacting with government officials and the ease of access to available services. When public services are delivered in a responsive, transparent, and efficient manner, the public tends to evaluate government performance more positively. Conversely, if public services still face complex bureaucratic obstacles and are less adaptable to public needs, public perception of service quality tends to be less than optimal. Therefore, implementing Agile Government is a crucial approach to strengthening the relationship between the government and the public within a public service framework that prioritizes citizen interests. The implementation of Agile Government is determined not only by the use of digital technology in public services but also by the capacity of human resources within government organizations. Government officials are required to possess adaptive competencies, strong communication skills, and a commitment to professional public service. In other words, the transformation towards agile governance requires a change in bureaucratic organizational culture that is more open to innovation and collaboration.

The implementation of Agile Government in public services in Medan City is expected to contribute academically to the development of Agile Government studies and serve as a reference for local governments in formulating strategies to improve the quality of public services that are more innovative, responsive, and oriented toward public interests. Sustainable implementation of the Agile Government concept will be a crucial factor in realizing effective governance and increasing public trust in government institutions. Thus, from the explanation above, there are several suggestions and recommendations that can be put forward as an effort to strengthen public service governance that is more adaptive, responsive, and oriented towards community needs, as follows:

1. Regional governments need to strengthen the implementation of Agile Government principles in their bureaucratic systems by increasing organizational flexibility and simplifying public service procedures. Bureaucratic procedural reforms need to be implemented sustainably so that public services can be delivered more quickly, transparently, and efficiently.
2. Regional governments need to increase the capacity of human resources within the public service delivery system. Government officials must possess competencies that are adaptive to change and strong communication skills in serving the public.
3. Regional governments need to strengthen digital transformation in public services. The use of information and communication technology can increase the efficiency of service processes and expand public access to various government services. The development of digital-based service systems, such as public service applications and online service platforms, can be one strategy to improve service quality and expedite administrative processes.
4. Regional governments need to strengthen public participation mechanisms in evaluating public services. Public perception is an important indicator in assessing the quality of government services.
5. The public, as users of public services, is expected to play an active role in supporting improvements in the quality of public services. Public participation in providing input, criticism,



- and evaluation of public services is crucial for driving improvements in government performance.
6. Increasing the digital literacy of the community so that they can utilize various technology-based public services optimally.

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