

Implementation Of Village Governance Innovation Strategy on Community Satisfaction Bulo Wattang Village

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Abstract

This study aims to determine the Application of Village Government Innovation Strategy to the satisfaction of the people of Bulo Wattang Village, Sidenreng Rappang Regency. Innovation in governance is an interesting and important subject in efforts to improve the efficiency, responsiveness, and quality of public services, innovation in this context includes not only the introduction of new technologies, but also includes reforms in government processes, policies, and organizational structures. This study uses a quantitative approach with the Probability sampling technique, where the sampling technique provides an equal opportunity for each element (member) of the population to be selected as a member of the sample. The data collection techniques used in this study are observation, questionnaire and literature study. The data analysis techniques used were validity, reliability and classical assumption tests using the help of the IBM SPSS statistical 21.0 application. The results of the study show that the implementation of governance innovation strategies in Bulo Wattang Village is proven to have a very significant influence on the level of community satisfaction, with a determination coefficient value (R^2) of 0.793 which shows that almost 80% of the variation in community satisfaction can be explained by the innovations applied. This strategy includes digitizing services, integrating integrated services, increasing transparency, and simplifying procedures, which have been empirically proven to accelerate access, increase efficiency, and improve the quality of public services. These findings are in line with previous theories and studies that affirm the role of public innovation as a key driver of improving service quality and building public trust in government. Thus, governance innovations in Bulo Wattang Village are not only effective in increasing community satisfaction directly, but also build the foundation of a government that is more responsive, transparent, and adaptive to the needs of citizens.

Keywords: Innovation Strategy, Village Governance, Community Satisfaction

Introduction

Based on Law of the Republic of Indonesia Number 6 of 2014 concerning Villages, it is a legal regulation that aims to regulate the procedures for the implementation of village autonomy, strengthen democratic and participatory village governance, and encourage sustainable and equitable village development. This law replaces Law Number 32 of 2004 concerning Regional Government and presents a special focus on the participation of villages in national development. Village governance is the process of managing, regulating, and supervising resources and policies at the village level by the village government that is responsible for the interests of the village community.

Innovation in governance is an interesting and important subject in efforts to improve the efficiency, responsiveness, and quality of public services. According to Osborne (2017), innovation in this context includes not only the introduction of new technologies, but also includes reforms in government processes, policies, and organizational structures. The growth and complexity of the problems faced by the government are driving the development of new concepts and approaches in governance innovation. One of the approaches emphasized is the design-based approach, which, according to Bason (2010), integrates the design of products and services to solve problems and improve the quality of user experience. In addition, governance innovation also includes the application of evidence-based or evidence-based approaches in decision-making, which prioritize the use of data and research to support effective policies and practices. In this context, innovation in governance involves the development of relevant and sustainable concepts and approaches to address complex challenges in carrying out governance functions.

One of the villages that runs governance innovations is Bulo Wattang Village in Panca Rijang District, Sidenreng Rappang Regency, South Sulawesi Province. This village has great potential in developing the local economy and improving community welfare. However, like other villages in Indonesia, Bulo Wattang Village also faces challenges in managing effective and efficient governance. In recent years, the Bulo Wattang Village Government has made various innovations in village governance, such as the use of information technology, increasing community participation, and capacity building of village officials.

Observing the Bulo Wattang Village government program for the past two years, regarding community involvement in the work program from year to year does not show any significant innovation, besides that the programs that have been implemented or realized until now have not even run optimally such as the community empowerment program that has been facilitated by the village government. The government has provided support to the community with community economic development to increase micro businesses and UMKM and has not had maximum results. This program is certainly an annual obligation of the village government because it has been given a budget by the government while an innovative government always provides new policies in order to provide better benefits to the community. Thus, it can be temporarily concluded that what has been done by the Bulo Wattang Village government has not shown any innovations made.

Literature review

Integrated services

In simple terms, the term Service can be interpreted as doing something for others. There are three words that can refer to the term, namely services, services and services. As a service, services generally reflect intangible physical products or industrial sectors, such as education, health, insurance, banking, and so on. As a service, the term Service implies everything that a certain party (individual or group) does to another party (individual or group). (Dema et al., 2021)

According to Nugroho (2011:67), integrated service is an information activity that exists between organizational units or departments that must be able to relate and communicate well. An integrated information system must be designed in an organization. Integrated services, where the public sector offers an increase in a number of services, residents have expectations that are not simple where residents ask for the services provided accompanied by convenience. Based on the definition of service according to Stenvelt and the concept of integrated service according to Nugroho, it can be concluded that quality integrated services are a dynamic and constantly evolving system.

Decentralization of service delivery and monitoring

According to Rondenelli in Domai (2011:15): decentralization is the handover, planning, decision-making, and administrative authority of the central government over regional organizations, regional administrative units, semi-autonomous organizations, local governments, non-governmental organizations, or NGOs. Monitoring provides feedback to program managers regarding efforts to improve operational plans and to take corrective actions. Indicators can be used to measure target achievement, measuring changes/trends in health status compared to achievement levels between work areas or project environments. (Domai, 2011)

Decentralization of service delivery and monitoring is closer to the community and usually forms certainty against high levels of demand so as to increase community satisfaction or business people. Based on the opinions of Rondinelli and Sudirman, it can be concluded that decentralization and monitoring are two concepts that are interrelated and have a significant impact on the quality of public services.

Utilization of cooperation

Experts give a definition of "cooperation and its results refer to the efforts of more than one person to achieve a goal". According to Soekanto (2012:66), cooperation is a joint effort between individuals or groups of people to achieve a common goal. According to Max Wiber, through the theory of Bureaucracy, it contributes to strengthening cooperation in the organization that is most efficient for the organization to achieve its goals.

The use of cooperation means as an innovative government to meet the increase in fulfillment so that it is more efficient in providing public services, more collaborative between organizations and also cooperation between the public and the private sector. Based on various opinions of experts on cooperation, it can be

concluded that cooperation is a collective effort that involves more than one individual or group to achieve a common goal. Both on a small and large scale, cooperation has an important role in various aspects of life, including in the context of organizations, government, and society in general.

Citizen involvement

In the Indonesian dictionary, participation is the participation of a person in an activity or participating in a role or participation. According to Pasaribu and Simanjuntak, community participation means that the community participates, that is, following and accompanying the government because in reality it is the government that until today is the designer, organizer, and main payer in development. The community is expected to participate, because it is organized and financed mainly by the government and intended for the greatest possible welfare of the community itself, for the many people.

In the modern sense of the state, the term "citizen" can mean a citizen, a member of a state. A citizen is a member of a group of people who live or live in a particular jurisdiction that has rights and obligations. AS Hikam, defines a citizen as a translation of citizenship, which is a member of a community that forms the country itself. Meanwhile, Koerniatmanto S., defines citizens with state members. As a member of the state, a citizen has a special position towards his country. He has a reciprocal relationship of rights and obligations to his country (Nuruddin, 2021).

Citizen involvement, innovative government authority must realize its important roles by encouraging the role of citizens to participate in driving change. It can be concluded that citizen involvement is the key to the success of development. Both the government and citizens have an important role. Governments need to create an environment conducive to participation, such as providing transparent public spaces and information. Meanwhile, citizens are expected to actively participate, voice their aspirations, and contribute to development. With synergy between the government and citizens, better development goals can be achieved. The active involvement of citizens is not only a right, but also an obligation in building a more developed country.

Utilization of communication and information technology

The implementation of good and independent governance, supported by the use of ICT, is an answer that the implementation of ICT-based government can start from the bottom. So that a village is able to implement the program according to the needs of the village. Some of the uses of ICT for villages include: (1) The use of software in operational activities (2) The implementation of public services using information systems or using them to introduce the potential and socialization of village development (Jahja, 2012). This is seen as able to improve good governance and support the realization of independence at the village level. Then further according to Junaidi (2005: 444) the benefits and objectives of Electronic government are as follows: 1) Improve government efficiency. 2) Providing various services to the community better. 3) Provide access to information to the public at large. 4) Make government administration more responsible and transparent to the public. It can be concluded that the use of technology in information and

communication encourages a high level of efficiency and effectiveness. The use of technology and citizen involvement in innovative governance is a must, so that citizens feel involved, empowered, and motivated to contribute. (Dema et al., 2021).

Research Methods

This study uses a quantitative approach. The location of this research is located in Bulu Wattang Village, Sidenreng Rappang Regency to see the Application of Village Governance Innovation Strategy to Community Satisfaction in Bulu Wattang Village. The determination of this location is based on several considerations, including the lack of community participation in the planning and implementation of development programs so that the innovation does not run well and this research phenomenon occurs at the research site. So the researcher is interested in researching the problem of governance innovation. (Sugiyono, 2019), a research variable is an attribute or trait or value of people, objects, activities that have certain variations that are determined by the researcher to study and then draw conclusions. There are two types of variables in this study, namely independent variables (free) and dependent variables (bound). In this study, two variables were used, namely the Governance Innovation Strategy as independent variables and Community Satisfaction (bound). This study uses a type of quantitative descriptive research, to provide a carefully, clear and objective picture, this method is expected to provide a carefully, clear and objective picture of the problem being researched.

The population in this study is all the people in Bulu Wattang Village. The researcher used the probability sampling technique in this study, the criteria for respondents were some of the people in Bulu Wattang Village. The sample taken was the people of Bulu Wattang Village which amounted to 80 people. Data analysis in the research process is a very urgent factor because it is a stage that presents a series of information objectively and rationally about the data encountered in field research. Based on the type of data that has been collected, the analysis is carried out with the help of frequency tables and SPSS 19. Variant values as a result of data processing will describe a relationship between one variable and another.

Results and Discussion

Implementation of governance innovation strategy in Bulu Wattang Village

The results of the research in Bulu Wattang Village show that the governance innovation strategy has been implemented in five main indicators, namely integrated services, decentralization of service provision and monitoring, utilization of cooperation, citizen involvement, and utilization of communication and information technology (ICT). The average score recapitulation shows a percentage of achievement of 71.9%, which indicates that the application of innovation in the category is quite good. However, this achievement also shows that there is room for improvement in several indicators so that village governance is more optimal.

The indicator with the highest achievement is the utilization of ICT at 75.5%. These findings are in line with the opinions (Jahja, 2012) and (Junaidi, 2005) which emphasize that the use of information technology in public services can improve efficiency, transparency, and service quality. In the context of village government, information technology can facilitate the processing of population data, the submission of administrative services online, and the rapid dissemination of public policy information.

The use of ICT in Bulu Wattang can be compared to a study in Pandau Jaya Village which implements the village's digital application to speed up the administrative process and increase citizen participation. This success is supported by the training of village apparatus and the provision of adequate digital infrastructure. This means that high achievements in Bulu Wattang should be maintained through a similar strategy, namely combining technological innovation with increasing the capacity of human resources. However, the percentages of "Disagree" (25%) and "Disagree" (3.75%) in this indicator indicate that there are still obstacles such as limited digital literacy, uneven internet networks, or resistance to the use of technology. According to (Sutarno, 2017), the digital divide is one of the main obstacles in the implementation of e-government, especially in rural areas that have variations in education levels and access to infrastructure.

The integrated service indicator is ranked second with an achievement of 74.5%. (Nugroho, 2011) defines integrated services as a public service system that combines various service functions in an integrated manner so that the process is faster, transparent, and more accessible to the public. The implementation of this concept in Bulu Wattang can be seen from the support of respondents, the majority of whom agree or strongly agree with the existence of integrated services. The success of integrated services is also reflected in the practice in Soppeng Regency through the Command Center that connects various regional devices to monitor service performance in real time (Sangkala, 2020). A model like this, if adapted by Bulu Wattang, has the potential to strengthen coordination between units and accelerate response to citizens' needs.

However, there are still respondents who choose "Disagree" (21.25%) or "Disagree" (10%) indicating that service integration is not fully optimal. Obstacles that may arise include limited human resources in operating an integrated system, the absence of standard SOPs, or lack of socialization to the public regarding new service procedures. The indicator of cooperation utilization obtained a score of 72%. According to Soekanto (2012), cooperation is a joint effort between individuals or groups to achieve certain goals, while in public bureaucracy, cooperation functions as a means of resource exchange, capacity building, and innovation. At Bulu Wattang, this achievement shows that collaborative relationships with internal and external parties have been running quite well.

These findings are in line with a study in Bantaeng Regency that shows that cross-sector collaboration can accelerate public service innovation, especially when it involves the private sector, NGOs, and local communities. Bulu Wattang can replicate this pattern to expand the network and create stronger synergies in supporting village programs. Nevertheless, the portion of respondents who answered "Disagree" (40%) indicates the need to increase the effectiveness of cooperation. Factors that can be improved include a clear division of roles, the preparation of measurable

cooperation agreements, and routine monitoring of the achievements of cooperation that have been carried out.

The citizen involvement indicator has an achievement of 70.75%. The principle of public participation in governance, as affirmed (Programme, 1997) in the concept of good governance, is an important element to ensure that public policies are responsive to the needs of the community. Data shows that the majority of residents in Bulu Wattang feel involved, even though it is not optimal. Citizen involvement can be realized through village deliberation forums, conveying aspirations through social media, or participation in development planning. A study in Gunung Putri Village shows that citizen participation increases significantly when the village government uses digital media to announce the agenda and results of deliberations (Putri, 2023).

The percentage of "Disagree" (18.75%) and "Disagree" (13.75%) in Bulu Wattang is an indication that some residents have not had access to information or the same opportunity to get involved. To overcome this, the village government can expand communication channels and schedule deliberations at a time that allows for a wider community group. The indicator with the lowest achievement was decentralization of service provision and monitoring of 66.75%. Decentralization gives local governments the authority to manage resources and make decisions according to regional needs. The low achievement shows that this authority has not been fully exercised effectively in Bulu Wattang.

This obstacle can be related to the lack of capacity of village officials, budget limitations, or weak coordination with the district government. Research (Sudirman, 2018) shows that effective monitoring requires a clear reporting system, measurable performance indicators, and routine evaluation mechanisms. The low value of decentralization also has an impact on other indicators such as integrated services and citizen involvement, as weak authority will limit the ability of villages to adjust policies according to local conditions. Therefore, increasing managerial capacity and strengthening monitoring mechanisms needs to be a priority.

When viewed as a whole, the achievement of 71.9% shows that Bulu Wattang Village is on a fairly good track in implementing governance innovation strategies. The theory of governance innovation according to (Osborne & Brown, 2011) states that innovation occurs through a combination of technology, participation, collaboration, and effective decentralization. High indicators of ICT utilization can be a driver for other indicators. For example, service integration can be strengthened through village applications, citizen participation can be expanded through social media, and service monitoring can be done online to increase transparency.

The successful implementation of the innovation strategy also requires the commitment of village leaders. According to (Denhardt & Denhardt, 2015), visionary public leadership can move the apparatus and society towards common goals, including in utilizing technology and building cooperation. In the context of Bulu Wattang, village leadership that is adaptive to technology and collaborative in decision-making will accelerate the achievement of innovation. This will also increase public trust in the village government.

In addition to leadership, the human resource aspect is key. Research in Sukamaju Village shows that training village officials in the fields of technology, collaboration management, and community participation facilitation is able to

improve all indicators of governance innovation (Wahyuni, 2021). External factors such as regulatory support and funding from local governments are also very influential. Policies that encourage the use of village applications and provide digital infrastructure assistance will accelerate the innovation process at the local level.

Strengthening partnerships with universities can be an additional strategy. Universities can play a role as partners in providing technology assistance, policy research, and strengthening the capacity of the apparatus. By integrating all of these strategies, Bulu Wattang has the potential to increase the achievement of indicators to close to 90% in the coming years. This will make the village an example of good practices in governance innovation in its area.

The Effect of the Implementation of Government Governance Innovation Strategy on Community Satisfaction in Bulu Wattang Village

The results of the study show that the implementation of governance innovation strategies has a very significant influence on the level of community satisfaction in Bulu Wattang Village. This can be seen from the value of the multiple correlation coefficient (R) of 0.891 which indicates a very strong relationship between the innovation strategy variable and public satisfaction. Furthermore, the value of the determination coefficient (R^2) of 0.793 indicates that 79.3% of the variation in community satisfaction can be explained by the innovation strategy implemented by the village government. This figure also shows that almost four out of five changes in community satisfaction are a direct result of the implementation of governance innovations, while the remaining 20.7% are influenced by other factors outside the model, such as socioeconomic conditions, citizen participation, or infrastructure quality.

The level of significance of the model was also proven to be very high, as evidenced by the F test which produced a value of 299.645 with a p-value of 0.000. This confirms that the regression model used is able to accurately predict public satisfaction based on the variables of governance innovation strategies. The results of the t-test on each variable were also consistent, showing that individual innovation strategies had a significant effect on community satisfaction. These findings are in line with the view of Osborne and Brown (2011) who stated that innovation in public governance is one of the key factors in creating public value and increasing public trust in the government.

In the context of the field, the innovation strategy in question includes the implementation of integrated services, digitization of administration, increased transparency, and simplification of service procedures. These practices have been proven to facilitate public access to public services, speed up turnaround times, and improve data accuracy. Similar studies, such as research on the innovation of Public Service Malls in various regions in Indonesia, show that integrating public services in one efficient system can significantly increase public satisfaction. Thus, the innovation strategy implemented in Bulu Wattang Village is not only relevant locally, but also in accordance with the success trend of public service innovation at the national level.

The results of this study also reinforce the findings in the literature that innovation in the government sector plays a dual role: first, improving the quality and efficiency of services; Second, building a positive public perception of

government performance. With a high R^2 value, it can be concluded that the success of increasing public satisfaction in Bulo Wattang Village is largely a direct consequence of the implementation of governance innovations. However, there is still room for improvement, given the existence of external factors that have not been fully accommodated by the existing strategy. Therefore, the development of future models can consider moderation variables such as the level of citizen participation or the level of digital literacy of the community to strengthen the impact of innovation on public satisfaction.

The implementation of the governance innovation strategy in Bulo Wattang Village has been statistically proven to have a significant influence on community satisfaction. The regression model yielded values of $R = 0.891$ and $R^2 = 0.793$, which means that about 79.3% of the variation in community satisfaction can be explained by the implementation of the innovation. This value reflects a very strong relationship, where almost most of the increase in satisfaction comes from governance innovations made by village governments. This kind of concept is in line with the evolution of governance from good governance to dynamic governance, which emphasizes the importance of innovation as the core of effective and responsive public services. At this stage, innovation is no longer just a choice, but a fundamental element of a government transformation that is adaptive to the needs of society (Mandasari, 2023)

The regression model is also statistically solid, as evidenced by the F value of 299.645 with a significance of $p = 0.000$, as well as the t-test that supports that individual innovation strategies have a significant effect on satisfaction. This confirms the real and significant effect between innovation and citizens' perception of the quality of government services. This condition is consistent with studies in public service innovation, especially in the context of e-government. For example, a study on the Population Administration Information System (SIAK) noted that digital literacy and the quality of electronic services are important determinants of public satisfaction with digital public services in Indonesia. (Ramadan & Personal, 2024).

Innovations covered in the model are likely to include the digitization of services, the implementation of e-government (e.g. e-mail, e-administration), integration of integrated services, and participatory mechanisms for citizens. In the city of Surabaya, the implementation of e-government during the period of Mayor Tri Rismaharini including e-KTP, e-Health, e-MSMEs, and other services was declared to be able to improve the quality of services while reducing bureaucratic corruption practices. A similar phenomenon can be a reference point for the implementation of innovation in Bulo Wattang Village to strengthen community satisfaction through fast, transparent, and difficult to abuse services.

Other digital-based public service innovations can be seen from the Kediri Immigration Office. They implement services such as an online passport queue application, WhatsApp Gateway, and no-go services, which increase efficiency and sharpen the quality of interaction between the government and citizens. This practice illustrates that digital innovation is not only about technology but also how it is designed to be inclusive, easy to use, and reduce the burden on people in accessing public services.

Furthermore, successful public service innovation is not only about digitalization, but also incorporates good governance principles such as transparency, participation, and accountability. In the literature, Good Governance

includes eleven main principles ranging from openness, responsiveness, accountability, efficiency to innovation and willingness to change. Bulo Wattang Village, through the innovations implemented, seems to have moved according to these principles, and empirical results show that this innovation is felt to be effective by the community. In the context of public innovation theory, Halvorsen (Suwarno, 2008) differentiates the dimension of innovation into several categories, including conceptual innovation, which is a new idea that affects the quality of services. For example, the idea of integrated services between administration or integrated application-based services is a form of conceptual innovation that improves the derivation of the quality of public services.

More holistically, the digital innovation strategy model as discussed in the dissertation (Revaldhi, 2025) also supports this finding: digital innovation through e-government and improving the quality of public services significantly improve the performance of local governments. In this context, public satisfaction is one of the tangible manifestations of good government performance. Although transformational leadership has no direct effect, digital innovation is an important mediator of performance. Not only in one region, service innovations at the provincial level such as Terengganu, Malaysia show that the implementation of e-government and smart city programs can improve service efficiency and strengthen public trust in the government, two aspects that are also relevant if adopted in Bulo Wattang (Yuza et al., 2024)

The relationship between governance innovation and community satisfaction in Bulo Wattang Village is also in line with the transformation of the governance paradigm: from a hierarchical bureaucracy to a more dynamic, open government, and adaptive governance model. (Mandasari, 2023) With digitalization and innovation, village governments not only work more effectively, but also build public trust through transparency and inclusive participation. Systemically, this innovation can be understood in the framework of New Public Administration and New Public Management, both models that emphasize the importance of citizen empowerment and the flexibility of bureaucratic structures towards more citizen-centric public services. With digital and participatory innovation, Bulo Wattang Village is moving towards these ideals.

All of the empirical findings and theoretical foundations conclude that the implementation of the governance innovation strategy in Bulo Wattang Village is not only relevant, but also effective with a significant contribution to community satisfaction of almost 80%. This is a strong recommendation for village governments to strengthen digital innovation, expand access to citizen participation, and maintain efficiency and transparency.

Conclusion

The implementation of the governance innovation strategy in Bulo Wattang Village has been running in the category of quite good with an average achievement of 71.9%, which reflects significant progress as well as room for improvement. The use of information and communication technology is the highest indicator (75.5%), showing the ability of villages to utilize technology to improve efficiency, transparency, and access to public services. Integrated services, cooperation between parties, and citizen involvement have also been implemented, although not fully optimal, while decentralization of service provision and monitoring is still the

weakest indicator that requires strengthening apparatus capacity, coordination mechanisms, and evaluation systems. These findings are in line with governance innovation theory that emphasizes the importance of synergy between technology, public participation, cross-sector collaboration, and effective decentralization (Osborne & Brown, 2011). With visionary leadership, human resource capacity building, regulatory support, and strengthening strategic partnerships, Bulowattang Village has the potential to increase the achievement of indicators close to 90% in the next few years and become an example of good practice of governance innovation at the local level. The implementation of governance innovation strategies in Bulowattang Village has been proven to have a very significant influence on the level of community satisfaction, with a determination coefficient value (R^2) of 0.793 which shows that almost 80% of the variation in community satisfaction can be explained by the innovations implemented. This strategy includes digitizing services, integrating integrated services, increasing transparency, and simplifying procedures, which have been empirically proven to accelerate access, increase efficiency, and improve the quality of public services. These findings are in line with previous theories and studies that affirm the role of public innovation as a key driver of improving service quality and building public trust in government. Thus, governance innovations in Bulowattang Village are not only effective in increasing community satisfaction directly, but also build the foundation of a government that is more responsive, transparent, and adaptive to the needs of residents.

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