

INNOVATION IN PUBLIC SERVICE BY THE DEPARTMENT OF EDUCATION WEST BANDUNG REGENCY

Muhammad Rizqi Prajab

Universitas Padjadjaran, Indonesia,
muhammad22549@mail.unpad.ac.id;

Dede Sri Kartini

Universitas Padjadjaran, Indonesia.

ABSTRACT

This study aims to analyze public service innovation at the West Bandung Regency Education Office through three main aspects: clarity of benefits, positive impact of innovation programs, and the development of new services. The innovations studied include the Integrated Digital Education Program (*PETADIK*), Kinanti Journal, and educational podcasts. The research methodology used is a qualitative approach with in-depth interviews conducted with various stakeholders, including school principals and officials from the West Bandung Regency Education Office. The results of the study indicate that the implemented innovations provide clear benefits to the learning process, enhance student engagement, and assist teachers in delivering material effectively. Additionally, these innovative programs have been proven to have a positive impact on improving the quality of education in the region. In terms of new service development, the West Bandung Regency Education Office has shown a strong commitment to continuously adapt to the dynamic needs of education. This study is expected to provide recommendations for educational policy and serve as a reference for further research in the field of educational innovation.

Keywords: *Innovation, Public Service, education office*

A. INTRODUCTION

Public service is a fundamental component in governance aimed at fulfilling community needs effectively and efficiently. The *Peraturan Pemerintah Nomor 2 Tahun 2018* concerning Minimum Service Standards (*SPM*) regulates the type and quality of basic services that must be provided to citizens (I. Rasul en D. Rogger: 2018). These services include education, which is a mandatory sector ensuring equal access for all.

Education service standards at the regency level include early childhood, basic, and equality education. These standards cover the quality of services, educators, and technical procedures. However, one of the key challenges faced by the West Bandung Regency Education Office is the low average years of schooling (*RLS*), which reflects the level of educational attainment. (K. K. Acharya en J. Scott; 2022)

The *Peraturan Pemerintah Nomor 2 Tahun 2018* Article 5 states that the Minimum Education Service Standards include provincial *SPM* for regional education and Regency/City *SPM* for regional education also have basic service

types. Regency/City *SPM* education consists of early childhood education, basic education, and equality education. In addition, there is a basic service quality that is regulated for each type of basic service, which at least includes standards for the quantity and quality of goods and/or services, standards for the number and quality of educators, education personnel, as well as technical instructions or procedures for fulfilling the standards. (S. P. Harianto, N. Walid masruri, G. D. Winarno, M. K. Tsani, en T. Santoso: 2020)

One of the problems related to public services in the education sector experienced by the West Bandung Regency Education Office is the average number of years of schooling. Average length of schooling or *Rata-rata lama sekolah (RLS)* is a measurement method used to assess the average duration spent by residents of West Bandung Regency pursuing education. Higher *RLS* figures reflect higher levels of education in the area. (V. Lapuente en S. Van de Walle: 2020) *RLS* is one of the criteria used in calculating the Human Development Index (HDI). The *RLS* calculation process begins by involving people aged 15 years and over, using the old method for calculating HDI, or residents aged 25 years and over by applying the new method, considering the highest level of education they have achieved. (A. Auliyairrahmah, S. Djazilan, N. Nafiah, en S. Hartatik: 2021)

The average number of years of schooling is part of public services that have the principle of clarity of benefits. If an area has a high average number of years of schooling, it means that the Education Office in that area is able to provide clarity on the benefits of the service process (K. Nawaki en D. Santyo Rusandy: 2022). In fact, there are several problems occurred by the West Bandung Regency Education Office based on data in the Strategic Plan, which states that the average length of schooling in 2018 was 7,82 years (using the new HDI calculation method). The achievement in 2017 also showed 9,18 years using the old method calculation or 7,67 using the new HDI calculation method. If concerned at last year's achievement figures, there is a difference of 0,15. Thus, the clarity of the benefits felt by the community is not yet optimal. (B. P. Depari: 2021)

Besides the problem regarding the principle of clarity of benefits in public services, there are also other problems faced by the West Bandung Regency Education Office, namely regarding innovation programs that have a positive impact on the community in public services related to the Education Index (J. Trischler, T. Dietrich, en S. Rundle-Thiele: 2019). Based on data from the 2018 education index, it showed 58,9. When compared with the achievement in 2017 of 86,17, this year's achievement has decreased very significantly by 27,27 points. This decrease was caused by changes in indicators and formulas in calculating the education index. Changes also occurred in the *RLS* calculation. In the old method, *RLS* was calculated from people aged 15 years and over, while in the new method, *RLS* was calculated starting from 25 years and over (O. Slobodianiuk en G. Tolkacheva: 2018).

The suboptimal quality of the education index can be attributed to public perceptions that undervalue the importance of education, which affects the educational environment and children's learning development. In addition, in West Bandung Regency, economic factors play a significant role in influencing

educational quality as the majority of the population belongs to the middle to lower economic class (Rio Yusri Maulana: 2022).

Another problem faced by the education office related to the development of new products and services in the education sector as explained in the strategic plan of the West Bandung Regency Education Office regarding the problem of developing new products and services is related to the lack of governance in accordance with the principles of good governance that is not yet effective and efficient. This is because the quality of development planning is not yet optimal, and transparency in Public Service government is not yet maximized. Besides, the ability to manage regional finances and assets is not yet optimal as well. Therefore, problems regarding public service innovation can be identified in more depth based on Rogers' theory as previously stated (G. Gumono, S. Sarwono, D. Yulistio, K. A. Pitawan, M. Solihin, en E. Julianto: 2022).

The West Bandung Regency Education Office is required to carry out targeted public service innovation as explained in Rogers' theory, which states that in creating innovation, it must adopt clarity of benefits, innovation programs that have a positive impact on society, as well as the development of new products and services that must be implemented as necessary to develop and improve the skills of both teaching staff and students as well as provide benefit to the community because innovative public services in the education sector are one of the main components that must be implemented in the implementation of education in West Bandung Regency (B. Napitupulu: 2022).

According to a study by Hasanah et al. (2020), the public satisfaction survey results for the quality of public services at the Mataram City Education Office were unfavorable, with an index value of 2,570, corresponding to a service quality grade of D, or Not Good. To address and enhance service quality, the Mataram City Education Office is implementing the One Stop Integrated Service strategy to streamline service procedures. The key factors influencing the improvement of public service quality include reliability, responsiveness, assurance, empathy, and physical evidence (facilities and infrastructure). Among these factors, the quality improvement is primarily driven by the capabilities of the service personnel (A. Hasanah, A. Sri Lestari, en Dkk: 2020).

Research conducted (J. M. Shafritz, E. W. Russell, C. P. Borick, en A. C. Hyde: 2022) by shows that the role of the Aceh Jaya Education Service in improving the quality of education that all components of society have helped advance education in various fields, providing a new nuance in the world of education.

Previous research has carried out studies regarding information systems in the education sector, analysis of public satisfaction with education services, and innovative strategies in public services. However, most previous studies tend to focus on measuring service quality or evaluating satisfaction levels at specific regional education offices, without deeply exploring the dimensions of public service innovation based on theoretical frameworks such as Rogers' innovation theory. In addition, previous studies have not comprehensively examined how innovation indicators—such as clarity of benefits, positive societal impact, and

development of new services—are implemented simultaneously in one institutional context.

Therefore, there exists both a theoretical gap and an empirical gap. Theoretically, there is still limited integration between innovation theory and public service practices in the education sector. Empirically, there is a lack of research that specifically analyzes innovation practices in the West Bandung Regency Education Office using a comprehensive innovation framework. Based on this gap, this research aims to determine public service innovation in the West Bandung Regency Education Office.

B. METHOD

This research used a qualitative descriptive approach because it aims to understand the phenomenon of public service innovation in the West Bandung Regency Education Office. The research was located in West Bandung Regency Education Office. The data collection used literature study as the first step in the research, then field studies included observation, interviews, and documentation. The data analysis technique used an interactive model, the elements of which include data reduction, data-display, and drawing/verifying conclusions. Validity and reliability of data employed triangulation techniques by examining data through comparing other data, with information from other researchers, or checks and cross-checks other sources (I. Agustin: 2022).

C. RESULTS

Public Service Innovation at the West Bandung Regency Education Office Educational Data Management Application (*PETADIK*)

Public service innovation plays a critical role in addressing complex social issues, particularly in the education sector. The West Bandung Regency Education Office faces a significant challenge in the form of low average years of schooling, which has far-reaching implications for both individual students and the broader community. In response to this issue, the Education Office introduced the Educational Data Management Application (*PETADIK*), an innovative tool designed to enhance the management and monitoring of educational data. This analysis will explore the impact of *PETADIK* through a descriptive lens, highlighting its features, benefits, and alignment with Rogers' Theory of Innovation.

Problem Statement: Low Average Years of Schooling

The problem of low average years of schooling indicates that students in West Bandung Regency are either not attending school consistently or are leaving school prematurely. This issue is a significant barrier to improving educational outcomes and achieving broader social and economic development goals. Addressing this problem requires a targeted approach that ensures students remain engaged in the educational system throughout their schooling years.

Innovation Overview: *PETADIK* Application

The *PETADIK* application was developed to tackle the issue of low average years of schooling by providing a centralized platform for managing and

monitoring educational data in real-time. This application enables the collection of accurate data on key metrics such as student attendance, academic progress, and dropout rates. By leveraging this data, schools and the Education Office can make informed decisions aimed at increasing enrollment rates, improving academic achievement, and reducing dropout rates.

Key Features of *PETADIK*:

1. Real-Time Data Management:

PETADIK allows for the real-time collection and analysis of educational data, ensuring that decision-makers have access to the most current information. This feature is critical for timely interventions, especially when addressing issues such as absenteeism and declining academic performance.

2. Centralized Data Storage:

By centralizing data, *PETADIK* ensures that all relevant stakeholders have access to a single source of truth. This eliminates discrepancies that can arise from manual data entry and provides a comprehensive view of the educational landscape in West Bandung Regency.

3. User-Friendly Interface:

Despite the complexity of the data being managed, *PETADIK* is designed with a user-friendly interface that minimizes the learning curve for users. This is particularly important for educators and administrators who may not have extensive technical expertise.

Analysis Based on Rogers' Theory of Innovation:

1. Relative Advantage:

PETADIK offers clear advantages over previous manual methods of data management. The application provides faster, more accurate, and easily accessible data, which significantly enhances the ability of schools and the Education Office to respond to emerging issues. For example, the ability to quickly identify and address absenteeism can prevent students from falling behind and dropping out.

2. Compatibility:

PETADIK is designed to be compatible with existing educational systems and technological infrastructures within schools. This means that schools do not need to overhaul their current systems to integrate the application. The ease of integration facilitates smoother adoption and minimizes disruptions to daily operations.

3. Complexity:

While *PETADIK* incorporates complex features necessary for comprehensive data management, its interface is designed to be intuitive and user-friendly. This reduces the perceived complexity of the application and encourages adoption among users who might otherwise be resistant to new technologies.

4. Trialability:

One of the strengths of *PETADIK* is its trialability. Schools have the option to pilot the application on a small scale before committing to full implementation. This trial phase allows for adjustments based on user feedback, ensuring that the application meets the needs of its users and functions effectively within the local context.

5. Observability:

The benefits of *PETADIK* are readily observable, particularly in terms of improved attendance rates and reduced dropout rates. These outcomes can be tracked through periodic reports generated by the application, providing tangible evidence of the application's effectiveness. The visibility of these benefits further drives the adoption of the application across more schools within the region.

The introduction of the *PETADIK* application represents a significant step forward in addressing the challenge of low average years of schooling in West Bandung Regency. Through its real-time data management capabilities, centralized data storage, and user-friendly interface, *PETADIK* offers a robust solution that enhances the ability of the Education Office and schools to make informed decisions. When analyzed through the lens of Rogers' Theory of Innovation, *PETADIK* demonstrates strong potential for widespread adoption due to its relative advantage, compatibility, manageable complexity, trialability, and observable benefits. As such, *PETADIK* serves as a model for how public service innovation can effectively address pressing social challenges and improve outcomes in the education sector.

Bisa Cerdas Podcast

In an era where digital content is rapidly becoming the primary source of information and education, innovative approaches are essential to engage and educate diverse audiences. The *Bisa Cerdas Podcast* emerges as a groundbreaking initiative aimed at delivering educational content to the broader community, encompassing students, parents, and educators. This analysis will explore the podcast's impact, its alignment with societal needs, and its positioning through the lens of Rogers' Theory of Innovation.

Problem Statement: Programs with Positive Societal Impact

The modern world demands programs that not only entertain but also impart knowledge and have a tangible positive impact on society. In the context of education, there is a growing need for accessible platforms that can disseminate valuable information and foster learning among various demographic groups. The *Bisa Cerdas Podcast* was conceived to address this need by offering an easily accessible medium through which educational content is delivered.

Innovation Overview: The *Bisa Cerdas Podcast*

The *Bisa Cerdas Podcast* is a digital audio program that provides listeners with educational content on a variety of topics related to education. It is designed to cater to a wide audience, including students who seek to enhance their learning, parents who want to support their children's education, and teachers looking for professional development resources. The podcast covers a broad range of subjects, such as effective learning methods, child psychology, and the latest educational policies. Its regular broadcasts are accessible through multiple digital platforms, ensuring that the content reaches as many people as possible.

Key Features of the *Bisa Cerdas Podcast*:

1. Educational Content Variety:

The podcast covers diverse topics that are relevant to its audience. By addressing areas like child psychology and modern educational policies, the

program not only enhances knowledge but also provides practical insights that listeners can apply in their daily lives.

2. Accessibility Across Digital Platforms:

The *Bisa Cerdas Podcast* is available on various digital platforms, making it easy for listeners to access content at their convenience. This flexibility is particularly beneficial in a fast-paced world where time is a limited resource.

3. Regular Broadcasts:

Consistent and regular broadcasting ensures that listeners remain engaged and look forward to new episodes. This regularity helps in building a loyal audience base that relies on the podcast for continuous learning and updates on educational matters.

Analysis Based on Rogers' Theory of Innovation:

1. Relative Advantage:

The *Bisa Cerdas Podcast* offers significant advantages over traditional educational programs by providing unrestricted access to information and education. Unlike conventional methods that may require physical attendance or scheduled viewing times, this podcast can be accessed anytime and anywhere. This flexibility allows individuals to learn at their own pace, fitting education into their daily routines, whether they are commuting, exercising, or relaxing at home.

2. Compatibility:

The *Bisa Cerdas Podcast* aligns well with the habits and preferences of modern society, which is increasingly accustomed to consuming digital content on-the-go. With the rise of smartphones, tablets, and other portable devices, people have embraced the convenience of digital media. The podcast format fits seamlessly into these consumption patterns, making it an ideal educational tool for today's digitally connected audience.

3. Complexity:

One of the strengths of the podcast is its simplicity. The format is straightforward and easy to understand, making it accessible to a wide range of listeners, including children, parents, and educators. The content is presented in a way that is engaging and easy to digest, ensuring that even complex educational concepts are communicated effectively.

4. Trialability:

The *Bisa Cerdas Podcast* allows listeners to sample its content with minimal commitment. People can listen to specific episodes that interest them without needing to subscribe long-term or invest significant time upfront. This trialability makes it easier for new listeners to engage with the podcast, and if they find the content valuable, they are more likely to continue tuning in.

5. Observability:

The positive impact of the *Bisa Cerdas Podcast* is observable through the increasing public understanding and awareness of educational issues. As listeners gain knowledge from the podcast, they become more informed about important topics such as effective learning strategies and child development. This heightened awareness can lead to better educational outcomes, as parents and teachers apply what they learn to support children's education.

Additionally, the podcast's reach and influence can be measured through listener feedback, ratings, and the growing number of downloads and subscriptions.

The *Bisa Cerdas Podcast* represents an innovative approach to education in the digital age, addressing the need for accessible, informative, and impactful content. By providing educational resources through a platform that is easy to use and widely accessible, the podcast empowers individuals to engage with important educational topics at their convenience. When analyzed through Rogers' Theory of Innovation, the podcast shows strong potential for widespread adoption due to its relative advantage, compatibility with modern digital consumption habits, simplicity, trialability, and observable benefits. The *Bisa Cerdas Podcast* is not just an educational tool; it is a vehicle for societal change, fostering a more informed and educated community.

Kinanti Journal

In the field of education, the continuous development of new services and platforms is essential for advancing knowledge and improving practices. The Kinanti Journal emerges as a significant initiative aimed at fostering academic research and development in West Bandung Regency. This journal is designed to serve as a conduit for educational practitioners, researchers, and teachers to publish their findings, thereby contributing to the overall enhancement of educational quality. This analysis delves into the purpose and impact of the Kinanti Journal, evaluating its effectiveness through the framework of Rogers' Theory of Innovation.

Problem Statement: The Need for New Product Service Development

The creation of new product services is a critical need in any sector, especially in education, where the dissemination of knowledge and research can drive substantial improvements. In West Bandung Regency, there was a recognized gap in platforms available for educational professionals to share and access the latest research. The Kinanti Journal was established to address this gap by providing a dedicated space for publishing educational research, with the overarching goal of improving the quality of education in the region.

Innovation Overview: The Kinanti Journal

The Kinanti Journal is an academic platform that focuses on educational research and development. It offers educators, researchers, and practitioners the opportunity to publish their work, thus contributing to the collective knowledge base in the field of education. The journal's primary objective is to disseminate new findings and innovative solutions that can be applied to enhance educational practices within West Bandung Regency and beyond. By providing a venue for research publication, the Kinanti Journal not only elevates the work of individual contributors but also serves as a catalyst for broader educational improvements.

Key Features of the Kinanti Journal:

1. **Platform for Educational Research:** The Kinanti Journal is specifically tailored to educational research, making it a valuable resource for those involved in education. It encourages the submission of research that explores new methodologies, pedagogical strategies, and educational policies, all of which have the potential to transform teaching and learning practices.

2. **Contribution to Knowledge Dissemination:** By publishing research findings, the journal plays a crucial role in disseminating knowledge that can be used to address challenges in the education sector. This dissemination is vital for ensuring that research findings are not confined to academic circles but are instead shared with those who can implement them in real-world educational settings.
3. **Support for New Contributors:** Recognizing that the process of publishing in an academic journal can be complex, the Kinanti Journal provides clear guidelines and technical support for new contributors. This assistance helps demystify the publication process and encourages more educational professionals to contribute their research.

Analysis Based on Rogers' Theory of Innovation:

1. **Relative Advantage:** The Kinanti Journal offers significant advantages to educational practitioners by providing a platform to share their research and insights. This opportunity not only allows them to contribute to the collective knowledge base but also helps them gain recognition for their work. The journal's focus on practical and actionable research makes it particularly valuable, as it fosters the development of innovative solutions that can be implemented in classrooms and schools across the region.
2. **Compatibility:** The Kinanti Journal aligns well with the needs and goals of academics and practitioners who are committed to improving education through research. The platform is designed to accommodate the specific requirements of educational research, making it highly compatible with the work that these professionals are already doing. Additionally, the journal's focus on local and regional issues ensures that the research published is directly relevant to the context in which it will be applied.
3. **Complexity:** Although the process of publishing in an academic journal typically involves rigorous peer review and adherence to strict guidelines, the Kinanti Journal seeks to reduce the complexity of this process for new contributors. By providing clear submission guidelines and offering technical support, the journal makes the publication process more accessible. This approach helps to lower barriers to entry, encouraging more educational professionals to share their research.
4. **Trialability:** The Kinanti Journal allows authors to engage with the publication process in stages. For example, contributors can begin by submitting shorter articles or preliminary research findings, gaining familiarity with the journal's requirements before committing to more extensive submissions. This trialability is particularly beneficial for those who are new to academic publishing, as it provides them with a low-risk way to enter the field.
5. **Observability:** The impact and success of the Kinanti Journal are observable through various metrics, such as the number of published articles and the level of readership. An increase in submissions and a growing readership indicate that the journal is meeting a significant need within the educational community. Additionally, the application of published research in educational settings serves as further evidence of the journal's positive influence on educational practices.

The Kinanti Journal represents a strategic innovation in the realm of educational research and development within West Bandung Regency. By providing a dedicated platform for the publication of educational research, the journal addresses a critical need for knowledge dissemination and the development of new educational practices. Through the lens of Rogers' Theory of Innovation, the Kinanti Journal demonstrates strong potential for impact due to its relative advantage, compatibility with the needs of educational professionals, managed complexity, trialability, and observable benefits. The journal not only enhances the professional development of its contributors but also contributes to the broader goal of improving educational outcomes in the region. As such, the Kinanti Journal is a vital resource for fostering innovation and excellence in education.

D. DISCUSSION

The three innovations implemented by the West Bandung District Education Office show significant efforts in improving the quality and effectiveness of educational services. Based on Rogers' theory of innovation, each innovation has shown great potential to be accepted and adopted by the community and stakeholders. *PETADIK*, Bisa Podcast Smart, and Kinanti Journal not only solve the problems faced but also create added value for the educational community in West Bandung Regency.

Public service is an activity or series of activities aimed at fulfilling service needs in accordance with the provisions of laws and regulations for every citizen and resident regarding goods, services and/or administrative services provided by public service providers. It can be interpreted that public service is the main foundation in government administration, quality, and responsive to community needs. The current era of globalization and the development of information technology demands that innovation in public services become the main key to increasing efficiency, transparency, and public participation. In line with the *Peraturan Menteri Pemberdayaan Aparatur Negara dan Reformasi Birokrasi Nomor 91 Tahun 2021* concerning the Development of Public Service Innovation, which states that Public Service Innovation, hereinafter referred as Innovation, is a breakthrough type of service in the form of original creative ideas and/or adaptations/modifications that provide direct or indirect benefits for society.

In this research, they will emphasize public service innovation that occurs at the West Bandung Regency Education Office. Researchers selected this location because West Bandung Regency is one of the regions in Indonesia, which is committed to continuing to carry out the process of regional education development by increasing innovation in public services, especially in the field of education. This is because the education sector becomes one of the areas responsible for the means of developing human resources, which is embedded through character education in elementary and junior high schools. Therefore, West Bandung Regency, through the Education Office, essentially has a crucial role in implementing public services in the field of education to support community development and the progress of a region.

Public services in West Bandung Regency currently do not fully pay attention to the social and economic aspects of the community as targets for government services. The transformation from manual methods to online-based services used digital technology, even though it is developing, this is not in line with social and economic conditions, especially for groups in the lower middle class who have limited access, such as a lack of smartphones or mobile devices. The implementation of digital-based public services by government agencies as a current trend is a challenge for smaller groups of society.

This study offers novelty in both theoretical and empirical dimensions. From a theoretical perspective, this research integrates Rogers' Innovation Theory into the analysis of public service innovation in the education sector, specifically by linking innovation attributes with public service indicators such as clarity of benefits, societal impact, and service development. From an empirical perspective, this study provides a comprehensive analysis of three different innovation forms—digital application (*PETADIK*), digital media (podcast), and academic platform (journal)—within a single institutional framework. This multi-dimensional approach has not been widely explored in previous studies, particularly in the context of regional education governance in Indonesia. Therefore, this research contributes to enriching the literature on public service innovation and offers a more holistic model that can be replicated in other regions.

E. CONCLUSION

The innovations carried out by the West Bandung Regency Education Office in 2020 – 2023 have proven to be highly effective in addressing numerous challenges within the education sector. By implementing the *PETADIK* application, the Bisa Smart Podcast, and the Kinanti Journal, significant strides have been made in key areas such as educational data management, the dissemination of critical educational information, and the advancement of educational research. These innovations have not only enhanced the efficiency and effectiveness of educational practices within the region but have also laid a strong foundation for future growth and improvement.

The *PETADIK* application has revolutionized the way educational data is managed, providing real-time access to accurate and centralized data, which allows for more informed decision-making. The Bisa Smart Podcast has served as an invaluable tool for spreading educational information, making knowledge accessible to a broader audience, and increasing public awareness of important educational issues. Meanwhile, the Kinanti Journal has created a vital platform for educators, researchers, and practitioners to share their findings, thereby contributing to the ongoing development of the educational landscape.

As these innovations continue to demonstrate their impact, it is essential that they are further developed, refined, and expanded. Widespread adoption and continuous improvement of these initiatives are crucial to ensuring that the benefits they offer can be maximized across a broader range of educational settings. By doing so, the West Bandung Regency can continue to lead the way in achieving higher quality education, ultimately benefiting students, educators, and the community as a whole.

In conclusion, the success of these innovations marks a significant step forward in the pursuit of educational excellence. With ongoing commitment and support, these initiatives have the potential to transform the educational system, fostering a brighter and more informed future for all.

ACKNOWLEDGMENT

We would like to express our deepest gratitude to the West Bandung Regency Education Office for their invaluable support and collaboration during the research process. Special thanks are extended to the administrative staff and educators who provided essential data and insights that greatly enriched this study.

We also wish to acknowledge the financial and logistical support provided by the West Bandung Regency Government, without which this research would not have been possible. Additionally, our sincere appreciation goes to the expert advisors who offered constructive feedback and guidance, ensuring the accuracy and relevance of this article.

Finally, we thank the organizers and participants of the for the opportunity to present our preliminary findings, which greatly contributed to the refinement of this work.

REFERENCES

- A. Auliyairrahmah, S. Djazilan, N. Nafiah, en S. Hartatik, (2021) “Implementasi Pendidikan Karakter Integritas Sub Nilai Kejujuran melalui Program Kantin Kejujuran di Sekolah Dasar”, *EDUKATIF J. ILMU Pendidik.*, vol 3, no 6, bll 3565–3578, Jul 2021, doi: 10.31004/edukatif.v3i6.939.
- A. Hasanah, A. Sri Lestari, en Dkk., (2020) “Analisis Aktivitas Belajar Daring Mahasiswa pada Pandemi COVID-19”, *Karya Tulis Ilm. Masa Work From Home Covid-19 UIN Sunan Gunung Djati Bandung Tahun 2020*.
- B. Napitupulu, (2022) “SUPREME COURT DECISIONS ON PUBLIC INFORMATION AND PERSONAL DATA PROTECTION”, *Indones. Priv. Law Rev.*, vol 3, no 1, bll 25–40, Jun 2022, doi: 10.25041/iplr.v3i1.2559.
- B. P. Depari (2021) “Collaborative management of handling waste in Doulu Tourism Area of Karo Regency”, *J. Tunas Geogr.*, vol 10, no 02, bll 113–122, 2021.
- G. Gumono, S. Sarwono, D. Yulistio, K. A. Pitawan, M. Solihin, en E. Julianto, (2022) “Development of local wisdom-based thematic teaching materials to improve adaptive cultural literacy”, *Community Empower.*, vol 7, no 6, bll 978–987, Jun 2022, doi: 10.31603/ce.6560.
- I. Agustin, (2022) “Manajemen Pendidikan Inklusi Di Sekolah Dasar Sumpersari 1 Kota Malang”
- I. Rasul en D. Rogger, (2018) “Management of bureaucrats and public service delivery: Evidence from the nigerian civil service”, *Econ. J.*, vol 128, no 608, bll 413–446.
- J. M. Shafritz, E. W. Russell, C. P. Borick, en A. C. Hyde, (2022) *Introducing*

public administration. Routledge.

- J. Trischler, T. Dietrich, en S. Rundle-Thiele, (2019) “Co-design: from expert- to user-driven ideas in public service design”, *Public Manag. Rev.*, vol 21, no 11, bll 1595–1619, Nov 2019, doi: 10.1080/14719037.2019.1619810.
- K. K. Acharya en J. Scott, (2022) “A study of the capabilities and limitations of local governments in providing community services in Nepal”, *Public Adm. Policy*, vol 25, no 1, bll 64–77, 2022, doi: 10.1108/PAP-01-2022-0006.
- K. Nawaki en D. Santyo Rusandy, (2022) “Strategi Kepala Sekolah Dalam Pengembangan Kompetensi Profesi Guru untuk Meningkatkan Mutu Pendidikan Di Smk Al-Huda Grogol Kediri”, *Otonomi*, vol 22, no 1, bl 200, Apr 2022, doi: 10.32503/otonomi.v22i1.2440.
- O. Slobodianiuk en G. Tolkacheva, (2018) “Institutional forms and their competitive analysis of organization of insurance activities in Ukraine”, *Econ. Ecol. socium*, vol 2, no 1, bll 99–110, Mrt 2018, doi: 10.31520/2616-7107/2018.2.1-9.
- Rio Yusri Maulana, (2022) “COLLABORATIVE DIGITAL TRANSFORMATION PEMERINTAH DAERAH DI INDONESIA”, *J. Noken Ilmu-Ilmu Sos.*, vol 7, no 2, bll 263–277, Jun 2022, doi: 10.33506/jn.v7i2.1784.
- S. P. Harianto, N. Walid masruri, G. D. Winarno, M. K. Tsani, en T. Santoso, (2020) “Development strategy for ecotourism management based on feasibility analysis of tourist attraction objects and perception of visitors and local communities”, *Biodiversitas J. Biol. Divers.*, vol 21, no 2, Jan 2020, doi: 10.13057/biodiv/d210235.
- V. Lapuente en S. Van de Walle, (2020) “The effects of new public management on the quality of public services”, *Governance*, vol 33, no 3, bll 461–475.