

STRATEGIES FOR IMPROVING ORGANIZATIONAL PERFORMANCE IN MOTOR VEHICLE TESTING SERVICES IN SIDOARJO REGENCY

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ABSTRACT

Improving organizational performance is a key challenge in public service delivery, particularly in the motor vehicle testing sector, which ensures transport safety and service quality for the public. This study aims to analyze methods for enhancing organizational performance at the Motor Vehicle Testing Technical Implementation Unit (UPT) of the Sidoarjo Regency Transportation Agency from a public administration perspective. A qualitative approach with a case study design was employed. Data were gathered through in-depth interviews, observations, and document analysis involving leaders, employees, and service users selected via purposive sampling. Data analysis was conducted interactively—involving data condensation, information presentation, and conclusion drawing—and utilized triangulation to ensure the credibility of the findings. The results indicate that organizational performance improvement is driven by the integration of six key dimensions: strategic leadership, institutional capacity, human resource management, service innovation, organizational governance, and adaptability to environmental changes. Three core components form the strategic model derived from these dimensions: strengthening organizational capacity as the foundation, innovating service management as the vehicle for transformation, and organizational adaptability as the element ensuring performance sustainability. This model represents a research innovation by offering a more comprehensive approach than previous studies, which tended to examine service quality or digitalization in isolation. The findings contribute to the development of public administration theory and provide strategic recommendations for local governments to strengthen the effectiveness of public service organizations in a professional, accountable, and sustainable manner.

Keywords: organizational performance, organizational capacity, governance innovation, public service

I. INTRODUCTION

Public service is a crucial function of public administration that influences the level of public trust in the government. Under the New Public Governance framework, public sector organizations are expected not only to perform administrative functions but also to deliver services that are effective, efficient, accountable, and responsive, while focusing on the needs of the community (Goodsell, 2006). Changes in the strategic environment, advancements in information technology, increased public mobility, and demands for transparency compel public organizations to continuously improve their performance. Motor vehicle testing services constitute a sector of strategic importance, as they impact the quality of

administrative services and contribute to transport safety, environmental protection through emission control, and legal certainty in traffic regulation. Consequently, enhancing the performance of motor vehicle testing service units has become a key agenda in public administration reform aimed at achieving good governance and sustainable public services (Nurhidayat, 2023).

In Indonesia, the delivery of motor vehicle testing services faces various challenges stemming from regulatory changes, technological advancements, and rising public expectations regarding service quality. Service providers must effectively integrate service standards, business process digitalization, human resource capabilities, facility and infrastructure management, and efficient oversight systems to ensure optimal service delivery. However, previous studies continue to highlight issues such as service process inefficiencies, limited organizational capacity, low levels of information technology integration, suboptimal inter-unit coordination, and the lack of a consistent performance-oriented organizational culture (Aulia & Tambun, 2025; Sutaji et al., 2025). This situation demonstrates that improving service quality cannot be achieved merely by updating operational procedures; rather, it requires a comprehensive organizational strategy that considers factors such as leadership, institutional governance, resource management, service innovation, and the organization's ability to adapt to changes in the strategic environment. The Motor Vehicle Testing Unit (UPT) of the Sidoarjo Regency Transportation Agency is a public service unit that plays a vital role in ensuring the technical roadworthiness of motor vehicles and supporting transport safety in an area characterized by high levels of economic activity and mobility. As a metropolitan satellite region, Sidoarjo Regency has experienced a surge in the number of commercial and transport vehicles, driving up the demand for motor vehicle testing services. This situation necessitates an organization that operates with flexibility, professionalism, and creativity in delivering services to the public. Simultaneously, the organization faces challenges regarding increased service volumes, the need for digital transformation, the enhancement of vehicle inspector skills, the optimization of testing facilities, and the strengthening of internal and external coordination with diverse stakeholders. Strategies to improve organizational performance should be viewed not only as an effort to boost service productivity but also as a process of strengthening organizational capacity to deliver high-quality, accountable public services that prioritize transport safety (Alfiah et al., 2025).

Given these conditions, this study prioritizes the development of strategies to enhance organizational performance in motor vehicle testing services in Sidoarjo Regency, employing a public administration approach. Unlike previous research—which typically focuses on service quality measurement, user satisfaction, or the implementation of service digitalization—this study offers an innovative, in-depth analysis of organizational strategy by integrating dimensions such as leadership, institutional capacity, human resource

management, service innovation, organizational governance, and adaptability to changes within the public service environment. This approach aims to produce a strategic model that not only elucidates the elements influencing organizational performance but also offers actionable policy recommendations for local government to improve the effectiveness of public service organizations, specifically the Motor Vehicle Testing Technical Implementation Unit (UPT). Consequently, the study is expected to make both a theoretical contribution to the field of public administration regarding organizational performance improvement strategies and a practical contribution toward strengthening the management of motor vehicle testing services, making them more professional, adaptive, and sustainable.

II. THEORITICAL REVIEW

From a public administration perspective, a strategy for enhancing institutional performance comprises a set of decisions and measures designed to boost an institution's capacity to achieve its goals effectively, efficiently, accountably, and sustainably. Public organizational performance is evaluated not merely by the attainment of administrative targets, but also by the ability to create public value through services that are responsive to the community's needs. This approach represents a shift from the New Public Management paradigm—which focuses on efficiency—toward New Public Governance, which emphasizes collaboration, participation, innovation, and adaptive governance (Mahardhani, 2023; Ningtyas, 2017). Therefore, improvements in organizational performance cannot be understood as the result of a single factor, but rather as the outcome of the interaction among various mutually influencing organizational dimensions. Strategic leadership plays a crucial role in setting the direction for organizational transformation, fostering a service-oriented work culture, and mobilizing all organizational resources to achieve shared goals (Lamm et al., 2019). Conversely, institutional capacity refers to an organization's ability to manage its structure, regulations, work systems, resources, and coordination mechanisms in order to respond effectively to environmental changes (Wegrich, 2021). Therefore, strategies to enhance institutional performance must be viewed as a process of institutional change focused on creating public value, improving service quality, and strengthening accountability in governance.

An organization's strategic success is also influenced by its ability to manage internal resources and drive service innovation in response to changes in the external environment (Chughtai et al., 2023). In the context of public service delivery, human resource management entails not only ensuring adequate staffing levels but also fostering skills, professionalism, integrity, and work ethics, as well as enhancing the capacity of the workforce to leverage technology and drive innovation. Public organizations with a high-quality workforce are better positioned to establish efficient work processes, boost productivity, and provide services that prioritize the public interest (Cedergren & Hassel, 2024). Furthermore, service

innovation serves as a strategic tool to meet rising public expectations for services that are fast, accessible, transparent, and of high quality. Innovation is not defined solely by the use of digital technology; it also encompasses improvements to service procedures, the reduction of bureaucracy, enhanced inter-unit coordination, the development of monitoring systems, and the establishment of service mechanisms that are more responsive to the needs of service users. Consequently, public sector organizations must possess organizational learning capabilities that enable them to continuously evaluate, refine work processes, and develop innovations as part of their strategy to improve organizational performance (Fryer et al., 2009).

From this perspective, the study designs a conceptual framework outlining strategies to enhance organizational performance by integrating six key dimensions: leadership, institutional capacity, human resource management, service innovation, organizational governance, and adaptability to changes within the public service environment. Leadership acts as the driver of change and the primary decision-maker; institutional capacity forms the foundation for effective policy implementation; human resource management ensures a skilled and professional workforce; service innovation fosters continuous improvement in service processes; organizational management guarantees transparency, accountability, coordination, and procedural certainty; and adaptability reflects the organization's capacity to respond to regulatory developments, technological advancements, and shifting public needs (Bovens, 2006; Diawati et al., 2023; Gadzali et al., 2022). The integration of these six dimensions serves as the primary distinguishing factor of this research compared to previous studies, which largely analyzed variables—such as service quality, public satisfaction, or service digitalization—in isolation. Consequently, this study presents a holistic model for organizational performance improvement from a public administration perspective; this enables a more comprehensive explanation of the factors influencing organizational effectiveness while yielding actionable policy recommendations to strengthen the management of motor vehicle testing services in a professional, adaptive, and sustainable manner.

III. METHODS

This study employs a qualitative approach using a case study design to gain an in-depth understanding of organizational performance improvement strategies within the motor vehicle testing service of the Motor Vehicle Testing Technical Implementation Unit (UPT) under the Sidoarjo Regency Transportation Agency. This method was selected for its ability to elucidate organizational dynamics, decision-making processes, and inter-actor relationships—aspects that cannot be adequately explained through quantitative approaches. The study focuses on six key dimensions shaping organizational performance improvement strategies: leadership, institutional capacity, human resources, service

innovation, organizational governance, and the ability to adapt to changes in the public environment. Informants were selected using purposive sampling, based on their participation, experience, and authority regarding the delivery of motor vehicle testing services. The informants included the UPT head, structural officials, vehicle inspectors, administrative staff, and service users selected based on their experience with the testing service. Data were gathered through in-depth interviews, observation of service processes, and document analysis—covering regulations, standard operating procedures, performance reports, and other supporting documents. Triangulation of sources, methods, and time was employed to enhance the credibility and validity of the research data (Pahleviannur et al., 2022).

Data analysis was conducted interactively through the steps of data collection, data condensation, data presentation, and conclusion drawing and validation, enabling the researcher to gain a comprehensive understanding of organizational performance improvement strategies. The analysis process began with coding the results of interviews, observations, and documentation to identify themes relevant to the six research dimensions (Sugiyono, 2018). Subsequently, these themes were analyzed comparatively to elucidate the interrelationships between dimensions, the supporting and inhibiting factors, and the types of strategies implemented by the organization to enhance the quality of motor vehicle testing services. The resulting analysis was then interpreted through a public administration lens to design an organizational performance improvement strategy model tailored to the characteristics of public sector organizations at the local government level. Through this process, the study aims not only to provide an empirical overview of service delivery practices but also to formulate strategic recommendations that can serve as a foundation for strengthening organizational governance and improving the effectiveness of motor vehicle testing services in Sidoarjo Regency.

IV. RESULT AND DISCUSSION

1. ORGANIZATIONAL CAPACITY AS THE FOUNDATION FOR IMPROVING MOTOR VEHICLE TESTING SERVICE PERFORMANCE

Research findings indicate that organizational capability is a crucial factor determining the successful implementation of motor vehicle testing services at the Motor Vehicle Testing Unit (UPT) of the Sidoarjo Regency Transportation Agency. Interviews with management and staff reveal that organizational capacity is understood not merely as the availability of resources, but also as the organization's ability to manage all institutional elements in an integrated manner to achieve service objectives. Leadership plays a vital role in guiding task execution, fostering internal communication, and ensuring that every work unit performs its functions in accordance with established standard operating procedures. A clear division of duties among employees enables the service process to proceed systematically—spanning

registration, administrative verification, and technical vehicle testing, through to the issuance of the test completion certificate. Furthermore, a work culture emphasizing discipline, responsibility, and public service fosters an organizational environment that supports performance improvement. These findings suggest that organizational capability is determined not only by structural elements but also by the quality of leadership and the organizational culture established during the delivery of public services (Ramadoan et al., 2025).

Furthermore, human resource capabilities are among the most influential factors regarding the quality of organizational performance. Employees tasked with conducting motor vehicle inspections must possess technical expertise in accordance with existing regulations, as inspection outcomes are directly linked to transport safety and legal certainty. The organization regularly engages employees in various technical education and training programs, professional certification initiatives, and capacity-building activities conducted by relevant institutions. Beyond technical expertise, the organization also prioritizes public service capabilities by fostering service ethics, enhancing communication skills, and strengthening employee integrity. Studies indicate that these capability enhancements positively impact the accuracy of inspection processes, the consistency of service standard application, and public trust in vehicle inspection results. Consequently, organizational investment in human resource development serves as a crucial strategy for sustaining service performance (Anos, 2025).

The research findings also indicate that the organization's capabilities still face several challenges that could impact service effectiveness. The annual increase in the number of vehicles requiring inspection has raised the organization's workload, necessitating adjustments to human resource capacity and service-supporting facilities. Several informants also noted that upgrading testing equipment is unavoidable, given the increasing complexity of vehicle technology. Furthermore, regulatory changes in the transportation sector require the organization to continuously adjust work procedures and enhance employee competence to ensure services meet national standards. This situation demonstrates that improving organizational effectiveness cannot rely solely on existing capabilities; rather, it requires a strategy for sustainable institutional strengthening—encompassing resource planning, modernization of service facilities, employee skill development, and enhanced inter-unit coordination—to enable the organization to respond adaptively to environmental changes.

The research results support the public administration perspective that views organizational capacity as a fundamental prerequisite for effective public service delivery. Organizational capacity refers to an institution's ability to synergistically optimize human resources, organizational structure, operational systems, leadership, and physical resources to achieve organizational goals. In the context of New Public Governance, public organizations are expected not only to perform administrative functions but also to develop

the capacity to provide services that are adaptive, collaborative, and focused on creating public value. Strategic leadership serves to integrate all organizational resources, while institutional capacity ensures that every service process operates efficiently through appropriate task allocation, effective coordination, and accountable oversight mechanisms (Diop et al., 2021; Guenduez et al., 2025). Therefore, the greater an organization's capacity, the better equipped it is to maintain service quality while navigating environmental changes and rising public demands. Furthermore, research findings indicate that organizational capacity is inextricably linked to continuous organizational learning and capacity-building processes. Public service organizations must assess their performance, identify operational obstacles, and translate these evaluations into strategies for organizational improvement. In the case of the Sidoarjo Regency Motor Vehicle Testing Unit (UPT), capacity enhancement is evident in the strengthening of staff competencies, the adjustment of service procedures, the modernization of testing equipment, and improved internal coordination—all in response to regulatory changes and advancements in transportation technology. These results demonstrate that strategies to improve organizational performance cannot simply focus on directly enhancing service quality; rather, they must begin by strengthening organizational capacity, which serves as the fundamental basis for ensuring that all service processes are conducted professionally, effectively, accountably, and sustainably (Janssen & van der Voort, 2016). This approach represents a conceptual contribution of the research, as it positions organizational capacity as a strategic element linking leadership, human resources, governance, and service quality within a comprehensive public administration framework.

2. SERVICE GOVERNANCE INNOVATION AS AN ORGANIZATIONAL ADAPTATION STRATEGY

Research findings indicate that service management innovation is a key strategy implemented by the Motor Vehicle Testing Unit of the Sidoarjo Regency Transportation Agency to enhance organizational performance. Based on interviews and observations, innovation is interpreted not merely as the adoption of information technology, but also as an effort to improve work systems, making services more effective, efficient, and accountable. The organization has streamlined service workflows by refining administrative procedures for better structure, clarifying the division of tasks, and strengthening inter-sectional coordination to ensure integrated service delivery. Furthermore, information regarding administrative requirements, service schedules, testing methods, and service completion procedures is made more transparent through various channels, providing the public with certainty about the service process. The study reveals that governance innovation has contributed to greater orderliness in service processes, a reduction in administrative bottlenecks, and increased procedural clarity for service users.

The use of information technology is a crucial element in enhancing the effectiveness of service management. Administrative digitalization facilitates vehicle data recording,

document verification, test result storage, and reporting that is faster and more accurate than manual systems. Utilizing such information systems not only improves employee work efficiency but also strengthens organizational accountability through well-documented service data. Additionally, technology serves as a tool for service oversight, minimizing potential administrative errors and procedural irregularities. The organization conducts regular assessments of technology usage efficiency to ensure that existing systems continue to meet evolving service needs. Thus, technology-driven innovation acts as a means to enhance management quality while simultaneously accelerating and improving the accuracy of services provided to the public.

Beyond technological innovation, field observations indicate that the organization has implemented managerial innovations in response to changes in the public service environment. These innovations have been realized through periodic evaluation meetings, discussions on operational issues, enhanced internal communication, and opportunities for staff to propose service improvement ideas. The organization also actively gathers public feedback to inform improvements to service procedures. Evaluation findings are utilized to adjust work mechanisms, strengthen inter-functional coordination, and refine service operational standards to better align with evolving regulations and public needs. The study reveals that a culture of continuous evaluation has built the organization's capacity to learn from experience, identify service shortcomings, and develop various innovations tailored to its specific context. This demonstrates that the success of management innovation relies not only on technology but also on the organization's commitment to fostering a culture of continuous learning and improvement (Mahardhani et al., 2021).

The research findings align with the public administration perspective that views innovation as a strategic tool for enhancing the efficiency of public sector organizations. Service innovation is no longer seen merely as the creation of new technology but also as a process of organizational change encompassing shifts in work structures, the streamlining of procedures, improved coordination, enhanced transparency, and the development of a responsive organizational culture. Under the New Public Governance paradigm, public organizations are expected to establish governance that is collaborative, responsive, and focused on societal needs, ensuring that public services generate public value. Consequently, management innovation serves as a means for institutions to improve service quality while simultaneously strengthening accountability, efficiency, and legitimacy in governance. Organizations that successfully integrate technological innovation with managerial innovation will be better equipped to navigate the evolving complexities of public service delivery (Negoro et al., 2025).

Furthermore, research findings indicate that an organization's ability to adapt to change is a factor that enhances the success of innovation in service management. The concept of organizational learning posits that effective organizations are those capable of

deriving knowledge from experience, evaluating existing practices, and transforming that learning into strategies for continuous improvement (Cao et al., 2025). In the context of the Sidoarjo Regency Motor Vehicle Testing Unit (UPT), adaptability is reflected in the organization's response to advancements in vehicle technology, regulatory changes in the transportation sector, and rising public expectations for services that are fast, transparent, and of high quality. These findings support the argument that governance innovation is inseparable from an organization's capacity for continuous learning and adaptation. Therefore, strategies to enhance organizational performance must focus on developing governance that is creative, responsive, and grounded in organizational learning; this approach fosters sustainable public service delivery while establishing a competitive advantage for public sector organizations amidst an increasingly dynamic environment.

3. STRATEGY MODEL FOR IMPROVING ORGANIZATIONAL PERFORMANCE IN MOTOR VEHICLE TESTING SERVICES

Research findings indicate that the strategy for enhancing organizational performance at the Motor Vehicle Testing Unit of the Sidoarjo Regency Transportation Agency does not stem from a single policy but results from the integration of various interconnected organizational aspects. Based on interviews, observations, and document analysis, performance improvements are driven by leadership's ability to set policy direction, institutional capacity supporting service delivery, human resource quality, the implementation of service innovations, transparent organizational governance, and the organization's adaptability to changes in the strategic environment. These dimensions form a mutually reinforcing system, meaning that a deficiency in one dimension affects the effectiveness of others. For instance, service innovation cannot function optimally without adequate employee competence, leadership capable of steering change, and governance that ensures proper procedural execution. Conversely, robust organizational capacity accelerates innovation implementation and enhances the organization's ability to tackle public service challenges. Thus, the research indicates that improving organizational performance is a systemic and multidimensional process.

The study reveals that the interaction among these dimensions creates a continuous strategic pattern. Strategic leadership plays a pivotal role in driving organizational transformation by formulating a service vision, cultivating a work culture, and making decisions responsive to community needs. Furthermore, institutional capacity provides organizational support through work structures, coordination mechanisms, internal regulations, and resource provision, ensuring effective service delivery processes. Human resource management acts as a bridge between organizational policy and service execution by enhancing the capabilities, professionalism, integrity, and motivation of the staff. This is further bolstered by service innovations that simplify procedures, increase efficiency, and

utilize information technology to enhance service quality. This entire process unfolds within an organizational management framework emphasizing transparency, accountability, coordination, and oversight, enabling the organization to maintain consistent service delivery in accordance with established standards (Israilidis et al., 2021).

Research findings indicate that an organization's ability to adapt to change is a factor ensuring the sustainability of performance improvement strategies. Organizations proactively evaluate regulatory changes, advancements in vehicle testing technology, rising service demand, and shifting public needs. These evaluations serve as a foundation for adjusting policies, updating service procedures, enhancing employee capabilities, and developing innovations to address emerging challenges. Based on these findings, the study develops a strategic model for organizational performance improvement comprising three key elements. First, foundational organizational capacity encompasses leadership, institutional capacity, and human resource management. Second, innovation in service management acts as a transformative mechanism, linking organizational capabilities to improved service quality through procedural innovations, technology adoption, and strengthened inter-organizational coordination. Third, organizational adaptability serves as a sustainability element, ensuring performance is maintained amidst changes in the strategic environment. The model demonstrates that enhancing organizational performance is a dynamic, continuous, and interconnected process.

Theoretically, these findings broaden the public administration perspective regarding strategies for organizational performance improvement (Boikanyo, 2025; Hassan et al., 2019). Most previous studies have tended to treat service quality, public satisfaction, service digitalization, or organizational innovation as separate variables. This study reveals that enhancing organizational effectiveness can only be fully understood if all organizational dimensions are analyzed as an interconnected system. Within the framework of New Public Governance, public organizations are viewed as entities that must integrate leadership, institutional capacity, management, human resources, innovation, and adaptability to create public value. Consequently, an organization's effectiveness is measured not merely by the successful achievement of service objectives, but also by its ability to establish coordination mechanisms, foster organizational learning, and drive sustainable institutional transformation (Wicaksono, 2019). These findings reinforce the view that a holistic organizational approach is more appropriate for explaining the complexities of public service delivery than methods focusing on a single organizational aspect.

The model developed in this study offers a novel contribution by introducing a strategic framework that integrates six key dimensions into three strategic stages: enhancing organizational capacity, driving transformation through service management innovation, and ensuring sustainability through organizational adaptability. This integration provides a fresh perspective, demonstrating that improved organizational performance is not simply the

result of service innovation but rather the outcome of an institutional transformation process—one that begins with strengthening internal capacity, proceeds to the renewal of service governance, and is sustained through the organization's ability to learn and adapt to a changing environment (Bohórquez Arévalo, 2013). Therefore, this model not only contributes to the development of public administration theory regarding strategies for enhancing organizational performance but also yields practical recommendations for local governments in formulating policies to strengthen public service organizations. For the Sidoarjo Regency Motor Vehicle Testing Unit (UPT), the model can serve as a guide for designing more integrated organizational development strategies, enabling the delivery of motor vehicle testing services that are professional, accountable, adaptive, and sustainable.

V. CONCLUSION

This study posits that the strategy for enhancing organizational performance at the Motor Vehicle Testing Unit of the Sidoarjo Regency Transportation Agency is a systematic and continuous process; it relies not only on improving service quality but also on integrating various organizational dimensions within the context of public administration. Organizational capabilities—encompassing strategic leadership, institutional capacity, and human resource management—serve as a crucial foundation for supporting service efficiency. This foundation is reinforced through service management innovations that prioritize the simplification of work processes, the utilization of information technology, transparency, and enhanced inter-organizational coordination; it is further sustained by the organization's ability to adapt to regulatory changes, technological advancements, and high public expectations. The research yields a performance enhancement model integrating three key elements: organizational capacity building as the foundation, governance innovation as the vehicle for transformation, and adaptability as the determinant of sustained service performance. This model represents an innovation in the field, offering a more comprehensive approach than previous studies that typically focused on service quality or digitalization in isolation. Consequently, this study contributes theoretical insights to the advancement of public administration scholarship while offering practical implications for local governments in designing strategies to build professional, accountable, adaptive, and sustainable public service organizations.

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