

Research Article

Infrastructure Service Quality Analysis in Improving Public Trust in South Sorong District

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Abstract.

Infrastructure services are the provision of services by the government to the community. The quality of infrastructure services in the region is one of the important aspects in sustainable development that is directly related to economic productivity in the region. Efficient infrastructure can strengthen regional competitiveness by attracting investment and opening up job opportunities. To ensure the sustainability of infrastructure services in the region, active community participation, cooperation between stakeholders, and policy support based on accurate data are needed. The quality of infrastructure services in a region not only supports economic activities but also functions as a primary tool to improve public accountability. Thus, efforts to improve the quality of infrastructure services must be the main focus in sustainable regional development planning. This type of research is a literature review through a meta-synthesis approach with the aim of deepening understanding of the phenomenon. Based on the results of the study, quality infrastructure services are key to supporting economic productivity, increasing regional competitiveness, and strengthening public accountability. Community participation, transparency of governance, and multi-party collaboration greatly influence the sustainability of infrastructure in encouraging public trust and improving service satisfaction. The public-private partnership model, with strengthening public trust and involvement, has proven effective in improving service quality. Therefore, sustainable regional development must prioritize the improvement of participatory and collaborative infrastructure services. Thus, it is concluded that sustainable regional development requires quality infrastructure, multi-party collaboration, active community participation, and data-based policies to increase public accountability.

Keywords: service, infrastructure, development, collaboration, accountability

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1. Introduction

Public Service can be interpreted as providing services (serving) the needs of people or communities who have interests in accordance with the basic rules and procedures that have been established. In essence, government is a service to the community. Therefore, the public bureaucracy is obliged and responsible for providing good and professional services.



There are three important elements in public service. First, the organization providing (organizing) services, namely the local government. Second, the recipient of the service (subscriber), namely the person or community or organization concerned. Third, the satisfaction given and/or received by the recipient of the service[1]. The concept of service quality basically provides a concrete perception of the quality of a service. This concept of service quality is a complete, permanent revolution in changing the way humans view or strive for their efforts in fulfilling hopes, desires and needs.

The quality of infrastructure services in the regions is one of the fundamental elements in sustainable regional development. Adequate infrastructure, such as roads, bridges, clean water facilities, sanitation, energy, and communication, plays a strategic role in supporting economic growth, improving the quality of life of the community, and reducing social disparities between regions. Quality infrastructure services can create efficiency in the distribution of goods and services, strengthen community access to education, health, and economic opportunities, while supporting inclusive social mobility. The sustainability of infrastructure services in the regions requires active community participation, collaboration between stakeholders, and data-based policy support. Thus, the focus on improving the quality of infrastructure services is not only a technical need, but also an integral strategy to create community welfare in the regions holistically. Through maximum service management, it will certainly make public services, especially infrastructure services, of high quality.

Public services, especially infrastructure services in the regions, are said to be of quality if they meet the characteristics. The characteristics in question are if the service is the same and even between all services provided to service recipients. Providing services in a timely manner and being able to meet the expectations of service recipients. The need for service innovation so that the services provided are sustainable and progressive [2].

Infrastructure quality is closely related to the system's ability to meet people's needs reliably, efficiently, and sustainably[3]. Poor infrastructure, such as poor roads or inconsistent water supply, can hinder mobility, reduce productivity, and exacerbate social inequalities. Investment in high-quality infrastructure contributes directly to increased economic output and operational cost efficiency[4]. Meanwhile, the World Bank emphasizes that the quality of infrastructure services is a key factor in reducing poverty and supporting inclusive development at the local level[5]. Good services enable people to access education, health, and the job market more easily, thereby strengthening long-term growth potential.

Quality infrastructure services require collaboration between government, the private sector, and the community. This process includes data-based planning, timely implementation, and ongoing maintenance [6]. Quality infrastructure in the regions can address development disparities between regions, creating balance in the distribution of economic and social benefits [7]. The quality of infrastructure services in the regions is not only a supporter of economic activities, but also a primary instrument for improving the quality of life of the community. Therefore, efforts to improve the quality of infrastructure services must be a priority in planning for equitable and sustainable regional development.

Until now, there are at least several major challenges faced by the South Sorong Regency Government in terms of its infrastructure services. Starting from the limitations of basic infrastructure. Geographical challenges and socio-economic conditions that can cause limitations in infrastructure such as roads, bridges, clean water, sanitation, and electricity. The existence of a development gap between urban and rural areas in South Sorong which affects the accessibility and quality of infrastructure. The results of road infrastructure development still do not meet the desires according to plan. In addition, the coverage of urban and rural wastewater services is not yet optimal.

TABLE 1: Percentage of Road Infrastructure Conditions in South Sorong Regency.

Road Conditions	Infrastructure	Area (km ²)	Pavement Type	Area (km ²)
Good		156,775	Asphalt	164,677
Currently		80,651	Concrete	26,971
Minor Damage		38,092	Gravel/Telford	179,986
Severely Damaged		462,125	Land Not Yet Penetrated	360,009
Total		737,643	Total	737,643

Source: Public Works and Public Housing Service, South Sorong Regency, 2025.

Based on road infrastructure condition data (Table 1), of the total 737,643 km² of recorded roads, only around 156,775 km² are in good condition, while most are in damaged conditions, especially severely damaged at 462,125 km². In terms of pavement type, roads with unpaved soil surfaces still dominate (360,009 km²), followed by gravel or telford (179,986 km²), which indicates a low proportion of asphalt and concrete roads. This indicates that there is still a lot of homework to be done in improving the quality and distribution of road infrastructure in the region.

The quality of infrastructure services in South Sorong Regency is not only influenced by physical and geographical conditions, but also by institutional and social factors. The limited capacity of human resources (HR), especially among employees and infrastructure managers, indicates the need for continuous improvement in technical education and training. Low technical competence can have a direct impact on the efficiency, effectiveness, and sustainability of infrastructure development programs.

In addition, low community participation in the planning and supervision process of infrastructure development is a challenge in itself. Minimal community involvement can reduce the relevance of programs to local needs and weaken the accountability and transparency of public service delivery. Therefore, increasing human resource capacity and strengthening community participation are two crucial aspects to encourage improvements in the quality of infrastructure services in South Sorong Regency.

2. Literature review

2.1. Public Administration

Administration is basically an effort and activity related to the implementation of policies to achieve goals. In general, administration is defined as the entire process of cooperation between two or more people in achieving certain goals in an efficient and effective manner. The perspective of public administration has given rise to a paradigm shift in the science of state administration as “the larger system of democratic governance”, which has given rise to new ideas that lead to changes in the pattern of governance, namely from traditional or conventional patterns to new patterns of governance that involve collaboration between the government, the private sector and the community [8]. This understanding is based on the understanding of public administration in the strategic dimension where institutions are organic forms of an organization called bureaucracy. The main figures [9,10]. The Study of Public Administration [11], Scientific Management [12], Papers on the Science of Administration [13].

State administration has actually existed since ancient times, namely since society began to be able to organize itself and its groups in the form of a governmental system. Modern state administration, now known as public administration, is a product of a feudal society that flourished in European countries[14].

The foundations of modern state administration thinking were laid by Wilson, which were outlined in his writing entitled, “The Study of Administration” published in 1873.

Wilson's famous concept was the separation of politics and state administration. Since then, state administration, both as a field of study and as a profession, has continued to develop[15].

The discipline of public administration is challenged by the management paradigm developed by the discipline of business administration. The management approach is something that is promising in public administration reform and will replace the administrative approach that has been used so far[16].

The development of paradigms, theories and especially their practices can be seen from the emergence of thoughts in relation to the provision of public services which have long been the agenda of governments in developed countries. The development of thoughts on the provision of public services has resulted in various paradigm shifts in the implementation of government and even the implementation of the state more broadly. The paradigm shift on the implementation of the state is rooted in the practice of the dominant role of the state in various aspects of community life. From the various dissatisfactions with these government institutions, Rohr said that the government is not an outlet for social ills, but is a major part of these problems [17]. Furthermore, it is said that the center of this dissatisfaction is service to the community [18].

2.2. Public Management

Public management is actually used by the government and the non-profit sector. This situation can of course use the business approach and private sector management to manage the provision of services to the public. Although this term may sound like a bold and excessive statement, much of what we see as civilization depends on public services. But what is certain is that public services are also called civil services, all services provided to the community by the government. Public Management according to Shafritz and Russel is defined as an effort by someone to be responsible for running an organization, and the use of resources (people and machines) to achieve organizational goals [19].

Public management is defined as an activity carried out with a series of skills [20]. Public management is an interdisciplinary study of the general aspects of an organization, and is a combination of management functions such as planning, organizing, actuating, and controlling with human, financial, physical, information, and public resources. Thus is the complete understanding of public management according to experts , hopefully

this article can help especially for readers who are looking for some understanding of public management and want to review it in more depth.

The success of public management requires strategic sensitivity. This strategic sensitivity is much broader, more integrative and different from functional expertise as in the context of public administration [21]. Public management more broadly includes the management of the external environment of the organization, while public administration works in the context of the organization. Public administration requires very little strategic concept because public administration apparatus (government officials) generally in executing their tasks, appear simpler, namely only carrying out the instructions of parapoliticians who are considered responsible for policies and strategies.

2.3. Public Service Management

Public management is often identified with government agency management. Management is an interdisciplinary study of general aspects of an organization and is a combination of management functions such as planning, organizing, and controlling on one side while on the other side are human resources, finance, physical, information and politics[22].

Public service management can also be interpreted as a process of planning and implementing it and directing and coordinating the completion of public service activities in order to achieve predetermined public service goals. Good public service management will of course influence and provide quality services, conversely, poor quality public services will affect the level of public trust in the government. From the description above, it can be understood that service is a process. Thus, the main object of public service management is the service itself, so public service management is process management, namely the management side that regulates and controls the service process, so that the service activity mechanism can run orderly, smoothly, on target, and satisfying for the parties served. Public service will almost automatically be able to form an image of bureaucratic performance. Because state policies concerning public services cannot be separated from bureaucracy. In this regard, bureaucratic performance is directly related to the problem of service quality provided by the apparatus [23].

2.4. Quality of Public Services

Etymologically, service comes from the English word “to serve” which means to serve. Meanwhile, according to the Oxford Advance dictionary, service is explained as a department branch of public work which means that service is one part of government duties which in this case is carried out by government officials. According to Albrecht, service is a total organizational approach that makes quality of service as perceived by the customer, the number one driving force for the operation of business, a total organizational approach that becomes the quality of service received by service users, as the main driving force in business operations [24].

Every public service provider must have a service standard, as a guarantee of certainty for the provider in carrying out their duties and functions and for the recipient of the service in the application process. Service standards are standardized measurements in the implementation of public services as guidelines that must be adhered to and implemented by service providers, and become guidelines for service recipients in the application process, as well as a means of community and/or service recipient control over the performance of service providers. Therefore, it is necessary to compile and determine service standards in accordance with the nature, type and characteristics of the services provided and pay attention to the environment. In the process of formulating and compiling it, involve the community and/or other stakeholders (including bureaucratic apparatus) to obtain suggestions and input and build concern and commitment.

There are five elements that determine the quality of a service, namely equal and even service (equitable service), service provided on time (timely service), service provided to meet the number of goods and services (ample service), service must be continuous service (continuous service), and service that always tries to improve its quality and appearance (progressive services) [2].

Theoretically, government bureaucracy has three main functions, namely: service function, development function and general government function [26]. First, the service function, related to the government organizational unit that is directly related to the community. Its main function is to provide direct services to the community. Second, the development function, related to the government organizational unit that carries out one of the specific tasks in the development sector. Its main functions are development function and adaptive function. Third, the general government function, related to a series of government organizational activities that carry out general government tasks (regulation), including creating and maintaining peace and order. Its function is

closer to the regulation function. As one of the functions of government bureaucracy, public service is an important requirement for measuring the level of success of a government's performance. [27] Service is basically an activity or benefit offered by one party to another party and is essentially intangible and does not result in ownership of something, the production process may or may not be associated with a physical product.

3. Methods

type of research is a literature review with a qualitative approach in a systemic review . This method is used to synthesize (summarize) the results of primary research that is descriptive qualitative in nature with the aim of integrating data to obtain new theories or concepts at a deep and comprehensive level of knowledge[28]. The steps of a qualitative systematic review are (1) formulating research questions; (2) conducting a systematic literature search; (3) filtering and selecting articles that are considered suitable for researchers; (4) carrying out the stages of analyzing and synthesizing the findings; (5) using quality control ; (6) compiling a final report[29].

This method uses a meta-aggression approach in synthesizing results that aim to provide solutions to research questions by combining the research results obtained as a whole (summarizing). When conducting meta-synthesis (qualitative data synthesis) there are two approaches taken, namely the approach with the terms meta-aggression and meta- ethnography [30].

The theory used as an analytical tool in this study is the theory of Korten & Syahrir that public services, especially infrastructure services in the regions, are said to be of quality if they meet the characteristics. The characteristics in question are if the service is the same and even between all services provided to service recipients. Providing services in a timely manner and being able to meet the expectations of service recipients. The need for service innovation so that the services provided are sustainable and progressive [2].

4. Research Results and Discussion

The quality of infrastructure services is an integral part of public services that have a direct impact on community welfare and regional development. Within the framework of public administration, infrastructure services are not only viewed as technical products, but as social processes involving various stakeholders. This emphasizes the importance

of result-oriented government and community empowerment through adaptive and responsive public services.

Public infrastructure, such as roads, bridges, clean water systems, sanitation, and communication networks are prerequisites for social and economic activities of the community. The availability and quality of these services play a role in strengthening social mobility, distribution of goods and services, and access to basic services such as education and health [32]. In the regional context, the existence of quality infrastructure will strengthen local capacity in responding to development challenges and reduce regional disparities.

Papua is one of the regions in Indonesia that has historically lagged behind in infrastructure development. Studies show that access to basic services such as decent roads, clean water, electricity, and communication services in Papua lags far behind compared to western Indonesia [33]. This inequality is at the root of development disparities and the socio-economic marginalization of local communities.

The lack of infrastructure in the Papua region, especially South Sorong Regency, can hamper the mobility of people and goods, which has an impact on the high price of basic necessities. Economic connectivity, where local production activities have difficulty reaching the market due to minimal logistics infrastructure. As a result, social mobility is limited, and poverty rates remain high, even though this area is rich in natural resources.

The quality and distribution of infrastructure is still unequal, Sorong Regency still experiences significant regional disparity compared to other regions. The gap in human development outcomes can be seen from the Human Development Index (HDI) of South Sorong Regency which is still quite low compared to national achievements. Inclusive, contextual, and participatory infrastructure development is the key to closing this gap.

TABLE 2: Comparison of Human Development Index (HDI) between South Sorong Regency and National.

Human Development Index (HDI) in the Year	Achievements	Category	Human Development Index (HDI) in the Year	Achievements	Category
2022	63.13	Currently	2022	73.81	Tall
2023	63.98	Currently	2023	74.41	Tall
2024	64.54	Currently	2024	75	Tall

Source: South Sorong Regency in Figures 2025 and Statistics Indonesia 2025, 2025.

Human Development Index of South Sorong Regency has consistently increased from 63.13 (2022) to 64.54 (2024), with an average increase of around 0.7 points

per year. Although this trend is positive, the growth rate is still slow, especially when compared to the acceleration of the national HDI. The difference between the HDI of South Sorong Regency and the national ranges from 10 to 11 points each year. This indicates a fairly wide gap in human development, especially in terms of access to education, health, and economic welfare. Therefore, a more focused, collaborative, and contextual development approach is needed to accelerate improvements in the quality of life of local communities and catch up on human development.

Based on the synthesis of various literature, the dimensions of infrastructure service quality in the regions can be categorized into several main elements, including:

1) Equitable Services: Infrastructure services must be equally accessible to all levels of society, without geographical, economic or social discrimination.

In South Sorong Regency, geographical challenges such as remote areas and limited transportation access make the principle of equal service very important. Efforts to equalize access to infrastructure, such as roads, clean water, and electricity, must reach all villages and districts, without being concentrated only in the district center.

2) Timely Services: The process of planning, building, and maintaining infrastructure must be carried out in a timely manner to meet community needs in real time.

Acceleration in infrastructure planning and development is crucial to avoid delays in meeting the basic needs of the community. In South Sorong, many infrastructure projects are potentially hampered by logistics and funding, so that timeliness is an important indicator of the success of public services.

3) Continuous Services: Infrastructure services must have long-term maintenance and sustainability mechanisms to ensure the continuity of their social and economic functions.

The infrastructure that is built must be accompanied by a regular maintenance mechanism so that it does not deteriorate quickly. In areas such as South Sorong, it is important to ensure the continuity of services, such as roads that remain accessible throughout the year, or clean water systems that continue to operate, so that the benefits are not temporary.

4) Responsive Services: Local governments must have a system that is able to respond to community needs based on data and participation.

Local governments need to involve communities in the process of identifying infrastructure needs, especially since needs in each district can vary greatly. A participatory

and data-driven approach will help South Sorong adapt development to local conditions and aspirations.

5) Technical quality and safety (Reliable and Safe): The infrastructure built must meet technical standards and guarantee user safety.

The infrastructure built must meet technical standards and ensure safety, whether bridges, schools, health facilities, or highways. In areas that are prone to natural disasters or have difficult terrain such as South Sorong, quality and safety are vital aspects to ensure the long-term function of infrastructure.

These dimensions indicate that infrastructure services are not only technocratic matters, but are closely related to governance, participation, and policy transparency. The results of the synthesis of various literatures show that the main challenges in providing infrastructure services in the regions include:

1) Regional fiscal constraints: Many regions face budget constraints, making it difficult to adequately finance infrastructure development and maintenance.

South Sorong Regency, like many other areas in Southwest Papua, faces budget constraints due to high dependence on central transfer funds and limited local revenue (PAD). This condition makes it difficult to finance infrastructure comprehensively, especially for remote areas that require large investments in logistics and construction.

2) Institutional capacity disparities: Local governments do not all have equal technical, administrative and managerial capabilities.

The technical and managerial capacity of regional apparatus in South Sorong is still diverse and uneven. This has an impact on the quality of planning, supervision, and implementation of infrastructure projects. Weaknesses in this aspect can reduce the effectiveness of services and slow down development that should be strategic and on target.

3) Low community participation: Community involvement is still formalistic and has not touched on the planning process based on real needs (bottom-up).

In the local context, community involvement in infrastructure planning is still limited to procedural musrenbang forums. Community aspirations, especially from remote villages, have not been fully accommodated in the form of concrete needs. As a result, many projects are not in line with community priorities.

4) Lack of data-driven policies: Infrastructure planning is often not based on valid and updated data on local needs and conditions.

South Sorong Regency still faces obstacles in collecting and updating infrastructure data. Without an accurate database, planning becomes less responsive to actual needs on the ground, and it is difficult to evaluate the impact of projects that have been built.

Improving the quality of infrastructure services in the regions requires a collaborative approach. The concept of Collaborative Governance provides direction that synergy between government, private sector, and society is the key to the success of public services. The government acts as a facilitator, not the sole service provider[34]. This collaboration must be based on:

- 1) Transparency of information and accountability in the management of infrastructure funds,
- 2) Meaningful community participation in planning and evaluation,
- 3) Strategic partnerships with the private sector, including through Public Private Partnership (PPP) schemes,
- 4) Strengthening the institutional capacity of local governments to be able to plan and implement infrastructure policies effectively.

The paradigm of public services is shifting from a conventional bureaucratic approach to network-based governance , where services are seen as a shared process, not just the responsibility of the government. Improving the quality of infrastructure services requires results -based management policy reform , a participatory planning approach, and digitalization of services for process effectiveness and efficiency. The quality of infrastructure services in the regions is a reflection of the ability of local governments to provide responsive, equitable, and sustainable public services. Through a collaborative approach and the use of accurate data, infrastructure services can become a major driver of inclusive development and the welfare of society at large.

Issues such as fiscal constraints, low institutional capacity, and a lack of data-based policies indicate gaps in governance that can erode public trust. Public trust will be difficult to build without transparency, accountability, and real community involvement in the planning and evaluation process of services. Therefore, to increase public trust, local governments must strengthen governance through a collaborative approach, open up inclusive dialogue spaces, and ensure equitable, timely, and sustainable infrastructure services. Without public trust, development tends to be ineffective and loses the socio-political support needed to achieve impactful results.

The concept of collaborative governance is a very relevant approach in efforts to improve the quality of infrastructure services in South Sorong Regency. This region

faces various complex structural challenges, including limited fiscal capacity, institutional capacity inequality, and low community participation in the planning and decision-making process. A collaborative approach offers a more integrative and sustainable solution framework in dealing with these problems. One crucial aspect is transparency and accountability in the management of infrastructure funds. Given the limited fiscal resources of the region, budget management must be carried out openly, accountably, and based on results (results-based), in order to encourage public trust and minimize the potential for irregularities. In addition, increasing meaningful community participation in the planning, implementation, and evaluation stages of infrastructure projects is an important prerequisite for the effectiveness of public services. In areas such as South Sorong, which have social diversity and geographical challenges, a participatory approach based on local needs (bottom-up planning) is needed so that development is truly in line with the conditions and aspirations of the local community. Furthermore, strategic partnerships with the private sector, especially through the Public Private Partnership (PPP) scheme, can be an alternative solution to overcome funding constraints and accelerate the provision of essential infrastructure such as roads, clean water networks, and energy access, especially in areas that are difficult to reach by conventional government interventions. Finally, strengthening the institutional capacity of local governments is a key pillar in encouraging inclusive, adaptive, and effective infrastructure governance. Local governments need to develop technical capacity, strategic planning, and monitoring and evaluation capabilities in order to play a role as a facilitator capable of building synergy between stakeholders.

Behind several problems related to the quality of infrastructure services faced by the South Sorong Regency Government, there are several achievements of the Public Works and Public Housing Agency of South Sorong Regency through its programs using the State Budget (APBN) and the State Budget (APBD) of South Sorong Regency, such as the fulfillment of access to clean water in 15 Districts through the Community-Based Drinking Water and Sanitation Provision (PAMSIMAS) program, the fulfillment of sanitation access in 15 Districts through the Communal Wastewater Treatment Plant sanitation program, the fulfillment of access to utilities in residential areas, such as environmental roads, environmental drainage, construction and rehabilitation of irrigation networks in Moswaren, even with the use of the South Sorong Regency Regional Budget (APBD) through the coastal protection building construction program, especially 4 Coastal Districts (Kokoda, Inanwatan, Metemani, and Kais Districts) and the normalization/revitalization of the Kokoda River.

The improvement of public infrastructure services also seems to be one of the focuses of the elected regional head. As stated in the initial draft of the Regional Medium-Term Development Plan (RPJMD) of South Sorong Regency for 2025-2029, one of the policy directions in the priority program for regional development is to build road and bridge infrastructure, seaports, land terminals and logistics stations, telecommunications networks, energy and electricity networks, and integrated and quality border infrastructure, supported by sustainable funding, cross-sector integration, and transparent monitoring mechanisms. The goal to be achieved in the program is to increase the reach of regional infrastructure, with the target of increasing the availability of infrastructure in various regions. In achieving these goals and objectives, a strategy is needed to provide quality infrastructure that connects all regions.

As the priority program of the Elected Regent and Deputy Regent of South Sorong Regency for the 2024-2029 period, namely the development of sea and land connecting infrastructure in the IMEKO area through the South Sorong Melayani Program, development of basic infrastructure through the construction and opening of new road access, provision of clean water, sanitation for village residents, and development of green energy. Second, improving transportation infrastructure through the construction and increasing the capacity of seaports and docks. As well as improving the welfare of coastal communities, through the provision of health insurance and the provision of basic infrastructure such as housing, clean water and sanitation. The four priority programs are outlined to be achieved through several programs, namely the road construction program, shipping management program, drinking water supply system management and development program, renewable energy management program, settlement development program (focusing on providing livable housing and settlements for every Papuan household), and housing development program.

5. Conclusion

Based on the study in the discussion, the author concludes that the theory of Korten & Syahrir (1988) through five dimensions of measuring the quality of public services, especially infrastructure services, is most ideally applied in overcoming existing problems. These five dimensions provide a conceptual framework that can be used to analyze the weaknesses and strengths of public services in the region, especially South Sorong Regency. However, to apply this concept, the South Sorong Regency Government needs to collaborate with various parties, especially the community as service users

who need concrete input on their needs. Other actors who need to be involved in this collaboration are academics with the role of reviewing and analyzing the strengths and weaknesses they have to achieve the desired goals. Furthermore, the media to help socialize the programs that will be carried out and partners or partners from business elements to help support the government for its programs.

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