

Implementation of the New Public Service Concept on Health Services at the Health Office of Malang City, East Java

Affuddin*

Lecturer of Faculty of Administrative Sciences, Universitas Islam Malang, Indonesia

Rini Rahayu Kurniati

Lecturer of Faculty of Administrative Sciences, Islam Malang, Indonesia

Ahmad Siboy

Lecturer of Faculty of Law, Universitas Islam Malang, Indonesia

Dariz Zunaida

Lecturer of Faculty of Administrative Sciences, Universitas Islam Malang, Indonesia

The research is financed by Asian Development Bank. No. 2006-A171(Sponsoring information)

Abstract

This research will reveal a new perspective in the public administration studies that so-called the New Public Service which consists the theories of civil society, community, universal society, and humanist and postmodern organizations in public administration, which will also be linked to how the Indonesian government carries out the principles of this new perspective as a form of good governance to provide maximum service, especially in the field of health at the Health Office of Malang City, East Java. Based on the phenomenon obtained from a preliminary survey at the Health Office of Malang City, East Java, there were a variety of quite prominent problems related to improving the quality of human resources. In this case, it refers to local civil servants. For example, in the Health Office, health services are less than optimal because there is still inaccurate Community Health Insurance Program (Jamkesmas) for poor families. In addition, there is an unequal treatment between patients who use Jamkesmas and patients who use their own money; it includes weaknesses in determining the target of the poor. There were also a number of specific group interventions in determining the citizens who were entitled to get Jamkesmas. The New Public Service concept, which has been a dark horse in various discourses, symposiums and workshops, has not been able to give much influence on public services, especially at the Health Office of Malang City. Conceptually the government does not have to become steering neither row; however, the government must be a servant whose job it is to serve the community, especially in the health sector in the current era of regional autonomy.

Keywords: China insurance industry, Foreign fund, Challenge

1. Introduction

A new perspective has brought state administration studies in a more humanistic direction than the previous era of New Public Management (NPM) or in the era of Classical Public Administration (Deindhart and Deindhart, 2000). The offer, in the form of citizen's roles—for not being distinguished to each other—based on democracy and the principle of equality to get excellent service from the government, is a new form of service and implementation of public policy.

Studies and practices of public administration in various countries continue to develop. Various changes occur along with the growing complexity of the problems faced by public administrators (Stoker, 2006). After the paradigm of Old Public Administration and New Public Management, the New Public Service paradigm appears. The New Public Service perspective begins its view from the citizen's recognition and its position which is very important for democratic governance. Citizens are positioned as owners of government and are able to act together to achieve something better. In the paradigm of the New Public Service, the government should not be run like a company, but it must serve the community democratically and guarantee the rights of every citizen. Public interest must be recognized as the result of dialogue and public involvement in seeking shared values and common interests that prioritize the interests of the community (Campbell, & Marshall, 2000).

Health Office's governmental environment of Malang City is a form of non-profit organization; namely an organization whose employee productivity is not measured by financial or material value, but to what extent the existing tasks can be resolved in accordance with applicable regulations in producing goods or services that satisfy the public in supporting the achievement of government objectives in general.

The work is considered to be productive when it can be carried out in the right way by few human resources. Work is considered to be unproductive when it is carried out in a wrong way by more human resources. In addition, the work is considered to be productive when it is completed on time or faster. On the contrary, the same work is considered to be unproductive when it is completed not on time. Therefore, in terms of

productivity, the addition of workforce for human resources is only useful if the workforce is able to accelerate the completion of work with maximum results (Nawawi & Martini, 1994).

So that it can be concluded that productive government apparatus are government officials who are able to manage the time, funds, equipment, inventories, and skills as much as possible so that the maximum results can be obtained from those efforts; in order to administer the government and implement various national development activities. Malang City Health Office, as one of the regions of government agency, has not run optimally as a whole; therefore, it has an impact on the development program in Malang City. The lack of productivity at the Health Office of Malang City is more on the resources of the government apparatus or officials who are lacking in carrying out government tasks. The Health Office condition, that has not run optimally, indicates that the concept of New Public Service has not run as the way it should.

Based on the phenomenon obtained from a preliminary survey at the Health Office of Malang City, East Java, there were a variety of quite prominent problems related to improving the quality of human resources. In this case, it refers to local civil servants. For example, in the Health Office, health services are less than optimal because there is still inaccurate Community Health Insurance (Jamkesmas) Program for poor families. In addition, there is an unequal treatment between patients who use Jamkesmas and patients who use their own money; it includes weaknesses in determining the target of the poor. There were also a number of specific group interventions in determining the citizens who were entitled to get Jamkesmas.

Employees at the Health Office environment of Malang City have not fully worked optimally; for example, there is high subjectivity in the transparency of tender implementation, the ability to establish partnerships focuses more on economic and political factors, lack of employee initiative in translating regional development which is more passive and is only adjusting to the existing funds (Winters et. al., 2014).

The lack of productivity in Health Office Chief of Malang City may be caused by several factors, one of which is the understanding on the New Public Service concept which is not thoroughly comprehended. In addition, in term of decision making, the government is more oriented to political interests.

This research will focus on the New Public Service concept to be applied in public service programs, especially health service which is the flagship program of the governments of the President Joko Widodo and Vice President Jusuf Kalla; i.e. the Social Security Administrator (BPJS) Poor Health Insurance (Jamkesmas) program.

One of the leaders of the Social Security Administrator (BPJS) mentioned that health services in Malang City are not evenly distributed. A number of the first referral hospitals and clinics are mostly located in Malang City. Due to these limitations, the number of people and the health services is not balanced yet. BPJS Health of Malang City hopes that health clinics establish branches in several suburban areas so that patients do not gather at one point. It is expected that health services, especially for those using BPJS, will be more evenly distributed, in which the first-level health facilities are always in long queues. If the service is evenly distributed to the regions, then the queue of first-level health facilities can be reduced.

The rights of BPJS participants according to government regulations include:

- a. Obtaining participant cards as valid evidence to get health services;
- b. Obtaining benefits and information about the rights and obligations and procedures of health services in accordance with applicable regulations;
- c. Obtaining health services from health facilities that are in collaboration with BPJS Health; and
- d. Submitting complaints/ reports, criticisms and suggestions orally or in writing to the BPJS Health Office.

Meanwhile, the obligations of BPJS participants include:

- a. Registering as a participant and paying dues the amount of which is in accordance with the applicable provisions;
- b. Reporting changes in participant data, including marriage, divorce, death, birth, moving address or moving to health facility of level I;
- c. Keeping participant cards from being damaged, lost or used by unauthorized people; and
- d. Complying with all provisions and procedures for health services.

The implementation of BPJS in Indonesia is included as one of the public services for a democratic country. The application of the new public service concept in Indonesia is an important content that we can be proud of that the Indonesia administration is one step ahead of other countries because democracy, as one of the pillars of politics in Indonesia, has been accepted by various circles, even though it is still requires improvement in various aspects.

2. Basic Framework of the New Public Service Perspective

The perspective developed by Deinhardt, about various views in the science of state administration, needs to be understood first before heading into a deepening analysis of the conception of community service. In the following table 1, there are differences between various perspectives that can be compared according to a series of perspectives. It begins with an Old Public Administration (OPA) perspective around the 1940s to the 1970s

which was considered as the embryo of the birth of public administration science that is full of practical political and social atmosphere. Afterwards, it was followed by harsh criticism from the New Public Management which paid more attention to the process of public administration science itself; i.e. organization and management. This conception was first born through a journal published by Lynn about the concept of public sector management. Moreover, the last thing Deinhardt tried to offer was the New Public Service concept which put forward the object of administrative science itself; i.e. the community. These perspectives greatly add to the treasury of state administration as a contemporary science. It is like Beerli et al., (2013) writing about multidisciplinary science in state administration, which consists of political science/ policy analysis, sociology/ cultural studies as well as management and organization. These perspectives evolved on the basis of academic criticisms proposed by Deinhardt about the over-focus of state administration's attention to the process not on the output of the country's administration; i.e. citizen.

Table 1. Comparing OPA, NPM and NPS Perspectives

	Old Public Administration	New Public Management	New Public Service
Basic theory and foundation of epistemology	Political and social theories that are emphasized in limited social sciences	Economic theories, especially complex dialogues based on positivists in social science	Democratic theories with varied approaches to science include positive, critical and postmodern studies
The use of rationality and cooperation between the behavior of humanitarian models	Synopsis of Rationality: "administrative man"	Technical and economic rationality; "Economic man" or more-highlighted interests of decision makers	The rationality strategy is in the form of various tests of rationality in politics, economics and organization
Conception in the public interest	Define politics and express it in law or constitution	Representative aggregation of individual interests	There is a dialogue about the values of togetherness in community
To whom is the public servant responding?	Clients and constituents	Customers	Citizens
Government roles	Rowing designs and implementing policies by focusing on one definition of purpose	Steering is an act as a "catalyst" to release the market's impulse	Serving is negotiating and brokering interests between citizens and community groups as well as creating values of togetherness
Mechanism for achieving policy objectives	Administer the program through the existing government agencies	Create incentive mechanisms and structures to achieve policy objectives through privatization and non-profit agencies	Build coalitions between the public, non-profit agencies and private agencies to achieve equality in meeting needs
Accountability approach	The hierarchy of administrators is responsible for the election of democratic political leaders	It is influenced by market accumulation of self-interest generated through outcomes desired by community groups outside of the group	Multiphase public servants must obey the law, community values, political norms, professional standards and public interests
Administrative discretion	Limited discretion that allows administrative staffs	Broad reach to achieve entrepreneurial goals	It requires limited and accountable discretion
Assumption of organizational structure	Bureaucratic organizations that are characterized by top-down authority through agencies and controls or regulations from party clients and constituents	Decentralized public organizations with primary control are carried out by the agents	Collaborative structure with leadership sharing both internally and externally
Basic motivational assumptions from public servants and administrators	Payment and benefits, protection of public services	The spirit of entrepreneurship has hope to reduce the number of governments	Public servants who have hope to contribute to the society

Source: Denhardt & Denhardt, (2000).

The stage of scientific development from these three perspectives received more attention from the authors because public service programs have always been problematic all this time since the distribution of health assistance funds from the government experienced various kinds of problems that were more technical,

especially related to managerial and organizational skills that were less professional and had very weak standardization; not to mention the problem of transparency and accountability of the assistance.

According to the author, the conception offered by NPS is ideal which is intended to focus on all forms of togetherness and share the same values that make it possible to build and realize the concept of togetherness among citizens, governments, non-profit institutions, and the private sector. Based on the composition of Deinhardt writing about the core of the implementation of the management function, Deinhardt put forward the writings of Gullick and Urwick which created the POSDCORB (Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting) function. It was stated that in this management function, budgeting or budget is a unity with other functions in which the developed method states that public services especially health services from the government require a budget-based policy.

The application of Jamkeskin requires considerable energy considering the number of people included in the poor category is large. As stated earlier, budget policy (Montgomery et. al, 2002) that favor the people is actually only one of the many policies required to provide comprehensive services. Considering that pro-poor budget policy is a technical operational policy, to make the government (central and regional) implement policies that better guarantee the existence of pre-prosperous people (Jamkeskin), several policy prerequisites are required, including:

a. Political will:

- 1) There is a strong commitment and determination from the parties who directly have the authority and responsibility in poverty reduction;
- 2) The development agenda (central and regional) places poverty reduction on the top priority scale;
- 3) Willingness to honestly and openly acknowledge weaknesses and failures of past poverty reduction and determination to improve it in the future.

b. Supporting climate

- 1) There is a collective awareness to place poverty as a common enemy that must be fought. Then, it is followed by steps of social campaigns through various information channels to further increase community awareness, sensitivity and participation.
- 2) There are local regulations and policies that support poverty reduction; for example, related to small businesses, access to credit, street vendors, elimination of levies on agricultural products, and so on.

c. Good Governance

Considering that the health service program for pre-prosperous citizens or the poor (Jamkeskin) is multidimensional, then the response is not enough just by relying on an economic approach, but also requires policies and programs in the social, political, legal and institutional fields. In other words, it requires good governance from government institutions, especially the government itself, legislative bureaucracy, legal institutions and other public services. More specifically, this is characterized by, among others, openness, public accountability, law enforcement, elimination of bureaucracy that makes it difficult, elimination of corruption, and coordination between good institutions and actors.

Grindle (2004), through its empirical studies in several countries, concluded that there is a strong relationship between the government regime and various aspects of development. The conclusions of this research include:

- a. The more effective a government is, the lower the infant mortality rate.
- b. The lower the level of corruption in the government bureaucracy, the higher the literacy rate of adults.
- c. The better the condition of a country's law enforcement, the lower the infant mortality rate.
- d. The fewer regulations created by the government, the higher the level of income per capita.

Based on the above descriptions, it is clear that in order to achieve the creation of a pro-poor policy, the initial policy budget is required, such as pro-poor policies (general policies that favor the poor), pro-poor institutions (the existence of institutions, especially government institutions that siding with the poor), and more importantly is the existence of pro-poor government. Without such pre-condition policy, it is difficult to expect the government (central and regional) to have a pro-poor budget policy as what is expected.

3. Concept of Poverty in Indonesia

Poverty has a broad dimension. The concept of poverty has a meaningful way, depending on the perspective either socio-cultural, economic, psychological, or political. The meaning of poverty often refers to the factors that cause it; for example, the concept of cultural poverty and structural poverty. The first is to see a culture of poverty such as laziness, apathy, and lack of entrepreneurial spirit as the causes of someone's poverty. The second is assessing that an unfair, corrupt, paternalistic social structure is the cause of poverty. In line with this approach, poverty operationalization is usually formulated based on input indicators.

Another approach, looking at poverty from the output indicators. In this case, poverty is seen from the symptoms or the resulting outcomes. Someone is considered to be poor, for example, if he/ she has low income, the house is not habitable, or is illiterate. This approach produces two ways to measure poverty. The first way is to compile a single indicator, such as income or expenditure which is then standardized into the "poverty line".

Poverty line that is commonly used as international references include \$ 1 or \$ 2 per day per capita. The World Bank is an international body that often uses this method. In Indonesia, the Central Statistics Agency (BPS) usually issues poverty lines that are adapted to rural and urban areas and districts/ cities in Indonesia. At present, the poverty line that can be widely used is IDR 100,000 per capita per month, regardless of regional differences.

The second way is to compile a composite indicator. In addition to income or expenses, the composite indicator usually consists of literacy rates, life expectancy, or access to clean water. The world agency that uses the second method is UNDP (United Nations Development Program). UNDP products that are widely known to measure progress and poverty are HDI (Human Development Index) and HPI (Human Poverty Index). The first way is to measure poverty only from the economic aspect and the second way is to involve education and health aspects. Although both ways have advantages and disadvantages, the second way can be seen as a better approach, because it can describe poverty more precisely and accurately (Suharto, 2003).

“Fish and Hook” Analogy

Poverty reduction can be likened to the analogy of fish and hook. It is often stated that giving fish to the poor cannot solve the problem. The poor will become dependent. Then, many believe that giving hook is better. The poor will be more independent. Is it true?

This analogy needs to be expanded. Giving a hook is not enough. Even though people have a hook but they don't have a way to fish, they certainly won't get fish. Capacity building then becomes a key word in the community empowerment process.

After people have hooks and have skills in hooking, they cannot immediately collect fish, if the oceans, rivers and ponds are controlled by “elite” groups. Therefore, handling poverty requires an institutional macro approach. Social policy formulation is one of the tools of creating justice which is very important in overcoming poverty.

4. Democracy, Bureaucratic Reform and Poverty Alleviation

In a development, Indonesia is well-known for the concept of economic development that has a spirit of democracy. The democracy level of Indonesia is already on the right track but the economic development is experiencing obstacles, especially in the support sector of a strong and efficient government bureaucracy. The achievement of this efficient bureaucracy development is going through reforms in the fields of management, institutions and human resources of the bureaucracy itself, as the Minister of Empowerment of State Apparatus No 15 of 2007 concerning Bureaucratic Reform stated that the spirit of bureaucratic reform still requires deep attention because of the main targets of this reform bureaucracy is a government that is free of corruption, collusion and nepotism.

The poverty ballad in Indonesia happens along by the practice of corruption, collusion and nepotism which is still very high. This practice befalls many poor people who actually still need government assistance. Community participation in poverty alleviation actually adds to the complexity of government work. An example is the refusal of several regencies and cities in several central government programs, such as the Direct Cash Assistance Program, which clearly contains local politics that are not pro-poor. This rejection is caused more by the local government that is not ready to record and provide socialization to the community.

Bureaucratic reform also does not place sectors that are directly related to the poor. Strong bureaucracy development is still widely practiced in the financial and macroeconomic sectors. This has caused the technical departments to be associated with poverty alleviation programs. The Urban Community Empowerment Program which is the mainstay of the central government does not reach the poor in urban areas. Urban poverty is a very dilemma issue because the urban poor are very vulnerable to social problems that have a negative impact on the security, beauty and cleanliness of a city. Urban poverty alleviation seems to be a forgotten issue with increasingly central and regional government attention to political and bureaucratic conditions. In the bureaucratic reform launched by the Minister of Empowerment of State Apparatus, there were very few who mentioned the conception of preventing a culture of corruption in government. The initial conception is only focused on the physical development outcomes of the government such as management, human resources, institutions and management. But the character building of an honest, sincere and serving society with all my heart is still not affordable. The urban poor need to explore their poverty by knowing what they want and what they expect.

Urban poverty alleviation program requires public officials who have a unity with the poor community (Deinhart & Denhardt 2000). Public officials are chosen through formal institutions owned by urban poor communities so that accountability and trust will be obtained from the urban poor. In the current era of democracy, public trust is very important because the public desire and will are necessity that must be carried out.

Distribution of urban poverty alleviation programs needs to be carried out equally by involving developments that involve the active role of poor urban communities. Active roles in the era of democracy can be carried out by using active participatory principles in which the community is involved in decision-making along with formal leaders appointed by the urban poor. This active participation can involve the role of the urban

poor as part of the program committee. This involvement also needs to be followed by strict supervision from government officials in this case is law enforcement.

Democracy and bureaucratic reform can be realized when the involvement of government officials and the public is important; as written in the Public Administration Review journal by Deinhart & Denhardt (2000). which states that public servants must be present in law, community values, political norms of professional standards and the interests of citizens. This conception requires public servants to be able to live in multi phases. Law No. 25 of 2009, concerning the public service that has just been launched by the government and approved by the council, is a law that demands the role of public servants to have professional public service standards in serving the public interest.

This law is considered to be quite democratic and siding with the interests of the poor, such as giving clarity and regulation regarding public services at the point of explanation in which there is a role for the community such as the second part in article 4 concerning the implementation of public services based on public interests, legal certainty, equal rights, balance of rights and obligations, professionalism, participation, equality of treatment/ non-discrimination, openness, accountability, facilities, special treatment for vulnerable groups, timeliness, speed, ease and affordability. Some points such as public interest, equal rights, participatory, equality of treatment are points of democracy that are applied in the principle of public service. Meanwhile, accountability, facilities, openness, facilities and treatment of vulnerable groups are the important point in which public servants need to prioritize minority groups or marginalized groups both in the city and in the village. The marginalized groups in big cities are poor people in each city itself who have different views about the poverty of this city.

The factor influencing the not-optimal public services is that public servants and the community themselves have the characteristics of "culture reluctant" (Prasojo, 2009). These characteristics are caused by cultural factors, individuals and organizations and public management as well as the historical factors of the bureaucracy in Indonesia. Therefore, bureaucratic reform is considered the beginning of the journey of improving the welfare of this nation. The output of this bureaucratic reform is the welfare of the people including the urban poor who have been marginalized. The urban poor are not people who must be "discarded and exiled" (Suharto, 1997) but they must be empowered. Public servants must be able to offer brokering several alternatives to overcome the poverty of the city. Alternatives to improving the structure and functions of public services must often be carried out so that the urban poor can begin their survival with more prosperity (Deinhardt and Deinhardt, 2000). The public that is indexed as a democratic citizen must be the subject involved in decision making. Decision making that starts with involving all citizens. This model of involvement in decision making needs to be taken not by the principle of representation from representatives of the poor. The final target of these public health programs must be truly experienced by citizens as a manifestation of the sovereignty provider, from the people by the people for the people.

5. Special Public Health Services for the Poor

If the poverty in each region has been characterized, the poor need to get more attention to get maximum service from the city government. The maximum service can be carried by opening special counters in community service centers such as health, education, housing and administrative services.

The spirit that was born by Deinhardt about "Serving" (negotiating and brokering interests among citizens and community groups, creating shared values). The spirit of service to share values of equality, justice and prosperity is the concept of participatory democracy that seeks to be invested in its citizens. It is the spirit of public servants who want to be negotiators and brokers (as agents who provide requests and offers) between citizens and community groups to create common values among them.

Structural conditions of marginalization of poverty in Indonesia's urban areas include: (1) the character of city policy, which prioritizes economic development and investment; (2) lack of access to certain social groups to the decision-making process, and (3) lack of transparency and openness in making and implementing city policies. The fate of marginal groups is also influenced by the attitude of government officials. The government's attitude towards various marginal groups starts from extreme dislike because the government believes that their existence is illegal so the government tolerate their existence as long as they do not oppose the rules. The government removes them when decisions are made and then rejects and ignores the condition of the helpless.

Services for the poor in urban areas need to form a one stop service concept. This form of service is the best solution to meet the interests of the urban poor. This service needs to be emphasized by requiring only the city ID card holders who can get this service. This assertiveness is aimed at reducing the level of urbanization in the city. Urbanization that is so high causes the number of poverties in the city to become increasingly sharp, which leads the poverty in the city to increase.

The model built through one stop service for the poor is the best solution to reduce poverty in urban areas. Since it is backed up by the private sector, the community and the government can collaborate in building the

welfare of the people in their area. The involvement of these three components is very important as a function of checks and balances which is the desired principle of participatory democracy.

6. Conclusions

The New Public Service concept implemented at the Health Office of Malang City has not run optimally. In practice, there are still complaints from people who thought that they got less attention about the services that are not the same as health participants that use independent costs. Jamkesmas health participants are government health program participants who occupy the lowest level. Services of Health Office of Malang City still selectively choose the social status and position in the bureaucracy, relations and including cheating with the lure of rewards.

However, theoretically, it has fulfilled democratic principles in the New Public Service and the principle of budget-based policy (referring to reforms in the finance department). However, there are still many principles that have not yet existed or are not yet existed in the development of the welfare of this community.

The principles of togetherness in social values have not been arranged neatly because of the lack of participation of various parties in providing services at the Health Service in Indonesia. This condition of irregularity is very possible to cause swelling in management and government organizations so that the output and outcome to the governmental object itself is that the community will use less service.

Rereferences

- Beerli, I., Dayan, R., Vigoda-Gadot, E., & Werner, S. B. (2013). Advancing ethics in public organizations: The impact of an ethics program on employees' perceptions and behaviors in a regional council. *Journal of Business Ethics*, 112(1), 59-78.
- Campbell, H., & Marshall, R. (2000). Public involvement and planning: looking beyond the one to the many. *International Planning Studies*, 5(3), 321-344.
- Denhardt, R. B., & Denhardt, J. V. (2000). The new public service: Serving rather than steering. *Public administration review*, 60(6), 549-559.
- Grindle, M. S. (2004). Good enough governance: poverty reduction and reform in developing countries. *Governance*, 17(4), 525-548.
- Montgomery, R., Sumarto, S., Mawardi, S., Usman, S., Toyamah, N., Febriany, V., & Strain, J. (2002). Deregulation of Indonesia's interregional agricultural trade. *Bulletin of Indonesian Economic Studies*, 38(1), 93-117.
- Nawawi, H., & Martini, M. (1994). *Manusia berkualitas*. Gadjah Mada University Press. Martini, M. (1994). *Manusia berkualitas*. Gadjah Mada University Press.
- Peraturan Menteri Pemberdayaan Aparatur Negara Nomor 15 Tahun 2007 tentang Reformasi Birokrasi
- Prasojo, P. 2009. *Reformasi Kedua; melanjutkan estafet reformasi*, Salemba Humanika.
- Stoker, G. (2006). Public value management: A new narrative for networked governance?. *The American review of public administration*, 36(1), 41-57.
- Suharto, E. (1997). Pembangunan, Kebijakan Sosial dan Pekerjaan Sosial: Spektrum Pemikiran. Bandung: Lembaga Studi Pembangunan STKS (LSP-STKS).
- Titaley, C. R., Hunter, C. L., Dibley, M. J., & Heywood, P. (2010). Why do some women still prefer traditional birth attendants and home delivery?: a qualitative study on delivery care services in West Java Province, Indonesia. *BMC pregnancy and childbirth*, 10(1), 43.
- Undang-Undang Nomor 30 Tahun 2014 Tentang Administrasi Pemerintahan (Lembaran Negara Republik Indonesia Tahun 2014 Nomor 29235).
- Winters, M. S., Karim, A. G., & Martawardaya, B. (2014). Public service provision under conditions of insufficient citizen demand: Insights from the urban sanitation sector in Indonesia. *World development*, 60, 31-42.