



Department of Digital Business

Journal of Artificial Intelligence and Digital Business (RIGGS)

Homepage: <https://journal.ilmudata.co.id/index.php/RIGGS>

Vol. 4 No. 2 (2025) pp: 3081-3086

P-ISSN: 2963-9298, e-ISSN: 2963-914X

Strategy to Improve the Quality of Online Seaman Book Services at the Harbor Master and Port Authority (KSOP) Class II of Benoa

Kadek Dwi Srinigrum^{1*}, Romanda Annas Amrullah², Eka Nurmala Sari Agustina³, Intan Sianturi⁴

¹⁻⁴Transportasi Laut, Politeknik Pelayaran (Poltekpel) Surabaya

[*kadekdwisrinigrum07@gmail.com](mailto:kadekdwisrinigrum07@gmail.com), romanda.annas@poltekpel-sby.ac.id, eka.nurmala@poltekpel-sby.ac.id, intan52.anturi@gmail.com

Abstract

Seaman Book Online is an online service system that makes it easier for Seamans to take care of seaman books, official documents that record Seamans' identities and work experiences without having to come directly to the office. This research uses a qualitative descriptive approach through observation, interviews, and documentation. The results show that service quality is influenced by six management elements: man, money, materials, machines, methods, and markets. The obstacles faced include a shortage of employees, limited equipment, network disruptions, and SOPs that are not fully effective. The improvement strategy is carried out through human resource arrangements, equipment procurement, facility optimization, and socialization of online services, including through social media. The Online Seaman Book service at Harbor Master and Port Authority (KSOP) Class II of Benoa has been running well, with a Community Satisfaction Index (IKM) value of 3.93 in the "Very Good" category.

Keywords: KSOP Benoa, Seaman Book Online, Service Quality, Strategy

1. Introduction

Sea transportation has an important role to increase the unity and unity of the nation which allows the movement of goods and people between islands and between countries which has an impact on the survival of life and can improve the economic level of the Indonesian people (Amrullah, R.A, et al. 2024). In order for sea transportation to run well and be useful, it is necessary to have rules as a reference. Law Number 17 on Shipping (2008) whose scope applies to: All transportation activities in waters, ports, shipping safety and security, as well as maritime environmental protection in Indonesian waters; All foreign ships sailing in Indonesian waters; and All Indonesian-flagged ships are outside Indonesian waters.

One of the maritime documents that is very important and is a requirement for a workforce to be able to work at sea is a seaman book. Regulation of the Minister of Transportation Number: KM 30 concerning Seaman Documents (2008), defines the seaman Book as an official state document issued by the government that contains the physical identity of Seamans that are not based on fingerprint biometric standards and are not travel documents and cannot replace passports. The publication of seaman books is a form of public service that is the responsibility of the Ministry of Transportation, where providing public services for the service user community is a state obligation.

In the implementation of public services for the community, there must be service standards. Service standards are benchmarks that are used as guidelines for the implementation of services and a reference for assessing service quality as an obligation and promise of the organizer to the community in the context of quality, fast, easy, affordable, and measurable services. (Minister of State Apparatus Empowerment, 2004).

The implementation of quality services must be supported by a good governance system. In realizing clean, transparent, effective, and accountable governance as well as quality and reliable public services, an electronic-based government system is needed, as stipulated by Presidential Regulation Number 95 concerning the Electronic-Based Government System (2018), the Electronic-Based Government System is an implementation of government that utilizes information and communication technology to provide services to the users of services or services that transform online digital services. In addition, the effectiveness of the implementation of electronic-based services cannot be separated from the existence of good management elements.

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Burhanudin Gesi, Rahmat Laan & Program (2019:53) states that efforts to improve performance and productivity must be supported by management elements, namely Man , Money , Materials , Machines , Methods , and Market. The existence of this management element will be used by leaders in improving productivity and quality of public services. With the development of the current digital world, improving the quality of public services with an electronic service system is a must. The electronic-based government system, which consists of an e-government portal, mobile application, and various other digital services, makes it easier for Indonesians to access government services. The presence of this system removes physical and geographical barriers that previously prevented people from obtaining the public services they need.

In carrying out effective, efficient and accountable public services in accordance with service standards, Junita H.E. (2019) revealed that, along with the need for fast, practical and accurate services, the Directorate General of Sea Transportation of the Ministry of Transportation continues to innovate and strive to provide the best service to service users in the field of sea transportation. One of them is by providing convenience for Seamans who want to make seaman books, with the innovation of online- based seaman book services or online Seaman Books.

This innovation makes it easier for sailors to create Sailor Books through an online or online system. With this online system , it is hoped that Seamans can experience more transparent services, faster processes, and access that can be done from anywhere. In addition to faster service, the accuracy of Seaman data can be done, because this online Seaman Book also records and enters data on Seamans and the number of Indonesian Seamans into the database of the Directorate General of Sea Transportation, so that the government is easier to supervise Indonesian Seamans.

One of the institutions that has the duty and responsibility to publish Seamans' books (seaman book) is the Harbor Master and Port Authority (KSOP) Class II of Benoa. The online book seaman service at the Harbor Master and Port Authority (KSOP) Class II of Benoa can serve approximately 100 books everyday:

Table 1. Seaman Book Service Data January-May 2024

Moon	Application for a New Seaman's Book and Replacement of a Seaman's Book	Application for Extension of Seaman's Book
January	980	747
February	783	606
March	884	718
April	892	763
May	952	977

Source : Seaman Book Database at Harbor Master and Port Authority (KSOP) Class II of Benoa

Based on the observations of researchers when carrying out land practices at the Harbor Master and Port Authority (KSOP) Class II of Benoa Municipal and Port Authority Office in the management of online-based Seamans' books , there are still Seamans who are confused in the management of Seamans' books. Some sailors complained about what was experienced that made sailors less satisfied with the public service. In addition, there are still obstacles such as limited human resources, information technology facilities and infrastructure such as networks when the weather is not favorable (rain/storm) that causes the server to go down, and inadequate facilities such as lack of update of the sailor's book printer (still using old machines) which makes it difficult to repair it when the equipment is damaged.

This delayed the publication of Seamans' books for one week or even more. This condition causes the management of Seamans' books using the services of agents or brokers. When viewed from the point of view of public administration, this condition is not in accordance with the purpose of public services and good governance principles, which can harm Seamans and other service users, so a strategy to improve the quality of online services is needed in the publication of Seamans' books. Based on these problems, the researcher wants to carry out research on strategies to improve service quality in the process of publishing Seamans' books online at the Harbor Master and Port Authority (KSOP) Class II of Benoa, which is formulated in this thesis.

The researcher chose this title because it is considered to have benefits and can contribute to efforts to improve the quality of public services, so that it can support the optimization of the Seaman Book Online service process at the Harbor Master and Port Authority (KSOP) Class II of Benoa.

2. Research Methods

Research methods are a set of systematic steps used to design, implement, and analyze a research. This method serves as a guide for researchers in collecting the right data to answer the problem formulation and achieve the

research objectives. According to Sugiyono (2013), research methods can be interpreted as a scientific way to obtain valid data, which can later be used to discover, develop, and prove knowledge, so that it is useful in understanding, solving, and anticipating various problems.

In this study, the researcher used a qualitative descriptive approach. This approach aims to gain an in-depth understanding of the phenomenon being studied by examining each case in detail. Qualitative research emphasizes context and meaning, so that the nature of the problem studied can vary depending on the conditions and situations faced.

This research method describes the real conditions in the focus of the research. This research discusses and explains the obstacles faced in online book safety services as well as coping strategies or solutions to overcome obstacles and problems faced so that the goal of implementing online safe books can be achieved properly.

This study describes in a narrative or descriptive manner according to the real data on the research locus obtained by the researcher, so that it can fully describe the implementation of online book safe services. Therefore, the researcher chose a qualitative descriptive technique because it is in accordance with the characteristics of the research that is descriptive. This method allows researchers to provide a detailed and comprehensive picture of the phenomenon being studied, so that the results obtained can be richer and more in-depth.

In conducting this research, the subjects of the research or the focus of the research are local officials and employees of the online Seaman Book publishing service at the Harbor Master and Port Authority (KSOP) Class II of Benoa.

Data collection is an obligation in research. Data collection techniques are a way of obtaining data using research instruments. Research instruments are a set of tools that will be used by researchers to collect research data (Kristanto in Iryana & Risky Kawasaty, 2019). Data collection is a very important stage in a research. In qualitative research, data collection is carried out in natural settings, primary data sources and data collection techniques are more in observation, in-depth interviews, and documentation. (Sugiyono, 2013).

3. Results and Discussions

3.1. Data Analysis

In this data analysis chapter, the researcher will conduct an in-depth and comprehensive analysis of the strategy to improve the quality of *Seaman Book Online services* implemented at Harbor Master and Port Authority (KSOP) Class II of Benoa. In this analysis process, the researcher will connect various management elements that are very important, namely *Human, Money, Materials, Machines, Methods, and Market* by looking at the obstacles faced and strategies to overcome existing obstacles in ensuring the quality of *Seaman Book services* at the Harbor Master and Port Authority (KSOP) Class II of Benoa.

3.2 Obstacles to the Online Seaman Book Service Process (*Seaman Book Online*)

Man Factor

Based on the results of observations made by researchers from June 2024 to August 2024, it can still be seen that the Seaman's book service section always asks for additional personnel to help with Seaman's book services. This shortage of employees is in accordance with the statement of Mr. I Made Wrdiana as a Seaman's book service officer who stated that the workload carried out by Seaman's book services is now not in accordance with the number of employees. This is supported by the statement of Mrs. Agung Ria Kumari stating that to remind the efficiency of service it is necessary to add around 2 employees.

Money Factor

From the researchers' observations, the researcher did not find any obstacles from the budget/financial aspect, because the budget needs for Seaman's book services could be met. This is supported by the statement of Mr. Heri Wiyanto who stated that the budget, especially the Seaman's book for one year, has exceeded the PNB target. The adequacy of this budget is greatly influenced by the meticulousness in preparing the budget in a year according to the provisions based on Government Regulation 15 of 2016 which regulates Seaman's book rates.

Material Factor

In an online *Seaman book service*, the consumables needed are not as much as manual services. The need for finished materials such as Sailor's Book blanks and the need for blanks are adequate. So there are no obstacles or problems related to material inventory.

Machine Factor

According to the results of observations made by researchers in July, researchers found that the printing of Seaman's books was not perfect and did not comply with the set standards such as not being black, resulting in a decrease in the quality of documents. This condition is due to the lack of update on the type of book printing printer which makes ink chips difficult to find, so they have to use non-original ink chips. This is as expressed by Mrs. Agung Ria Kumari, online Seaman book services still need a device to print more modern and adequate Seaman's books so that the publishing process runs faster. In addition, Mr. Putu Merta Yasa conveyed his experience related to internet networks

and online applications which sometimes still cause interruptions, obstacles and delays at certain times, causing delays in service completion.

Methods Factor

The Standard Operating Procedure (SOP) for online Seaman book services is a reference in the process of providing Seaman book services. According to the results of the researcher's observations, the current SOPs are still not in accordance with reality. Because of the fact that the Seaman's book is confirmed to the Seaman's can be taken 3 to 4 working days not according to the SOP that is stated that it can be completed in 1 day. This happens due to other obstacles such as unstable networks, printers that do not work effectively and authorizing officials who are not always stationary in the office due to other urgent tasks. So the need for renewal is in accordance with technological developments and customer needs.

Market Factors

In general, the process of this online Seaman book service is widely known by the public. However, there are still Seaman's/applicants who want to get results easily and quickly without following the SOP. Mr. I Made Wardiana said "actually the sailors already know about this online Seaman book service system, but most sailors underestimate this process which makes sailors ask for help from others to take care of online registration. In addition, there are also Seaman's who are old (old) and have just graduated from school who do not understand this online service technology.

3.3 Strategies to Improve the Quality of *Online Seaman Book Services*

Man Factor

To overcome the occurrence of obstacles to Seaman's book services, it is necessary to add/ recruit special employees for Seaman's book services. If there is a congestion, the temporary application can ask for the assistance of staff at the KBPP Section whose task is not urgent to help Seaman's book services and maximize the duties of existing service officers. This strategy has been carried out so far in accordance with the statement of Mr. Heri Wiyanto as the Head of the KBPP Section who will direct his members to help in the field of Seaman's book services. This is supported by the statement of the service user, Mr. Putu Merta who stated that the Seaman's book service has been quite good so far.

Money Factor

The operational budget of the office is prepared and proposed to the Directorate General of Sea Transportation of the Ministry of Transportation, which then if approved, will then be reduced to WPBM (Work Plan and Budget of Ministries/Institutions) and BIEL (Budget Implementation Entry List) of Work Units as budget implementation in the fiscal year. The Harbor Master and Port Authority (KSOP) Class II of Benoa has no problems in the budget because everything has been arranged very carefully according to the provisions based on Government Regulation 15 of 2016 which regulates Seaman's book rates.

Material Factor

The online Seaman book service makes the need for consumables not as much as before when the service was still offline. So there is no specific strategy regarding this.

Machine Factor

Regarding the procurement of goods/equipment Harbor Master and Port Authority (KSOP) Class II of Benoa follows the existing procedure, namely submitting it to the Ditkapel regarding the procurement/request. This was conveyed by Mr. I Made Wardiana in addition, in the event of a system disruption and a slowness of the internet network, the service of the Seaman's book is carried out manually. If the system or printer can be operated again, this semi-manual process will be online according to the request. This manual process is still justified because there is a legal basis that allows manual services if the tools provided for online services are damaged.

Methods Factor

Non-conformities to the SOPs listed occur due to obstacles such as unstable networks, printers that do not work effectively and authorizing officials who are not always at the office due to other urgent tasks. However, this can be minimized by the service officer by giving understanding to the applicant/sailor, this is in accordance with the statement of Mrs. Agung Ria Kumari who usually gives reminder / understanding to the sailors, but if there is a sailor who is urgent/needs his Seaman's book, the officers will quickly try and communicate to their superiors about it. So that the sailors are not disappointed with the service provided by Harbor Master and Port Authority (KSOP) Class II of Benoa.

Market Factors

During the observation, the researcher saw that the Seaman's book service always directed the applicants to follow the existing flow. The officers will help the applicant if they experience difficulties, this was conveyed by Mr. Putu Merta Yasa as the applicant. In addition, he also conveyed suggestions for the provision such as

video tutorials and graphic/step-by-step guides that can be displayed at the waiting room location so that they can be seen by applicants who do not understand online service procedures.

3.4 Discussion

In this study, data obtained from data collection through in-depth observation and interviews as well as the completeness of other documents related to this research are presented. The discussion of the results of data collection presented is related to the focus studied, namely the Strategy to Improve the Quality of Online Seaman Book Services at Harbor Master and Port Authority (KSOP) Class II of Benoa.

The data from observations, interviews, and documents related to the Seaman Book Online service at the Harbor Master and Port Authority (KSOP) Class II of Benoa, focused on the obstacles faced in improving the quality of Seaman Book Online services related to management elements and strategies in overcoming existing obstacles so that the quality of service can be improved.

The quality of Seaman Book Online Services at the Harbor Master and Port Authority (KSOP) Class II of Benoa is influenced by the human factor, money factor, material factor, tool/device factor, method, and market/customer factor which are management elements. In improving the quality of Seaman Book Online services, there are obstacles faced and then strategies are carried out to overcome existing obstacles can improve service quality.

The implementation of the Seaman Book Online service at Harbor Master and Port Authority (KSOP) Class II of Benoa, there are several obstacles in improving the quality of the Seaman Book Online service according to the data from interviews from 4 sources and the data from observations made by the researcher, namely: there is still a shortage of employees, the latest Seaman book printer is not available, the disruption of applications and internet networks, SOPs that need to be adjusted and there are still applicants who are trying to process the according to the SOP. This condition is also similar to the implementation of public services, according to the results of research by Mufassaroh, Tri Murwaningsih, Anton Subarno (2023) who explained that the factors inhibiting services are; the number of employees is less, employees are less able to operate computers, the service period is often late, service support equipment is limited, access to service information is limited, and waiting rooms are uncomfortable. Furthermore, research by Hotmaria Junita (2019) at KSU Tanjung Priok, also found that there are still many Seamans who do not understand the procedure for publishing Seamans' books online. In this study at Harbor Master and Port Authority (KSOP) Class II of Benoa, although most of the Seamans were already aware of the procedure, novice and elderly Seamans still had difficulty in following the process independently.

The strategy in overcoming service process constraints to improve the quality of Seaman Book Online at Harbor Master and Port Authority (KSOP) Class II of Benoa is to arrange schedules and assignments of employees to carry out online Seaman book services. In the future, recruitment can be carried out to fill the shortage of Hawaiians. In carrying out quality Seaman Book Online services, it is carried out by optimizing the use of existing facilities, providing services according to SOPs and provisions, providing online service information properly and helping Seamans/applicants who cannot use online applications according to the SOP of online Seaman book services.

Providing information is done by conducting routine socialization and also uploading videos about the process of managing Seamans' books on social media. In addition, it is necessary to submit budget proposals for the procurement of equipment according to priority needs, especially the demand for the latest Seaman's book printers. This strategy is also in accordance with the research of Mufidatul Laila Mufassaroh, Tri Murwaningsih, Anton Subarno (2023) that efforts made to overcome the obstacles that occur are to ask for help from employees from other fields, divide tasks according to employees' abilities, provide an estimate of completion time that is longer than the actual time as a form of anticipation, wait for a budget from the central government, create Instagram and Tiktok social media accounts, provide an entry queue for service users. The quality of the online Seaman's book service which is part of the public services of the Harbor Master and Port Authority (KSOP) Class II of Benoa is of high quality and running well with the achievement of an IKM score of 3.93 in the Very Good category according to the documents from the results of the independent survey conducted by Harbor Master and Port Authority (KSOP) Class II of Benoa.

4. Conclusion

Based on the description in the previous chapters which reviewed the issue of the Strategy for Improving the Quality of Online Seaman Book Services at the Harbor Master and Port Authority (KSOP) Class II of Benoa, that there was obstacles in improving the quality of services from each element of management, namely: shortage of employees, the unavailability of the latest Seaman's book printers, disruptions of applications and internet networks, SOPs that need to be adjusted and there are still applicants who try to process not according to the SOP. Strategies to overcome service process obstacles by arranging schedules and assignments of employees for online

Seaman's book services, in addition to recruiting to fill shortages, submitting proposals for the procurement of equipment based on priority needs related to the demand for the latest Seaman's book printers, optimizing the use of existing facilities, providing services according to SOPs and provisions, providing online service information properly and help Seaman's/applicants who have not been able to use online applications according to the SOP of the online Seaman book service. Providing information is done by conducting routine socialization and also uploading videos about the process of managing Seaman's books on social media.

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