



STRATEGIES FOR IMPROVING PUBLIC SERVICE PERFORMANCE AT THE NORTH SUNGKAI SUBDISTRICT OFFICE, NORTH LAMPUNG REGENCY

Sherly Erlina¹, Agus Wahyudi²

¹ Master of Management Program, Graduate School, Universitas Bandar Lampung, Indonesia

² Master of Management Program, Graduate School, Universitas Bandar Lampung, Indonesia

Email: sherly.erlina332@gmail.com, agus.wahyudi@ubl.ac.id

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Abstract:

This study examines public service performance, identifies the internal and external factors that influence it, and formulates improvement strategies at the North Sungkai Subdistrict Office, North Lampung Regency. A qualitative descriptive approach supported by quantitative data was employed. Data were collected through observation, in-depth interviews, documentation, and questionnaires. Seven informants were selected purposively, while all 23 personnel, comprising 17 civil servants and 6 government employees under work agreements, were included through a census. The data were analyzed using the Miles, Huberman, and Saldaña model, descriptive analysis, and a SWOT matrix. The findings indicate that productivity, service quality, responsibility, and accountability were good, whereas responsiveness was fairly good and still required faster service delivery and stronger coordination. Organizational strengths included personnel experience, commitment to service, coordination, leadership support, and a clear division of duties. Weaknesses included limited staffing, facilities, training opportunities, and technology utilization. Priority strategies include competency development, service digitalization, facility improvement, strengthening a culture of service excellence, transparency, accountability, continuous service innovation, and periodic performance evaluation, supported consistently and sustainably by the local government.

Keywords: public service performance; personnel competence; information technology; leadership; SWOT analysis

INTRODUCTION

Changes in the strategic environment, technological developments, and growing public awareness of citizens' rights have changed the criteria by which government performance is judged. The public no longer assesses services solely on whether administrative matters are completed, but also on speed, accessibility, transparency, accountability, accuracy, and the ability of personnel to respond to users' needs. In this context, public service is an important instrument for realizing the principles of good governance and building public trust in government institutions.

Law of the Republic of Indonesia Number 25 of 2009 defines public service as a series of activities designed to meet citizens' needs for goods, services, and administrative services provided by service providers. At the local level, subdistricts occupy a strategic position because they connect the regency government with the public and interact directly with citizens in various



administrative matters. Therefore, subdistrict performance reflects not only the ability to complete documents but also the quality of governance, the professionalism of personnel, and the organization's orientation toward the public interest.

The North Sungkai Subdistrict Office in North Lampung Regency serves an area comprising 15 villages with a population of approximately 35,610. The services provided include administrative services within the subdistrict's authority, population administration referral letters, Certificates of Heirs, Certificates of Indigency, document legalization, administrative recommendations, village governance facilitation, and other administrative services that directly involve the public. These services are delivered by 23 personnel, comprising 17 civil servants and 6 government employees under work agreements.

Preliminary observations indicated that service delivery still faced delays in administrative completion, suboptimal use of technology, limited work facilities, and a need to strengthen coordination and personnel development. These issues show that performance improvement cannot be achieved through a single intervention. Personnel competence, facilities and infrastructure, information technology, and leadership must be managed as an integrated system so that the organization can provide effective, efficient, responsive, and accountable services.

Public service performance in this study was analyzed using the five indicators proposed by Dwiyanto (2005): productivity, service quality, responsiveness, responsibility, and accountability. Productivity refers to the organization's ability to deliver services using available resources; service quality indicates the extent to which services meet public needs; responsiveness concerns the ability to identify and respond to needs; responsibility assesses compliance with procedures; and accountability reflects the ability to account for service processes and outcomes to the public.

Previous studies show that improvements in subdistrict-level services are associated with the quality of human resources, procedures, coordination, facilities, and technology utilization. Siregar, Siregar, and Lubis (2022) emphasized the importance of strengthening competence and organizational coordination. Natsir (2022) highlighted the dimensions of tangibles, reliability, responsiveness, assurance, and empathy. Cahyarini (2021) positioned digital leadership as a driver of competency development and service transformation. Harlan, Darma, and Murniati (2021) showed that application-based services still require adequate personnel and facilities, while Supriyanto (2021) emphasized the contribution of education and training to the quality of subdistrict services.

Nevertheless, previous studies have tended to examine these factors separately. This study integrates personnel competence, facilities and infrastructure, information technology utilization, and leadership into an analysis of the internal and external environment. This integration is conducted through SWOT analysis to generate strategies that reflect the organization's

actual conditions rather than general recommendations detached from the strengths, weaknesses, opportunities, and threats faced by the subdistrict.

Based on these issues, this study aims to analyze the state of public service performance at the North Sungkai Subdistrict Office, identify the internal and external factors affecting it, and formulate strategies for improving public service performance based on SWOT analysis. The findings are expected to provide a basis for evaluation by the subdistrict office and inform the North Lampung Regency Government in strengthening personnel capacity, service systems, facilities, and information technology utilization.

RESEARCH METHOD

The study was conducted at the North Sungkai Subdistrict Office, North Lampung Regency, using a qualitative descriptive approach supported by quantitative data. The qualitative approach was used to obtain an in-depth understanding of service processes, personnel experiences, organizational constraints, and the strategic environment. Quantitative questionnaire data were used as supporting evidence to identify trends in respondents' assessments and strengthen the interpretation of observations, interviews, and documentation; their use did not change the study's primary design into a quantitative one.

Informants were selected purposively based on their knowledge, experience, and direct involvement in service delivery. The seven informants represented the Subdistrict Head, Subdistrict Secretary, Section Heads, Subdivision Heads, staff members, and service users. In addition to the informants, all 23 personnel were included as respondents through total sampling or a census, comprising 17 civil servants and 6 government employees under work agreements.

Data were collected through direct observation of service processes, facility conditions, technology utilization, and personnel activities; in-depth structured and semi-structured interviews; documentation of organizational records and data; and a questionnaire using a four-point Likert scale. The research instruments were developed based on indicators of productivity, service quality, responsiveness, responsibility, and accountability, as well as the factors of competence, facilities, information technology, and leadership.

Data credibility was assessed through source, method, and time triangulation. Information from leaders, personnel, and service users was compared and cross-checked through observation, interviews, documentation, and questionnaires. Data collection at different times was used to assess data stability and reduce potential situational bias.

Qualitative analysis followed the Miles, Huberman, and Saldaña (2020) model, comprising data condensation or reduction, data display, and conclusion drawing and verification. Questionnaire data were analyzed descriptively to support the findings. Internal factors were then categorized as strengths or weaknesses, while external factors were categorized as opportunities or threats. These four groups were combined in a SWOT matrix to formulate SO, WO, ST, and WT strategies.

FINDINGS AND DISCUSSION

Public Service Performance

The results of observations, interviews, documentation, and questionnaires indicate that public service delivery at the North Sungkai Subdistrict Office has generally performed well. Personnel were able to provide services in accordance with their duties and functions, interact with the public in a generally courteous manner, and account for the service process. Nevertheless, responsiveness remains the area most in need of improvement, particularly regarding completion time, coordination among service personnel, and the handling of public needs under certain service conditions.

Table 1. Summary of Public Service Performance

Indicator	Assessment	Key Findings
Productivity	Good	Personnel were able to complete administrative services in accordance with their duties by utilizing the available resources.
Service quality	Good	Services were considered courteous, respectful, and oriented toward public needs; basic facilities were available.
Responsiveness	Fairly good	Personnel responded to questions and complaints, but service speed and coordination still needed improvement.
Responsibility	Good	Services were delivered in accordance with applicable procedures, standards, and regulations.
Accountability	Good	The division of duties, recordkeeping, reporting, and service accountability were functioning properly.

Good productivity was supported by personnel experience and a relatively clear division of duties. However, productivity cannot be understood solely in terms of the number of documents completed. Limited staffing and facilities require appropriate workload management, streamlined workflows, and the use of technology so that service performance can be maintained when the volume of applications increases. This finding reinforces the view that performance improvement requires both human resource development and improvements in procedures and coordination (Siregar et al., 2022).

Service quality was reflected in the courteous attitude of service personnel and their orientation toward public needs. Nevertheless, quality is multidimensional and is strongly influenced by tangibles, reliability, responsiveness, assurance, and empathy. Therefore, a good assessment does not mean that all elements are optimal. Improvements to service areas, work equipment, information on requirements, and certainty of processing times remain necessary to ensure a consistent user experience, in line with the service quality dimensions used by Natsir (2022).

Responsiveness was the relatively weakest indicator because responsive service requires the ability to identify needs, provide clear answers, and complete services without unnecessary delay. A fairly good condition indicates that personnel have responded to the public, but the system does not always support rapid responses. Stronger coordination, service time standards, complaint

channels, and queue management should therefore be established as measurable improvement targets.

Responsibility and accountability were supported by compliance with procedures, division of duties, recordkeeping, and reporting. These two indicators provide a foundation for innovation because successful digitalization does not merely transfer manual processes to electronic media; it must also clarify authority, process trails, and accountability. Therefore, technological development should be accompanied by work-process improvements and enhanced personnel capabilities.

Internal and External Factors

The main internal factors affecting performance were personnel competence, facilities and infrastructure, information technology utilization, and leadership. Personnel competence was generally good because employees possessed the experience and ability required to perform their duties. However, limited opportunities to participate in education, training, and technical guidance remained a weakness that could hinder adaptation to regulatory changes and digitalization. Basic facilities were available, but the number of computers, supporting facilities, and network quality did not fully meet service needs.

Information technology had supported administrative work, but its use was not yet integrated or optimized to accelerate services and expand public access. Leadership contributed positively through direction, motivation, and supervision, although coordination and periodic evaluation still needed to be strengthened. Leaders play a crucial role in linking competency development to service transformation needs, as digital leadership can promote planned technology adoption and personnel competency development (Cahyarini, 2021).

The external environment offered opportunities in the form of bureaucratic reform, advances in information technology, support from the North Lampung Regency Government, capacity-building programs, and increasing public awareness. At the same time, the subdistrict faced threats from rising public expectations, dynamic regulatory changes, budget limitations, rapid technological change, and demands for services that are fast, easy, and transparent. These opportunities and threats underscore that service improvement requires adaptability, not merely the maintenance of existing work systems.

Table 2. Identification of SWOT Factors

Component	Identified Factors
Strengths	Personnel experience; commitment to service; coordination among employees; leadership support; clear organizational structure and division of duties.
Weaknesses	Limited number of personnel; facilities and infrastructure need improvement; information technology not yet optimized; limited training opportunities; underdeveloped digital service innovation.
Opportunities	Bureaucratic reform policies; advances in information technology; support from the regency government; capacity-building programs; public awareness and participation.

Component	Identified Factors
Threats	Rising public expectations; dynamic regulatory changes; budget limitations; rapid technological change; demands for fast, easy, and transparent services.

Organizational strengths primarily derived from human resources and working relationships. Personnel experience and commitment enabled services to continue despite facility limitations. However, these strengths may diminish unless accompanied by updated competencies. Training should therefore address actual service needs, including mastery of new procedures, public communication, complaint management, and technology use. This finding is consistent with Supriyanto (2021), who showed that the effectiveness of subdistrict training is related to leadership support, appropriate participant selection, the application of training outcomes, and the availability of facilities.

Technological weaknesses concerned not only devices and networks but also competency readiness and process integration. Harlan et al. (2021) showed that application-based services require personnel contributions and adequate facilities. Therefore, digitalization in North Sungkai Subdistrict should be designed as a transformation of work processes, including easily understood information on requirements, consistent recordkeeping, monitoring of service times, and clear follow-up mechanisms.

Alternative Strategies for Improving Performance

The SWOT matrix generated four complementary groups of strategies. SO strategies use experience, commitment, coordination, and leadership support to capitalize on opportunities arising from bureaucratic reform and technological development. WO strategies use training opportunities, local government support, and technology to address limitations in competence, facilities, and innovation. ST strategies rely on professionalism and internal coordination to respond to regulatory changes and public demands. WT strategies focus on evaluation, efficiency, and gradual capacity building so that weaknesses do not intensify the effects of threats.

Table 3. Matrix of Alternative Performance Improvement Strategies

Strategy	Alternative Actions
SO	Optimize competence and experience to support bureaucratic reform; utilize technology; strengthen a culture of service excellence; optimize leadership support and employee collaboration.
WO	Improve competence through education and training; develop technology-based service systems; propose facility improvements; encourage effective and efficient service innovation.
ST	Enhance professionalism to meet public demands; strengthen coordination in responding to regulatory changes; optimize resources to maintain service quality.
WT	Conduct periodic evaluations; provide continuous coaching and training; optimize available facilities; improve efficiency in addressing resource limitations.

Priority setting should not involve selecting a single quadrant in isolation, but rather arranging a realistic sequence of implementation. The first stage is to strengthen the foundation through competency mapping, the organization of service workflows and time standards, an assessment of equipment needs, and the establishment of follow-up indicators. The second stage is the gradual

development of digital services for the processes most frequently used and most feasible to simplify. The third stage is to strengthen transparency, complaint mechanisms, and public satisfaction evaluation as feedback for improvement.

Competency development should serve as the primary lever because personnel are system users, procedure implementers, and the parties who interact directly with the public. Training should not be conducted only in general terms but should be linked to competency gaps and performance targets. Training outcomes should then be applied through mentoring, task allocation, and evaluation. This approach reduces the risk that training becomes merely an administrative activity without producing meaningful changes in service quality.

Digitalization should be oriented toward service problems rather than merely the procurement of applications. Priority may be given to providing information on requirements, recording applications, monitoring status, managing archives, and documenting complaints. Development should be aligned with budget capacity and network readiness while continuing to provide assistance to people with limited digital access. In this way, technology can improve efficiency without creating new access disparities.

Strengthening a culture of service excellence requires exemplary leadership, consistent standards, and opportunities for evaluation. Leadership direction and support, which are already organizational strengths, should be translated into regular evaluation meetings, monitoring of timeliness, follow-up on complaints, and recognition of personnel performance. Leadership is also needed to ensure rapid coordination across units when regulations change or service volumes increase.

Overall, the strategies generated show that improving public service performance is an integrated organizational process. Competence, facilities, technology, leadership, procedures, and public participation must move in the same direction. These strategies extend previous findings by placing the various factors within a single decision-making matrix tailored to the characteristics of the North Sungkai Subdistrict Office.

CONCLUSION

Public service performance at the North Sungkai Subdistrict Office, North Lampung Regency, was generally good. Productivity, service quality, responsibility, and accountability supported service delivery in accordance with assigned duties and procedures. Responsiveness was fairly good, indicating a continuing need to accelerate completion times, strengthen coordination, and improve the ability to respond to public questions and complaints.

Performance was influenced by personnel competence, facilities and infrastructure, information technology utilization, and leadership. The organization possessed strengths in experience, commitment, working relationships, leadership support, and a clear division of duties. Limited personnel, facilities, training opportunities, and digital innovation were weaknesses that needed to be addressed. Opportunities arising from bureaucratic reform, technological development, local government support,

capacity-building programs, and public participation should be utilized to respond to regulatory changes, budget constraints, rapid technological development, and rising public expectations.

Performance improvement strategies should prioritize needs-based competency development, the gradual digitalization of service processes, facility enhancement, the strengthening of a service-excellence culture, transparency, accountability, and service innovation. Strategy implementation should be accompanied by periodic evaluation and support from the North Lampung Regency Government. Future studies could expand the research setting to several subdistricts, include public satisfaction and digital transformation as variables, and use quantitative or mixed-methods approaches to examine strategy effectiveness more comprehensively.

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