



THE DYNAMICS OF LOCAL GOVERNMENT HOUSEHOLD SERVICES BY THE GENERAL BUREAU OF LAMPUNG PROVINCE

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Abstract :

The research method used is descriptive qualitative research. This method is used to describe the dynamics of Local Government Household Services by the General Bureau of Lampung Province. All data were obtained directly from informants in the field using interviews and document studies. The results of the study indicate that, based on the discussion, it can be concluded that local government household services by the General Bureau of Lampung Province have been running in accordance with their duties and functions. However, their implementation still faces various dynamics. These dynamics arise from the interaction between organizational structure and procedures, the availability and quality of human resources, internal coordination and communication patterns, internal service quality, the level of organizational responsiveness and adaptability, and the use of technology and administrative systems.

Keywords : Dynamics, Services, Households, Government.

INTRODUCTION

The dynamics of government household services in Lampung Province cannot be separated from developments within the bureaucracy and the increasingly complex demands of government institutions and society. The Government of Lampung Province faces growing demands for administrative and supporting services, ranging from the provision of adequate office facilities, management of assets and office equipment, maintenance of buildings and working environments, executive protocol services, to operational support for strategic governmental activities. Such complexity requires an adaptive, structured, integrated, and service-oriented management system capable of maintaining high standards of administrative performance.

The transformation of public administration in recent years has increasingly emphasized efficiency, accountability, transparency, digitalization, and responsiveness. The development of bureaucratic reform and Electronic-Based Government Systems (Sistem Pemerintahan Berbasis Elektronik/SPBE) in Indonesia has consequently created new demands for government organizations to redesign their internal administrative processes. The OECD (2020) argues that digital government should not merely involve the digitization of existing procedures but should be designed around integrated,



data-driven, user-oriented, and proactive government processes. This perspective is particularly relevant to government household services because many of their activities involve interconnected administrative processes, organizational resources, information, logistics, and cross-unit coordination.

Accordingly, conventional administrative practices within the General Bureau need to be gradually transformed into mechanisms that are faster, more integrated, transparent, and accountable. Correspondence management, asset administration, facility services, logistical management, and executive activity scheduling increasingly require digital support. The OECD (2019) emphasizes that data-driven government can contribute to better-informed decision-making, improved public services, and more effective public expenditure. Therefore, the digitalization of household administrative services should not be understood merely as the adoption of information technology, but as part of a broader organizational transformation aimed at improving the effectiveness and quality of bureaucratic services.

This transformation is also associated with the need to overcome organizational fragmentation. González-Zapata and Piccinin-Barbieri (2021) explain that the transition from e-government to digital government requires a whole-of-government and human-centred approach, including the integration of processes, interoperable systems, coordination among government entities, and the development of digital skills. They further emphasize that digital transformation should be directed toward redesigning government operations and services according to changing user needs rather than simply transferring analogue procedures into digital platforms. This argument is highly relevant to the General Bureau of Lampung Province, where household services involve multiple units, different types of resources, and intensive coordination across organizational boundaries.

The dynamics of government household services are also influenced by the geographical and socio-economic characteristics of Lampung Province, which functions as an important gateway to Sumatra. The intensity of governmental activities, including coordination meetings, official visits, working visits, and the reception of official guests, requires a high degree of professionalism from the General Bureau. Protocol management, accommodation, transportation, logistics, facilities, and event support must be coordinated accurately and promptly. Consequently, household service management requires responsiveness, integration, clear service standards, and effective coordination mechanisms.

In this context, coordination represents a particularly important dimension of organizational performance. The OECD (2021) emphasizes that successful digital government transformation requires effective coordination and collaboration within and across public-sector organizations. Digital transformation cannot be sustained when organizational units continue to operate through fragmented processes and isolated information systems. Instead, government organizations need coherent institutional arrangements, integrated information, effective leadership, and appropriate governance

mechanisms. Thus, the quality of household services provided by the General Bureau is closely related not only to the availability of facilities and personnel but also to the ability of organizational units to coordinate their activities effectively.

Another important challenge concerns the regional budget and the increasing demand for expenditure efficiency. Fluctuations in budget allocations, pressure to improve spending efficiency, and increasingly intensive supervision of public resources require the General Bureau to balance efficiency with service quality. Government household management therefore needs to be based on accurate planning, reliable data, clearly defined priorities, and appropriate resource allocation. The OECD (2019) highlights that data-driven approaches can support governments in improving the effectiveness of public expenditure while responding to increasing budgetary pressures and changing policy challenges.

The issue is not limited to financial resources. Human resources represent another critical factor in the transformation of government household services. Digital transformation requires personnel who possess not only conventional administrative capabilities but also digital literacy, data-management skills, coordination abilities, problem-solving capacity, and the ability to adapt to changing organizational requirements. The OECD (2021) emphasizes that digitally mature governments require appropriate competencies and skilled personnel to operate effectively in increasingly complex digital environments. Consequently, strengthening human-resource capacity within the General Bureau is essential to ensure that technological and organizational reforms can be translated into actual improvements in service delivery.

Research on bureaucratic reform in Indonesia also demonstrates that organizational and managerial factors have important implications for public-sector performance. Pribadi (2021), in a study of bureaucratic reform and public service performance in Yogyakarta, found that organizational structure, accountability, and work culture significantly influenced performance, while accountability, work culture, and performance were associated with citizen satisfaction. These findings reinforce the argument that improving government services cannot rely solely on technological interventions; organizational structure, accountability, coordination, and institutional culture must also be addressed.

More recent Indonesian studies similarly indicate that digital transformation is strategically important for improving the effectiveness, efficiency, and transparency of public administration. Research on public-sector digital transformation in Indonesia identifies persistent gaps between policy and implementation, particularly in institutional capacity, technology utilization, and organizational readiness. This suggests that the implementation of SPBE and bureaucratic reform should be examined not only from a regulatory perspective but also from the perspective of how these policies reshape everyday administrative practices within government organizations.

Therefore, the dynamics of government household services provided by the General Bureau of Lampung Province reflect an ongoing process of bureaucratic adaptation to regulatory developments, technological change, leadership requirements, resource constraints, and expectations for more professional and transparent government. The General Bureau occupies a strategic position because the quality of its internal services directly supports the continuity of governmental operations. Although these services are largely internal and administrative in nature, weaknesses in household service management can affect the efficiency, responsiveness, and overall performance of the regional government.

Based on this perspective, understanding the dynamics of government household services requires an integrated analysis of operational, organizational, managerial, technological, human-resource, and coordination dimensions. The OECD (2021) stresses that digital transformation in government requires a holistic and systemic approach supported by institutional arrangements, coordination mechanisms, appropriate policy instruments, reliable data, and competent human resources. Therefore, improvements in the General Bureau should not be limited to individual technical problems but should address the broader organizational system in which household services are planned, implemented, coordinated, monitored, and evaluated.

Recent Four-Month Dynamics and Problem Identification

The dynamics observed during the last four months indicate that the challenges faced by the General Bureau of Lampung Province are not exclusively technical and operational but also structural and managerial. The problems involve planning, coordination, human resources, digitalization, service integration, and resource management. These conditions indicate the need for improvements in planning systems, internal coordination, digital service transformation, and human-resource capacity.

The main problems can be identified as follows:

1. Problems in Logistics and Office Equipment Management

a. Inaccurate planning of material and equipment requirements may result in shortages of essential supplies as well as inefficient procurement and excessive inventory.

b. Procurement processes may be delayed due to suboptimal coordination between internal units and external suppliers.

These problems indicate the importance of strengthening demand forecasting, inventory management, procurement planning, and coordination mechanisms. Data-driven public-sector management is increasingly recognized as an important instrument for improving the effectiveness of public expenditure and decision-making.

2. Problems in Facilities and Infrastructure Management

a. Routine maintenance schedules are not consistently implemented, potentially resulting in the deterioration of facilities and infrastructure.

b. The availability of competent technical personnel remains limited,

affecting the speed and accuracy of infrastructure maintenance and repair.

The problem demonstrates that facility management requires preventive maintenance systems, clear operational standards, adequate technical personnel, and systematic monitoring. The quality of internal administrative services is strongly dependent on the reliability of the physical infrastructure supporting governmental operations.

3. Problems in Government Household Administration

a. The implementation of digital correspondence and e-office systems remains suboptimal, resulting in continued reliance on manual administrative processes.

b. The availability of administrative personnel with competencies in modern office administration and digital systems remains limited.

This condition is particularly important because digital government transformation requires more than technological infrastructure. The OECD (2020) identifies data-driven administration, digital-by-design processes, government-as-a-platform approaches, openness, user orientation, and proactiveness as important dimensions of digital government maturity. Consequently, the effectiveness of e-office implementation depends on the integration of technology, business processes, organizational structures, and human-resource competencies.

4. Problems in Protocol Services and Event Support

a. The high frequency and intensity of executive activities may create substantial workloads for protocol personnel.

b. Cross-organizational coordination among regional government agencies (Organisasi Perangkat Daerah/OPD) is not yet optimal in the preparation and implementation of official events.

These challenges demonstrate that protocol services are not merely ceremonial activities but constitute an important component of governmental operational support. Effective event management requires timely information exchange, clear division of responsibilities, standardized procedures, and cross-organizational coordination.

5. Human-Resource Problems

a. The number of employees assigned to household service units is relatively limited compared with the workload and variety of services that must be delivered.

b. Human-resource competencies are uneven, particularly in information technology, protocol management, logistics management, and modern administrative practices.

The human-resource dimension is increasingly important in the context of digital government. According to the OECD (2021), digital transformation requires governments to develop competencies that enable public officials to operate in increasingly complex technological and data-driven environments. Therefore, human-resource development should be regarded as a strategic component of service transformation rather than merely an administrative requirement.

6. Problems in Internal Coordination and Governance

a. Data and information integration among divisions within the General Bureau remains limited.

b. Coordination among sub-units is not yet fully effective, resulting in potential duplication of tasks, delays, and overlapping responsibilities.

This problem is closely associated with organizational silos. González-Zapata and Piccinin-Barbieri (2021) emphasize that digital government transformation requires governments to break down organizational silos and develop integrated processes that support seamless service delivery. Therefore, strengthening coordination and information integration is essential for improving the effectiveness of household services within the General Bureau.

Research Questions

Based on the background and identification of the problems described above, this study formulates the following research questions:

a. How do government household services provided by the General Bureau of Lampung Province evolve and operate in response to organizational, technological, regulatory, and environmental changes?

b. What factors support and constrain the dynamics of government household services provided by the General Bureau of Lampung Province?

RESEARCH METHOD

This study employs a qualitative descriptive approach to provide an in-depth understanding of the dynamics of government household services within the Government of Lampung Province, particularly those administered by the General Bureau. The qualitative descriptive approach is considered appropriate because the phenomenon under investigation is complex, contextual, and closely associated with organizational processes, human interactions, institutional arrangements, and administrative practices that cannot be adequately captured through numerical measurements alone.

According to Sandelowski (2019), qualitative descriptive research is particularly useful for providing a comprehensive and straightforward description of phenomena in their natural settings while remaining closely grounded in the empirical data. The approach enables researchers to explore what actually occurs in a particular organizational context without imposing excessive theoretical abstraction on the findings. This characteristic is relevant to the present study because the dynamics of government household services involve practical processes such as coordination, logistics management, facility management, administrative services, protocol support, human-resource capacity, and internal organizational governance.

The selection of a qualitative approach is further supported by the argument of Creswell and Poth (2018), who emphasize that qualitative inquiry is appropriate when researchers seek to understand how individuals or groups interpret a social or organizational problem. Rather than focusing primarily on measurement, qualitative research seeks to understand meanings, experiences, processes, and contextual relationships through direct engagement with

participants. In this study, such an approach enables the researcher to explore how government officials and relevant stakeholders perceive, experience, and respond to the changing demands of household services within the General Bureau.

The study is designed as a naturalistic inquiry, in which the phenomenon is examined within its actual organizational environment without manipulating variables or artificially controlling the research setting. As noted by Merriam and Tisdell (2016), qualitative research is concerned with understanding how people construct meaning from their experiences and how those meanings are shaped by the social and institutional contexts in which they occur. Therefore, the present study seeks to understand household services as an organizational process embedded within the broader bureaucratic structure of the Lampung Provincial Government.

The qualitative descriptive design also allows the researcher to examine the relationships among several dimensions that influence household service dynamics, including organizational coordination, human-resource capacity, bureaucratic structure, leadership requirements, logistics management, facilities and infrastructure, administrative digitalization, and internal governance. These dimensions are not treated as isolated variables but as interconnected elements that shape the implementation and quality of household services.

Data are obtained through direct interaction with relevant informants who possess knowledge and experience concerning the planning, implementation, coordination, and evaluation of household services. The use of interviews, observation, and relevant documentary sources enables the researcher to develop a comprehensive understanding of the phenomenon from multiple perspectives. This is consistent with the qualitative principle of gaining an understanding of a phenomenon through multiple sources of evidence and interpreting the findings within their organizational context (Creswell & Poth, 2018).

FINDINGS AND DISCUSSION

1. Structure and Procedures

Government household services constitute an important supporting function in ensuring the continuity and effectiveness of regional government operations. These services include the management of office facilities, building maintenance, office equipment, official vehicles, and logistical support for government leaders and regional government agencies. In Lampung Province, these functions are administered by the General Bureau under the Regional Secretariat of Lampung Province. The effectiveness of household services is therefore closely associated with the clarity of organizational structures and the effectiveness of established work procedures.

From a structural perspective, the General Bureau of Lampung Province has a formal division of duties and authority consisting of the bureau head, divisions, sub-divisions, and functional positions. This organizational arrangement is intended to establish work specialization, clarify lines of

authority, and facilitate coordination in the implementation of household services. However, the formal structure does not automatically eliminate organizational complexity. In practice, service delivery may involve overlapping responsibilities, interdependent tasks, and intensive coordination among organizational units.

This condition is reflected in the following statement from the Head of the General Bureau of Lampung Province:

“In general, the number of personnel is sufficient, but improvements in quality are still needed through training and competency development. The dynamic workload requires personnel who not only understand administrative duties but also possess technical skills and a good service attitude.” *(Interview with the Head of the General Bureau of Lampung Province, December 2025).*

The statement indicates that the adequacy of organizational structure cannot be assessed solely on the basis of the number of personnel. Structural effectiveness also depends on whether personnel possess competencies appropriate to the functions and workload assigned to them. In other words, organizational structure and human-resource capacity are interconnected. A formally appropriate structure may not produce optimal service outcomes when competency gaps remain within particular positions or service functions.

This finding is consistent with contemporary public-sector governance perspectives, which emphasize that organizational capacity is an important foundation for effective government performance. Digital and administrative transformation requires not only institutional arrangements but also capable personnel, effective coordination, and adaptive organizational processes (OECD, 2020; OECD, 2021).

The Head of the Household Affairs Division further explained:

“The division of personnel duties has been adjusted according to their respective expertise, although in practice there are still limitations in certain technical competencies.” *(Interview with the Head of the Household Affairs Division, December 2025).*

This finding demonstrates that the General Bureau has attempted to implement the principle of specialization by assigning personnel according to their expertise. Nevertheless, competency limitations in certain technical areas remain a challenge. This situation may become more significant when service demands increase or when household services require rapid responses to unexpected requests.

From the procedural perspective, household services are implemented based on standard operating procedures (SOPs), administrative requirements, and applicable regulations. Procedures serve as an important mechanism for ensuring administrative order, accountability, consistency, and certainty in service delivery. However, household services have a distinctive characteristic because many requests are situational and may emerge unexpectedly, particularly in relation to the activities of regional government leaders.

Consequently, the implementation of procedures involves a tension

between procedural compliance and service responsiveness. On the one hand, personnel must comply with established regulations and SOPs to maintain accountability. On the other hand, they are expected to respond rapidly to urgent and changing service requirements. This tension represents one of the central characteristics of household service dynamics within the General Bureau.

The finding suggests that effective procedures should not merely function as rigid administrative controls but should provide sufficient clarity while allowing appropriate flexibility when dealing with legitimate and urgent governmental needs. Thus, the effectiveness of structure and procedures can be understood not simply in terms of formal organizational arrangements, but also in terms of the organization's ability to adapt those arrangements to changing operational circumstances.

2. Civil-Service Resources

Civil-service resources represent a critical factor in determining the effectiveness of government household services. Household services encompass the management of facilities, office equipment, official vehicles, cleanliness, security, and logistical support for governmental activities. Consequently, service performance depends heavily on the competence, commitment, professionalism, and adaptability of the personnel responsible for delivering these functions.

The importance of human resources becomes increasingly evident as government organizations undergo administrative and digital transformation. The OECD (2021) emphasizes that digital government requires public officials with appropriate competencies to operate within increasingly complex technological and organizational environments. Human-resource development is therefore not merely a supporting activity but a strategic component of public-sector transformation.

The Head of the General Bureau of Lampung Province explained:

“Internal coordination and communication are carried out through regular meetings, leadership directives, and internal communication channels. Coordination is generally functioning well, but it still needs to be improved so that information can be communicated more quickly and accurately, particularly in urgent service situations.” (*Interview with the Head of the General Bureau of Lampung Province, December 2025*).

This statement demonstrates that human-resource capacity cannot be separated from communication and coordination capabilities. Personnel may possess adequate technical knowledge, but service effectiveness can still be constrained when information is delayed, incomplete, or inaccurately communicated. In household services, where requests can change rapidly, the ability to process and communicate information in a timely manner becomes an important component of professional performance.

Capacity development is another important dimension. Education and training, technical guidance, internal coaching, and continuous performance evaluation can strengthen personnel competencies. Nevertheless, limited

opportunities for training, insufficient updating of skills, and weak continuous evaluation may constrain the development of professional capacity.

The Head of the Household Affairs Division stated:

“Coordination with other divisions is conducted hierarchically and formally, but it is also complemented by informal communication to accelerate the completion of tasks.” (*Interview with the Head of the Household Affairs Division, December 2025*).

This finding indicates that formal organizational mechanisms are complemented by informal communication practices. Informal communication may provide practical advantages, particularly when urgent tasks require rapid decisions or immediate clarification. However, excessive reliance on informal mechanisms may also create risks if important information is not properly documented or incorporated into formal administrative processes.

The diversity of educational backgrounds, work experience, and levels of information-technology proficiency among personnel may also influence the consistency of household service delivery. Personnel with stronger digital and administrative competencies may adapt more quickly to technological systems, while others may require additional assistance and training.

Therefore, the dynamics of civil-service resources within the General Bureau demonstrate that personnel adequacy should be assessed not only quantitatively but also qualitatively. The relevant dimensions include technical competence, administrative knowledge, digital literacy, communication skills, service orientation, adaptability, and professionalism. Strengthening these dimensions is essential for ensuring that organizational and technological improvements translate into better household service performance.

3. Internal Coordination and Communication

Internal coordination and communication constitute fundamental elements in the implementation of government household services. Household services are cross-functional in nature and involve various organizational actors, ranging from bureau leadership and divisions to sub-divisions and operational personnel in the field. Consequently, the effectiveness of service delivery is strongly influenced by the extent to which coordination and communication are conducted systematically, continuously, and responsively.

The OECD (2020) emphasizes that contemporary digital government requires integrated organizational processes and coordination across government institutions. Digital transformation cannot be achieved effectively when organizational units operate in isolation. Instead, information, processes, and responsibilities need to be connected to create more coherent and responsive government operations.

The Head of the General Bureau of Lampung Province stated:

“Internal service quality is generally functioning well and is able to support government activities. However, there are still several aspects that need improvement, particularly response speed and service consistency so that all work units receive equitable and optimal services.” (*Interview with the Head of the General Bureau of Lampung Province, December 2025*).

This statement indicates that the principal challenge is not necessarily the absence of coordination but the need to improve its **speed, accuracy, and consistency**. In household services, coordination failures can directly affect operational activities because the services provided by one unit may depend on information or resources controlled by another unit.

Communication plays an equally important role in ensuring that personnel understand organizational objectives, procedures, responsibilities, and changing service requirements. Effective communication enables information to be transmitted clearly and promptly, particularly when there are changes in schedules, urgent requests from regional leaders, or technical adjustments in the field.

Conversely, ineffective communication may generate misunderstandings, inconsistent implementation, duplication of work, and delays in service delivery. The Head of the Household Affairs Division explained:

"Internal services have attempted to meet established standards, particularly in terms of timeliness and procedural compliance. However, limited resources and the high volume of service requests sometimes affect the quality of services provided." (Interview with the Head of the Household Affairs Division, December 2025).

This finding reveals an interaction between coordination, workload, and resource availability. Even when procedures and service standards have been established, their implementation may be affected by the volume of requests and the availability of personnel. Thus, coordination should be understood as a dynamic organizational process rather than merely a formal administrative activity.

Overall, the findings indicate that internal coordination and communication constitute an important dimension of household service dynamics within the General Bureau of Lampung Province. Strengthening this dimension requires clearer information flows, better cross-unit coordination, timely communication mechanisms, and integration of relevant administrative data. Such improvements would support the development of household services that are more responsive, integrated, consistent, and professional.

4. Internal Service Quality

Internal service quality is an important dimension of government household services because it directly supports the activities of government leaders and regional government work units as internal service users. High-quality household services should not be assessed solely by whether administrative and operational needs are fulfilled, but also by the timeliness, reliability, responsiveness, accuracy, and professionalism of service delivery.

The OECD (2020) emphasizes that modern government services should be increasingly user-driven, responsive, and designed around the needs of service users. Although government household services are primarily internal services, the same principle is relevant because internal government units function as users of administrative and operational support services.

The Head of the General Bureau of Lampung Province stated:

“The General Bureau seeks to respond quickly to changes in service requirements through adjustments to internal policies and flexible decision-making. The adaptability of personnel is considered relatively good, although under certain circumstances additional time is still required to adjust procedures while ensuring compliance with applicable regulations.” *(Interview with the Head of the General Bureau of Lampung Province, December 2025).*

This finding demonstrates that **responsiveness and adaptability** are important characteristics of internal service quality. Household services frequently involve urgent and unpredictable requests, particularly those associated with leadership activities and official government agendas. Therefore, service personnel must be capable of adjusting their operational responses without compromising administrative accountability.

The Head of the Household Affairs Division provided a similar explanation:

“The General Bureau seeks to respond quickly to changes in service requirements through adjustments to internal policies and flexible decision-making. The adaptability of personnel is relatively good, although under certain circumstances additional time is still required to adjust procedures so that they remain consistent with applicable regulations.” *(Interview with the Head of the Household Affairs Division, December 2025).*

The findings reveal a recurring organizational tension between speed and compliance. Rapid responses are necessary to maintain the continuity of government activities, whereas procedural compliance is necessary to ensure accountability and prevent administrative irregularities. Consequently, the quality of internal services depends on the organization's capacity to reconcile these two requirements.

Internal service quality is also closely associated with the attitudes and behaviours of service personnel. Professionalism, discipline, responsibility, responsiveness, and service orientation influence how internal users perceive the quality of services they receive. Personnel with strong service commitment are more likely to provide timely and reliable support, whereas weak service orientation may undermine service consistency.

Therefore, improving internal service quality requires more than establishing service standards. It also requires the development of a service-oriented organizational culture, appropriate human-resource competencies, effective monitoring, and mechanisms that enable personnel to respond flexibly to legitimate changes in service requirements.

5. Technology and Administrative Systems

The development of information technology and digital administrative systems has significantly transformed the way government organizations manage administrative processes and deliver services. In the context of government household services, the effective use of technology is increasingly important for improving efficiency, accuracy, transparency, accountability, and

responsiveness.

The OECD (2020) argues that digital government transformation should go beyond the simple computerization of existing administrative procedures. It should involve the redesign and integration of government processes, data, technologies, and organizational capabilities. Similarly, the OECD (2021) emphasizes that effective digital transformation requires institutional coordination, interoperable systems, appropriate governance arrangements, and competent personnel.

Within the Government of Lampung Province, the General Bureau is therefore expected to integrate information technology into household service management in order to support the activities of government leaders and regional government work units.

The Head of the General Bureau of Lampung Province stated:

"The utilization of technology and administrative systems plays an important role in improving the efficiency and accountability of household services. Several administrative processes are already supported by information-technology-based systems."
(Interview with the Head of the General Bureau of Lampung Province, December 2025).

This finding indicates that technological adoption has already become part of household service administration. Information technology can support various processes, including correspondence and document management, activity scheduling, asset and equipment administration, and official vehicle administration.

However, the effectiveness of technological adoption depends on the extent to which digital systems are integrated into actual work processes. The Head of the Household Affairs Division explained:

"The use of technology has assisted administrative recording and household service data management. Administrative systems facilitate activity monitoring and accountability. However, not all service processes are supported by digital systems, so some activities are still performed manually, which may slow down service delivery."
(Interview with the Head of the Household Affairs Division, December 2025).

This statement reveals an important gap between technology adoption and digital process integration. The existence of digital tools does not necessarily mean that an organization has achieved full digital transformation. When digital and manual processes coexist without adequate integration, personnel may be required to duplicate data entry, repeat administrative procedures, or transfer information between different systems. Such conditions can reduce efficiency and potentially create inconsistencies in administrative data.

The problem is also closely associated with human-resource capacity. Differences in digital literacy and technological competence among personnel may affect the consistency and quality of system utilization. Personnel who are not sufficiently familiar with digital administrative systems may require

additional support, thereby affecting the speed and accuracy of household service delivery.

From this perspective, technology should be understood as part of a broader organizational transformation rather than as an independent solution. Effective digitalization requires the simultaneous strengthening of digital infrastructure, business processes, data integration, human-resource competencies, organizational coordination, and administrative governance.

Therefore, the dynamics of technology and administrative systems within the General Bureau of Lampung Province demonstrate a transition from conventional administration toward increasingly digitalized household services. Nevertheless, the coexistence of digital and manual processes indicates that this transformation remains incomplete. Further improvements are required to achieve integrated digital processes that can enhance efficiency, transparency, accountability, and responsiveness while maintaining compliance with government regulations.

CONCLUSION

Government household services provided by the General Bureau of Lampung Province are generally implemented according to their duties and functions. However, their implementation continues to experience dynamics related to organizational structure, human resources, internal coordination, service quality, responsiveness, and administrative technology. These findings indicate that household services require not only procedural compliance but also coordination, adaptability, competent personnel, and effective use of technology.

Several factors constrain the implementation of these services. First, hierarchical structures and relatively rigid procedures can limit flexibility in responding to urgent needs. Second, limitations in personnel and differences in employee competencies affect service consistency. Third, internal coordination and communication across work units are not always optimal. Fourth, differences in service attitudes and professional standards influence internal service quality. Fifth, limited responsiveness can hinder the ability to address unexpected and rapidly changing demands. Finally, administrative systems are not yet fully integrated, while limited digital infrastructure and utilization constrain efficiency and data-based management.

Overall, the dynamics of government household services demonstrate the need to strengthen coordination, human-resource competencies, service responsiveness, and integrated digital administrative systems. Digital transformation should therefore be accompanied by organizational and governance improvements rather than treated merely as a technological change.

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