Analysis of Public Service Performance of Government Apparatus at the Maridan Village Office in Sepaku District, Penajam Paser Utara Regency

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Article Info	Abstract
	This study aims to analyze the performance of public services at the Lurah Maridan Office in Sepaku District, Penajam Paser Utara Regency. The primary focus of this research is to describe the extent to which the principles of effective and efficient public service are applied, as well as the measures taken by the local government to improve the quality of service provided to the community. The study uses a qualitative approach, with data collected through in-depth interviews with local government officials and members of the community to gather information on the practices and public perceptions regarding the services provided. The findings of the study indicate that the Lurah Maridan Office has made efforts to improve public service performance by implementing various strategic measures, such as utilizing technology to simplify administration, enhancing employee discipline, and conducting regular performance evaluations. However, challenges related to a shortage of human resources and limited infrastructure remain obstacles in achieving service efficiency and effectiveness. Overall, despite some challenges, the community reported improvements in the quality of services provided, with an increasing level of satisfaction.

Introduction

Public service performance is an important indicator of the quality of government, especially in terms of accountability and responsiveness to community needs (Samsuddin, 2016). Good public service is a reflection of effective governance, where the government is able to meet the expectations of its citizens efficiently and on time. This is important because public service is not only about providing services, but also shaping public perception of the integrity and credibility of the government. As the vanguard in direct interaction with the community, government officials at the sub-district level play an important role in ensuring that public services run well and satisfactorily (Ishtiaque et al., 2021; Fourie & Kakumba, 2011).

In Indonesia, the focus on improving public service performance is increasing along with public demands for transparency and professionalism in service. The central and regional governments are working hard to improve the public service system, including through the use of information technology and modern management approaches (King & Cotterill, 2007; Bekkers & Homburg, 2005; Landsbergen & Wolken, 2001). Good performance in public services is expected to increase public trust, strengthen citizen participation, and ultimately, accelerate economic and social development (Marwiyah, 2023).

Although various efforts have been made, there are still a number of problems in public services, especially at the sub-district level. Sub-districts, as the smallest government units that are directly related to the community, often face challenges in providing services (Suoth et al., 2016). These problems can include a lack of competent human resources, limited facilities and

infrastructure such as official vehicles and computers and adequate rooms, and procedures that are considered complicated which often hinder service efficiency. This can cause dissatisfaction among residents, who feel that the services received are not commensurate with their expectations.

This problem also occurred at the Maridan Sub-district Office in Sepaku District, North Penajam Paser Regency. Local residents complained about slow service, unclear information, and lack of professionalism from government officials. This situation indicates the need for a comprehensive evaluation of the performance of the apparatus there, to identify the root of the problem and formulate appropriate solutions (Results of interviews with the community, 2024).

Based on the performance achievements of the Maridan Sub-district in 2023, information can be obtained that the community satisfaction index (IKM) has only reached 73%, which is still below the IKM target of 75%. The first target is to fulfill the need for facilities and infrastructure with an indicator of the adequacy ratio increasing from 71.3% in 2022 to 73% in 2023. The second target is to increase the public satisfaction index, which is indicated by two indicators: the Public Satisfaction Index (IKM) which increased from 72% to 73%, and the number of complaints increased from 10 cases to 12 cases.

The third target focuses on improving the quality of performance accountability reporting. The indicator used is the number of documents completed which remains consistent at 1, but the verified village accountability report increases from 85% to 90%. The fourth target is to increase public and private participation in development, measured by the participation value which shows an increase from IDR 70,000,000 in 2022 to IDR 75,000,000 in 2023. Overall, the data shows progress in most aspects measured, but on the other hand there is an increase in public complaints with contradictory results so that it needs special attention.

The IKM that has not reached the minimum limit and the increasing number of public complaints cannot be separated from several problems in Maridan Village. First, there was a case of protests by residents in 2023 over the installation of the Land Bank Sign without notification to the community. Second, there was a protest by residents of Maridan Village regarding recipients of social assistance from the government. The community stated that the recipients of social assistance were from groups of people who were considered economically capable or not on target and in the data collection of underprivileged people did not involve the Head of the Neighborhood Association. Third, the level of discipline of Maridan Village employees is low. The results of observations made by the author regarding office hours, Maridan Village employees are still very lacking (Author's Observations, 2024). These cases ultimately triggered public disappointment, especially in the problem of employee discipline who were considered less disciplined, in the end residents considered the village's performance to be unsatisfactory. As one of the public service providers at the local level, Maridan Village provides various important services that are directly related to community needs. Population administration services, such as making a Family Card (KK) cover letter, a Resident Identity Card (KTP) cover letter, a change of domicile cover letter, and a birth certificate cover letter, make it easier for residents to obtain official identity documents. In addition, the sub-district offers correspondence and document legalization services, including making a Domicile Certificate, a Certificate of Poverty, and other letters needed for administrative purposes.

Maridan Sub-district also plays a role in social and welfare services, such as data collection and distribution of social assistance to residents in need. In terms of land, the sub-district helps with the processing of land legality documents, such as recording and registering a statement of state land ownership which has now changed to a statement of physical ownership of a land plot. In addition, Maridan Sub-district supports community empowerment through job training

programs, integrated health post activities, and health education, all of which aim to improve the welfare of residents. These various services demonstrate Maridan Sub-district's efforts to provide services that are fast, easily accessible, and relevant to the needs of residents, while continuing to strive to improve its quality based on input from the community.

Recent research results show that public service performance can be measured through various indicators, such as effectiveness, efficiency, accessibility, and public satisfaction. Research conducted by Sim & Atong (2023) shows that the effectiveness of public services can be seen from how well the service achieves its goals, while efficiency is related to the use of existing resources to achieve maximum results. Mirza et al. (2023) also added that accessibility and ease of service are important factors in assessing public service performance, especially in the context of advances in information technology. In addition, factors such as the competence of the apparatus, the availability of resources, and the management system used also play an important role in determining the quality of service provided. Mustari et al. (2022) stated that improving public service performance can be achieved through strengthening the capacity of the apparatus and bureaucratic reform that emphasizes transparency and accountability. This study emphasizes that increasing the professionalism and work ethics of the apparatus is the key to creating services that are more responsive and adaptive to the needs of the community. In addition, the literature also underlines the importance of public perception of public services. Public satisfaction is often influenced by their direct experience in interacting with government officials. Negative perceptions of public services can reduce the level of public participation in government programs and weaken public trust in government institutions.

This study is important to evaluate the performance of public services at the Maridan Village Office and find strategies that can improve the quality of services. Given that the village is the forefront in the implementation of public services, improvements at this level will have a direct impact on community welfare. The identification of problems and solutions resulting from this study is expected to be a model for other villages in Penajam Paser Utara Regency and other regions. In addition, the results of this study will provide empirical contributions to the existing literature on public service performance in Indonesia, especially in the context of villages. By understanding the factors that influence service performance in Maridan Village, this study can also provide insight for policy makers to design more effective and data-based interventions.

The main objective of this study is to analyze the performance of public services provided by government officials at the Maridan Village Office, Sepaku District, Penajam Paser Utara Regency. This study aims to identify factors that influence such performance, including internal factors such as apparatus competence and resource management, as well as external factors such as support for facilities and infrastructure and government policies. In addition, this study also aims to evaluate the level of public satisfaction with the services received. Evaluation of public service performance at the sub-district level is important to do, so that this study can provide concrete and practical recommendations to improve service quality. These recommendations are expected to help local governments improve the public service system, increase public satisfaction, and ultimately, build public trust in the government. This study will also provide a basis for further studies that focus on improving public service performance in other regions in Indonesia.

Methods

This study uses a qualitative descriptive approach. Qualitative research or what is often called a naturalistic research method because the research is conducted in natural conditions (natural settings), is called a qualitative research method, because the data collected and its analysis are more qualitative (Fadli, 2021). Furthermore, the research method applied is descriptive

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research, which focuses on the description, analysis, and interpretation of existing data to provide a clear picture of the phenomena or variables being studied (Arikunto, 2013). Research on the analysis of public service performance of government apparatus at the Maridan Village Office, Sepaku District, Penajam Paser Utara Regency, the researcher acts as an insider. This is because the researcher has had in-depth access to the environment that is the object of the research. As an insider, it can increase additional credibility in understanding and interpreting data. This research was conducted in Maridan, one of the sub-districts in Sepaku District, North Penajam Paser Regency, East Kalimantan Province, Indonesia.

Research data is obtained through primary and secondary sources. Primary sources refer to data or information collected directly from the original source, without interpretation or modification. In the context of this research, primary sources can include interviews and direct observations, which are conducted by researchers to collect data directly from the individuals, groups, or events being studied. This study also involved 7 community members as research informants. The seven community members who became informants were selected because they had direct experience in receiving services in Maridan Village. These informants were selected purposively to ensure that they truly understand the process and quality of services provided by the village. Their experiences provide important insights into various aspects of services, including speed, accuracy, comfort, and the attitude of officers in serving the community. Collecting information from them helps this study identify problems that may occur in the implementation of services, as well as assess the effectiveness of services from the perspective of service recipients. Through the perspective of informants, this study can more deeply evaluate how public services in Maridan Village have met or have not met the expectations of residents.

Secondary sources refer to data or information that has been collected, analyzed, and published by other parties before. This includes literature, reports, journal articles, databases, or other sources of information that existed before the study. This study uses data from secondary sources such as monitoring and evaluation reports on public service delivery policies from related agencies.

The combination of primary and secondary sources makes the research data obtained even better. The combination of primary data and secondary data means that the research is supported by comprehensive, in-depth, and diverse data to support research objectives, validate findings, and draw conclusions based on strong evidence.

Result and Discussion

Public Perception of Public Service Performance at the Maridan Village Office

Perception of Service Quality

The results of the study show that the majority of the Maridan Village community have a positive perception of the quality of public services provided by the village office. This is reflected in the response of the community who feel that the services received have been running well and optimally. The services provided are considered capable of meeting the administrative and social needs of the community with adequate standards.

One resident said,

> *"I think the performance of public services in the village is good and has been maximized." (Interview with the Community, December 22, 2024). Similar things were expressed by another resident who said, "The officers at the village office are friendly and ready to help with document processing, so I don't feel any difficulty."*

Another resident added,

> *"The service process is fast, and all information is easy to get if we need it."*

These statements indicate public satisfaction with the services provided.

However, some input also emerged from the community. One resident said,

> *"The service is good, but I hope there are more programs that directly touch the needs of the lower class."*

Another resident said,

> *"If possible, information about village programs should be announced more often so that everyone knows what is available."*

Several residents also suggested that there be the development of technology-based services to make it easier for people who cannot always come directly to the village office.

From the results of the study, the quality of public services in Maridan Village has succeeded in meeting the expectations of most people, but ongoing efforts are still needed to improve the quality of services. By responding to input from the community, such as increasing access to information and technology-based innovation, services in Maridan Village can become more inclusive and efficient.

Efficiency

Efficiency in public services is an important indicator for assessing how resources, such as time, money, and labor, are used optimally to achieve the desired results. In the context of services in Maridan Village, efficiency is a primary concern, considering that this village has limited facilities and resources. Therefore, it is important to evaluate the extent to which efficiency has been applied in village operations in order to provide maximum benefits to the community.

The majority of people stated that services in Maridan Village were efficient. This can be seen from the response of the community who felt that existing resources had been used optimally, even with limited infrastructure and facilities. One resident said,

> *"I think it's appropriate because looking at the condition of the sub-district and the existing facilities, I think it's quite optimal."*

This view reflects the community's acceptance of service management that prioritizes efficiency. Service efficiency can also be seen from the way the sub-district utilizes time in providing services to the community. Most residents admitted that the time needed to process documents or obtain information was relatively fast and not long-winded.

> *"The document processing process doesn't take long; the officers are also responsive."*

This shows the awareness of sub-district officers to work effectively in utilizing the available time.

However, some input also shows that there is still room to improve efficiency, especially in terms of the use of technology.

One resident said,

> *"If possible, the sub-district should provide online services so that people don't have to go back and forth to the office to take care of something."*

This proposal illustrates that the use of technology can increase the efficiency of time and labor in the future, while also facilitating public access to public services.

In addition, efficiency in the use of public funds is also in the spotlight. Several residents feel that the sub-district has succeeded in prioritizing the allocation of funds for programs that are directly beneficial to the community. However, there are also those who suggest that the allocation of funds be more transparent and accountable.

> *"We want to know how the sub-district budget is used, so that we feel confident that everything is being used well."*

This shows the importance of more open communication regarding the management of public funds.

Overall, services in Maridan Sub-district have shown quite good efficiency despite limited resources. However, to achieve a higher level of efficiency, the sub-district needs to consider input from the community, such as the development of technology-based services and increasing transparency in fund management. These steps can ensure that the resources available are truly utilized to achieve optimal results and meet community expectations.

Effectiveness

Effectiveness is a key indicator in assessing the extent to which the goals and objectives of a program or service can be achieved. In the context of services in Maridan Sub-district, effectiveness includes the real results expected by the community, such as ease of access to services, increased welfare, and the sustainability of the programs being implemented. To assess effectiveness, it is important to see whether the programs and services actually have a positive impact in accordance with the objectives that have been set.

The majority of the Maridan Sub-district community feel that the services provided have been effective in meeting their needs. One resident said,

> *"The services in the sub-district are quite helpful to us, especially in administrative matters. All documents are usually completed on time according to the officer's promise."*

This shows that public services have met community expectations in terms of speed and final results. Effectiveness is also seen from the village programs designed to improve community welfare. Several residents appreciate the existence of Posyandu and other health programs that are considered successful in providing real benefits.

> *"Posyandu here is very helpful, especially for mothers who have toddlers. We get health services regularly."*

This program is proof that the village's goal of supporting community health has been achieved.

However, not all residents feel that all services and programs in Maridan Village are running effectively. One resident stated,

> *"There are several programs that have unclear results, such as skills training programs. There are few participants, and the impact has not been felt in the community."*

This input shows that several programs need to be further evaluated to ensure that the targets to be achieved are truly relevant and have a significant impact.

In addition to health programs, effectiveness is also seen in administrative services. The process of processing population documents such as KTP, KK, and birth certificates is considered quite satisfactory by the community. One resident said,

> *"All the documents I take care of here are completed on time. The officers are also friendly and helpful."*

This indicates that the objectives of administrative services have been achieved optimally in supporting the needs of the community. To improve the effectiveness of services in the future, Maridan Village needs to continue to focus on developing programs that are relevant to the needs of the community and improving programs that are considered to have less impact. Periodic evaluation and involving the community in program planning are important steps to ensure that all services and programs run are truly effective and in accordance with community expectations.

Accessibility

Accessibility is one of the important factors that measures the ease of the community in accessing available services, which includes aspects of affordability, availability, and ease of use of the service. In Maridan Village, this ease of access is very crucial because it can affect how effectively public services can be received by the community. Good accessibility ensures that all levels of society, especially those living in remote areas, can obtain services without significant obstacles.

The results of the interview showed that the majority of the community felt that access to services in Maridan Village was quite easy. One resident stated,

> *"The village office is quite close and not difficult to reach. In addition, services in the village are also easy to access, both in terms of time and location."*

This indicates that the relatively close geographical distance to the service center in the village has made it easier for the community to access administrative and other services.

Accessibility can also be seen from the availability of health and education service facilities spread across Maridan Village. With the presence of health centers, integrated health posts, and educational facilities ranging from kindergartens to elementary schools, residents feel they can access health and education services easily.

> *"The integrated health posts here are quite close, so if my child is sick or needs a vaccine, I can go straight there."*

This shows that health facilities are quite available and easily accessible to the local community.

However, although the accessibility of health and administrative services is quite good, some residents expressed challenges in terms of access to certain services. As expressed by one resident who complained,

> *"Some services such as processing business permits or skills training are sometimes difficult to access because the information is not clear."*

This indicates that although these services are available, their accessibility is still limited by the lack of adequate information and digital accessibility that may not be optimal.

To further improve accessibility, Maridan Village needs to consider developing more integrated services using technology, such as online services for processing administration or program registration. With the development of technology, the provision of online services can

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make it easier for residents who have limited time or distance to access services without having to come directly to the village office. Overall, although Maridan Village already has good accessibility in several aspects of services, there needs to be an evaluation to improve sectors that are less accessible. The dissemination of more transparent information and strengthening the digitalization system will further expand access to services for the community, especially for those in remote areas or with limited mobility.

Innovation and Adaptability

Innovation and adaptability are important aspects in assessing the performance of an institution, including in public services. In the context of the Maridan Village Office, innovation carried out to adapt to the needs of the community and developments in the external environment is very necessary to improve the quality of service. An innovative institution will be able to identify changing needs and utilize existing resources to achieve them. This not only includes changes in work processes, but also in formulating policies that are more responsive to developments in the era.

From the results of interviews with the community on December 22, 2024, one of the suggestions that emerged was the need for a notice board or notification that lists all the requirements for processing letters related to public services.

> *"I want there to be a notice board/notification that includes/lists all the requirements for processing letters related to public services so that the community does not have to go back and forth to ask about the requirements."*

This shows the hope from the community that the village can innovate by providing information that is more open and easily accessible to the public.

The need for clear and easily accessible information reflects the public's desire for the administrative process to run more efficiently. With the presence of a notice board that lists complete requirements, the public no longer needs to go back and forth to the sub-district office just to ask what documents or requirements are needed. This kind of innovation will also make it easier for sub-district officers to provide services because it will reduce the time spent serving the same questions repeatedly.

In addition, the institution's ability to adapt to technological developments and changes in community needs is also very important. With the increasingly developing digital era, sub-districts can utilize technology to provide faster and more efficient services. For example, through online applications that can provide complete and up-to-date information on administrative requirements. This will be a form of adaptation that not only follows changes in community needs, but also answers the challenges of an era that is increasingly moving towards digitalization.

Improving Employee Attendance Discipline

The Maridan Village Government implements an employee discipline policy as a top priority in improving public service performance. One of its implementations is the use of fingerprint attendance that automatically monitors employee attendance time, and provides consequences in the form of reduced incentives for employees who are late. This is in line with policies implemented in other villages that also emphasize discipline as a key factor in improving public service performance.

In addition, the Head of the Public Service Section stated that

"We have challenges with low work time discipline and technological skills among some staff, which causes delays in service."

Based on the results of interviews with the Maridan Village Head and the Head of the Public Service Section, it can be concluded that the Maridan Village has implemented an employee discipline policy as the main step to improve public service performance. This policy focuses on the use of fingerprint attendance that automatically monitors employee attendance and provides sanctions in the form of reduced incentives for employees who are late. This shows that discipline is a top priority to ensure that employees are present on time and carry out their duties properly. In addition, this policy is in line with practices in other sub-districts that also emphasize discipline as an important factor in improving public service performance. The challenges faced are the low discipline of working hours and technological skills of some staff. This has an impact on delays in service and reduces the quality of performance. Therefore, even though the discipline policy has been implemented, there are still obstacles that need to be overcome, such as increasing technological competence and stricter monitoring of working hours. Thus, it is important for Maridan Sub-district to continue to make improvements, both through technical training for staff and further evaluation of the implementation of the fingerprint attendance policy so that public services can be more efficient and responsive.

Use of Digital Systems for Correspondence Management

Maridan Village is also trying to reduce paper usage by utilizing the E-Office application that has been prepared by the Regional Government for correspondence with other agencies. Although currently only the Lurah is registered in the system, the village plans for this application to be used by all employees early next year to improve administrative efficiency.

The Village Secretary also stated that:

"This system will be very helpful in correspondence efficiency, but we need additional training for staff so that they can use this application effectively."

Based on the interview results, it can be concluded that Maridan Village is trying to improve administrative efficiency by reducing paper usage through the utilization of the E-Office application prepared by the Regional Government. Although currently only the Lurah is registered in the system, the village's plan is for this application to be used by all employees early next year. This is expected to simplify the process of correspondence with other agencies and help shorten service times and reduce dependence on paper use.

The challenge faced is the need for additional training for staff so that they can use the E-Office application effectively. The Village Secretary stated that although this application is very helpful in increasing efficiency, the mastery of technology by all staff is an important factor that needs to be considered. Therefore, the success of the implementation of E-Office in Maridan Village is highly dependent on proper training for employees so that they can optimize the use of the application in increasing the efficiency of administration and public services.

Preparation and Socialization of SP and Service Flow

The Maridan Village Government has prepared a book of SP and service flow that can be accessed by all employees to ensure consistent standard operating procedures in public services. This SP book includes the legal basis, requirements, systems, mechanisms, procedures, costs/tariffs, and competencies of implementers that must be adhered to by all employees.

The Governance Section Staff stated that:

> *"We have implemented the SP well, but we still need further socialization to ensure that all employees understand every applicable procedure."*

Based on the interview results, it can be concluded that the Maridan Village Government has compiled a SP book and service flow that functions as a guide for all employees in carrying out public service tasks in accordance with established standards. This SP book covers various important aspects, such as legal basis, requirements, systems, mechanisms, procedures, costs/tariffs, and competency of implementers that must be followed by all employees. This aims to ensure consistent, efficient service, and in accordance with applicable regulations.

The Governance Section Staff revealed that further socialization is still needed to ensure that each employee clearly and deeply understands each applicable procedure. This socialization is an important step so that all staff can implement the SP optimally and avoid errors or inconsistencies in the implementation of public service tasks. The success of the SP implementation will depend greatly on the deep understanding and consistency of all employees in following the established procedures.

Employee Performance Evaluation and Reporting

Maridan Village carries out employee performance evaluations through the E-Kinerja application which allows each employee's activities to be reported and assessed. The Village Head checks employee performance reports every month to ensure the quality and effectiveness of the service. This evaluation also includes a community satisfaction survey conducted annually to obtain useful feedback for service improvement.

The Village Secretary stated,

> *"Performance evaluation through the E-Kinerja application provides a clear picture of employee achievements. Community satisfaction surveys are also important to assess how effective our services are."*

Based on the interview results, it can be concluded that the Maridan Village has implemented an effective performance evaluation system through the use of the E-Kinerja application. This application allows employees to report every activity they do, and the performance report is routinely reviewed by the Village Head every month to ensure the quality and effectiveness of the services provided. By using this application, the Maridan Village can obtain a clear picture of employee achievements and can objectively assess their performance.

In addition, the Maridan Village also conducts a community satisfaction survey every year as part of the service evaluation. This survey provides very valuable feedback on how effective the services provided by the village to the community are. This satisfaction survey is also used to design improvements in services to better meet community expectations. Performance evaluation and community satisfaction surveys are important steps that not only improve service quality, but also encourage continuous improvement in Maridan Village.

Responding to Public Complaints

The Maridan Village Government uses a coordination and recording mechanism to respond to public complaints. Complaints received will be recorded along with the source of information and the identity of the complainant as material for further service improvement. This aims to increase transparency and responsiveness of public services.

The Head of the Public Service Section stated

> *"Good coordination between us and the community is very important to resolve complaints and provide timely solutions."*

From the results of the interview, it can be concluded that the Maridan Village Government has implemented a systematic coordination and recording mechanism to respond to public complaints. Every complaint received is recorded along with information on the source and identity of the complainant as material for further evaluation and improvement. This approach aims to increase transparency and responsiveness in public services, as well as ensure that public complaints can be resolved with timely solutions.

The importance of good coordination between the Maridan Village Government and the community was also emphasized by the Head of the Public Service Section. This coordination is considered essential to respond to complaints quickly and effectively, so that solutions can be provided that are in accordance with community needs. Thus, this mechanism not only strengthens the relationship between the sub-district and the community, but also supports efforts to continuously improve the quality of public services.

Improvement of Service Procedures

Maridan Sub-district strives to simplify service procedures by reducing unimportant requirements and shortening completion times. This is done by utilizing technology in coordination and approval, as well as improving the quality-of-service products to better satisfy the community.

The Governance Section Staff added,

> *"We continue to strive to improve procedures so that services become faster and more efficient, according to community needs."*

From the results of this interview, it can be concluded that Maridan Sub-district is actively trying to simplify public service procedures by reducing requirements that are considered unimportant and shortening completion times. This initiative is carried out by utilizing technology to accelerate the coordination and approval process, which focuses on increasing efficiency and quality of service.

In addition, the Staff of the Governance Section emphasized that they continue to strive to improve service procedures to be faster and more efficient, in accordance with community needs. This shows Maridan Village's commitment to responding to the dynamics and expectations of the community in a more effective way, while improving the quality-of-service products for community satisfaction.

Resolving Obstacles in Service

The Maridan Village Government faces several challenges in carrying out public services, such as a shortage of personnel, lack of technological skills among employees, and limited facilities and infrastructure. For this reason, the village is trying to improve this by improving the technological skills of employees and providing adequate facilities to speed up the service process (Results of interviews with Maridan Village Governance Section Staff, December 22, 2024).

The Head of the Public Service Section added

> *"We need more technology training for our staff, because these technological limitations greatly affect service efficiency."*

From the results of this interview, it can be concluded that Maridan Village faces challenges in carrying out public services, especially related to the lack of personnel, low technological skills among employees, and limited facilities and infrastructure. However, the village is committed to improving these things by improving the technological skills of employees and providing more adequate facilities.

In addition, the Head of the Public Service Section highlighted the importance of technology training for staff, because limitations in this case have an impact on service efficiency. This shows that increasing technological and infrastructure capacity is an important step for the village to accelerate the service process and improve the quality of services provided to the community.

Policy Supervision and Adjustment

Services in Maridan Village are always adjusted to applicable SOPs and procedures, except in cases of force majeure, which may cause delays. To ensure the accuracy of services, service products submitted to the community through staff will be checked in stages from implementing staff to the Village Head.

The Head of Public Service Section added,

> *"We pay close attention to the timeliness of service, but in emergency situations, we will prioritize problem solving, even if it exceeds the specified time."*

From the results of this interview, it can be concluded that services in Maridan Village are generally always carried out in accordance with the established SP and procedures. However, in emergency situations or force majeure, there is flexibility in the implementation of services, which may cause delays. Nevertheless, the village continues to strive to maintain the timeliness of service.

In order to ensure the accuracy and quality of service, every service product that will be submitted to the community through staff will go through a tiered inspection process from the implementing staff to the Village Head. This shows that Maridan Village pays special attention to the quality of service and ensures that every step in the service process is in accordance with the established standards, even though there are situations that require adjustments.

The Maridan Urban Village Government has implemented a series of policies and strategic steps to improve public service performance, including improving employee discipline, utilizing technology, preparing clear SP, evaluating performance, and handling public complaints. Despite challenges such as limited facilities and technology, and lack of employee skills in technology, the steps implemented have shown positive results in improving service quality. In the future, it is important for Maridan Urban Village to continue and improve the use of technology and employee training to overcome existing obstacles, and to continue involving the community in the evaluation process to improve transparency and responsiveness of services.

This study reveals that the Maridan Village Government has implemented a number of strategic policies to improve public service performance. These efforts include improving employee discipline, utilizing technology such as E-Performance and E-Office applications, preparing clear SPs, periodic performance evaluations, and managing public complaints. Public service performance is measured by service quality, efficiency, effectiveness, accessibility, public satisfaction, and innovation and adaptability.

Service quality indicators include aspects of reliability, timeliness, and professionalism in providing services. In this study, the Maridan Village Government's efforts to improve service quality include preparing clear SPs, implementing performance evaluations through the E-Performance application, and utilizing the E-Office application. However, there are still challenges in maintaining consistent service quality due to the limited technological competence of some employees.

Efficiency measures the extent to which resources such as time, money, and labor are used optimally to achieve the desired results. In this study, the use of technology for administration, such as the E-Office application, has helped reduce paper use and speed up the correspondence process. However, efficiency is still hampered by limited infrastructure and employee technological skills. Kornieieva et al.'s theory. (2024) suggested that technology training and investment in infrastructure can improve service efficiency.

Effectiveness refers to the extent to which the goals and objectives of public services are achieved. Maridan Village uses a community satisfaction survey and monthly performance evaluation to measure the extent to which expected results are achieved. With this evaluation tool, service effectiveness can be monitored and improved continuously. This approach is in line with the theory of Lee & Johnson (2012) which emphasizes the importance of measuring service outcomes as an indicator of effectiveness.

Ease of public access to services is an important indicator in assessing public service performance. The use of E-Office and E-Kinerja applications helps improve accessibility in administrative management. However, the limited technological capabilities of employees are still an obstacle in providing services that are easily accessible to the public. This indicates the need for efforts to increase employee capacity to ensure better service accessibility.

Public satisfaction reflects the perception of service recipients regarding the quality of services provided. Maridan Village routinely conducts a community satisfaction survey every year to assess the level of satisfaction. The survey results are used as feedback to improve services. In accordance with the theory of Matarrita-Cascante (2010), public satisfaction is highly dependent on their perceptions of reliability, responsiveness, and empathy in services. The ability to innovate and adapt is the key to the success of public services in the modern era. Maridan Village has implemented innovations such as the E-Office and E-Kinerja applications. However, the success of this innovation depends on the ability of employees to adapt to new technologies. According to Stroppe (2023), successful innovation requires ongoing training to ensure employees are able to adopt technology effectively.

Maridan Village shows a strong commitment to improving public service performance. Policies such as the use of technology for administration and performance evaluation reflect efforts to improve efficiency and quality of service. However, obstacles such as limited technology training and lack of facilities hinder the effectiveness of these policies. For example, although the E-Office application is able to simplify the correspondence process, the inability of employees to use technology optimally is still a major problem. This indicates the need for further intervention to maximize the potential of the innovations that have been implemented.

This study provides information that the steps taken by Maridan Village are on the right track to improve public services. However, to achieve more optimal results, a more holistic approach is needed. For example, a continuous technology training program for employees must be a priority. In addition, public satisfaction surveys should be strengthened with real-time data collection to provide a rapid response to public needs.

In this study, Parasuraman et al.'s (1988) theory is used to evaluate the quality of public services through five main dimensions: reliability, responsiveness, assurance, empathy, and tangibles. This theory provides a strong framework for understanding how service quality can be assessed comprehensively and relevant to public expectations. In addition, Gibson et al.'s (2013) theory complements this approach by explaining the relationship between input, process, and output in public service performance. This perspective helps identify that service quality depends not only on the final result, but also on the resources used and how the service process is designed and run.

Furthermore, this study also takes the view of Kornieieva et al. (2024), which highlights the importance of technology training in improving service efficiency. This factor is very relevant in the context of modern public services, where technology adaptation is key to meeting increasingly complex community needs. On the other hand, Lee & Johnson's (2012) theory is used to measure service effectiveness through the achievement of program objectives. By combining these theories, this study provides a comprehensive analytical framework, covering aspects of quality, efficiency, and effectiveness, all of which are important foundations for improving public service performance. This study successfully integrates theory and empirical findings to provide a comprehensive picture of public service performance. The implementation of technology in public services, for example, is in line with the theoretical framework of Gibson et al. (2013), which emphasizes the importance of the relationship between input, process, and output. In this study, input in the form of technology training and provision of infrastructure affect more efficient service processes and higher quality results. This finding shows that technology not only speeds up administrative processes but also improves service quality through more systematic and transparent management.

In addition, the approach of public satisfaction surveys as an evaluation tool reflects the importance of data collection to support evidence-based decision-making. This shows how empirical findings can strengthen theory by providing concrete evidence of the effectiveness of implemented strategies. Public satisfaction surveys not only measure the level of acceptance of services but also serve as a guide to identify areas that need improvement. Thus, this study connects theory with practice, showing that data-based and theory-based approaches can complement each other in improving the quality of public services.

The results of this study show that public service performance can be assessed using various indicators such as service quality, efficiency, accessibility, effectiveness, public satisfaction, and innovation and adaptability. This finding is in line with research conducted by Ukeje et al. (2024), which also highlights the importance of employee accountability and discipline in improving public service performance. Although their research focuses more on individual aspects, both emphasize that low quality of public service is often caused by weak performance of government officials. This shows that individual performance is an important component of the overall performance of the public service system.

This study also supports the findings of Adawiyah et al. (2023) and Sadat (2019), which emphasize the importance of public service quality in determining the level of public satisfaction. This study confirms that responsiveness, timeliness, and reliability are relevant indicators in measuring service performance. However, this study broadens the scope by adding dimensions of accessibility and innovation, which provide a more holistic view of the factors that influence the success of public services. This broader approach provides a new context that reinforces the importance of flexibility in adapting to changing community needs.

Furthermore, the results of this study are relevant to the studies of Junianto et al. (2020) and Achmad et al. (2022), which discuss the impact of internal factors such as employee discipline

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and facilities on service quality. This study provides additional support by showing that efficiency and innovation also play an important role in ensuring optimal service performance. Thus, the results of this study not only strengthen previous findings but also offer a more comprehensive perspective to understand public service performance based on more diverse indicators.

The constraints on employee technological skills directly affect the responsiveness and reliability of services. Lack of technological training causes employees to take longer to complete tasks, thereby reducing the efficiency and effectiveness of services. In addition, limited infrastructure is an obstacle to ensuring better accessibility for the community. By improving technological training and providing adequate facilities, Maridan Village can be more optimal in meeting community needs. Overall, Maridan Urban Village has made progress in improving public service performance through technological innovation and performance evaluation policies. However, this success still faces operational challenges. By focusing on technology training, providing adequate facilities, and continuous evaluation, Maridan Urban Village can achieve better and more sustainable public service standards.

Conclusion

Based on the research results, public perception of the performance of public services at the Maridan Village Office generally shows a good level of satisfaction. The public appreciates the efforts of the Maridan Village in improving the efficiency and quality of services, especially through the implementation of technological applications such as E-Office and E-Kinerja which accelerate the administration process and employee performance evaluation. However, there are still challenges related to the limitations of employee technological capabilities and existing facilities, which affect the effectiveness and accessibility of services. The public also showed the importance of transparency and responsiveness in services, which the village government has attempted to fulfill through a clear coordination mechanism to handle public complaints and input. The Maridan Village Government has taken strategic steps to improve public service performance. These steps include the implementation of clear standard operating procedures (SOPs), the use of technology to improve efficiency and transparency, and routine employee performance evaluations to ensure optimal service quality. In addition, the village government also plans to increase employee technological capacity through additional training and the provision of adequate facilities. These steps can overcome existing challenges and ensure that public services in the Maridan Village can continue to develop according to community needs.

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