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Author(s)

Corresponding Author

 Syarif Idris

 uwaisbinsyarif@gmail.com

 Universitas Muhammadiyah Kupang

 Rahma Pramudya Nawang Sari

 rahmapramudya.rpns@gmail.com

 Universitas Muhammadiyah Kupang

 Ibnu Azka

 0009-0004-9332-0472

 ibnuazka00@gmail.com

 Universitas Islam Negeri Sunan Kalijaga, Yogyakarta

 Fathur Baldan Haramain

 0009-0003-4528-1547

 Fathurbaldanharamain98@gmail.com

 Universitas Al-Azhar

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Public Service Transformation Based on Local Leadership:

A Study in Palleko Village

Syarif Idris, Rahma Pramudya Nawang Sari, Ibnu Azka,
Fathur Baldan Haramain

Abstract: This study aims to analyze the transformation of public services in Palleko Village, Polombangkeng Utara District, Takalar Regency, and the strategies implemented by the Village Head to improve service quality. Effective and efficient public services are very important to meet the needs of the community but are often hampered by various problems such as a complicated bureaucratic system, limited resources, and low community participation. This study uses a qualitative method with a descriptive approach, where data is collected through observation, interviews, and documentation. The results of this study indicate that the Palleko Village Head implements several service transformation strategies, such as improving facilities, providing fair and professional services, and transparency through clear service flow information. Supporting factors in this transformation include the availability of infrastructure, friendly and responsive attitudes from staff, and good relations between the government and the community. However, the main challenges in this transformation process are the professionalism of staff, which still needs to be improved, and the low public awareness of the importance of their role in supporting public services. The transformation of public services in Palleko Village shows that with the right strategy, service quality can be improved so that it is more responsive to community needs and supports inclusive development.

About the Author(s)

Syarif Idris is a lecturer at Muhammadiyah University of Kupang and remains actively engaged in teaching and writing on Islamic studies.

Rahma Pramudya Nawang Sari, originally from Yogyakarta, moved to the city of Kupang in 2019. She has been an active lecturer at Muhammadiyah University of Kupang, as well as an active writer and researcher. In addition, she currently serves as a journal manager.

Ibnu Azka, Lecturer at Alauddin State Islamic University Makassar. Active as a writer on various platforms, both journal articles and opinions.

Fathur Baldan Haramain, an academic and practitioner who is active in writing in various journals.

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I. Introduction

Indonesia's decentralization policy, as mandated by Law No. 23 of 2014, provides autonomy for regional governments to manage local affairs and improve public service delivery (Christia & Ispriyarso, 2019). This autonomy is expected to enhance the quality, effectiveness, and responsiveness of services in line with local needs (Faguet & Shami, 2022; Faye et al., 2024). However, in practice, disparities in service quality remain evident across regions.

Public service quality is a fundamental measure of good governance, requiring not only bureaucratic effectiveness but also ethical and communicative engagement between the government and its citizens (Kyambade et al., 2024; Armstrong & Stedman, 2024). The sub-district, as an administrative intermediary between the regency and the village, plays a crucial role in ensuring that decentralization translates into tangible improvements in citizens' everyday lives (Mensah et al., 2024).

Despite various national initiatives — such as integrated service systems and citizen-centered service models (Virtanen & Jalonen, 2024), local implementation still faces significant challenges, particularly in the attitudes, behavior, and accountability of civil servants (Wiranta et al., 2024; Hossain et al., 2020). These limitations often hinder service delivery at the grassroots level.

In Palleko Village, North Polombangkeng District, there have been noticeable improvements in service quality under the current village leadership. These include enhancements in administrative facilities and human resource performance. As a result, Palleko is now regarded as a model village within the district.

This development raises important questions: What strategies has the sub-district government implemented to improve public service quality? How do these strategies reflect principles of good governance and decentralization? These questions highlight a gap in the literature. While many studies focus on decentralization at the provincial or regency level, few explore how sub-district governments operationalize these principles in real settings.

This study seeks to analyze the strategies employed by the sub-district government to improve public services in Palleko Village, with a focus on the interplay between policy, leadership, communication ethics, and citizen satisfaction. The findings aim to contribute to practical insights for local governance improvement in decentralized contexts.

II. Methods

This research employs a qualitative research method with a descriptive approach to analyze the strategies implemented by the Village Head (Lurah) in transforming public services in Palleko Village, North Polombangkeng District, Takalar Regency. This approach was chosen because it allows researchers to deeply explore the processes, meanings, and social dynamics that occur in public service practices, particularly from the perspective of those directly involved in the field (Braun & Clarke, 2025).

Palleko Village was selected as the research location because it has demonstrated significant progress in the quality of public services since the new Village Head took office. The study focuses on the strategies adopted by the village government to improve services, how these strategies are implemented, and how the public perceives the changes.

Informants were selected purposively, namely individuals considered relevant and with direct experience of changes in public services in the village. The primary informant was the Palleko Village Head, as the central actor in decision-making and implementation of service strategies. In addition, several village staff from various areas—such as administrative services, public complaints, and data management—were interviewed to provide a broader understanding of service operations. Community informants were chosen with diverse backgrounds in mind, including small business owners, housewives, the elderly, and community leaders who actively access village services. A representative from the sub-district was also interviewed to gain insights from the government level overseeing the village.

Data were collected through field observations, in-depth interviews, and documentation. Direct observations were carried

out at the village office to examine service practices, interactions between officers and the community, and the condition of facilities supporting services. Semi-structured interviews were conducted to ensure flexibility, allowing informants to share their experiences and perspectives openly. Documentation reviewed included standard operating procedures (SOPs), service program reports, community satisfaction index data, and village coordination meeting minutes.

The data were analyzed using a structured thematic analysis approach. The process began with transcribing all interviews and recording findings from observations and documentation. The researchers then conducted a thorough reading of the data to understand the context and identify key emerging meanings. Meaningful excerpts were manually assigned initial codes, such as leadership, service communication, citizen response, digital innovation, and sub-district support. This coding was conducted inductively, based on patterns and topics emerging from the data itself rather than a rigid theoretical framework.

After coding, the researchers grouped related codes into sub-themes. For example, codes related to leadership style, staff training, and facility improvements were grouped under the sub-theme change management. Meanwhile, codes concerning citizen involvement, acceptance of input, and transparency were grouped under the sub-theme participatory governance. From these groupings, broader themes emerged that formed the basis of the study's main interpretations: leadership and change management, participatory service governance, institutional reform and work culture, and public communication in services.

To ensure validity, source triangulation was applied by comparing and confirming information from multiple sources, including interviews with key informants, field observations, and official village documents. Additional validation was conducted through member checking, where preliminary findings were discussed with several informants to ensure that the interpretations accurately reflected their perspectives. Ethical considerations were carefully observed throughout the research. All informants were fully

informed of the purpose and benefits of the study and were free to consent or decline participation. Their identities were kept confidential and are not disclosed in the report.

III. Results and Discussions

This chapter presents the research findings on the strategies employed by the Village Head to improve the quality of public services at the Palleko Village Office, North Polombangkeng District, Takalar Regency. The discussion focuses on the effectiveness of these strategies, their tangible impact on the community, the extent of community involvement, and a contextual analysis based on relevant theories. In addition, this chapter provides strategic recommendations to support the sustainability of public service improvements.

The study is grounded in the concept of New Public Service (NPS), which emphasizes that public service exists to serve citizens rather than merely treating them as customers. It also applies the SERVQUAL model, which evaluates service quality across five dimensions: tangibles, reliability, assurance, responsiveness, and empathy (Parasuraman, Zeithaml, & Berry, 1988). This combined framework is particularly relevant for assessing the strategies implemented by the Village Head, as it provides both a quality-of-service perspective and a grounding in modern public service values.

A. Effectiveness of Strategies in Transforming Public Services

Research findings indicate that the strategies implemented by the Head of Palleko Village have significantly improved service quality, particularly in terms of convenience, transparency, and staff discipline. These strategies can be analyzed through the five dimensions of the SERVQUAL model:

1. Tangible Dimension (Physical Evidence)

Improving physical facilities has been one of the Village Head's main priorities in building a professional service image. The village office is now equipped with comfortable waiting areas, electric fans, queue chairs, and well-maintained cleanliness. Interviews with informants revealed that residents feel more respected and no longer

experience discomfort while waiting for services. This supports the argument of Parasuraman, Zeithaml, and Berry (1988) that physical evidence is an important indicator shaping the public's initial perception of service quality.

This effort is considered effective because it not only increases comfort but also strengthens public trust in the government's commitment to better services. In other words, this strategy represents a concrete application of good governance, which places citizens at the center of service (Denhardt & Denhardt, 2015).

2. Reliability Dimension

Reliability is reflected in the efforts of officials to provide services according to standards, in a timely and accurate manner. Based on interviews, most community members acknowledged that administrative services were carried out quickly and according to procedures. However, challenges arose when key staff were absent, requiring less experienced staff from other departments to step in, which sometimes caused delays.

"In providing services, we always strive to be punctual and follow procedures to ensure public satisfaction. However, if a key employee is absent, they sometimes have to be replaced by another staff member. This can slow down the process because they are not fully familiar with the procedures in that area." (Hamdayani, Palleko Village Head, interview, October 23, 2023)

A similar sentiment was echoed by local residents.

"If the staff is fully staffed, the process is very fast and follows the rules. But if someone is absent, service is usually a bit slow because the person replacing them isn't fully familiar with the procedures." (Sukmawati, Palleko resident, interview, October 22, 2023)

This situation shows that while services are generally reliable, there are still gaps in human resource management. Abdelkader et al. (2024) argue that reliability requires consistent, error-free performance. Therefore, strengthening staff capacity through cross-functional training is necessary to minimize service disruptions when employees are absent.

3. Assurance Dimension

Assurance is demonstrated through the posting of service flowcharts in public areas of the village office. These charts help citizens clearly understand service stages, thereby reducing confusion and potential errors. This transparency reflects the principle of public accountability within the framework of good governance (Kyambade et al., 2024).

"Having a flowchart in the office helps me understand the order better. But if I'm still confused, I usually ask the staff, and they kindly explain." (Sukmawati, Palleko resident, interview, October 22, 2023)

Residents generally acknowledged that the service flowchart made processes clearer, although some still required staff explanations. This indicates that the strategy effectively enhances trust and assurance in service delivery.

4. Responsiveness Dimension

The responsiveness of officials is shown in their promptness in handling citizen inquiries and complaints. The Village Head emphasized friendly communication and immediate solutions when residents encountered administrative difficulties. However, responsiveness has not yet reached its full potential due to limited use of technology. Most processes remain manual, which leads to long queues during busy periods.

From the perspective of the New Public Service (NPS), the government should proactively listen to citizens' aspirations and use technology to accelerate service delivery (Supriyanto et al., 2025). Thus, responsiveness could be strengthened by introducing digital innovations, such as application-based services or online queuing systems.

5. Empathy Dimension

Empathy is evident in the friendly, polite, and open attitude of staff toward citizens' needs. Interviews revealed that the public appreciates staff members who are communicative and willing to assist, including elderly citizens who struggle with administrative procedures. This reflects the principle of citizen-centered service in the New Public Service paradigm, which emphasizes humanizing government-citizen relationships (Mayasiana et al., 2024).

B. Benefits of Strategy for Society

The tangible benefits of the strategies implemented by the Palлеко Urban Village Head to improve the quality of public services can be significantly felt by the community. These positive impacts are evident in increased comfort, information transparency, and accelerated service processes. The public now receives services in better conditions, both in terms of physical facilities and procedures. The availability of adequate facilities, such as comfortable waiting rooms and other supporting amenities, creates a conducive atmosphere so that residents no longer feel bored or tired while waiting for their turn.

Furthermore, transparency in the service process has increased with the provision of clearly presented service flow information in diagram form. This makes it easier for the public to understand the steps to be followed, thereby reducing confusion and the potential for procedural errors. This clarity also builds public trust in the urban village apparatus because the procedures are more accountable and can be monitored by the public.

Speed of service is also a significant benefit experienced by the community. Based on interviews, most residents acknowledged that administrative services are running faster than before. A similar sentiment was echoed by local residents who emphasized that the improvement not only increases efficiency but also demonstrates the apparatus' commitment to providing responsive services to community needs.

On the other hand, forms of community involvement in the service improvement process are beginning to emerge, although they have not yet been formally institutionalized. This participation generally appears through daily interactions between residents and village officials, such as providing direct input regarding procedures or service facilities. However, this participation remains informal and has not yet been translated into dedicated deliberation forums or evaluation mechanisms such as community satisfaction surveys. This indicates that while the implemented strategies have had a positive impact, systematically strengthening

public participation is still needed to ensure the sustainability of service improvements.

C. Contextual Analysis with Theory

The findings of this study indicate that the public service transformation strategy in Palлеко Village aligns with the principles of the New Public Service (NPS), which positions citizens as the central actors in public governance. NPS emphasizes a democratic and participatory service orientation, with a focus on creating public value. In this context, procedural transparency and improved service facilities are not merely aimed at efficiency, but also function as instruments to build trust and accountability. Swasthaisong et al. (2025) highlight that the NPS approach can enhance public satisfaction when local governments successfully open spaces for participation and strengthen two-way communication in service delivery.

Evaluating service quality through the SERVQUAL approach provides a systematic framework for understanding public perceptions of services. The results show significant improvement in the tangible and empathy dimensions, reflected in the upgraded waiting room facilities and the friendly attitude of officials. However, the reliability and responsiveness dimensions remain major challenges, largely due to the limited number of competent staff and a suboptimal cross-sectoral work system. As emphasized by Nendi et al. (2025), applying SERVQUAL in the village context requires an adaptive approach, given the differences between rural and urban communities in terms of expectations and access to information.

Another key challenge lies in the digitization of services. The current reliance on fully manual processes prolongs completion times and increases the likelihood of long queues. Globally, however, digitalization of public services has been shown to enhance transparency, efficiency, and accountability (Ikbal et al., 2025). This highlights the urgency of developing e-governance strategies at the village level. For instance, Prabawati et al. (2021) found that even simple technological interventions—such as online queue applications or complaint portals—can significantly improve citizens' perceptions of service quality in villages across eastern Indonesia.

Finally, limited public participation in evaluating and improving services demonstrates that collaborative governance principles have not yet been fully realized. The absence of deliberation forums or regular satisfaction surveys indicates weak institutional capacity for citizen engagement. In fact, Baskoro (2025) argues that participatory forums at the village level can serve as effective democratization tools, improving both policy quality and the public legitimacy of village governments. Thus, public service innovation should not be viewed solely from a technocratic perspective (infrastructure and procedures), but also from a sociological and institutional perspective—one that systematically and sustainably integrates community involvement.



Figure 1. Palleko Village Office, North Polombangkeng District, Takalar Regency

Source: Personal Documentation

D. Village Head's Strategy to Improve Public Services

Based on field research, several strategies were identified in improving the quality of public services at the Palleko Village Office, Polombangkeng Utara District, Takalar Regency. These strategies include:

1. Providing Targeted Public Service Facilities

The provision of public facilities by the Palleko Village government can be seen from the tangible dimension (physical evidence). This dimension reflects the ability of a service provider

to demonstrate its presence to the community. The appearance and quality of physical facilities, infrastructure, and the surrounding environment serve as concrete evidence of the services provided. This includes the physical condition of the service location, the technology and equipment used, and the appearance of employees when serving the public. In short, it can be interpreted as physical appearance, equipment, and personnel.

In this study, the tangible dimension is measured by indicators such as the appearance of staff when carrying out service tasks, the comfort of the service area, the ease of service procedures, employee discipline in providing services, accessibility for service requests, and the use of assistive devices. Public services at the Palleko Village Office, North Polombangkeng District, Takalar Regency have already implemented the tangible dimension and its indicators.

"As the sub-district government, we are trying very hard to provide comfort and satisfaction to the people of Palleko Sub-district. Therefore, we display the physical facilities so that the public can see and feel them directly, and we also pay close attention to cleanliness by providing adequate cleaning equipment in the office."
— Hamdayani, personal communication, October 23, 2023

Based on the results of the interview with Lurah Hamdayani, the public service strategy carried out through this method is to provide physical facilities so that the public can directly see and feel the benefits. These facilities not only support the service process but also help ensure that people feel comfortable and focused when receiving or providing services.

"In terms of physical facilities, the Palleko Sub-district Office is very enthusiastic about providing comfort to the community by offering real facilities, such as fans and chairs, so that we as the community can queue or wait without getting tired of standing, as well as adequate cleaning facilities that are always maintained for the comfort of all."
— Sukmawati, personal communication, October 22, 2023

From the results of the interviews, it can be understood that public service facilities under the tangible dimension are highly prioritized by the Palleko Village government. Providing adequate physical facilities according

to community needs helps create security and comfort in the service process and serves as real evidence of the services provided.

2. Providing Fair Service to the Community with Excellent and Professional Service

Fair and professional service provision can be seen from the reliability dimension, which refers to the ability of service providers to deliver services as promised—accurately and reliably. Reliability can be measured through the accuracy of service delivery, as well as the ability and expertise of employees in using tools during the service process. In this study, the reliability dimension is determined by indicators such as the accuracy of employees in serving users, the clarity of service standards, and the ability of staff to use assistive tools during service delivery. Public services at the Palleko Sub-district Office, Polombangkeng Utara District, Takalar Regency have implemented this reliability dimension according to its indicators.

“In providing services, we have done our best to perform in this office as promised—precisely and accurately. The convenience of the community in the service process is also our top priority so that we are able to accommodate all services well and easily.”
— Fatmawati, personal communication, October 21, 2023

The interview results show that administrative staff generally provide maximum service to the community appropriately and accurately. However, challenges arise when staff in their respective fields are absent or unable to come to the office. In such cases, community services are sometimes handled by staff from other fields who may not have the required expertise. As a result, some indicators do not meet community expectations, such as staff proficiency in using assistive devices during the service process.

“As a member of the public, I have experienced the services I need from the office, carried out carefully according to the capacity of the employees working there. However, there are often obstacles beyond control. For example, when employees are sick and unable to attend, their work is sometimes taken over by other staff who are not from that field, which causes slight

delays in the services we receive as the public.”
— Sukmawati, personal communication, October 22, 2023

Based on these results, it can be concluded that in terms of reliability, staff generally provide fast and accurate services according to community needs. However, unexpected circumstances—such as the absence of staff specialized in their fields—sometimes result in services being handled by non-experts, thereby reducing the optimal quality of public services.

3. Providing Information on Service Flow at the Sub-district Office in the Form of a Chart to Facilitate Public Service

The provision of service flow is included in the assurance dimension, namely knowledge, politeness, and the ability of service employees to foster a sense of trust in service users (the community). Indicators of this dimension consist of communication, credibility, security, competence, and courtesy. Public services at the Palleko Village Office, Polombangkeng Utara District, Takalar Regency have implemented the assurance dimension and its indicators. Assessment of the quality of public services that have been carried out according to community expectations includes employees providing guarantees of timely service and providing clarity in the service flow. The guarantee given by employees to the community is related to their ability to foster a high sense of trust.

“Regarding the service flow in this office, we have provided clarity by creating a service flow chart for the public who want to be served. Starting from the initial service process to completion so that the public can easily understand the service flow in our office.”
— Nurdin, personal communication, October 21, 2023

Based on the interview results above, it can be understood that the Palleko Village Office has provided a guarantee to the public regarding the service flow in the form of a chart displayed by the office. Therefore, the public can easily understand the service process so that there are minimal errors related to the service flow desired by the community.

“As a service user, I already understand the flow of services at the sub-district office. There is

a chart attached to the wall that makes it easier for me to understand the service flow, and if I still don't understand it, I ask the sub-district office staff." — Sukmawati, personal communication, October 22, 2023

Based on the interview results above, it can be understood that with the efforts made by the office, the community feels greatly helped by the existence of the service flow chart. The community already understands the service flow without feeling confused when they want to be served at the Palleko Village Office.

This is in line with the theoretical study in the previous chapter put forward by Robbins and Coulter, which states that the definition of organizational structure or chart is a formal framework of the organization with which work tasks are divided, grouped, and coordinated. An organizational chart is a diagram that conveys the internal structure of a company visually by explaining the roles and responsibilities among individuals in an organization (Godinho et al., 2023).

This is also in line with what was put forward by Parasuraman and Berry, that the main dimensions in the quality of public service are: Tangible or physical evidence, which refers to the physical appearance, equipment, personnel, and communication media in the service (Lukman et al., 2022). The appearance and ability of physical facilities, infrastructure, and the surrounding environment are real evidence of the service provided by the service provider, which includes facilities (buildings, etc.), equipment and technology used, and the appearance of its employees. Reliability, or the ability of the organization to provide services as promised accurately and reliably (Abdelkader et al., 2024), means performance must align with customer expectations, which include punctuality, equal service for all customers without error, a sympathetic attitude, and high accuracy. Assurance, or guarantee and certainty, is the knowledge, politeness, and ability of company employees to foster customer trust in the organization. It consists of several components, including communication, credibility, security, competence, and courtesy.

Organizational charts show the interrelationship of various positions in an

organization in terms of authority and responsibility. Basically, there are three organizational patterns: line organization, functional organization, and line-and-staff organization. The similarities put forward by Robbins and Coulter and this study lie in the discussion of organizational charts. The difference is that Robbins and Coulter define organizational structure/chart as a formal organizational framework with which work tasks are divided, grouped, and coordinated. Meanwhile, in this study, the provision of service flow is included in the assurance dimension, namely knowledge, politeness, and the ability of service employees to foster a sense of trust in service users (the community). Indicators of this dimension consist of communication, credibility, security, competence, and courtesy.

4. Supporting and Inhibiting Factors for Improving Public Services

In every activity we do, there are definitely advantages and disadvantages, and the same goes for public services. There are always factors that support and improve the quality of public services, as well as those that hinder improvements in public services.

5. Supporting Factors

Supporting factors in improving the quality of public services at the Palleko Village Office, Polombangkeng Utara District, Takalar Regency are as follows:

a. Availability of Service Tools at the Sub-district Office

The availability of service equipment is one of the important aspects in providing services. With adequate equipment, services to the community become easier, thus creating satisfaction for the community.

*"We have provided the equipment in this office to be used to serve the community. Such as providing computers and printers to make it easier for staff to serve the community, **providing** chairs for the community to sit and queue when they want to take care of things in the office. We also provide a hall if there is an important message that needs to be conveyed to the community."* — Hamdayani, personal communication, October 23, 2023

"With the computer, I feel helped in serving the community. If the printed and archived files are lost, there are still files stored on the computer so there is no need to re-create the lost correspondence or other files."
— Fatmawati, personal communication, October 21, 2023

Based on the interviews, it can be understood that the Palleko Village Government has provided adequate equipment, both for staff working in the office and for the Palleko community who want to be served in the office. In terms of service equipment, the government has provided sufficient computers and chairs for employees and the community who need them.

b. Friendliness and Courtesy of Staff in Serving the Community

One of the important aspects in improving the quality of public services in the village office is the friendliness and politeness of employees towards the community and towards other members of the government. With the friendliness shown by the staff, positive impacts are created for the community, such as satisfaction with the services provided.

"We prioritize friendliness and politeness to the community who want to be served so that the process of the service provided can be well received by the community, so that there are minimal misunderstandings regarding the service."
— Nurbani Madjid, personal communication, October 22, 2023

From the interview above, it can be understood that the sub-district government always acts friendly and politely towards the community who come to be served at the Palleko Sub-district Office, so that the services provided can run optimally.

"When I want to take care of things at the sub-district office, the staff there are always friendly and polite, so that I feel satisfied and happy with the services provided by the sub-district government. They always provide good and clear explanations of the services I need."
— Sukmawati, personal communication, October 22, 2023

Based on the interview above, it can be understood that the Palleko Village Government always acts friendly

and politely towards the community, so that the services provided can run optimally. With friendliness and politeness, the community also feels satisfied with the services provided by the village government.

c. Establishment of Cooperative Relations Between Members of the Government

Apart from friendliness and politeness, another important factor is cooperation between members of the organization, especially in a government agency that prioritizes serving the community.

"We in the office feel facilitated in providing services because of the cooperation between public servants in the sub-district. Every time we do something, we always uphold the principle of cooperation so that something heavy can become light."
— Nurdin, personal communication, October 21, 2023

"Of course, we are here always maintaining a cooperative relationship between members of the government to serve the community. With cooperation, we always feel closer and more intimate with each other, and the work is also easier and faster to complete."
— Fatmawati, personal communication, October 21, 2023

Based on the interview above, it can be understood that government officials/ members always establish cooperative relationships in serving the community so that work becomes lighter and easier.

The improvement of public service quality at the Palleko Village Office is supported by the availability of adequate service tools at the sub-district office, the friendliness and courtesy of staff in serving the community, and the establishment of cooperative relations among government members.

This is in line with the theoretical study in the previous chapter put forward by Widjaja, that in carrying out their duties, the village head and village apparatus are required to cooperate, both within their environment and with other organizations in accordance with their respective main tasks. With the structure and function of the village government, it is expected to be able to provide services and carry out duties

and obligations as public servants and state servants, so that there is coordination in carrying out these duties and functions. This means that the village apparatus, in carrying out their duties and functions, can cooperate. The similarities put forward by Widjaja and this study are that they both discuss cooperation in government. The difference is that, in carrying out their duties, the village head and village apparatus are required to cooperate both within their environment and with other organizations in accordance with their respective main tasks, while this study discusses the cooperative relationship between members of the government at the Palleko Village Office, North Polombangkeng District, Takalar Regency.

6. Inhibiting Factors

The inhibiting factors in improving the quality of public services at the Palleko Village Office, North Polombangkeng District, Takalar Regency include:

a. Staff Work Professionalism

"We sometimes experience obstacles when the staff on duty in administrative services are absent, whether they are sick or there is an event so they don't have time to come to the office. So we replace them when there are people who want to be served. The obstacles we often experience are like files that we don't know the folder location for, so the service is a little late." - Nurdin, personal communication, October 21, 2023.

Sukmawati said:

"Once, when I was taking care of files at the sub-district office, the staff on duty in the administration section was absent, therefore another staff replaced him. The staff still did not understand how to operate a computer, so the service was a bit late." - Sukmawati, personal communication, October 22, 2023.

From the interview, it can be understood that other staff who are not assigned to the administration field still do not fully understand the management of serving the public, such as where to store files needed by the public, so that the service is somewhat late.

b. Public Awareness

"Inhibiting factors also include public awareness. This shows that there are still many

people who want to take care of things without preparing everything completely, and sometimes some of them ask for all their administration to be completed quickly and instantly." Hamdayani, personal communication, October 23, 2023.

Based on the interview above, it is understood that there is a lack of public awareness to prepare everything related to the administration of services at the sub-district office. Some of them want their affairs to be completed quickly and instantly, even though certain administrative matters cannot be completed in one day but rather take several days.

"Sometimes people come to take care of things without paying attention to the steps of the service at the sub-district office. There are also people who want their affairs to be resolved in a hurry and without queuing, which makes the sub-district office staff busy." Fatmawati, personal communication, October 21, 2023.

Based on the interview above, people sometimes do not want to queue and rush to be served by staff, which can interfere with the service process in the village office. Service is an important aspect of village government because people rely on the government to take care of existing files according to their needs.

The inhibiting factors in improving public service quality at the Palleko Village Office are the limited professionalism of staff in carrying out their duties and the low level of public awareness in utilizing and supporting available services.

This is in line with the theoretical study in the previous chapter put forward by Parasuraman et al., that there are four command gaps that are obstacles in public services, namely ignorance of what is expected by customers, incorrect service quality standards, service performance gaps, and promises that are not in accordance (Sani, 2022). Quality service or excellent service that is oriented towards customers is very dependent on customer satisfaction. One measure of the success of providing quality service is the level of satisfaction of the customers served (Sugiarto & Octaviana, 2021). This opinion is oriented towards external services, from the customer's perspective, which is considered more important or prioritized if quality service performance is to be achieved.

As a government organization that has the main task of providing services to the community, it is required to have village officials who have the ability to carry out their duties and functions so that the implementation of services to the community is carried out optimally. This ensures that there are no more complaints from the community about the services provided. Service is essentially a series of activities, therefore it is a process. As a process, service takes place routinely and continuously, covering the entire life of people in society. According to Moenir, the implementation of services can be measured; therefore, good standards can be set in terms of the time required and the results (Sholichah & Muin, 2025, p. 1).

The similarities put forward by Parasuraman et al. with this study are that they both discuss the obstacles or barriers that exist in the process of public services in the community. The difference is that Parasuraman et al. stated that there are four command gaps that are obstacles in public services, namely ignorance of what is expected by customers, incorrect service quality standards, service performance gaps, and promises that are not in accordance. While in this study, the obstacles in public services are the professionalism of staff in providing services to the community and public awareness when taking care of and wanting to be served at the village office.

IV. Conclusion

Based on the findings of the study *Public Service Transformation: Village Head's Strategy in Improving the Quality of Public Services at the Palleko Village Office, North Polombangkeng District, Takalar Regency*, several conclusions can be drawn. First, the village head's strategy for improving the quality of public services encompasses several strategic dimensions: providing public service facilities tailored to community needs, providing fair and professional services, and providing clear service flow information through charts to facilitate user understanding. Second, supporting factors for improving the quality of public services include the availability of adequate service equipment, friendly and courteous staff, and harmonious relationships among residents.

Conversely, inhibiting factors include the limited professionalism of some employees and relatively low public awareness of service procedures. From a theoretical perspective, these findings reinforce the relevance of the SERVQUAL framework for assessing public service performance, particularly in the dimensions of tangibles, reliability, and assurance. The observed strategies reflect efforts to operationalize these dimensions within the context of local governance, demonstrating how the classic public service quality model can be adapted at the village level. However, this study also demonstrates that theory must be contextualized, taking into account the socio-cultural dynamics and resource constraints common in rural administrative environments.

Practically, these findings demonstrate the need for targeted capacity building for village staff to enhance their professionalism and technical competence, particularly in the use of digital tools for service delivery. This aligns with the national agenda for digital transformation in public services as stipulated in Law No. 25 of 2009 concerning Public Services and the e-Government policy framework. At the policy level, local governments should consider institutionalizing community feedback mechanisms, such as complaint desks or regular service evaluation forums, to strengthen participatory governance and ensure continuous improvement in service quality. Furthermore, policies that encourage inter-village benchmarking of best practices can help disseminate successful strategies and encourage innovation in public service delivery.

Finally, future research should expand beyond single case studies by conducting comparative analyses across villages or sub-districts, allowing for a broader understanding of the factors influencing the success of service transformation. This would enrich theory and practice by identifying contextual patterns and variations in the implementation of service quality strategies at the grassroots level.

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