

PUBLIC SERVICE TRANSFORMATION BASED ON LOCAL LEADERSHIP : A STUDY IN PALLEKO VILLAGE

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis transformasi pelayanan publik di Desa Palleko, Kecamatan Polombangkeng Utara, Kabupaten Takalar, serta strategi yang diterapkan Kepala Desa dalam meningkatkan kualitas pelayanan. Pelayanan publik yang efektif dan efisien sangat penting untuk memenuhi kebutuhan masyarakat, namun seringkali terhambat oleh berbagai permasalahan seperti sistem birokrasi yang rumit, keterbatasan sumber daya, dan rendahnya partisipasi masyarakat. Penelitian ini menggunakan metode kualitatif dengan pendekatan deskriptif. Data dikumpulkan melalui observasi, wawancara, dan dokumentasi. Untuk menguji keabsahan data, penelitian ini menerapkan teknik triangulasi sumber dengan membandingkan informasi dari berbagai informan dan dokumen pendukung. Data yang terkumpul diolah melalui proses transkripsi wawancara, pengorganisasian catatan lapangan, dan dianalisis menggunakan pendekatan analisis tematik dengan tahapan reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian ini menunjukkan bahwa Kepala Desa Palleko menerapkan beberapa strategi transformasi pelayanan, seperti peningkatan fasilitas fisik, pemberian pelayanan yang adil dan profesional, serta transparansi melalui penyediaan informasi alur pelayanan yang jelas. Faktor pendukung dalam transformasi ini antara lain ketersediaan sarana prasarana, sikap ramah dan tanggap dari staf, serta hubungan yang baik antara pemerintah dengan masyarakat. Namun, tantangan utama dalam proses transformasi ini adalah profesionalisme staf yang masih perlu ditingkatkan dan rendahnya kesadaran masyarakat akan pentingnya peran mereka dalam mendukung pelayanan publik. Transformasi pelayanan publik di Desa Palleko menunjukkan bahwa dengan strategi yang tepat, kualitas pelayanan dapat ditingkatkan sehingga lebih responsif terhadap kebutuhan masyarakat dan mendukung pembangunan inklusif.

Kata Kunci : transformasi pelayanan publik, strategi kepala desa, Desa Palleko

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 crucial to meeting community needs, but are often hampered by various problems such as a complex bureaucratic system, limited resources, and low public participation. This study uses a qualitative method with a descriptive approach. Data were collected through observation, interviews, and documentation. To test the validity of the data, this study applies source triangulation techniques by comparing information from various informants and supporting documents. The collected data were processed through interview transcription, organizing field notes, and analyzed using a thematic analysis approach with the stages of data reduction, data



presentation, and drawing conclusions. The results of this study indicate that the Village Head of Palleko implemented several service transformation strategies, such as improving physical facilities, providing fair and professional services, and transparency through the provision of clear service flow information. Supporting factors in this transformation include the availability of infrastructure, friendly and responsive staff, and good relations between the government and the community. However, the main challenges in this transformation process are the need for improved staff professionalism and low public awareness of their crucial role in supporting public services. The transformation of public services in Palleko Village demonstrates that, with the right strategy, service quality can be improved, making it more responsive to community needs and supporting inclusive development.

Keywords: *public service transformation, village head strategy, Palleko Village,*

INTRODUCTION

Indonesia, as a democratic country composed of diverse regions, adopts a decentralization system in its governance. This policy is formally regulated under Law No. 23 of 2014, which defines decentralization as the process of transferring governmental authority from the central government to autonomous regions based on the principle of autonomy (Mega Christia & Ispriyarso, 2019). The implementation of decentralization provides local governments with the authority to manage their own affairs while remaining accountable to the central government (Waskito et al., 2019). Theoretically, decentralization is expected to enhance the quality of public services so that they become more responsive to local needs (Faguet & Shami, 2022; Faye et al., 2024).

However, the reality of decentralization implementation reveals persistent disparities in public service quality across

regions (Wiranta et al., 2024). Studies indicate that while decentralization fosters innovation in service delivery, its implementation often faces obstacles such as low bureaucratic professionalism, limited technology utilization, and insufficient community participation (Hossain et al., 2020; Virtanen & Jalonen, 2024). This suggests that the success of decentralization depends not only on the delegation of authority but also on the effectiveness of strategies adopted by local governments at the grassroots level, including urban villages and sub-districts.

Public service quality is a fundamental indicator of good governance. As noted by Kyambade et al. (2024), public service is not merely about fulfilling administrative procedures but also about fostering ethical and communicative interactions between the state and its citizens. In this context, governments are expected not only to act as service providers but also as facilitators who empower citizens (Denhardt, J. V., &



Denhardt, 2015). Consequently, the New Public Service (NPS) paradigm has emerged, shifting the focus from efficiency under *New Public Management* to a citizen-centered approach (*citizenship-oriented governance*).

Although various national initiatives have been launched—such as integrated service systems and citizen satisfaction indexes—many local government units, particularly at the urban village level, still struggle to provide fast, transparent, and accountable services (Damaiyanto et al., 2017; Apriani & Nurcahyo, 2021). This highlights a scientific gap, as most studies on decentralization and public service quality focus on provincial or district levels, while research at the urban village level—where citizens directly experience government services—remains limited.

The leadership transition in Palleko Village, Polombangkeng Utara District, Takalar Regency, presents an interesting case study. Initial observations indicate a significant improvement in the quality of public services, both in terms of physical infrastructure and human resource performance. Palleko Village is now recognized as a model village in the regency. According to official data from Takalar Regency in Figures 2025, Polombangkeng Utara District occupies the largest area in the regency at

approximately 212.25 km²—representing approximately 37.5% of the total area of Takalar Regency (Badan Pusat Statistik Kabupaten Takalar, 2025). This confirms that an improvement in the quality of public services in Palleko Village, as the sub-district capital, will have a significant impact on the image and development of the region at the sub-district level as a whole. This development raises critical questions: What strategies have the village heads implemented to transform public services? How effective are these strategies in increasing citizen satisfaction and engagement?

Based on this background, this study aims to analyze the strategies adopted by the village head of Palleko in improving public service quality, focusing on their effectiveness, benefits for the community, and alignment with the principles of good governance and the New Public Service paradigm. Practically, the findings of this study are expected to provide policy recommendations to strengthen public service innovation at the village level within the framework of decentralization.

RESEARCH METHOD

This study employed a qualitative method with a descriptive approach, aiming to explore and analyze the strategies implemented by the Village Head (*Lurah*) in transforming public services in Palleko



Village, North Polombangkeng District, Takalar Regency. Qualitative methods were chosen because they allow for a deeper understanding of complex social phenomena, particularly in capturing the nuances of public service transformation and the contextual dynamics that shape it (Braun & Clarke, 2025).

This research was conducted in Palleko Village, which was purposively selected due to its relevance to the research objectives. The primary subjects of this study included the Village Head, village staff, and community members who directly experience public services. Informants were also selected purposively, focusing on individuals with knowledge, roles, or experience that could contribute valuable insights into the strategies, challenges, and outcomes of service transformation. The respondents consisted of one Village Head, three respondents from the village government staff, and three respondents from the community, including both service users and local community leaders. This composition was intended to ensure a comprehensive perspective, combining the views of policymakers, implementers, and beneficiaries of public services in Palleko Village.

Data collection was conducted through observation, semi-structured interviews, and documentation. Observation enabled researchers to directly witness how public services were delivered, including interactions between government staff and the community. Interviews with key informants, such as village heads (*Lurah*), administrative officers, and residents, provided in-depth insights into the planning and implementation of service strategies, as well as community perceptions. Documentation supported the research by providing records such as service flowcharts, reports, and written procedures, which helped contextualize and verify other data sources. The data collection process was conducted over a month, from October 1 to 30, 2024, allowing for repeat visits and follow-up interviews to ensure data accuracy and depth.

To ensure the credibility of the findings, source triangulation was applied. This involves cross-checking information from multiple sources—interviews, observations, and documents—to ensure consistency and minimize bias.

Data were analyzed using the Miles and Huberman interactive model (Anisa et al., 2024). The process began with data collection, followed by data reduction, where relevant information was selected,



categorized, and coded based on themes aligned with the research focus. The next stage involved presenting the data in descriptive narratives and thematic matrices to facilitate pattern recognition and interpretation. Finally, the researcher draws conclusions and verifies them by reviewing recurring patterns, ensuring consistency with field data, and ensuring alignment with the theoretical framework, particularly the New Public Service perspective and SERVQUAL dimensions.

The study is grounded in the concept of New Public Service (NPS), which emphasizes public service as a means to serve citizens rather than merely treating them as customers. It also applies the SERVQUAL model, which measures service quality through five dimensions: tangibles, reliability, assurance, responsiveness, and empathy (Parasuraman, A. B. L. L., Zeithaml, V. A., & Berry, 1988). This approach is relevant to assess the strategies implemented by the Village Head from the perspective of service quality and modern public service values.

RESULT AND DISCUSSION

This chapter discusses the research findings on the strategies employed by the Village Head in improving the quality of public services at the Palleko Village Office, North Polombangkeng District, Takalar Regency. The discussion focuses on the

effectiveness of the implemented strategies, their tangible impact on the community, the level 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.

Effectiveness of Strategies in Transforming Public Services

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

Tangible Dimension (Physical Evidence)

Improving physical facilities has become a top priority for the Village Head in building a professional service image. The village office is now equipped with a comfortable waiting room, fans, queue chairs, and maintained cleanliness. Interviews with key informants—namely Nurdin (Head of the Development Section), Fatmawati (administrative staff), and Sukmawati (local resident who regularly accesses public services)—revealed that residents feel more respected and no longer experience discomfort while waiting for



services. This aligns with the view of (Parasuraman, A. B. L. L., Zeithaml, V. A., & Berry, 1988), who argue that physical evidence is an important indicator in shaping the public's initial perception of service quality.

Nurdin explained :

"We are improving these physical facilities so that the public feels comfortable and well-served, because public service is not just about speed, but also about providing comfort" (Nurdin, personal interview, October 5, 2024).

Fatmawati, an administrative staff member, said,

"With a neat waiting room and queue chairs, we can serve more orderly. People also seem more patient while waiting" (Fatmawati, personal interview, October 17, 2024).

Meanwhile, Sukmawati shared her experience as a service user :

"Now when I come to the village office, the atmosphere is more comfortable. It used to be hot and cramped, but now there are fans and plenty of chairs" (Sukmawati, Palleko resident, interview, October 22, 2024).

This effort is considered effective because it not only increases comfort but also builds public trust in the government's commitment to providing better services. In other words, this strategy is a concrete representation of the Village Head's commitment to good governance, which

places citizens at the center of service (Denhardt, J. V., & Denhardt, 2015).

Reliability Dimension

Reliability is demonstrated through the efforts of officials to provide services according to standards, in a timely manner, and accurately. Based on interviews, the majority of the public acknowledged that administrative services were carried out quickly and according to procedures. However, challenges arose when key staff were unable to attend, requiring staff from other departments who were less proficient in procedures to fill in. This resulted in delays in the service process.

"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, 2024).

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 is not fully familiar with the procedures" (Sukmawati, Palleko resident, interview, October 22, 2024).



This situation indicates that, despite generally reliable service, there are still gaps in human resource management. According to Abdelkader et al. (2024), reliability encompasses consistent, error-free performance. Therefore, strategies to strengthen staff capacity through cross-functional training need to be optimized to prevent service disruptions due to employee absences.

Assurance Dimension

The quality assurance aspect is reflected in the sub-district government's efforts to provide service flow charts posted in public areas of the office. These charts allow the public to clearly understand the service stages, reducing confusion and the potential for errors. This transparency demonstrates the implementation of 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 am still confused, I usually ask the staff, and they kindly explain." (Sukmawati, Palleko resident, interview, October 22, 2024)

Residents interviewed acknowledged that the service flowchart made things easier, although some still needed staff assistance for further explanation. Thus, this strategy effectively increases trust and service assurance.

Responsiveness Dimension

The responsiveness of government officials is reflected in their promptness in responding to citizen inquiries and complaints. The Head of Palleko Village emphasized friendly, direct communication and solutions when residents encountered administrative challenges. However, research findings indicate that responsiveness is not yet optimal due to limited technology utilization. Most processes are still manual, resulting in long queues when service volumes are high.

From the New Public Service (NPS) perspective, the government should proactively listen to public aspirations and utilize technology to expedite services (Supriyanto et al., 2025). Therefore, responsiveness can be increased through digitalization of application-based services or online queuing systems.

Empathy Dimension

Empathy in service is evident in the friendly, polite, and open attitude of staff to citizens' needs. Interviews revealed that the public appreciates staff who are communicative and willing to help, including elderly citizens who have difficulty understanding procedures. This aligns with the principle of citizen-oriented service in the National Public Service Program (NPS), which emphasizes



humanizing the relationship between government and citizens (Mayasiana et al., 2024).

Benefits of Strategy for Society

The tangible benefits of the strategies implemented by the Palleko 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 facilities, 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. This change not only increases efficiency but also demonstrates the apparatus's 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 emerges 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.

Contextual Analysis with Theory

The findings of this study indicate that the public service transformation strategy in Palleko Village aligns with the principles of the New Public Service (NPS), which places citizens as the primary actors in public governance. The NPS emphasizes the importance of a democratic, participatory



service orientation, and a focus on creating public value. In this context, procedural transparency and improving service facilities are not merely a matter of efficiency, but also part of efforts to build trust and accountability. A study by Swasthaisong et al. (2025) stated that the NPS approach encourages increased public satisfaction if the local government is able to open up spaces for participation and strengthen two-way communication in public services.

Furthermore, evaluating service quality using the SERVQUAL approach provides a systematic framework for measuring public perceptions of the services received. These findings indicate that the tangible and empathy dimensions have significantly improved through improvements to the waiting room and the friendly attitude of officials. However, the reliability and responsiveness dimensions remain major challenges, primarily due to limited competent staff and a suboptimal cross-sectoral work system. Nendi et al. (2025) emphasized that implementing SERVQUAL in a village context requires an adaptive approach because the characteristics of rural communities differ from those of urban areas, both in terms of expectations and access to information.

Limitations in service digitization are also a major challenge. Completely manual

service processes slow down completion times and increase the risk of long queues. However, globally, digitalization of public services has been proven to increase transparency, efficiency, and accountability (Ikbali et al., 2025). This reinforces the importance of e-governance development strategies at the village level. A study by Prabawati et al. (2021) in villages in eastern Indonesia showed that simple information technology interventions, such as online queue applications or public complaint portals, can increase positive perceptions of services.

Furthermore, limited public participation in service evaluation and improvement processes indicates that collaborative governance principles have not been fully implemented. The absence of service deliberation forums or regular public satisfaction surveys indicates weak institutional capacity for citizen participation. In fact, according to Baskoro (2025), participatory forums at the village level can be an effective democratization tool in improving policy quality and public legitimacy for village governments. Therefore, public service innovation should be viewed not only from a technocratic perspective (infrastructure and procedures), but also from a sociological and institutional perspective,



namely, how the community is systematically and sustainably involved.

CONCLUSION

Based on the findings of this study, 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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