



## Analysis Of Village Institutions' Performance In Public Services In Sinarancang Village, Mundu Subdistrict

Widia Silviyati<sup>1</sup>, Siti Khumayah<sup>2</sup>, Yanto Heryanto<sup>3</sup>

Swadaya Gunung Jati University. Cirebon. West Java. Indonesia. Email :

[wsilviyati@gmail.com](mailto:wsilviyati@gmail.com)<sup>1</sup>

Swadaya Gunung Jati University. Cirebon. West Java. Indonesia. Email :

[siti.khumayah@ugj.ac.id](mailto:siti.khumayah@ugj.ac.id)<sup>2</sup>

Swadaya Gunung Jati University. Cirebon. West Java. Indonesia. Email :

[yanto.heryanto@ugj.ac.id](mailto:yanto.heryanto@ugj.ac.id)<sup>3</sup>

Corresponding Author: [siti.khumayah@ugj.ac.id](mailto:siti.khumayah@ugj.ac.id)

Co-Corresponding Author: [yanto.heryanto@ugj.ac.id](mailto:yanto.heryanto@ugj.ac.id)

### Abstract

**Background.** The performance of village officials plays a crucial role in determining the quality of public services. However, service delivery in Sinarancang Village still faces various obstacles, such as the lack of Standard Operating Procedures (SOPs), suboptimal utilization of information technology, and inconsistent discipline among officials.

**Aims.** This study aims to analyze the performance of Sinarancang Village officials in providing public services and identify the factors that influence them.

**Methods.** The study used a descriptive qualitative approach with data collection techniques through interviews, observation, and documentation of eight purposively selected informants. Data analysis was conducted using the interactive model of Miles, Huberman, and Saldaña.

**Result.** The performance of village officials based on indicators of productivity, service quality, responsiveness, and accountability is quite good, but not optimal. The main obstacles include the absence of SOPs, ineffective task division, dependence on certain officials, and limited information and data. Public service problems are interrelated and indicate that service governance is not yet integrated.

**Conclusion.** This study emphasizes the importance of strengthening service governance through the development of standard operating procedures (SOPs), increasing discipline and digital capacity of devices, strengthening coordination, and optimizing information media to realize more effective, transparent, and accountable public services.

**Keywords:** performance, village governance, public services, SOP, Desa Sinarancang



© 2026 The Author(s). This article is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/), which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source.

### INTRODUCTION

Public service is the government's primary function in realizing the fundamental rights of the people. According to Law No. 25 of 2009 on Public Service, every citizen has the right to high-quality, transparent, and accountable public services. Villages are directly involved in meeting the administrative needs of the community because they serve as centers of public service within the framework of regional autonomy. This role is further reinforced by Law No. 6 of 2014 on Villages, which was subsequently amended by Law No. 3 of 2024. These laws grant village governments the authority to provide public services that are efficient, responsive, and oriented toward the needs of the community.

Nevertheless, the quality of public services at the village level still faces various challenges. According to Alexsander et al. (2024) indicates that limited equipment capacity and the lack of Standard Operating Procedures (SOPs) are the causes of suboptimal service. Farizki (2025) found that low utilization of information technology, limited supporting facilities, and the lack of certainty of service times hampered the improvement of service quality. Furthermore, Deliana & Rahman (2025) and Lestari (2022) revealed that low device discipline and high dependence on certain officials resulted in ineffective administrative processes. These findings indicate that improving the performance of found in Sinarancang Village, Mundu Subdistrict, Cirebon Refency. Intial observations showed that administrative services were still dominated by manual processes, there were no written service SOPs, disciplined attendance of devices was inconsistent, and the use of the village website as a service and public information medium was suboptimal. These conditions have the potential to slow down administrative completion and reduce the public's ease of accessing service information.

The impact of these conditions is not only felt in the administrative proses, but also affects the community's access to various other public services, such as education, health, and social assistance that require village administrative documents. For the resident of Sinarancang Village, the majority of whom work as farm laborers and traders, delays in service result in increased time, costs, and lost employment opportunités. According to Dwiyanto (2017), less responsive and accountable public service not only reduce community statisfaction but can also erode public trust in the village government. Based on a review of previous research, most studies discuss factor such as apparatus discipline, service digitization, organizational coordination, and the implementation of SOPs separately. These studies have not examined how these factors are interrelated in influencing public service performance at the village level. Furthermore, studies on the condition of public services in

Sinarancang Village have also never been conducted, so the characteristics of the problems in the village have not been scientifically documented.

Based on this gap, this study not only analyzes the performance of village officials based on Dwiyanto's public bureaucracy performance indicators but also examines the relationship between factors that hinder the provision of public services in Sinarancang Village. The results show that these various obstacles are interrelated. The lack of Standard Operating Procedures (SOPs) is one factor that affects the division of village officials' tasks, discipline among officials, the use of information technology, and the quality of service governance, which are carried out comprehensively and in an integrated manner, not just as improvements in each aspect separately. These findings complement previous research that generally still discusses these factors separately.

The urgency of this research is growing in line with government policies promoting the digital transformation of village services. The success of digitalization depends not only on the availability of technology but also on the readiness of village officials and sound service governance. Therefore, understanding the various factors that influence village officials' performance is crucial for more effective public services. Based on the description, this study aims to analyze the performance of Sinarancang Village officials in providing public services, using indicators of productivity, service quality, responsiveness, and accountability, as outlined by Dwiyanto (2017). In addition, this study identifies factors that influence the performance of village officials and provides recommendations for improving the quality of public services in Sinarancang Village based on empirical conditions, using a qualitative research approach.

## **LITERATURE REVIEW**

### **Public Bureaucratic Performance**

The performance of public bureaucracy is a crucial indicator in assessing the success of government administration. With the advancement of public administration, performance assessment no longer focus solely on adherence to procedures, but also on work result and the quality of services provided to the public. From the New Public Management perspective, performance is assessed based on the government's ability to provide effective services that meet public needs (Hood, 1991). Meanwhile, the New Public Service concept emphasizes that the public is a citizenry that must be served well.

In the context of Indonesia public administration, Dwiyanto (2017) explains that public sector performance measurement cannot be equated with that of business organizations because bureaucracies are responsible for realizing the public interest. Therefore, bureaucratic performance must be assessed more comprehensively through four indicators : productivity, service quality, responsiveness, and accountability. Productivity describes an organization's ability to effectively deliver services according to public needs. Service quality relates to the provider's ability to meet public expectations through fast, accurate, and easily accessible services. Responsiveness indicates the organization's ability to recognize public need and respond appropriately, while accountability refers to the accountability of the apparatus for the entire service process to the public. These four indicators complement each other, providing a more comprehensive picture of public organization performance. This study uses Dwiyanto's framework as the basis for analysis because it was developed based on the characteristics of Indonesian bureaucracy and has been widely used in research on public services at the village level. In addition to assessing performance achievements, this framework also allows researchers to identify factors that influence service quality.

### **Public Services**

Public services are the government's obligation to fulfill the rights of the community as stipulated in Law Number 25 of 2009 concerning Public Services (2009). In the context of village government, public services are not only related to the completion of population administration, but also represent a tangible form of government presence in meeting community needs. Various studies show that public services at the village level still face relatively similar challenges. Farizki (2025) found that the limited competency of apparatus, supporting facilities, and utilization of information technology resulted in services not running optimally. Meanwhile, Deliana and Rahman (2025) showed that low apparatus discipline and unclear service procedures were the main causes of low-quality administrative services.

In public service literature, service quality is often explained through the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry. This model explains that service quality is influenced by five dimensions : tangibles, reliability, responsiveness, Assurance, and empathy. However, in the context of village government, previous research

has shown that low service quality is more influenced by weak organizational governance than by the physical aspects of service alone.

One of the important instruments in service governance is the Standard Operating Procedure (SOP). Based on the regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 35 of 2012 concerning guidelines for the preparation of Standard Operating Procedures for Government Administration (2012), it serves as a guideline for implementing services consistently, transparently, and accountably. The lack of Standard Operating Procedures (SOPs) impacts service delivery, which tends to depend on the habits of each individual department. As a result, service completion times are inconsistent and coordination between staff is suboptimal Alexander et al. (2024).

### **Village Administration and the Performance of Village Officials**

Law No. 6 of 2014 on Villages, as amended by Law No. 3 of (2014) granting village governments greater authority to manage and provide public services. Therefore, village officials must have the necessary power to carry out these service functions. Nurcholis (2011) states that one of the main problems with village governance is that villages have very broad authority but very limited human resource capacity. Mangkunegara (2017) states that the performance of village officials depends on their competence and willingness to work. The level of service provided to residents will be adversely affected if the numerical value of either component declines.

In addition, various research findings show a relatively similar pattern. According to Alexander et al. (2024), the biggest challenge for the delivery of public services is the limited capabilities of devices. Farizki (2025) states that staff competence affects how easily services can be accessed, and Lestari (2022) points out that services remain overly dependent on specific staff members, making it difficult for others to carry out administrative processes properly when those staff members are absent from the office. These findings indicate that the delivery of public services is a critical component of public service quality. Therefore, better organizational governance is needed along with increasing the capacity of village officials to support optimal service delivery.

### **Previous Research**

Numerous studies have been conducted on the performance of village officials in providing public services. However, each study has a different focus. Alexsander et al. (2024)

Examined village official performance based on indicators of productivity, service quality, responsiveness, and accountability. Deliana and Rahman (2025) focused more on administrative services to the public. Meanwhile, Farizki (2025) examined the implementation of public services based on Law Number 25 of 2009. The availability of facilities and infrastructure affects the quality of public services. The results of these various studies suggest that numerous factors act separately. Some focus solely on administrative discipline, while others emphasize the use of information technology, organizational coordination, or the implementation of Standard Operating Procedures (SOPs). Consequently, there is limited research explaining how these factors are interconnected and influence the overall performance of public services.

Based on these conditions, this study offers a novelty by observing that public service issues in Sinarancang Village are not caused by a single factor, but rather are related to service governance that is not yet fully integrated. The lack of SOPs affects not only the service process but also coordination between agencies, discipline in carrying out tasks, the use of information technology, and the delivery of information to the public. This situation demonstrates that each aspect is interconnected and collectively influences the quality of service provided. Therefore, this research provides an understanding that efforts to improve the quality of public services at the village level cannot be achieved by improving a single aspect. Comprehensive service governance is needed to ensure more effective and mutually supportive organizational coordination, equipment discipline, information technology utilization, information delivery, and service delivery.

## **METHOD**

This study employs a qualitative method with descriptive analysis. A qualitative approach was chosen because the study aims to gain a deeper understanding of the performance of village officials in providing services to the community in Sinarancang Village, Mundu Subdistrict, Cirebon Regency. Qualitative research, based on the philosophy of postpositivism, was used to study natural phenomena (Sugiyono 2017). Researchers use it as their primary tool, and the results place greater emphasis on meaning than on generalizations.

Researchers use it as their primary tool, and the results place greater emphasis on meaning than on generalizations Creswell (2014). In this study, a descriptive method was used to describe how the Sinarancang village officials carry out their duties as public servants in several public service functions. It also covers the issues they address, the factors hindering implementation, all efforts undertaken, and the goals they aim to achieve. A qualitative research method was chosen because it can provide clear insights into how and why Sinarancang village officials behave and carry out their duties. These are issues that cannot be expressed by statistical figures alone.

This study was conducted in Sinarancang Village, Mundu Subdistrict, Cirebon Regency, which served as the focus of this research to analyze the performance of village officials in delivering public services. In this study, all Sinarancang Village officials directly involved in providing services to the community were the most important informants. The Village Head was initially planned as one of the key informants for the research. However, the interview could not be conducted because he was unavailable at the village office during the data collection process. Furthermore, time constraints and research access prevented the interview from taking place. To address these limitations, the researchers obtained information from the Village Secretary, Mr Dasta, the Head of General Administration, Mr. Muhyin, the Head of government affairs, Mr. Sucipto, and the Head of Welfare, Mr. Muhamad Suryani. These four informants were selected for their roles and direct involvement in the provision of public services. To obtain more credible data, the researcher compared the results of interviews, observations, and documentation. The documentation of public services was cross-referenced with official village records.

This study also involved village officials and four community members who received services from the Sinarancang Village Office: Mr. Kamad, Ms. Mery, Ms. Yastini, and Mr. Taryono. By involving community members as informants, this study aimed to reflect the perspectives of both service providers and the community members who have access to these services. The number of informants was not determined at the outset; research needs were adjusted according to the prevailing circumstances. Subsequently, interviews continued at a decreasing depth until no further information regarding the research subject was provided. This criterion indicates that data saturation or the threshold had been reached during data collection. Therefore, the eight informants, comprising four village officials and four community members, were deemed capable of providing the necessary information to describe future performance of village officials in public service delivery.

The purposive sampling process is based on the belief that informants possess knowledge, experience, and direct involvement with the issues under study. Interviews, observations, and documentary analysis are the methods used to obtain the necessary data. Information regarding the informants' experiences and their perceptions of the delivery of public goods was gathered through interviews. Subsequently, direct field observations were conducted to verify the actual state of services on the ground and to correlate what was reported during the interviews with the activities taking place. Conversely, documentary analysis was used to supplement and strengthen the data obtained through the two previous methods. However, a limitation of this study is the lack of data collected directly from the village head and management officials. Consequently, the meetings addressed leadership, policy-formulation methods, and directives from village officials. These directives were formulated based on information from relevant village officials and by referring to existing official documents. Therefore, the findings from each of these areas are not intended to directly represent the village head's opinions.

Qualitative data analysis, which refers to the interactive model of qualitative analysis developed by Miles, Huberman, and Saldana (2014), involves three interrelated stages in the research process. These three stages are data reduction, data presentation, and drawing conclusions or verification. Data from the interviews were analyzed across cycles and interactively (not linearly). The data were presented, conclusions were drawn from the analysis results, and these were then verified by returning to the field to ensure that the conclusions were truly valid and their accuracy was confirmed. From that point onward, the qualitative findings and their interpretations are interrelated. Therefore, this study was conducted to examine the challenges of performance management—specifically, the methods employed by village officials to improve public services in Sinarancang Village so that those services meet adequate standards. Villages, which constitute the lowest level of local government, are responsible for administrative tasks such as issuing Business Certificates (SKU), sending letters of approval for ID cards (KTP) or family cards (KK), and providing other important services. Therefore, the level of public satisfaction is influenced by the way village officials provide services and explain service procedures to the public.

## **DISCUSSION**

Sinarancang Village is located in Mundu District, Cirebon Regency. It was formed in 1983 as a result of the division of Setu Kidul Hamlet, Nanggela Village, Beber District.



According to the 2025 Sinarancang Village Profile, the village has a population of 3,341 people, divided into 2,053 families, and is recognized as a Developed Village. Since 2023, the village government has been led by Village Head Suparjo, assisted by the Village Secretary, Head of Finance, Head of General Administration, Head of Planning, Head of Government Affairs, Head of Welfare, Head of Services, and two hamlet heads. All these officials have duties and responsibilities in supporting government administration and providing administrative services to the community.

This study involved eight informants: four key informants and four supporting informants, selected using purposive sampling. Key informants include Village Secretary Mr. Dasta, Head of Administration and General Affairs Mr. Muhyin, Head of Government Affairs Mr. Suciption, and Head of Welfare Mr. Muhamad Suryani. Meanwhile, the supporting informants are community service users, namely Mr. Kamad, Mrs. Mery, Mrs. Yastini, and me. Taryono. In addition to interview data, this study is also supported by secondary data sourced from the Sinarancang Village Profile, the 2025 Sinarancang Village Outgoing Letter Agenda Book, and the 2025 Village Government Administration Information Report (LKPPD). All data were analyzed using the interactive analysis model of Miles, Huberman, and Saldaña (2014), which includes data condensation, data presentation, and conclusion drawing.

### **Village Official Performance in Public Services in Sinarancang Village**

The evaluation of Sinarancang Village officials' performance in providing public services demonstrated that assessments were conducted not only on the results of public services received by the community but also on the overall service delivery process. Using observation, interviews, and documentation, this study found that although several aspects were implemented well, several issues remained that affected the quality of public services in Sinarancang Village. This study utilized Dwiyanto's (2017) theory of public organization performance, namely productivity, service quality, responsiveness, and accountability, to understand these conditions. These four indicators were used to explain how village officials provide services to the community and to identify the factors influencing the provision of public services in Sinarancang Village.

### **Productivity**

Research results indicate that service productivity in Sinarancang Village cannot be fully assessed solely by the number of services completed. According to the 2025 outgoing

letter agenda book, 159 letters were issued during the January-June 2025 period, including business certificates, domicile certificates, heir certificates, and other administrative documents. In terms of service speed, village officials can complete simple administrative tasks in a relatively short time if all requirements are met. Mr. Muhyim, head of administration and general affairs, stated that the issuance of a business certificate can be completed in approximately five minutes. Meanwhile, the Village Secretary, Mr. Dasta, explained that population administration services can generally be completed in approximately 15-20 minutes.

However, different conditions are found in services that require coordination with other agencies. Based on the results of interviews with the community, the process of processing a family card and birth certificate takes around one to two weeks because it has to go through verification stages at the sub-district level and related agencies. Apart from that, all informants stated that until the time the research was conducted, Sinarancang Village did not yet have a written Standard Operating Procedure (SOP) for services; services are still carried out based on the work habits of each device, so there are no standards governing procedures for completion times for each type of service. This condition is also strengthened by the existence of population administration problems due to changes in administrative areas, so that some community data still requires adjustments before it can be processed.

These findings indicate that service productivity has not been fully consistent. Differences in completion times between service types are caused not only by administrative complexity but also by the difficulty of achieving service times, and the performance evaluation process becomes less objective due to the lack of clear metrics for the completion targets for each service. These findings align with Dwiyanto's (2017) theory of public bureaucratic performance, which holds that productivity is measured not only by the number of services produced but also by the organization's ability to use resources effectively to deliver services that meet established standards. Therefore, a high number of completed services does not fully guarantee service times.

The results of this study also support the findings of Alexsander et al. (2024), who stated that the lack of SOPs results in inconsistent public services, making it difficult to measure the performance of village officials. Furthermore, research by Farizki (2025) indicates that limitations in the service system and inter-agency coordination also affect the speed of administrative service completion. Unlike previous research, this study found that the absence of SOPs not only impacts variations in service times but also impacts service

certainty, the division of tasks among village officials, and the performance evaluation process of village officials. Based on the tasks of village officials and the performance evaluation process of village officials. Based on the results, it can be concluded that service productivity in Sinarancang Village is quite good for administrative services, which are under the village's authority. However, this productivity is not optimal because it is not supported by written SOPs that can guarantee uniformity of procedures and guaranteed service times. Therefore, developing SOPs is a crucial step to improve service productivity in a more effective, consistent, and measurable manner.

### **Service Quality**

Research results indicate that the quality of service in Sinarancang Village has been positive for the community, particularly regarding the attitude and service of village officials. Based on interviews, all community informants reported that village officials were friendly, polite, and non-discriminatory in providing services. The community also assessed that village officials were willing to explain service requirements in easy-to-understand language, thus assisting them in handling administrative needs. These findings indicate that the relationship between village officials and the community is well-established and creates a comfortable experience throughout the service process.

However, the research also shows that service quality is not yet fully optimal. Services are still dominated by face-to-face processes because the village website has not been optimally utilized as a service or information delivery medium. Most informants admitted to having never used the village website or even known about its existence. Furthermore, several informants reported that services sometimes experience delays when the personnel responsible for handling the service are not yet in the office. The research also found technical obstacles in the form of inconsistencies in Population Identification Number (NIK) data due to the change in administrative area from Greged to Mundu District. This condition slows the data verification process, delaying the completion of certain services.

These findings indicate that service quality in Sinaraancang Village is strong in interpersonal service aspects but still faces challenges in the service system. The friendly, polite, and communicative attitudes of village officials can improve community comfort while receiving services. However, service quality is not yet fully capable of providing convenience, certainty, and speed of service due to limitations in the use of information technology, disciplined attendance of officials, and population administration constraints.

This condition indicates that service quality is not only determined by the ability of individual village officials to serve the community, but also influenced by the readiness of the service system that supports the continuous service process.

When analyzed using the SERVQUAL model proposed by Parasuraman, Zeithaml, and Berry (1988). The assurance and empathy dimensions are reflected in the polite, friendly attitude of village officials, who are able to provide good explanations to the community. However, the reliability dimension has not been fully met due to inconsistencies in service times and population administration constraints. The tangibles dimension is also not optimal because the village website has not been utilized as a medium for public services and information delivery. Meanwhile, the responsiveness dimension still needs to be improved because services sometimes experience delays due to the absence of officials handling certain services. These findings also indicate that the implementation of public services has not fully met the service principles mandated by Law Number 25 of 2009 concerning Public Service, particularly regarding ease of access, service certainty, and timeliness.

The results of this study align with those of Deliana and Rahman (2025), who stated that service quality is significantly influenced by the ability of village officials to provide services and communicate effectively with the public. Research by Farizki (2025) also demonstrated that the use of information technology plays a crucial role in improving the quality of public services at the village level. However, this study found that service quality in Sinarancang Village is influenced not only by the capabilities of the apparatus and information technology, but also by the discipline of the apparatus and the validity of population data, which are crucial components of the administrative service process. These findings suggest that improving service quality requires strengthening the overall service system, not just improving the competency of individual village officials.

Based on the research result, it can be concluded that the quality of service in Sinarancang Village is quite good, particularly in terms of friendly, polite, and communicative service attitudes. However, this quality of service is not yet fully optimal due to persistent obstacles in the use of information technology, equipment discipline, and population administration constraints. Therefore, service quality improvements need to be implemented through the development of a technology-based service system, increased equipment discipline, and updated administrative data so that services can be faster, more consistent, and more easily accessible to the public.

## Responsiveness

Research results indicate that Sinarancang Village officials are committed to providing prompt service to the community. Interviews revealed that when residents visit the village office, officers, immediately direct them to the appropriate officials for the type of service they require. The Village Secretary also explained that village officials consistently strive to provide services to the community whenever a service request is made. These findings demonstrate the village officials' commitment to meeting community needs through prompt and accurate service.

However, service responsiveness has not been fully optimized. Research show that the service process still depends on the presence of the apparatus handling a specific area. When the apparatus is on duty outside the office or is absent, service cannot be processed immediately, requiring the community to wait until the apparatus concerned returns. The Village Secretary explained that some services, such as the issuance of Business Certificates (SKU) and KTP cover letters, sometimes experience delays because the supporting documents and data are still managed by a single apparatus. Furthermore, the research also found that community aspirations have been discussed through internal meeting with the *kuwu* (village head) and village officials, but this process is not supported by systemic documentation. As a result, follow-up to community input is difficult to monitor and evaluate.

These findings indicate that service responsiveness in Sinarancang Village still needs improvement. Village officials have attempted to provide prompt service when residents come to them with needs or complaints. However, the service provided are still based on community requests and are not supported by mechanisms that can more proactively identify community needs. Furthermore, some services still rely on specific devices. Consequently, when the relevant device is not in the office, the service process is delayed. This situation indicates that the service system is not functioning optimally because it is still dependent on individuals, thus ensuring consistent service continuity.

When linked to Dwiyanto's (2017) theory of public bureaucratic performance, responsiveness is the ability of a public organization to recognize community needs, prioritize services, and provide services that meet these needs quickly and accurately. Based on this concept, responsiveness in Sinarancang Village has not fully met the indicators proposed by Dwiyanto. Although village officials have attempted to provide prompt service to residents visiting the office, this service has not been supported by a structured aspiration

collection mechanism, equitable division of tasks, and an adequate documentation system. As a result, the organization has not been able to respond to community needs sustainably

The results of this study align with Lestari' (2022) research, which showed that public services at the village level still rely on specific devices, resulting in inconsistent service delivery when these devices are not available. However, this study found that low responsiveness is not only caused by reliance on individuals but also by the lack of a systematic mechanism for collecting, documenting, and following up on community aspirations. These findings indicate that increasing responsiveness is not solely achieved through enhancing the capabilities of individual village officials; it also requires strengthening the service system to ensure service continuity and manage community aspirations a more structured manner.

Based on the research results, it can be concluded that the responsiveness of services in Sinarancang Village is quite good because village officials have strived to provide prompt service and help the community obtain the services they need. However, this responsiveness is not optimal because services are still dependent on certain devices and are not supported by a systematic mechanism for collecting community aspiration. Therefore, responsiveness needs to be improved by strengthening the division of tasks, developing a mechanism for managing community aspirations, and developing a service system that not dependent on specific individual so that services can be more effective and sustainable.

### **Accountability**

The research results show that accountability for the implementation of public services in Sinarancang Village has been implemented quite well in the aspect of administrative accountability to the government. This is demonstrated by the preparation of the 2025 Village Government Implementation Information Report (LKPPD) as a form of accountability for the implementation of government, development, community development and community empowerment in accordance with applicable regulations. Apart from that, the administration of outgoing letters has also been managed through a letter agenda book so that the process of recording village government administration runs in an orderly manner. The results of interviews with the Village Secretary also show that village officials are trying to carry out their duties in accordance with applicable regulation, although in implementation there are still adjustments to the village leadership's directions.

However, the research results indicate that accountability to the community as service recipients is not yet fully optimal. The service information board previously used to convey information to the public is no longer functional, while the village website has not been optimally utilized as a means of service transparency. As a result, the community still experiences limitations in obtaining information regarding requirements, procedures, and the progress of the service process being requested. Furthermore, the research also found that Sinarancang Village does not yet have a written service standard operating procedure (SOP), so the community does not have a clear reference regarding the standard of service they could receive.

These findings indicate that accountability in Sinarancang Village is still more oriented toward administrative accountability to the government than accountability to the community. The completeness of administrative documents does indicate that reporting obligations have been properly implemented. However, public service accountability is measured not only by compliance with administrative requirements, but also by the transparency of information and the ease with which the public can monitor service delivery. The suboptimal use of information media and the lack of standard operating procedures (SOPs) have limited public access to service standards, their rights as service recipients, and the mechanisms for submitting complaints if service do not comply with regulations. This situation indicates that service transparency still need to be improved so that accountability can be realized more comprehensively.

According to Dwiyanto (2017), accountability in public services is the obligation of service providers to be accountable for every process and outcome of their services to the public as the recipients of their services. Therefore, accountability is not only realized through the preparation of reports to the government, but also through the provision of easily accessible information, transparent services, and the existence of clear service standards. Based on this concept, service accountability in Sinarancang Village has not fully met the indicators proposed by Dwiyanto because the aspect of transparency to the public has not been optimally implemented.

The results of this study align with those of Deliana and Rahman (2025), who demonstrated that public service accountability at the village level is not only determined by orderly government administration but also by information transparency to the public. Farizki's (2025) research also explains that the use of information technology can improve transparency and accountability in public services if supported by good governance. Unlike

previous research, this study found that the low level of service accountability in Sinarancang Village was caused not only by limited use of information technology but also by the lack of standard operating procedures (SOPs) for services, which serve as guidelines for village officials and as a reference for the public in obtaining services. These findings indicate that strengthening accountability requires integrating administrative systems, ensuring information transparency, and establishing clear service standards.

Based on the research results, it can be concluded that public service accountability in Sinarancang Village has been running quite well in terms of administrative accountability to the government. However, accountability to the public is still suboptimal due to limited access to service information, suboptimal utilization of the village website, and the lack of written service standard operating procedures (SOPs). Therefore, accountability needs to be improved through the development of service standard operating procedures (SOPs), optimization of information media and the village website, and strengthening service transparency so that the public can obtain service information more easily, clearly, and accountably.

### **Factors Hindering Village Official Performance in Public Services in Sinarancang**

Research results indicate that the obstacles affecting the performance of Sinarancang Village officials in providing public services are not isolated but interconnected, forming a chain of causes and effects. These obstacles stem from both internal and external organizational factors. Internal factors include the lack of Standard Operating Procedures (SOPs), a suboptimal division of tasks, staff discipline issues, limited information technology capacity, and inadequate dissemination of service information to the public. Meanwhile, external factors, such as constraints on population data, also slow down the service process. The interrelationship between these obstacles indicates that public service issues in Sinarancang Village are more influenced by suboptimal service governance than by any single factor.

### **Lack of Standard Operating Procedures (SOPs)**

Research result indicate that lack of written SOPs is the root of various problems in public service delivery. Village officials still implement service based on their own habits and experiences, resulting in a lack of clear standards regarding procedures, service flows, or service completion times. This situation results in inconsistent service delivery and complicates performance evaluation. Furthermore, the lack of SOPs affects the division of



tasks among officials. It is not functioning optimally due to the lack of clear guidelines governing duties, responsibilities, and service mechanisms. As a result, coordination between officials is less effective, and services are more dependent on the work habits of each official. This situation is inconsistent with Ministerial Regulation Number 35 of 2012, which emphasizes that SOPs serve as guidelines to ensure consistent, transparent, and accountable service.

### **Discipline and Dependence on Specific Devices**

The suboptimal division of tasks due to the lack of SOPs has undermined device discipline and led to dependence on specific individuals for services. Interviews revealed that some devices were not consistently present during office hours, resulting in occasional delays in service delivery. Furthermore, some services were handled by only one device. Consequently, when that device was not in the office, services could not be delivered immediately, and the public had to wait until the relevant device arrived. This situation indicates that services were not supported by a work system capable of ensuring continuity of service even when the primary officer was absent. Therefore, the lack of a clear division of tasks not only impacted the effectiveness of the device but also directly impacted the speed and certainty of service provided to the public.

### **Limited information technology capacity**

The problem of task allocation and dependence on specific devices also impacts the utilization of information technology. Research shows that village websites are increasingly used as service delivery channels, but their management still relies on a few devices with IT capabilities. Meanwhile, the capabilities of other devices are not evenly distributed, resulting in most services being performed manually. This situation demonstrates that the development of digital services depends not only on the availability of technological resources but also on the equitable distribution of human resource competencies. As a result, digitalization of services has not yet been able to support, faster, more efficient, and more sustainable services.

### **Lack of Socialization of Service Information**

The suboptimal use of information technology further impacts the delivery of service information to the public. Although service requirements are readily available at the village office and some are published online, this information has not been disseminated evenly to

the public. As a result, many people still arrive without all required documents, leading to delayed or repeated service processes. This situation demonstrates that limited use of information technology not only impacts the service process within the organization but also reduces the public's ability to obtain service information quickly and accurately.

### **Technical Obstacles to Population Data**

In addition to internal obstacles, this study identified external factors, namely population data discrepancies resulting from the change in administrative area from Greged to Mundu District. This discrepancy in data results in longer document verification times, thus prolonging service completion times. Unlike internal obstacles, which can be addressed through strengthening organizational governance, resolving these obstacles requires coordination between the village government and relevant agencies to ensure more effective population data synchronization.

Overall, the research results indicate that these inhibiting factors form a mutually influencing cause and effect relationship. The absence of SOPs is the initial factor causing the division of tasks to not run optimally. This condition then gives rise to dependence on certain service units and impacts work discipline. Furthermore, these limitations hamper the development of information technology-based services, resulting in ineffective delivery of service information to the public. Furthermore, constraints on population data from outside the organization further slow down the service process, which already faces various internal obstacles. These findings indicate that improving the performance of village officials cannot be achieved simply by improving one aspect, but requires strengthening comprehensive service governance so that each organizational component can support each other in realizing more effective, consistent, transparent, and accessible public service.

### **Effort Made to Improve the Performance of Village Officials in Public Services in Sinarancang Village**

The research results show that the Sinarancang Village Government has undertaken various efforts to improve the performance of village officials in providing public services. These efforts include fostering and improving work discipline, strengthening coordination and service outreach, and developing information technology-based services. These efforts reflect the village government's commitment to improving the quality of public services.

However, implementation has not been fully optimized because each effort is still carried out separately and is not supported by integrated service governance.

### **Internal Coaching and Improving Work Discipline**

The research indicate the village official coaching is conducted through regular meetings led by Village Secretary. These meetings are used to evaluate discipline, discuss service constraints, and seek solutions to problems encountered. This effort demonstrates the village government's commitment to improving service quality through internal coaching. However, the effectiveness of coaching remains suboptimal. Officials are still found to be absent during working hours, resulting in occasional delays in service delivery. This indicates that coaching is not supported by measurable evaluation mechanisms, clear performance indicators, or a continuous monitoring system. As a result, coaching serves more as a routine evaluation than as a means to continuously improve official discipline and performance. According to Dwiyanto (2017), improving civil servant performance depends not only on coaching but also on an organizational system that consistently directs, controls, and evaluates task implementation. Therefore, coaching will be more effective if supported by Standard Operating Procedures (SOPs), performance indicators, and leadership commitment to enforcing work discipline.

### **Strengthening Coordination and Service Socialization**

Research result show that village governments continue to strengthen coordination between government agencies to ensure smooth service delivery. Service information is also disseminated through various community activities, such as community meetings and religious activities. These efforts have helped improve information dissemination to the community. However, this communication remains predominantly face-to-face. Some residents remain unaware of service requirements or the services available through digital media. These findings indicate that internal coordination has been quite effective, but service socialization has not been able to reach all residents equally.

### **Developing Information Technology-Based Services**

Research results show that the Sinarancang Village Government has developed information technology-based services by providing a village website and training for village officials. These efforts demonstrate the village government's commitment to supporting digital-based public service. However, the website's utilization has not been optimal due to

the unequal distribution of village officials' ability to manage information technology. Furthermore, some residents have not yet utilized the website as a source of service information. As a result, administrative services are still predominantly face-to-face. These findings suggest that the provision of digital tools needs to be balanced with increased competency of village officials and ongoing outreach to the community. These research findings align with Farizki (2025), who stated that the digitalization of public services will be more effective if supported by good organizational governance and increased staff capacity.

Overall, the various efforts undertaken demonstrate the Sinarancang Village Government's commitment to improving the quality of public service. However, their effectiveness remains limited because coaching, coordination, and information technology development have not been implemented in an integrated manner. Coaching is not supported by a measurable performance evaluation system, coordination is not accompanied by a clear division of tasks, and information technology development has not been balanced by improving the competency of all village officials and optimizing its use by the community.

These findings indicate that the primary problem lies not in the village government's lack of effort, but in the absence of a service governance system capable of integrating all these efforts. Therefore, the development of Standard Operating Procedures (SOPs) is a crucial step because it can serve as a basis for task allocation, discipline development, performance evaluation, information technology utilization, and more consistent service delivery. These research findings support Dwiyanto's (2017) argument that quality public service requires a consistent, responsive, transparent, and accountable organizational system. Therefore, improving the performance of village officials cannot be achieved governance to make public services more effective, efficient, and community-oriented.

## CONCLUSION

This study shows that the performance of Sinarancang Village officials in providing public service has generally been quite good, but not yet fully optimal. Based on indicators of productivity, service quality, responsiveness, and accountability, village officials have been able to provide friendly, communicative, and community-oriented service. However, various obstacles still exist that impact service quality, such as the lack of Standard Operating Procedures (SOPs), inconsistent discipline among village officials, dependence on specific service providers, suboptimal use of information technology, and limited transparency of

information to the public. The research findings also indicate that these various obstacles are interconnected, thus impacting the overall effectiveness of public service delivery.

This research contributes to the development of public administration studies, particularly regarding the performance of village officials, by demonstrating that improving service quality cannot be achieved by improving a single aspect. The results emphasize the importance of implementing integrated service governance by developing standard operating procedures (SOPs), strengthening coordination, improving work discipline, developing digital competencies among village officials, and optimizing service information media. Therefore, improving the organizational system to support more effective, consistent, transparent, and accountable service.

This study has limitations because it did not involve the Village Head as a key informant, so discussions regarding leadership and policy-making aspects are still based on statements from village officials and supporting documents. Furthermore, the study was only conducted in one village, so the results cannot yet reflect the condition of the entire village government. Therefore, further research is recommended to obtain a more comprehensive picture. From a practical perspective, the Sinarancang Village Government is advised to immediately develop and implement service standard operating procedures (SOPs), strengthen the performance evaluation system, increase human resource capacity in the field of information technology, and optimize the use of the village website as a service medium and for information transparency for the public.

#### **Acknowledgement:**

The author would like to thank the Sinarancang Village Government, Mundu District, Cirebon Regency, and all informants who volunteered their time and provided information during the research process. The author would also like to thank the supervisor and reviewers for their suggestions, input, and guidance, which enabled the development and refinement of this manuscript.

#### **BIBLIOGRAPHY**

- Alexsander, A., Azuar, A., & Sutardi, D. (2024). Analisis Kinerja Perangkat Desa dalam Pelayanan Publik di Desa Srikuncoro, Kabupaten Bengkulu Tengah. *SENGKUNI Journal - Social Sciences and Humanities*, 5(2), 131–140. <https://doi.org/10.37638/sengkuni.5.2.131-140>
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th ed.). SAGE Publications.
- Deliana, D., & Rahman, A. (2025). Analisis Kinerja Perangkat Desa Ribang Kecamatan Muara Uya dalam Memberikan Pelayanan Administrasi kepada Masyarakat. *JAPB (Jurnal Administrasi Publik Dan Bisnis)*, 8(1), 105–116. <https://doi.org/10.35722/japb.v8i1.1152>
- Dwiyanto, A. (2017). *Mewujudkan Good Governance Melalui Pelayanan Publik*. Gadjah

Mada University Press.

- Farizki, M. (2025). Analysis of Village Apparatus Performance in Providing Public Services to the Community Based on Law No. 25 of 2009: Study at the Sungai Purun Kecil Village Office, Mempawah Regency. *RISOMA: Jurnal Riset Sosial Humaniora Dan Pendidikan*, 3(6), 418–428. <https://doi.org/10.62383/risoma.v3i6.1387>
- Hood, C. (1991). A Public Management for All Seasons? *Public Administration*, 69(1), 3–19.
- Lestari, M. P. (2022). *Kinerja Perangkat Desa dalam Pelaksanaan Pelayanan Publik pada Kantor Desa Sengkong Kecamatan Sesayap Hilir Kabupaten Tana Tidung*.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. PT Remaja Rosdakarya.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.).
- Nurcholis, H. (2011). *Pertumbuhan dan Penyelenggaraan Pemerintahan Desa*. Erlangga.
- Parasuraman, A., Zeithaml, V. ., & Berry, L. . (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(1), 12–40.
- Peraturan Menteri Pendayagunaan Perangkat Negara Dan Reformasi Birokrasi Nomor 35 Tahun 2012 Tentang Pedoman Penyusunan Standar Operasional Prosedur Administrasi Pemerintahan (2012).
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Undang-Undang Nomor 25 Tahun 2009 Tentang Pelayanan Publik (2009).
- Undang-Undang Nomor 23 Tahun 2014 Tentang Pemerintah Daerah (2014)
- Undang-Undang Nomor 6 Tahun 2014 Tentang Desa sebagaimana telah di ubah dengan Undang-Undang nomor 3 Tahun (2024)