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Public Service Performance at the Transportation Office of Buol Regency, Indonesia: A Qualitative Assessment

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Article Information	Abstract
Article history: Accepted 15-06-2026 Fixed 20-06-2026 Approved 10-07-2026 Keywords: <i>public service performance, service quality, responsiveness, accountability, transportation administration.</i>	Abstract: This study examines the performance of public services at the Transportation Office of Buol Regency, Indonesia. The research was motivated by persistent service delivery challenges, particularly the unavailability of adequate motor vehicle testing facilities and the absence of an integrated digital service platform. A descriptive qualitative approach was employed, utilizing interviews, observation, and document analysis as the primary data collection techniques. Data were analyzed through data reduction, data display, and conclusion drawing and verification. The findings indicate that public service performance has not yet achieved optimal standards. Major constraints include inadequate facilities and infrastructure, limited human resource capacity, and the lack of a digital-based information and service system. These limitations have reduced service productivity, weakened service quality, restricted responsiveness, and hindered accountability. As a consequence, residents are required to access certain transportation services, particularly vehicle testing, outside the regency. The study concludes that strengthening infrastructure, enhancing staff competencies, and implementing digital public service innovations are essential to improving service effectiveness and achieving higher standards of public sector performance.

Introduction

Public service is one of the primary functions of government in fulfilling community needs. Local governments bear significant responsibility in fulfilling citizens' basic rights through optimal public services (Aneta et al., 2025). High-quality public services serve as an important indicator in realizing effective, efficient, and citizen-oriented governance. In the context of public administration, public service is not only related to the provision of services or administrative functions but also reflects the level of performance of government organizations in carrying out their duties and responsibilities. Public service performance is an important aspect in assessing the extent to which government organizations are capable of providing services that meet the needs of the community. According to Dwiyanto (2021), public service performance can be measured through several indicators, including productivity, service quality, responsiveness, responsibility, and accountability. These indicators serve as the

basis for evaluating the effectiveness of services provided by government agencies to the public.

The Transportation Office of Buol Regency, as one of the local government agencies, plays an important role in providing public services in the transportation sector, including motor vehicle testing services and other administrative services. However, in its implementation, various obstacles have been identified that affect service optimization. Limited facilities and infrastructure, insufficient human resources, and the suboptimal implementation of technology-based service systems are factors that influence the quality of services provided. These issues have a direct impact on the community as service users. One of the consequences experienced by the public is that they still have to conduct motor vehicle testing in other regions due to the limited service facilities available in Buol Regency. This condition indicates that the public service performance of the Transportation Office of Buol Regency still requires improvement in order to meet the principles of effective, prompt, and accountable public service. This study is important to analyze public service performance at the Transportation Office of Buol Regency using public service performance indicators. The findings are expected to provide an overview of existing service conditions and serve as recommendations for improving the quality of public services within the Transportation Office of Buol Regency.

Method

This study adopted a descriptive qualitative research design. The research was conducted at the Transportation Office of Buol Regency. Data were collected through semi-structured interviews, direct observation, and documentation review. Informants were selected using purposive sampling and consisted of agency leaders, service personnel, and service users. Data analysis followed an interactive model comprising data reduction, data presentation, and conclusion drawing. To ensure the credibility and trustworthiness of the findings, source triangulation and methodological triangulation were applied throughout the research process.

Results and Discussion

Public service performance at the Transportation Office of Buol Regency was analyzed using public service performance indicators, including productivity, service quality, responsiveness, responsibility, and accountability. The findings indicate that, in general, the implementation of public services has been carried out; however, it has not yet been fully optimal due to various obstacles affecting service effectiveness.

1. Service Productivity

Service productivity is related to the organization's ability to deliver services effectively and efficiently in accordance with predetermined targets. Based on the findings, service productivity at the Transportation Office of Buol Regency has not been operating optimally. One of the primary obstacles is the limited availability of service facilities and infrastructure,

particularly in motor vehicle testing services. These facility limitations have prevented the service from being conducted independently within Buol Regency, requiring residents to undertake vehicle testing in other regions. This condition indicates that service outputs have not fully met community needs in an optimal manner.

In addition, the limited number of human resources also affects service productivity. The number of available personnel is not fully proportional to the service demands that must be fulfilled, resulting in a heavier workload and negatively affecting service completion effectiveness. These findings indicate that public service productivity is greatly influenced by the availability of resources, both in terms of facilities and human resources. According to Dwiyanto (2021), service productivity can be observed through the organization's ability to generate effective services by optimally utilizing available resources.

The findings indicate that service productivity at the Transportation Office of Buol Regency has not yet achieved optimal performance. The inability to independently conduct motor vehicle testing services significantly affects organizational productivity because one of the agency's core functions cannot be fully implemented within the regency. As a result, service users are required to access testing facilities in neighboring regions, increasing travel costs, waiting time, and administrative burdens. This situation reduces the effectiveness of public service delivery and limits the agency's capacity to fulfill community needs comprehensively.

From an organizational perspective, productivity is not solely determined by the quantity of services delivered but also by the efficiency with which available resources are utilized. The absence of essential testing equipment demonstrates that the agency's operational resources remain inadequate to support service demands. This condition highlights the relationship between resource availability and organizational performance within public sector institutions.

Furthermore, limited human resources contribute to lower service productivity. Public service personnel are required to perform multiple responsibilities simultaneously, increasing workloads and reducing the efficiency of service completion. Similar findings were reported by Pratama and Yusuf (2022), who emphasized that human resource capacity significantly influences service productivity in regional government institutions. Organizations with limited personnel often experience delays in service provision and difficulties in meeting increasing public demands.

The findings also support Dwiyanto's (2021) argument that productivity reflects the ability of public organizations to transform available resources into effective service outputs. In the context of the Transportation Office of Buol Regency, existing resources have not yet been sufficient to achieve the expected level of service performance. Therefore, increasing organizational productivity requires investment in service infrastructure, recruitment of qualified personnel, and capacity-building programs aimed at enhancing employee competencies.

In addition, productivity improvement should be accompanied by technological innovation. Digital technologies can reduce administrative workloads, accelerate service processes, and improve coordination among service units. Consequently, integrating digital solutions into transportation services may serve as an effective strategy for enhancing organizational productivity and improving service outcomes.

2. Service Quality

Service quality is an indicator related to the level of public satisfaction with the services provided by government institutions. Based on the findings, service quality at the Transportation Office of Buol Regency still faces several challenges. In practice, the public continues to experience service limitations due to the unavailability of complete service facilities. The inability to provide services optimally requires community members to spend additional time and costs to obtain services outside the region.

Furthermore, limitations in supporting facilities also affect service comfort and effectiveness. High-quality public services should be capable of providing convenience, speed, accuracy, and certainty to citizens as service users. The limited availability of facilities and the absence of a digital-based service system influence the level of public satisfaction with the services provided.

The quality of public services is influenced by organizational institutional readiness, the availability of service facilities and infrastructure, and service strategies implemented by local governments (Aneta et al., 2019). In the context of this study, service quality at the Transportation Office of Buol Regency still requires improvement in order to provide more optimal services.

Service quality represents one of the most important dimensions of public service performance because it reflects the extent to which public services meet citizens' expectations. The findings indicate that service quality at the Transportation Office of Buol Regency remains constrained by inadequate facilities and limited service accessibility.

The absence of complete service facilities affects not only operational effectiveness but also public perceptions regarding service quality. Citizens often associate quality services with convenience, efficiency, reliability, and certainty. When these elements are not fully available, public satisfaction tends to decline.

Furthermore, limited service infrastructure has created additional challenges for service users. Citizens are often required to spend additional financial resources and time to obtain transportation-related services outside the regency. This situation reduces the convenience and accessibility that should characterize effective public service delivery.

According to Hardiyansyah (2020), public service quality is influenced by institutional preparedness, service standards, infrastructure availability, and organizational commitment to citizen satisfaction. The findings of this study confirm that infrastructure remains a critical determinant of service quality in local government institutions.

The study also reveals that service quality is increasingly influenced by technological readiness. Modern public services are expected to provide digital access to information, online administrative procedures, and efficient communication channels. However, the Transportation Office of Buol Regency has not yet fully adopted these innovations, limiting opportunities to improve service quality through technological means.

Compared to findings from previous studies on digital government services, the Transportation Office of Buol Regency remains at an early stage of service modernization. Consequently, efforts to improve service quality should focus on strengthening both physical infrastructure and digital service systems to create a more citizen-oriented service environment.

3. Service Responsiveness

Responsiveness refers to the organization's ability to recognize community needs, formulate service agendas, and provide prompt responses to issues faced by the public. According to Aneta et al. (2023), the effectiveness of public services is influenced by the ability of government organizations to create transparency, responsiveness, and adaptive service governance that responds to community needs.

The findings indicate that service responsiveness at the Transportation Office of Buol Regency has not yet been optimal. One factor affecting responsiveness is the absence of a digital-based service system that could facilitate public access to information and services. The lack of a technology-based service information system means that citizens still depend on face-to-face services to obtain information regarding service procedures and requirements.

This condition affects the accessibility of information and reduces the speed of service responses. In the digital era, public services are expected to be more adaptive to technological developments in order to improve communication effectiveness and public access to services. Therefore, the development of a digital service system has become an important necessity in enhancing public service responsiveness at the Transportation Office of Buol Regency.

Responsiveness refers to the ability of public organizations to recognize community needs and respond appropriately to emerging issues. In contemporary public administration, responsiveness is considered a key indicator of effective governance because it reflects how quickly and accurately public institutions address citizen concerns.

The findings demonstrate that responsiveness at the Transportation Office of Buol Regency has not yet reached an optimal level. One of the primary factors contributing to this condition is the absence of a digital-based service system that would facilitate information dissemination and public access to services.

Without an integrated information system, citizens must rely primarily on direct visits to obtain information regarding service procedures, requirements, and schedules. This dependence on conventional communication methods reduces service efficiency and limits opportunities for timely responses.

The findings support Aneta et al. (2023), who argue that adaptive public service governance requires transparency, responsiveness, and effective communication between government institutions and citizens. Digital technologies have become essential tools for facilitating these interactions.

The lack of an official website and online information platform also restricts public access to service updates and procedural changes. In many public institutions, digital platforms serve as important mechanisms for improving responsiveness by providing real-time information and reducing communication barriers. Consequently, the development of digital service systems should be considered a strategic priority for the Transportation Office of Buol Regency. The implementation of technology-based services could significantly improve communication effectiveness, increase public accessibility, and strengthen organizational responsiveness.

4. Service Responsibility

Responsibility is related to the conformity of service implementation with administrative principles, regulations, and applicable procedures. Based on the findings, services at the Transportation Office of Buol Regency have generally been implemented in accordance with existing procedures and regulations. Employees perform services based on the duties and functions established by the institution. However, there are still challenges related to limited resources and facilities that affect the smooth implementation of services. This indicates that although services are administratively compliant with procedures, their effectiveness still requires improvement so that services can be delivered more optimally. According to the concept of public administration, responsibility emphasizes not only compliance with procedures but also the organization's ability to deliver services effectively according to established standards.

Responsibility in public administration refers to compliance with administrative principles, legal frameworks, and organizational procedures. Public institutions are expected to perform their duties according to established regulations while maintaining service effectiveness and integrity. The findings indicate that employees at the Transportation Office of Buol Regency generally perform their duties in accordance with applicable regulations and standard operating procedures. This demonstrates the organization's commitment to maintaining administrative order and procedural compliance. However, compliance alone does not necessarily guarantee effective service delivery. Limited facilities and resource constraints continue to affect operational performance, creating challenges in achieving optimal service outcomes. This finding suggests that responsibility should be understood not only as adherence to regulations but also as the ability to fulfill organizational objectives effectively.

According to Pasolong and Sari (2023), responsibility involves both procedural compliance and professional competence in carrying out public service functions. Therefore, organizational responsibility should encompass efforts to improve service effectiveness in addition to maintaining regulatory compliance. The study also highlights the importance of institutional support in strengthening responsibility. Employees may possess the willingness to perform their duties effectively, but inadequate facilities and limited organizational resources can reduce their capacity to achieve expected results. Therefore, enhancing responsibility requires both administrative compliance and institutional strengthening. Investments in facilities, workforce development, and organizational support systems are essential for improving overall service performance.

5. Service Accountability

Accountability is a form of organizational responsibility in providing services to the public. Service accountability can be observed through information transparency, procedural clarity, and responsibility in the implementation of public services. The findings indicate that service accountability at the Transportation Office of Buol Regency has been implemented; however, it has not yet been fully optimal. Limitations in information systems and digital-based services have restricted public access to service information. Effective service accountability should be supported by an information system that is open, transparent, and easily accessible to the public. In addition, the availability of clear service mechanisms can increase public trust

in government institutions. In this study, improving accountability can be achieved through strengthening service information systems, increasing procedural transparency, and developing service innovations based on community needs.

Accountability is a fundamental principle of democratic governance and public administration. It refers to the obligation of public institutions to explain and justify their actions to citizens and stakeholders. The findings indicate that accountability mechanisms have been implemented within the Transportation Office of Buol Regency. Nevertheless, accountability practices remain constrained by limited transparency and restricted public access to information. The absence of comprehensive digital information systems reduces opportunities for citizens to monitor service processes and evaluate organizational performance. Effective accountability requires accessible information, transparent procedures, and clear communication regarding service standards and outcomes.

According to Mulyadi and Hasan (2022), accountability is strengthened when public institutions provide transparent information and establish mechanisms that allow citizens to participate in evaluating service performance. Such mechanisms contribute to public trust and institutional legitimacy.

The present study demonstrates that accountability can be improved through the implementation of digital governance initiatives. Online information systems, service tracking platforms, and electronic complaint mechanisms would increase transparency and enhance public confidence in government services. Moreover, accountability should be viewed as a continuous process rather than a static administrative requirement. Public institutions must continuously adapt their accountability mechanisms to changing societal expectations and technological developments. Therefore, strengthening accountability at the Transportation Office of Buol Regency requires greater transparency, improved information accessibility, and the adoption of digital service innovations that facilitate public participation and oversight.

Conclusion

Based on the findings of this study, it can be concluded that public service performance at the Transportation Office of Buol Regency has not yet been optimal. This is evident from several public service performance indicators that continue to face various challenges in their implementation. From the productivity perspective, services have not been maximized due to limitations in facilities and infrastructure, particularly motor vehicle testing services, which cannot yet be conducted independently within Buol Regency. This condition requires community members to undertake vehicle testing in other regions, making services less effective. From the service quality perspective, limitations in facilities and services have prevented the provision of complete convenience, speed, and comfort for community members as service users. From the responsiveness perspective, services remain suboptimal due to the absence of a digital-based service system that could facilitate public access to information and services in a timely manner. From the responsibility perspective, services have generally been implemented in accordance with applicable procedures and regulations; however, their effectiveness continues to be affected by limited available resources. From the accountability perspective, services have demonstrated a degree of responsibility to the public,

but improvements are still needed in terms of information disclosure, service transparency, and service system innovation. Therefore, improvements in service facilities and infrastructure, strengthening human resource capacity, and the development of digital-based service systems are necessary to improve the quality of public services at the Transportation Office of Buol Regency.

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