

## Adopting the Cultural Strategy: Key to Enhancing Public Service

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### ABSTRAK

*Pelayanan public merupakan hak dasar warga negara dan menjadi entry point bagi pemerintah karena telah menjadi kewajibannya untuk mensejahterakan warganya. Untuk itu penelitian ini bertujuan untuk mendeskripsikan strategi budaya yang dikemukakan oleh David Osborne dalam melihat kualitas pelayanan public di Kecamatan Polongbangkeng Selatan Kabupaten Takalar Provinsi Sulawesi Selatan melalui pendekatan merubah kebiasaan, menyentuh perasaan dan merubah pola pikir. Penelitian ini menggunakan pendekatan deskriptif kualitatif. Data dikumpulkan melalui wawancara dengan sejumlah informan serta observasi lapangan. Untuk Memperkuat argumen penelitian ini juga menggunakan studi dokumentasi yang bersumber dari buku, artikel dan jurnal yang relevan dengan topik penelitian ini. Hasil penelitian menunjukkan bahwa ketiga pendekatan dalam strategi budaya belum diimplementasikan secara maksimal sehingga untuk meningkatkan kualitas pelayanan publik di Kecamatan Polongbangkeng Selatan, penting untuk mengimplementasikan strategi budaya organisasi, menghentikan kebiasaan tidak produktif, meningkatkan sikap pelayanan yang menyentuh perasaan, serta mengadopsi inovasi dan teknologi. Dengan demikian, diharapkan pelayanan publik dapat lebih efektif, efisien, dan memberikan kepuasan yang lebih baik kepada masyarakat*

### ABSTRACT

Public service tends to be a basic right of citizens and an entry point for the government because it has become its obligation to prosper its citizens. For this reason, this study aims to describe the cultural strategy proposed by David Osborne in seeing the quality of public services in Polongbangkeng Selatan District, Takalar Regency in South Sulawesi Province through the approach of changing habits, touching feelings, and changing mindsets. This research uses a qualitative descriptive approach. Data were collected through interviews with several informants and field observations. To strengthen the argument this research also uses documentation studies sourced from books, articles, and journals relevant to the topic of this research. The results showed that the three approaches in the cultural strategy have not been implemented optimally. To improve the quality of public services in Polongbangkeng Selatan Sub-district; it is imperative to implement organizational culture strategies, stop unproductive habits, improve service attitudes that arouse awareness, and adopt innovation and technology. Thus, it is expected that public services can become more effective, and efficient, and provide better satisfaction to the community.

### INTRODUCTION

The era of globalization is interchangeable with advances in information and communication technology so that the implementation of public servants is required to adapt to these conditions. The complexity of disputes in the delivery of public services automatically requires attention for the government to solve them so that services to the community can run effectively and efficiently in meeting the requirements and rights of its citizens (Belkahla Driss et al., 2019). In Indonesia, several weaknesses are still encountered in implementing services in the public sector that are not by public expectations (Darisman et al., 2023). This is indicated by public complaints conveyed through mass media, social media, and complaints corners opened by several government agencies. This is to accommodate public complaints related to

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services carried out by the government in various sectors (Jung et al., 2020). In general, people still complain about service procedures that tend to be convoluted, less flexible, and consistent, giving rise to brokering practices and unofficial levies.

The weakness of public sector service delivery is triggered by a work ethic and organization culture that still maintains the status quo (Christensen et al., 2020). In this context, public service providers are still happy with the ways they have been running and find it difficult to accept changes (Elliott, 2020), especially if the employees are older and less tech-savvy. In addition, the government budget is limited to immediately adjusting technological and information advances, both in terms of soft skills and hard skills including infrastructure to improve service quality (Lyu & Liu, 2021). The emergence of illegal levies due to the slow service received by some communities is also a concern in improving the work organization culture of service providers because this is a bad precedent and a forerunner of abuse of authority that harms the community. People are still willing to spend money to get fast services to fulfil their needs. In addition, work procedures have become rigid due to the pressure of formal duties. Improving the quality of public services is an important goal that must be achieved by every government responsible for the welfare of its people. Research on public services generally focuses on aspects of innovation, the use of information systems and technology, and public service strategies and policies. However, public service researchers rarely pay attention to aspects that touch on the work ethics and work organisation culture of public service providers in improving the quality of their services (Luu, 2019). This article identifies employee engagement in mediating between high-performance work systems and service-oriented employee behavior (Luu, 2019). Every employee is a manifestation of what is expected by the agency, in this case, the government (Fardi & Maulida, 2020). Employees must be able to describe the behaviors and values that bind all members in carrying out their public services. The effectiveness of public service systems also greatly influences employees' work behavior and organizational culture, such as the implementation of e-government. E-government is very helpful in organizing government and providing services to the community (Jalma et al., 2019). As well as being effective, e-government is also efficient because it can reduce administrative costs and improve responses to various requests, complaints, and questions about public services organized by the government, including improving the accuracy of the information submitted (Shim & Park, 2019). This research shows that service effectiveness helps government employees develop motivation in public service. The results of this study test Perry's assertion that employees' public service motivation (Shim & Park, 2019).

Previous studies have examined several approaches and strategies used in improving the quality of public services such as innovation in the field of information and technology conducted by Jalma (2019), the role of human resources in this case is employees by Fardi (2020) and public service motivation (Shim & Park, 2019). Strategy in a government organization plays a key role in organizing and improving the quality of both human resources and services (Krieger & Belliger, 2021), (Nugroho et al., 2021). So it is important to study and implement a strategy that can be used by the government in carrying out its duties and authorities in meeting the vital needs of its citizens. In this study, the author will specifically describe one of the strategies put forward by David Osborne in Reinventing Government which the author adopted in looking at the quality of public services at the Polongbangkeng Selatan District Head Office, Takalar Regency, South Sulawesi Province.

In this article, the author explores cultural strategy with its three approaches, which include breaking habits, touching feelings, and changing patterns (Osborne & Plastrik, 2000). This approach focuses on changing behaviour and values within government organizations that are believed to improve the quality of public services. Changing habits emphasise the importance

of overhauling established routines and practices that hinder the efficiency and responsiveness of public services. Furthermore, the aspect of touching feelings seeks to motivate employees by understanding and appreciating their feelings, thus creating a more empathetic and supportive work environment. Meanwhile, the aspect of changing the mindset of the organization can encourage employees to think innovatively and be open to change, so as to produce new solutions to improve service quality.

Thus, using these three approaches, the authors believe that the quality of public services can be improved through changes in organizational culture and behaviour. Osborne's concept of organizational culture strategy is used as a framework to describe the formation of the working organizational culture of government organizations which includes employee values, norms, behaviours and expectations. Therefore, the author feels it is important to use this concept of organizational culture strategy to focus on how service quality can be found and how the government addresses the problems that arise. Thus, this study aims to explore and apply organizational culture strategies in improving the quality of public services at the South Polongbangkeng Sub-District Office. The research method to be used includes a case study with a qualitative approach, which involves in-depth interviews with employees and relevant stakeholders, direct observation, as well as document analysis. The data obtained will be analysed using thematic analysis techniques to identify key patterns and themes relating to the implementation of organizational culture strategies and their impact on the quality of public services.

## **Literature Review**

### **Cultural Perspectives in Public Services**

#### ***The influence of organisational culture on public services***

Culture can influence the quality of public services and in turn shape people's trust in government, as it concerns public satisfaction and compliance. Various cultural factors, such as collective norms, values, and mindsets, can influence how public services are organized and perceived by them (Christensen et al., 2020). A strong organisational culture is characterised by collaboration and teamwork where employees are encouraged to work together in teams, share information and help each other. This creates a more harmonious and productive working environment, which in turn improves the quality of public services. Next is innovation and creativity which allows employees to seek new and better ways of delivering services. This includes the adoption of new technologies and more efficient approaches to work processes, as well as a customer-satisfaction orientation that accustoms employees to providing services in a friendlier, faster and more efficient manner so that employees can understand and meet the needs and expectations of the community.

#### ***The role of organisational culture***

In the context of public services, culture, in this case, organizational culture, has a significant impact on how government agencies operate and interact with the public (Elizabeth A. Canning et al., 2019). The organizational mindset becomes the philosophical foundation that describes the institution's perspective on the role and urgency of service to the community (Molloy & Ronnie, 2021). For example, if an organization's culture emphasizes the importance of transparency, accountability and innovation, it is likely to be more responsive and effective in meeting public needs. Conversely, a culture that maintains the status quo and resistance to change can stifle

innovation and service quality. Therefore, developing a progressive and service-oriented organizational culture is key to improving performance and public trust in government agencies.

### ***Interactions between Public Service Organizations and the Public***

The critical aspects that shape organizational culture depend largely on whether the public service is viewed as static and routine, or as a dynamic, evolving entity that can adapt to the needs of society. Public service organizations with a static mindset may see their services as established routines, governed by policies that have been in place for a long time. This thinking can create an environment where change is perceived as a challenge and the tendency to maintain the status quo becomes stronger. Furthermore, organizations with a dynamic mindset view their services as a continuous evolution. They can be more proactive in finding more effective solutions, considering changes in policies or procedures that can improve the quality of their services. Such a culture will therefore shape organizational values and practices that influence the quality and adaptability of services provided to the public. It also creates space for innovative experimentation and initiative.

The interaction between public service delivery organizations and the public is closely related to the culture of an organization (Efigenia Madalena Semente, 2021). In the realm of public services, the interaction between the provider organization and the community is the foundation that creates a cultural footprint because almost all conversations, decisions, and services provided describe the values and commitment of the organization to the community served. The organization responds quickly and responsively to the changing needs of the community so that the community perceives the reliability of the organization in providing consistent and reliable services and forms a stable and trusting relationship with the community.

### ***Contra-arguments to the focus on organizational culture***

The role of culture in public service cannot be ignored, as it plays a crucial role in shaping people's perceptions of government. In the dynamics governed by the organizational mindset, the shift from a static to a dynamic viewpoint creates a responsive and innovative environment. Organizations that adopt a dynamic mindset therefore see public services not just as a routine, but as a continuous evolution that requires adaptation to the changing needs of society. The interaction between the delivery organization and the community is the foundation for a cultural description that reflects the organization's dedication to consistency, openness, and trust.

Although cultural aspects play a significant role in shaping the quality of public services, several contra-arguments have emerged regarding their impact on the interaction between delivery organizations and the public. Some views argue that too much focus on culture can obscure substantial issues in public services, especially in terms of efficiency, transparency, and accountability (Ahmad & Hardianti, 2020). These practical aspects of public service management also need to be considered as an approach in efforts to improve the quality of public services. Thus, public service organizations can optimize the impact of culture in the organization without sacrificing effectiveness and accountability in providing quality services to the community.

### **Integration of Cultural Aspects**

An anthropological approach also enables the adoption of strategies that are more inclusive and focused on the diversity of society (Kleinman et al., 1978). This helps in identifying areas where improvements can be made. In addition, the anthropological approach also enables the adoption of strategies that are more inclusive and focused on the diversity of society.

The integration of cultural aspects in public services is key to creating a more holistic, responsive, and effective approach to community needs (Coombes Julian. et al., 2022). In this endeavor, recognizing the diverse norms, values, and mindsets of communities is an important cornerstone. Firstly, understanding culture helps identify the uniqueness of each community group. Integrating cultural aspects allows public service providers to understand the preferences, expectations, and values that underlie people's decisions regarding the services they receive (Teuber, 2021). Second, in integrating cultural aspects, public service organizations can design more inclusive strategies. This involves adjusting policies and procedures to reflect cultural diversity and ensuring that every section of society feels recognized and valued (Spicer, 2020).

Cultural integration can also improve communication between service providers and communities (Ohenewa, 2020). Information delivery that takes into account the cultural context can open the door for more effective dialogue and build closer relationships between government agencies and the communities they serve. In policy implementation, cultural integration ensures that every interaction with the community is done with an understanding of the local cultural context. This not only improves service quality but also creates a more inclusive and reliable environment for all citizens.

The integration of cultural aspects in public services is an important step towards creating a system that is adaptive, understanding, and responsive to the diversity of society. By respecting and acknowledging diverse cultures, public service organizations can ensure that the services provided reflect the true needs of each individual and group in society.

### **Osborne's Strategy Concept**

Amid rapid and global advances in technology, information, and communication, it is important for public service delivery to keep up with these developments. Therefore, the government system and bureaucracy must also be able to adapt quickly. Although the challenges seem complex, some fundamental elements can change the mindset and behavior of the bureaucracy to be more adaptive. This certainly requires strategies to adjust both the system and its competence. David Osborne and Peter Plastrik offer five strategies that can be used to encourage the maximum ability of the bureaucracy to be more effective and efficient, as well as adaptable, and also be able to renew a public system and organization in the delivery of public services (Osborne & Plastrik, 2000). These strategies are known as the Five "S" strategies which can be explained in the following Table 1:

**Table 1.**  
**Osborne's Five Strategies**

No	Boosters	Five Strategies	
		Strategy	Approach
1	Goals	The core strategy	Clarity of Purpose Role Clarity Clarity of Direction
2	Incentives	The consequences strategy	Controlled Competition Company Management Performance Management
3	Accountability	The customer's strategy	Customer Choice Competitive Choice Customer Quality Assurance
4	The Power	The control strategy	Organisational Control Employee Empowerment Community Empowerment
5	Culture	The culture strategy	Breaking Habits Touching Feelings Changing the Mindset

Source: David Osborne and Peter Plastrik (2000)

### **1. The Core Strategy**

This core strategy plays an important role in determining the goals of public systems and organizations. When clear goals are set, members of the organization will be motivated to achieve high performance. In the context of government, setting the vision and mission of the organization is a step taken to achieve the set goals, as well as to increase the effectiveness of work within the government organization. Through this strategy, the organization's steering efforts are also enhanced with more focused and clear goals.

### **2. The Consequences Strategy**

Public organizations encourage employees to comply with and implement the rules. This encouragement takes the form of various incentives, which will differ between employees with high performance and productivity and those with low performance and productivity. The purpose of this is to improve the performance of the apparatus and in some cases; it may also move the public organization towards competing in the business market, where the organization needs customers to generate revenue. However, if such a move is not feasible, then competition between public and private organizations, or between public organizations, can be realized through contracts or agreements. This competition will drive performance improvements with the application of strong incentives in the public system. These incentives and competition can be in the form of health benefits, retirement benefits, performance allowances (remuneration), and so on.

### **3. The Customers Strategy**

The essence of this strategy is accountability. The bureaucracy is expected to be accountable to society as a customer. As such, government officials are accountable not

only to their leaders but also to the public, with the expectation that this will drive the organization to improve the performance of officials and achieve public satisfaction.

#### **4. The Control Strategy**

This strategy determines where decision-making power is placed. In the bureaucratic tradition, decisions are usually in the hands of the organization's leadership. However, this approach becomes less effective when implemented in complex organizations. The hierarchical nature of the decision-making process can slow down the process and hinder the overall activities and work processes within the organization. The members of the organization may not be allowed to address problems independently. They tend to be more responsive to orders from the leadership rather than the needs of consumers or the community. Therefore, it is important to grant authority or decentralize within the organization, to encourage the responsibility of organizational members and increase public participation in policy implementation.

#### **5. The Cultural Strategy**

The cultural strategy aims to shape the culture of government organizations including values, norms, behaviors, and expectations for apparatus or employees. Organizational culture is influenced by organizational goals, incentive systems, accountability systems, and organizational power structures. If there are changes in the organization's goals, incentive system, accountability system, and power structure, the organizational culture will also change.

Osborne argues that strategy is a combination of art and science in planning, implementing, and evaluating cross-sectoral decisions that help organizations achieve their goals (Osborne & Plastrik, 2000). Strategy is a large-scale plan with a focus on the future, designed to interact with competitive conditions to achieve company goals (Pearce, 2019). Thus, based on the literature review of previous research, one of the strategies that can be adopted to improve the quality of public services is the cultural strategy through the approach of changing habits, touching feelings, and changing mindsets. This is the difference between this research and other studies as well as the novelty of this research.

### **RESEARCH METHODS**

This research uses a qualitative descriptive approach that aims to solve problems by visualizing problems that occur through images that are arranged systematically (Creswell and Creswell, 2018). The selection of informants using a purposive sampling technique where the researcher will determine the characteristics of the informant according to the needs of the researcher. Primary data was obtained from data collection through interviews and observations while secondary data was obtained from documentation, books, and articles from journals relevant to this research.

Primary data was obtained from data collection through interviews and observations. Interviews were conducted with 7 informants consisting of sub-district government officials and people receiving public services, with the duration of each interview being around 45 minutes to 1 hour. Observations were made by directly monitoring the service process at the South Polongbangkeng Sub-district Office for 2 months, recording interactions between service officers and the public as well as the efficiency of the service process. Secondary data is obtained from documentation, books, and articles from journals relevant to this research. Articles obtained from several academics researching public service strategies were also used



to expand information and knowledge about strategies to improve the quality of public services in general.

Articles obtained from several academics who researched public service strategies were also used to expand information and knowledge about strategies for improving the quality of public services in general. In searching for articles as an effort to strengthen the argument, the author used several databases, including Google Scholar, Semantic Scholar, and Publish or Perish as the main sources and cited several available articles. The keywords "public service" and "public service strategy" were used to search for articles related to this matter. From these three article search databases, many academics are involved in research related to public service delivery strategies. In addition, some articles were found through snowballing searches, where there is a link between one academic and another.

In citing sources from the internet, challenges were encountered and the researcher had to double-check the credibility and relevance of the information found. This is very important because nowadays anyone can publish any information through the internet and the information can be true or misleading. For this reason, checking the relevance of certain information by checking the year of release of the article is an important thing that the author does. All sources cited are the responsibility of the author and are reliable, valid, and relevant in supporting the argument in this research.

## RESULTS AND DISCUSSIONS

### Result

Government organizational culture includes values, norms, behaviors, and expectations held by the apparatus/employees. This organizational culture is formed based on the organization's goals, incentive system, accountability system, and power structure. If the goals, incentive system, accountability system, and power structure are changed, the organizational culture will also change. In this case, organizational culture is the standards and values of behavior that must be understood and followed by members of the group that adhere to it and involve the experiences, philosophies, expectations, and values contained therein. Therefore, organizational culture is reflected in their daily activities in carrying out their duties and responsibilities in providing public services, including interactions with fellow employees, superiors and subordinates, employees with the community, ways of working, and expectations in the future. In this context, it is important to illustrate how organizational culture influences various aspects of public service activities and how changes in goals, incentives, accountability, and organizational structure can shape the new organizational culture.

Government organizational culture plays an important role in shaping the characteristics and behaviour of employees in delivering public services. The values espoused, norms applied, expected behaviours and expectations of employees are an integral part of this organizational culture. Beyond interpersonal dynamics, organizational culture significantly influences work processes, decision-making, and ultimately, the quality of services provided to the public. The alignment and consistency of organizational culture with organizational goals is critical. When organizational goals prioritise high quality public services, the organizational culture will encourage initiative, collaboration and commitment to public satisfaction. Conversely, if organizational goals are purely administrative or maintain the status quo, then organizational culture will be stuck in routine and less responsive to the changes required in public service delivery.



Government organizational culture has an important role in shaping the characteristics and behavior of apparatus/employees in carrying out their duties and responsibilities in the delivery of public services. The values adopted, norms applied, expected behaviors, and expectations of employees are an integral part of the organizational culture. Organizational culture not only covers interpersonal aspects, but also affects the way of working, decision-making, and the quality of services delivered to the community. The importance of organizational culture lies in its fit and consistency with organizational goals. If the organization's goals focus on delivering high-quality public services, then the organizational culture should encourage initiative, collaboration, and an orientation toward public satisfaction. Conversely, if the organization's goals are purely administrative or maintain the status quo, the organizational culture may tend to get stuck in routine and be less responsive to the changes required in public service delivery.

Changes in organizational goals, incentive systems, accountability systems, and power structures can be catalysts in changing organizational culture. If the government shifts its goals to prioritize citizen satisfaction, adjusts the incentive system to encourage better performance, implements a transparent and accountable accountability system, and changes the power structure to promote participation and collaboration, then the organizational culture can adapt and evolve according to new needs. Governments need to understand their existing organizational culture and be able to identify elements that need to be changed or strengthened. In the context of public services, a strong and positive organizational culture will create a cooperative, innovative, and people-oriented work environment. This will have a direct impact on the quality of services provided by government officials/employees to the community. The following table shows the results of research related to cultural strategies in improving the quality of public services in Polongbangkeng Selatan Sub District:

**Table2.**  
**Results of Reduction of Research Data on Cultural Strategy**

No	Approach	Description	Remarks
1	Breaking the Habit	Unproductive habits	Not yet maximized
		Supervision conducted	Not yet maximized
2	Touching the Feeling	Humanistic approach to the community	Retrieved
		Employee attitude and behavior in influencing perceptions of community satisfaction	Not yet maximized
		Added value to society	Not yet maximized
3	Changing Mindset	Inclusive, transparent, and quality public service-oriented work culture	Not yet maximized
		Creativity and innovation in solving problems and improving the quality of public services	Retrieved
		Understanding and commitment to improving public services	Not yet maximized

Source: Results of primary data processing 2023

### Changing the Habit

The research results in table 2 show that in the implementation of public services in the South Polongbangkeng sub-district there are several unproductive habits. The habit of playing mobile phones during working hours, talking on the phone while working and deliberately extending rest hours (table 3) is something that is difficult to avoid so it requires clearer supervision and rules. Supervision is less than optimal due to the absence of provisions governing the use of mobile phones during working hours. These habits have become part of the organizational culture and routine in the office, which in turn can hinder productivity and norms that should be applied. One conspicuous habit is the absence of clear targets in the completion of tasks that must be completed immediately. For example, the service of making family cards, identity cards, or other certificates to the public often experiences unnecessary delays. This situation causes the service to take longer than it should. Such delays in task completion not only impact the efficiency and effectiveness of the service but can also lead to public dissatisfaction with the public service provided. Table 2 shows some of the habits found in the South Polongbangkeng Sub-District Office:

**Table 3.**  
**Employee Habits of the South Polongbangkeng Sub-District Office**

No	Habits	Remarks
1	Used mobile phones	Delayed work
2	Telling stories through mobile phones	Delayed work
3	Deliberately extended break time	Delayed work

Source: Results of primary data processing 2023

In addition to the unproductive habits shown in Table 3, the use of mobile phones for personal use during working hours and extended breaks can have a negative impact on work efficiency and focus. It can reduce the time that should be used to complete work tasks, can disrupt concentration and make it difficult for employees to refocus on work that requires their full attention and can cause delays in task completion, ultimately impeding workflow and reducing the speed of service to the public.

In this study, it was found that there was a lack of supervision because employees had been given trust and authority in carrying out their duties so that the work carried out was no longer closely monitored, which resulted in some work not having a completion target as described in table 4 below:

**Table 4.**  
**Supervision of Employees of the South Polongbangkeng Sub-District Office**

No	Supervision	Remarks
1	Reprimand employees who are seen holding mobile phones during working / service hours	Not done
2	Give a warning to employees who talk to fellow employees while working/serving	Not done
3	Give a reprimand to employees who take a break past the specified time limit	Not done

No	Supervision	Remarks
4	Reprimand employees who serve less friendly and less smiling.	Not done

Source: Results of primary data processing 2023

### Touching the Feeling

In the research conducted (see table 1), it was found that although services to the community in the South Polongbangkeng sub-district have been carried out in a humane and non-discriminatory manner, there are some employees who have not shown attitudes that fully meet community expectations. Although the service provided is good in substance, the attitude and body language of employees when receiving the community still does not reflect the expected warmth and politeness as shown in table 5:

**Table 5.**  
**Approach to Service Users at the South Polongbangkeng Sub-District Office**

No	Approach	Remarks
1	Friendly	Lacking
2	Smile	Lacking
3	Empathy	Lacking

Source: Results of primary data processing 2023

One of the key findings in this study is the importance of a soulful approach to public service delivery. While people feel well treated in general, little things like smiles and friendly body language from staff have a significant impact on people's satisfaction. When people feel welcomed with a smile and a friendly service attitude, they feel valued and cared for as individuals.

### Changing Mindset Organizaion

Table 1 also shows that this study found that the South Polongbangkeng Sub-district faces challenges in changing the organisational mindset in adopting advances in technology, information, and communication in the delivery of public services. Although innovations in public services can bring benefits such as convenience, speed, and efficiency in providing services to the community, the adoption of technology and changes in organisational mindset have not been maximally implemented in the sub-district, as described in table 6 below:

**Table 6.**  
**Changes in the organisational mindset of employees of the South Polongbangkeng Sub-District Office**

No	Mindset Organization	Remarks
1	Online service application	Not yet available
2	Working with technology	Not yet maximal
3	Budget to improve employee skills in technology	Not yet maximal

Source: Results of primary data processing 2023

These findings indicate an urgent need for Polongbangkeng Selatan Sub-district to increase its commitment to fostering creativity and innovation in public service delivery. The adoption of technology and a progressive change in mindset will provide great benefits to the community, such as ease of access, time savings, and improved service quality. Thus, changes in organizational culture are an important step in improving the overall quality of public services. Through the introduction and application of positive values, good norms, and expected behaviors, the government can create an organizational culture that motivates employees to provide optimal, responsive, and quality public services.

## Discussion

Based on the research results discussed earlier, there are unproductive habits that take place at the Polongbangkeng Selatan Sub-District Office. There are unproductive habits in the implementation of public services at the Polongbangkeng Selatan Sub-District Office, such as the lack of targets that must be prepared for the completion of tasks that should be completed immediately. This can hinder office productivity and the norms that develop can become an ineffective routine culture (Pitchforth et al., 2020). The results also show that less than optimal supervision occurs because employees are given trust and authority in carrying out tasks without strict supervision. This lack of supervision causes some jobs to not have clear completion targets (Gill et al., 2020). When services to the community are carried out humanely and without distinguishing social, economic, or group status, some employees do not show a positive attitude. The attitude of employees who do not give smiles and body language that does not illustrate the desire to serve well can affect public satisfaction with public services (Demircioglu, 2021).

The findings of this research certainly have an impact on:

1. Productivity and Work Culture, as the absence of clear targets causes work to be delayed and reduces office productivity. This habit creates a work culture that tends to be static and does not encourage innovation or efficiency.
2. Supervision and Accountability, as the lack of strict supervision results in employees not having the drive to complete tasks on time. It also reduces accountability in the execution of duties and responsibilities.
3. Public Satisfaction, as the lack of empathy and positive attitude from employees has a direct impact on the public's perception of service quality. Citizens who do not get friendly and fair service tend to feel dissatisfied and lose trust in government agencies.

To overcome these impacts, solution strategies such as:

1. Setting clear targets, which should be measured and monitored regularly to ensure that tasks are completed on time.
2. Stricter supervision systems that provide constructive feedback to employees can increase accountability and ensure that tasks are completed in accordance with set targets.
3. Providing training to employees on the importance of empathy in public service and how to interact with citizens in a positive manner can improve service quality. Friendly demeanour and positive body language should be standard in public service.
4. Technology implementation by adopting a technology-based performance management system can assist in monitoring and evaluating employee performance in real-time and switching to an online platform makes it easier for citizens to access services without having to come directly to the office, reduce employee workload, and speed up the service process.

The research findings show that Polongbangkeng Selatan Sub-district has not successfully adopted advances in technology, information, and communication in the delivery of public services. The government's commitment to fostering creativity and innovation in public services has not been maximized, which is reflected in the lack of online services. Unproductive habits, lack of supervision, suboptimal employee attitudes and behaviors, and limitations in technology adoption have caused public services to not reach their maximum potential. To improve the quality of public services, it is necessary to make cultural changes and a stronger commitment to adopting innovations and technologies that enable easy, fast, and cheap services for the community.

It is therefore necessary to develop strategies to break unproductive habits. Remedial steps that can be taken include:

1. Setting clear targets and realistic time limits for task completion (Bisin & Hyndman, 2020). This will help drive efficiency and accountability in public services.
2. Mapping the process helps identify bottlenecks and unnecessary activities. With good mapping, service processes can be optimized to reduce wasted time and improve service quality.
3. Using an effective performance management system can help measure and monitor employee performance in achieving targets and meeting community needs. It can also provide constructive feedback to improve individual performance and the organization as a whole.
4. Involving employees in the change process and promoting open and effective communication will help overcome unproductive habits. By involving all relevant parties, organizational culture change can become more targeted and well-received.

Through the development of appropriate strategies and consistent implementation, unproductive habits can be broken and replaced by more efficient and responsive practices in public service delivery. This will help improve the quality of services provided to the public and build a positive, public interest-oriented organizational culture.

In addition, several steps can be taken to develop a soulful approach to public services in the Polongbangkeng Selatan sub-district:

1. Training that focuses on developing employees' attitudes and interpersonal skills is needed. This training can help raise their awareness of the importance of smiling, being friendly, and using positive body language in serving the community. Employees also need to be given a deeper understanding of how empathic service can affect community satisfaction.
2. Setting clear and standardized service standards for employees in interacting with the public. These standards can include behavioral aspects such as smiles, friendly attitudes, and body language that illustrate sincere service and respect for the community. Implementation of these standards can be done through monitoring, feedback, and rewarding employees who meet or even exceed the set standards.
3. Ensuring that internal communication among employees at the Polongbangkeng Selatan Sub-district Office runs smoothly. Good communication will help reinforce a shared understanding of the importance of providing services that touch people's feelings. In addition, effective communication can also facilitate the exchange of experiences and best practices in delivering satisfactory services.
4. Delivering consistently heartfelt services and meeting people's expectations need to be recognized and appreciated. Awards such as public recognition, internal awards, or

special incentives can provide additional encouragement for employees to continuously improve their attitude and quality of service.

By developing a soulful approach to public service delivery, it is expected that the community in Polongbangkeng Selatan sub-district will experience positive changes in their interactions with staff. This will increase community satisfaction and strengthen the relationship between the sub-district government and its citizens, as well as build a positive image of public services in the region.

Meanwhile, in terms of changing mindsets, some steps that can be taken to change mindsets and increase the adoption of innovations in public services in Polongbangkeng Selatan Sub District are as follows:

1. To increase awareness and understanding, it is necessary to conduct campaigns and training aimed at increasing employee awareness and understanding of the importance of technology adoption and innovation in public services. Through effective socialization, employees can understand the benefits resulting from these changes and see them as opportunities to improve services to the community.
2. Develop policy and regulation, it is necessary to develop policies and regulations that support the adoption of technology and innovation in public services. These policies may include the use of digital systems and platforms, the implementation of e-government, and the development of online services. In addition, incentive policies that encourage employees to adopt innovation and utilize technology in their tasks should also be considered.
3. Allocate adequate resources in Polongbangkeng Selatan Sub-district needs to develop the necessary technology infrastructure and ensure easy and fast access for the community. Investments in hardware, software, and communication networks will support the implementation of innovations in public service delivery.
4. Collaborate and conduct partnerships, it is important to establish collaborations and partnerships with external parties, such as research institutions, private institutions, or the technology community, to gain support, advice, and knowledge in adopting technologies and innovations. This collaboration can help increase the capacity and capability of Polongbangkeng Selatan Sub-district in implementing innovative solutions in public services.

By developing a mindset change approach and taking the steps above, it is expected that Polongbangkeng Selatan Sub-district can overcome the challenges in technology adoption and innovation in public services. This will bring real benefits to the community in terms of access, speed, and quality of services provided.

## CONCLUSIONS

Based on the review of cultural strategies in improving the quality of public services in Polongbangkeng Selatan Sub-district, it can be concluded that the cultural strategies of government organizations, such as values, norms, behaviors, and expectations of apparatus/employees, are important factors that affect the quality of public services. Changes in goals, incentive systems, accountability systems, and organizational power structures can shape a better organizational culture.

Breaking unproductive habits in public service delivery can improve productivity and efficiency in the office and build a more positive culture. It is important to identify these habits and replace them with more effective and efficient practices. Friendly service attitudes, such as

smiling and positive body language, have a significant impact on public satisfaction with public services. Training and the implementation of clear service standards can help improve service attitudes that touch people's feelings. Adopting innovations and advances in technology, information and communication in public service delivery is important to improve the efficiency, speed, and quality of services. Government commitment and policy development that supports mindset change and investment in infrastructure and resources are important steps in implementing such innovations.

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