

## Determinants of Administrative Service Performance in Local Government Institutions: A Qualitative Study at the Banda Neira Subdistrict Office, Central Maluku Regency, Indonesia

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### Abstract

This study aims to analyze and describe the performance of administrative services, as well as the supporting and inhibiting determinants affecting service delivery at the Banda Neira Subdistrict Office, Central Maluku Regency. The study employed a descriptive qualitative approach, with the research conducted at the Banda Neira Subdistrict Office. A total of nine informants participated in this research. Data were collected through a combination of direct observation, in-depth interviews, and documentation techniques. The collected data were analyzed using descriptive qualitative analysis. The findings reveal that the performance of administrative service employees can be categorized as relatively good, particularly in terms of service accuracy, timeliness, accessibility, convenience, and service comfort. The study also identified several key factors influencing administrative service performance, namely work knowledge, job skills, work competence, work motivation, and the availability of supporting facilities. These factors play a significant role in enhancing the effectiveness and quality of public administrative services at the subdistrict level. This study contributes to the broader discourse on public service management by highlighting the importance of human resource capacity and institutional support in improving administrative service performance within local government institutions.

**Keywords:** *Administrative Service Performance, Public Service, Employee Performance, Local Government, Banda Neira Subdistrict Office.*

### INTRODUCTION

Administrative service performance constitutes a fundamental element in determining the effectiveness and legitimacy of public organizations, particularly within local government institutions. In public administration, administrative services are not merely procedural activities but also represent the government's responsibility in fulfilling citizens' needs through efficient, responsive, and accountable service delivery (Osborne et al., 2021). The quality of administrative services provided by public officials significantly influences public trust, organizational credibility, and the realization of good governance

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principles (Bouckaert & Van de Walle, 2003). Consequently, improving the performance of administrative services has become a major concern in public sector reform across many developing countries, including Indonesia.

The implementation of decentralization and bureaucratic reform in Indonesia has encouraged local governments to strengthen accountability, responsiveness, and service quality at the subdistrict level. Local government institutions are expected to provide administrative services that are timely, accurate, transparent, and citizen-oriented. However, previous studies indicate that the implementation of performance accountability systems in Indonesian local governments often remains constrained by institutional formalism, limited human resource capacity, weak organizational culture, and inadequate supporting facilities (Sofyani et al., 2022). These challenges have affected the effectiveness of public service delivery and hindered efforts to improve bureaucratic performance.

In the literature of public administration, employee performance is commonly associated with the ability of public officials to deliver services effectively and efficiently in accordance with organizational objectives. Service performance is generally reflected through several dimensions, including productivity, service quality, responsiveness, responsibility, and accountability (Dwiyanto, 2006). High-performing public organizations are characterized by their ability to respond to community needs, provide accessible services, and maintain public satisfaction through professional administrative practices. Moreover, studies have shown that employee competence, work motivation, organizational commitment, leadership support, and the availability of work facilities are among the major determinants influencing administrative service performance in government institutions (Kim, 2005; Wright & Pandey, 2010).

Despite ongoing bureaucratic reforms, many local government offices in Indonesia continue to face challenges in delivering optimal administrative services, especially in geographically remote regions. One of these institutions is the Banda Neira Subdistrict Office in Central Maluku Regency, Indonesia. Preliminary observations indicate that several administrative services, including document preparation and correspondence processes, are often delayed and not delivered within the expected timeframe. In addition, limitations in employee knowledge, technical skills, work competence, motivation, and supporting facilities remain significant obstacles affecting service performance. Such conditions potentially reduce service effectiveness and public satisfaction with local government administration.

Although numerous studies have examined public service performance and local government accountability in Indonesia, limited research has specifically explored administrative service performance at the subdistrict level in remote island regions such as Banda Neira. Existing studies tend to focus on broader institutional accountability systems, e-government implementation, or regional performance

measurement, while empirical evidence regarding frontline administrative service practices in isolated local government institutions remains relatively limited. Therefore, this study seeks to fill this empirical gap by examining the performance of administrative services and identifying the supporting and inhibiting determinants influencing service delivery at the Banda Neira Subdistrict Office, Central Maluku Regency.

This study aims to analyze and describe the performance of administrative services and to identify the determinants that support and hinder administrative service delivery at the Banda Neira Subdistrict Office. The findings are expected to contribute both theoretically and practically to the development of public administration studies, particularly in strengthening administrative service performance and improving governance quality within local government institutions in Indonesia.

## **LITERATURE REVIEW**

### **Administrative Service Performance**

Performance is a central concept in organizational studies and public administration because it reflects the extent to which organizational objectives are successfully achieved. In the public sector context, employee performance is associated not only with work outcomes but also with the effectiveness, efficiency, and accountability of service delivery processes (Wibowo, 2014). Public organizations are expected to provide services that are responsive to citizens' needs while maintaining professional and ethical standards. Consequently, employee performance has become a strategic determinant of organizational credibility and public trust.

In public administration literature, performance is generally understood as the achievement of organizational goals through the effective utilization of human and institutional resources. Armstrong and Taylor (2020) define performance as both the result achieved and the process through which work is accomplished. This perspective indicates that performance encompasses productivity, service quality, responsibility, and responsiveness in carrying out organizational duties. Similarly, Robbins and Judge (2019) emphasize that employee performance is strongly influenced by individual capability, motivation, and organizational support systems.

Administrative service performance specifically refers to the ability of government employees to provide administrative services accurately, effectively, and efficiently in accordance with public expectations and institutional regulations. Administrative services commonly include document processing, licensing services, correspondence management, certification issuance, and other forms of official administrative support required by citizens. According to Osborne et al. (2021), public service performance is increasingly assessed based on citizens' experiences and the value created through interactions between public institutions and society.

The quality of administrative services is an important indicator of bureaucratic performance in local government institutions. Dwiyanto (2006) proposes several dimensions commonly used to evaluate public service performance, namely service accuracy, timeliness, accessibility, convenience, and fairness. These dimensions reflect the extent to which public services are capable of meeting community needs in a professional and equitable manner. In addition, Kumorotomo (1996) argues that public service performance can also be evaluated through efficiency, effectiveness, responsiveness, and justice in service distribution. These indicators are particularly relevant in assessing administrative services at the local government level, where direct interaction between citizens and public officials frequently occurs.

Recent studies in public administration demonstrate that service quality significantly influences citizen satisfaction and trust in government institutions. Bouckaert & Van de Walle (2003) explain that high-quality public services contribute to greater public confidence in government performance and legitimacy. Likewise, studies by Vigoda-Gadot (2007) indicate that responsive and accountable administrative services positively affect public perceptions regarding government effectiveness. Therefore, improving administrative service performance has become a critical objective of bureaucratic reform initiatives in many countries, including Indonesia.

### **Determinants Supporting and Hinderling Performance**

Employee performance in public organizations is influenced by various internal and external determinants. Organizational behavior theories suggest that performance is shaped by the interaction between individual capability, organizational support, leadership, work environment, and institutional systems (Robbins & Judge, 2019). In public sector organizations, these determinants become particularly important because service delivery effectiveness largely depends on the competence and commitment of public officials.

One of the primary determinants of performance is employee competence. Competence includes knowledge, technical skills, abilities, and professional attitudes that enable employees to perform their duties effectively (Spencer & Spencer, 1993). Employees with adequate competence are generally more capable of delivering accurate and timely administrative services. In addition, work motivation also plays a significant role in influencing performance. Motivated employees tend to demonstrate higher commitment, greater responsibility, and stronger initiative in carrying out organizational tasks (Perry & Hondeghem, 2008).

Leadership and organizational support are also important factors affecting employee performance. Transformational leadership, for instance, has been found to positively influence employee commitment, organizational effectiveness, and service quality in public institutions (Wright & Pandey, 2010). Leaders who provide clear direction, supervision, and support can encourage employees to perform more

effectively and maintain high service standards. Moreover, teamwork and organizational culture contribute substantially to employee productivity and responsiveness in public service delivery.

Another critical determinant is the availability of supporting facilities and technology. Public organizations require adequate infrastructure, information systems, and work equipment to ensure efficient administrative processes. Ruky (2001) argues that technology and organizational facilities significantly affect service effectiveness and employee productivity. Similarly, Hersey, Blanchard & Johnson (2014) explain through the Satellite Model that organizational performance is influenced by the integration of knowledge, human resources, organizational structure, technology, and strategic positioning.

In addition to supporting factors, several obstacles may hinder employee performance in public organizations. These include limited competence, inadequate facilities, unclear organizational goals, low work motivation, excessive workload, and weak institutional coordination. Armstrong and Baron (1998) classify these determinants into personal factors, leadership factors, team factors, system factors, and contextual or situational factors. In local government institutions, especially those located in geographically remote regions, limitations in infrastructure and human resource capacity often become major barriers to optimal service delivery.

Based on these theoretical perspectives, administrative service performance in local government institutions can be understood as a multidimensional phenomenon influenced by employee competence, motivation, leadership support, organizational systems, and facility availability. These determinants are relevant in examining the performance of administrative services at the Banda Neira Subdistrict Office, particularly in understanding the factors supporting and hindering effective public service delivery.

## **METHOD**

This study employed a descriptive qualitative research design to explore and analyze administrative service performance and the determinants influencing service delivery at the Banda Neira Subdistrict Office, Central Maluku Regency, Indonesia. A qualitative approach was considered appropriate because the study aimed to obtain an in-depth understanding of administrative service practices, employee performance, and organizational conditions within their natural setting. Qualitative research enables researchers to explore social phenomena comprehensively through participants' experiences, perceptions, and interactions (Creswell & Poth, 2018). Furthermore, qualitative inquiry is particularly relevant for examining public service processes because it emphasizes contextual interpretation and detailed understanding of institutional realities (Tracy, 2020).

The study focused on two main aspects. First, it examined administrative service performance at the Banda Neira Subdistrict Office. Service performance was assessed using several dimensions proposed by

Dwiyanto (2006), including service accuracy, timeliness, accessibility, convenience, and fairness. Second, the study investigated the supporting and inhibiting determinants affecting employee performance, particularly employee work knowledge, technical skills, work competence, and the availability of supporting facilities. These dimensions were selected because they are widely recognized as critical determinants of organizational performance and public service effectiveness in public administration literature.

The research was conducted at the Banda Neira Subdistrict Office in Central Maluku Regency, Indonesia. The site was selected purposively based on several considerations. First, the institution was identified as experiencing challenges related to administrative service delivery and employee performance. Second, limited empirical studies have specifically examined administrative service performance in geographically remote island regions of Indonesia. Third, the research setting provided a relevant context for understanding the dynamics of local public administration and bureaucratic service delivery in peripheral governmental institutions.

The participants in this study were selected using purposive sampling techniques. Purposive sampling is commonly used in qualitative research to identify individuals who possess direct knowledge and experience related to the phenomenon being investigated (Creswell & Poth, 2018). Informants were therefore chosen based on their involvement in administrative service activities and their familiarity with organizational conditions at the Banda Neira Subdistrict Office. A total of nine informants participated in this study, consisting of the Head of Subdistrict (Camat), the Subdistrict Secretary, the Head of Government Affairs Section, the Head of Economic and Development Section, the Head of Public Service Section, and community representatives who had previously accessed administrative services at the office.

Data collection was conducted through three principal techniques: direct observation, in-depth interviews, and documentation. Direct observation enabled the researcher to examine actual service practices, employee interactions, and workplace conditions within the institution. In-depth interviews were employed to obtain detailed information regarding participants' perceptions, experiences, and evaluations of administrative service performance. Documentation techniques were used to collect supporting data from institutional records, government regulations, administrative reports, and related official documents. The combination of these techniques allowed for methodological triangulation, which strengthens the credibility and trustworthiness of qualitative findings (Lincoln & Guba, 1985).

Data analysis was conducted using an interactive qualitative analysis model consisting of data collection, data reduction, data display, and conclusion drawing. During the data reduction stage, the researcher selected, categorized, and simplified relevant information related to the research objectives. Subsequently, the data were systematically organized and presented to facilitate interpretation and thematic

identification. Conclusions were continuously developed and refined throughout the analytical process to ensure consistency and analytical rigor. This interactive approach enables researchers to identify patterns, relationships, and contextual meanings emerging from the data.

To ensure research rigor and trustworthiness, this study applied several validation strategies, including triangulation, prolonged engagement, and member checking. Trustworthiness in qualitative research encompasses credibility, transferability, dependability, and confirmability (Lincoln & Guba, 1985). Recent methodological studies also emphasize that transparency in data collection, reflexivity, and systematic documentation are essential for ensuring the rigor and quality of qualitative inquiry (Morse, 2015; Yadav, 2022).

## **RESULTS AND DISCUSSION**

### **Administrative Service Performance at the Banda Neira Subdistrict Office, Central Maluku Regency**

The findings of this study indicate that the performance of administrative services at the Banda Neira Subdistrict Office can generally be categorized as relatively good. This assessment is based on five dimensions of public service performance, namely service accuracy, timeliness, accessibility and convenience, service comfort, and fairness in service delivery. These dimensions are widely recognized in public administration literature as important indicators for evaluating the quality and effectiveness of bureaucratic services (Dwiyanto, 2006; Osborne et al., 2021).

However, the findings also reveal that administrative services directly handled at the subdistrict office, such as recommendation letters, administrative certificates, and local permits, tend to perform more effectively than population administration services requiring coordination with the Civil Registration Office (Disdukcapil) in Masohi City. Geographical distance, transportation limitations, and institutional dependency on higher administrative authorities significantly affect the quality and efficiency of service delivery in Banda Neira.

#### ***Service Accuracy***

Service accuracy represents the ability of public institutions to provide services correctly, carefully, and in accordance with established regulations and citizen data. Accuracy is considered one of the most fundamental dimensions of public service quality because administrative errors may create legal and procedural consequences for service users (Bouckaert & Van de Walle, 2003). In public administration, accurate service delivery reflects organizational professionalism and bureaucratic reliability.

The findings demonstrate that administrative services provided internally by the Banda Neira Subdistrict Office, particularly recommendation letters and administrative certificates, are generally delivered accurately and in compliance with applicable procedures. Employees attempt to ensure that documents are prepared carefully and

verified before issuance. This indicates a relatively adequate level of employee responsibility and procedural compliance in local administrative practices.

Nevertheless, several inaccuracies were still identified in population administration services such as Family Cards (KK), Identity Cards (KTP), birth certificates, and death certificates. Errors in spelling names, dates of birth, and personal identification data were occasionally reported by service users. These inaccuracies largely resulted from manual administrative processes and limited technological support systems. Similar findings have been identified in previous studies showing that bureaucratic errors in civil registration services frequently emerge in regions with limited administrative infrastructure and digital integration (Sofyani et al., 2022).

From a theoretical perspective, these findings support the argument that service accuracy is strongly influenced by employee competence, administrative verification mechanisms, and institutional capacity. Inadequate technological systems and limited coordination between local and district-level institutions may reduce service reliability and increase the likelihood of administrative errors.

### ***Timeliness of Service Delivery***

Timeliness refers to the ability of public institutions to provide services within predetermined timeframes and according to established service standards. Timely service delivery is essential for enhancing citizen satisfaction and public trust because delays are often interpreted as indicators of bureaucratic inefficiency (Osborne et al., 2021).

The results indicate that employees at the Banda Neira Subdistrict Office generally provide information regarding service completion times for administrative certificates and local permits. Services handled directly within the subdistrict office are usually completed within reasonable and predictable timeframes. This suggests that the office has established relatively effective internal coordination mechanisms for routine administrative processes.

However, significant delays were found in services related to population administration documents such as Family Cards, Identity Cards, birth certificates, and death certificates, which require processing at the Civil Registration Office in Masohi City. Due to Banda Neira's geographical location as an island district, citizens must travel long distances using sea and land transportation to access these services. Informants reported that round-trip travel between Banda Neira and Masohi may take approximately 22 hours. Such conditions substantially reduce service efficiency and create administrative burdens for local residents.

These findings are consistent with previous research emphasizing that geographical isolation remains a major challenge in public service delivery within archipelagic and remote regions (Horscroft, 2014). Limited transportation infrastructure and centralized administrative

systems contribute to service delays and unequal access to government services.

### ***Accessibility and Convenience of Service***

Accessibility and convenience refer to the simplicity, clarity, and ease of obtaining public services. Public services are expected to have transparent procedures, understandable requirements, and user-friendly administrative mechanisms (OECD, 2021). Accessible services are particularly important in ensuring inclusive governance and reducing administrative barriers for citizens.

The findings reveal that administrative services provided directly at the Banda Neira Subdistrict Office are generally perceived as relatively simple and easy to access. Procedures for obtaining administrative recommendation letters and permits are considered understandable and not excessively bureaucratic. Citizens can interact directly with service officers, and the required procedures are relatively straightforward.

Nevertheless, the accessibility dimension becomes problematic when citizens must process civil registration documents through the district-level Civil Registration Office in Masohi. Geographic distance, transportation difficulties, and high travel costs create substantial barriers for residents seeking population administration services. As a result, public access to essential administrative services remains unequal between urban and island communities.

These findings reinforce the argument that accessibility in public service delivery is not solely determined by procedural simplicity but also by physical accessibility and institutional reach. In geographically isolated regions, the absence of decentralized administrative systems may significantly reduce citizens' ability to access essential public services effectively.

### ***Service Comfort***

Service comfort relates to the physical, psychological, and environmental conditions experienced by citizens during the service process. Comfortable service environments contribute positively to citizen satisfaction and perceptions of government responsiveness (Kotler, 2000).

The study found that administrative services provided at the Banda Neira Subdistrict Office are generally delivered in a relatively comfortable environment. Service users reported that interactions with employees were reasonably friendly and that the office atmosphere was sufficiently conducive for administrative activities. Employees attempted to maintain respectful communication and assist citizens during service processes.

However, comfort levels decrease substantially when residents must travel outside Banda Neira to process population administration documents in Masohi. Long-distance travel, unpredictable weather conditions, limited transportation facilities, and high transportation costs create physical and psychological burdens for citizens. These

conditions are particularly challenging given Banda Neira's island geography and dependence on sea transportation.

The findings support Horscroft's (2014) argument that public service delivery in small island regions requires contextual adaptation to environmental and geographical conditions. Service comfort in remote regions cannot be separated from transportation accessibility, climate conditions, and infrastructure availability.

### ***Fairness in Service Delivery***

Fairness represents the principle that all citizens should receive equal treatment regardless of social, economic, ethnic, religious, or political background. Fairness is a core principle of democratic public administration and an important indicator of service legitimacy (Dwiyanto, 2006).

The findings indicate that employees at the Banda Neira Subdistrict Office generally attempt to provide equal treatment to all citizens seeking administrative services. Informants reported that service officers did not discriminate between service users based on social or economic status. Administrative recommendation letters and local permits were processed according to applicable procedures without preferential treatment.

However, structural inequalities remain apparent in population administration services requiring access to Masohi City. Citizens from remote island communities face greater economic and logistical burdens compared to residents living near district administrative centers. Consequently, although procedural fairness may exist within the subdistrict office itself, geographical inequality continues to influence substantive equality in access to public services.

This finding is consistent with the concept of geographic equality proposed by Horscroft (2014), which emphasizes that citizens in remote island regions should receive service quality and accessibility equivalent to those living in urban administrative centers. The persistence of geographical disparities suggests the need for stronger decentralization and digitalization of population administration services in remote areas.

The findings indicate that administrative service performance at the Banda Neira Subdistrict Office is influenced by several supporting and inhibiting determinants. Employee work knowledge, technical skills, competence, and motivation contribute positively to service implementation, particularly for routine administrative services conducted within the subdistrict office. Employees generally demonstrate adequate understanding of administrative procedures and attempt to provide responsive services to local residents. Nevertheless, limited supporting facilities, technological infrastructure, transportation accessibility, and institutional dependence on district-level administrative systems remain significant barriers to optimal service performance. These findings align with Armstrong and Taylor (2020), who argue that employee performance is influenced not only by

individual competence but also by organizational systems and institutional resources.

The study demonstrates that public service performance in geographically remote regions is shaped by both human resource capacity and structural conditions. Improving administrative services in Banda Neira therefore requires not only employee capacity-building programs but also institutional reforms aimed at decentralizing population administration services, strengthening digital governance systems, and improving transportation and communication infrastructure in remote island regions.

### **Determinants Supporting and Inhibiting Administrative Service Performance at the Banda Neira Subdistrict Office, Central Maluku Regency**

The findings of this study demonstrate that the performance of administrative services at the Banda Neira Subdistrict Office is influenced by several organizational and human resource determinants. These determinants function both as supporting and inhibiting factors in the implementation of administrative services for local communities. The study identified four major determinants influencing service performance, namely employee work knowledge, work skills, work competence, and the availability of supporting facilities and work infrastructure. These findings are consistent with contemporary public administration literature emphasizing that organizational performance is strongly shaped by employee capability, institutional support systems, and organizational resources (Armstrong & Taylor, 2020; Robbins & Judge, 2019).

#### ***Employee Work Knowledge***

Employee work knowledge emerged as one of the most important determinants influencing administrative service performance at the Banda Neira Subdistrict Office. Work knowledge refers to employees' cognitive understanding regarding tasks, procedures, regulations, and organizational responsibilities. Knowledge enables employees to recognize, understand, and appropriately implement administrative duties within institutional settings. In public organizations, adequate work knowledge contributes significantly to service accuracy, responsiveness, and procedural compliance (Noe et al., 2021).

The findings reveal that organizational leaders continuously attempt to improve employee understanding regarding job responsibilities, administrative procedures, and service standards through guidance and work direction. Employees are regularly informed about their respective duties and functions, particularly those related to public administrative services. Such efforts contribute positively to employee performance and facilitate smoother administrative processes within the institution.

Informants indicated that employees generally possess relatively adequate work knowledge in handling administrative services such as

recommendation letters, administrative certificates, and permit documentation. This condition positively influences the quality of services delivered to citizens. Previous studies similarly found that employee knowledge significantly affects organizational performance and service effectiveness in public institutions (Kim, 2005). Employees with stronger procedural understanding tend to demonstrate greater confidence, fewer administrative errors, and higher responsiveness to public needs.

However, the study also identified limitations in specialized administrative knowledge related to population administration services requiring coordination with district-level institutions. These limitations occasionally contribute to inaccuracies and delays in service processing. This finding suggests that continuous professional development and administrative training remain necessary to strengthen institutional capacity, particularly in remote governmental organizations.

### ***Employee Work Skills***

Work skills also constitute an important determinant supporting administrative service performance. Work skills refer to employees' practical abilities to implement tasks effectively through technical, cognitive, and interpersonal competencies. According to organizational behavior theory, employee skills contribute directly to productivity, service quality, and task completion efficiency (Robbins & Judge, 2019).

The findings demonstrate that the leadership of the Banda Neira Subdistrict Office actively encourages employees to improve their work skills through training programs, educational activities, workshops, and technical courses relevant to organizational needs. Such initiatives are intended to strengthen employees' ability to perform administrative duties and respond effectively to public service demands.

Informants reported that employees possess several important work-related skills, including administrative recording skills, concentration abilities, communication capacity, and problem-solving skills. These competencies enable employees to manage administrative services relatively effectively despite institutional limitations and geographical challenges. The findings support previous research emphasizing that employee skill development positively influences bureaucratic performance and service effectiveness in public organizations (Wright & Pandey, 2010).

Nevertheless, skill limitations remain apparent in several areas, particularly digital administrative management and information technology utilization. Limited exposure to technological training and restricted access to digital systems constrain employee adaptability in modern administrative processes. Similar challenges have been identified in public sector institutions located in remote regions where technological capacity-building opportunities remain limited (Sofyani et al., 2022).

### ***Employee Work Competence***

Employee competence was also identified as a critical determinant influencing administrative service performance. Competence encompasses the integration of knowledge, technical skills, attitudes, values, and professional behaviors required for effective task performance (Spencer & Spencer, 1993). In the public sector context, competence reflects employees' ability to provide professional, accountable, and citizen-oriented services.

The study found that organizational leaders consistently encourage employees to improve their professional competence through participation in formal education, technical training, and competency development programs. These initiatives aim to strengthen employees' administrative capabilities and improve the quality of public services delivered by the institution.

The findings indicate that employees generally demonstrate adequate competence in performing routine administrative tasks within the subdistrict office. Employees are capable of managing administrative correspondence, document preparation, and citizen interactions relatively effectively. Informants also emphasized that employees attempt to maintain professionalism and responsibility in serving community members.

These findings support the competency-based perspective proposed by Spencer and Spencer (1993), which argues that organizational performance depends substantially on employees' behavioral competencies and professional capabilities. Furthermore, Armstrong and Taylor (2020) explain that employee competence significantly influences organizational adaptability, innovation, and service quality in public institutions.

Despite these positive conditions, competence limitations remain evident in specialized administrative processes requiring inter-agency coordination and digital administrative systems. Such limitations demonstrate the importance of continuous competency enhancement programs, particularly in remote local government institutions facing evolving administrative demands.

### ***Availability of Supporting Facilities***

The availability of supporting facilities and work infrastructure constitutes another important determinant affecting administrative service performance. Public organizations require adequate physical infrastructure, technological support, and operational resources to ensure efficient service delivery (Ruky, 2001). Supporting facilities enable employees to perform their duties more effectively and minimize administrative obstacles during service implementation.

The findings indicate that organizational leaders continuously attempt to provide supporting facilities required for administrative activities. Available facilities include internet networks, computers, laptops, printers, office furniture, archives, paper supplies, and other operational equipment necessary for service provision. Informants acknowledged that these facilities, although still limited in quantity and

quality, have substantially assisted employees in conducting administrative tasks more efficiently.

The results also reveal that insufficient infrastructure remains one of the primary obstacles hindering optimal administrative service performance. Limited internet connectivity, restricted technological equipment, and geographical isolation continue to affect service efficiency, particularly for services requiring coordination with district-level institutions in Masohi. Such infrastructural limitations create delays, increase operational difficulties, and reduce administrative accessibility for local residents.

These findings are consistent with previous studies emphasizing that organizational infrastructure significantly influences public sector performance and administrative effectiveness (OECD, 2021). In geographically remote island regions, infrastructure availability becomes even more crucial because public institutions depend heavily on transportation systems, communication networks, and technological connectivity to provide efficient services.

The findings demonstrate that administrative service performance at the Banda Neira Subdistrict Office is shaped by the interaction between human resource capacity and institutional support systems. Employee knowledge, work skills, competence, and supporting facilities collectively contribute to the relatively good performance of administrative services within the subdistrict office. However, structural constraints related to geographical isolation, limited infrastructure, and institutional dependency on district-level administrative systems continue to hinder service optimization.

The study further reveals that administrative services directly managed within the subdistrict office generally function effectively, whereas services requiring external coordination with Masohi City remain less efficient and less accessible. This condition reflects broader governance challenges commonly experienced in remote island regions, where administrative centralization and infrastructure inequality continue to affect service delivery quality.

The findings support previous studies conducted by Elwan (2019), Mohi & Botutihe (2020), Mardiansyah (2023), and Fikri & Irianto (2019), which emphasize that employee performance in public administration is significantly influenced by work knowledge, technical skills, competence, motivation, and organizational facilities. Theoretically, this study reinforces the argument that improving public administrative performance requires not only competent human resources but also adequate institutional infrastructure and organizational support mechanisms.

Practically, the findings imply that local governments should strengthen employee capacity-building programs, improve technological infrastructure, expand digital administrative systems, and decentralize essential administrative services to remote regions. Such measures are necessary to improve service accessibility, efficiency, and equity for citizens living in geographically isolated areas.

## CONCLUSION

This study examined the performance of administrative services and the determinants influencing service delivery at the Banda Neira Subdistrict Office, Central Maluku Regency, Indonesia. The findings indicate that the performance of administrative services can generally be categorized as relatively good, particularly in terms of service accuracy, timeliness, accessibility, convenience, and service comfort. The administrative services provided by the subdistrict office have been able to meet basic community expectations, especially in the processing of administrative documents and official correspondence required by citizens.

The study also identified several important determinants influencing administrative service performance. Employee work knowledge, technical skills, work competence, and the availability of supporting facilities were found to play significant roles in shaping the effectiveness and quality of service delivery. Adequate employee competence contributed positively to the accuracy and responsiveness of administrative processes, while limitations in infrastructure and supporting facilities remained obstacles to achieving more optimal service performance. These findings demonstrate that both human resource capacity and institutional support systems are essential components in improving administrative service quality within local government organizations.

Theoretically, this study contributes to the public administration literature by providing empirical evidence regarding administrative service performance in a geographically remote local government institution. The findings reinforce previous studies emphasizing the importance of employee competence, organizational support, and service-oriented governance in strengthening public sector performance. Practically, the study highlights the need for continuous capacity-building programs, professional development initiatives, and improvements in workplace facilities to enhance administrative service effectiveness at the subdistrict level.

Despite its contributions, this study has several limitations. The research focused on a single local government institution with a limited number of participants, which may restrict the generalizability of the findings. Future studies are therefore encouraged to employ comparative approaches across multiple regions or integrate quantitative methods to obtain broader insights into public administrative service performance in Indonesia.

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