

The Effect of Delegation of Authority Policy Implementation and Employee Performance on PATEN Effectiveness in Tarogong Kaler District, Garut

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Abstract

This study examines the implementation of the District Integrated Administrative Services (PATEN) in the Tarogong Kaler District Office, Garut Regency. Despite the policy's goal to bring services closer to the community, empirical data shows suboptimal effectiveness, indicated by a 78.4% service completion rate, delays, and a decline in the SAKIP predicate from BB to B. This paper addresses the research question of how the implementation of the Garut Regent's Regulation on the Delegation of Authority and employee performance influence PATEN effectiveness. The novelty lies in combining policy implementation parameters with employee performance metrics within the specific bureaucratic context of Tarogong Kaler. A quantitative descriptive-associative research design was employed. The population and sample consisted of 47 respondents (21 sub-district employees and 26 village apparatuses) selected through a saturation sampling (census) technique. Data were collected via Likert-scale questionnaires, interviews, and observation, then analyzed using multiple linear regression with SPSS version 23. The empirical findings revealed that the variables are categorized as 'good'. The hypothesis testing demonstrated that the implementation of the delegation of authority policy and employee performance jointly exert a positive and sufficiently strong effect on PATEN effectiveness. Enhancing policy implementation and employee performance significantly increases PATEN effectiveness. However, field findings indicate that available budget support, employee work experience, and information regarding service times and costs are still suboptimal and require immediate management attention.

KEYWORDS

policy implementation; employee performance; PATEN effectiveness; public administration; local government.

Introduction

The implementation of local government administration aims to realize effective, efficient, transparent, and accountable public services. In this context, the district (Kecamatan) plays a highly strategic role as the frontline of administrative services directly connected to the community. To improve the quality and accessibility of these services, the central government initiated the District Integrated Administrative Services (PATEN) based on the Ministry of Home Affairs Regulation (Permendagri) No. 3 of 2022. The optimization of this integrated service model is crucial to ensuring a structural transformation in grassroots bureaucracy, shifting the paradigm from centralized regency-level services to an accessible sub-district service center. This transformation is increasingly urgent, as recent empirical evaluations confirm that optimizing sub-district services is the most effective strategy for resolving local

administrative bottlenecks (Danuwarta et al., 2026; Pradja et al., 2024). The Tarogong Kaler District Office in Garut Regency serves as a critical empirical case highlighting the challenges of this structural transformation. Although the local government issued a Regent's Regulation delegating specific administrative powers to the District Head, empirical data reveals suboptimal effectiveness. Specifically, the service completion rate only reached 78.4%, average delays span 2.1 working days, and the agency's performance accountability (SAKIP) predicate experienced a downgrade from "BB" to "B". Preliminary observations indicate that these issues stem from four main barriers: limited human resources, weak IT infrastructure, limited delegated authority, and a lack of socialization. Without intensive public communication, the public remains unaware of the comprehensive services available at the district level, further hindering the program's effectiveness.

To understand why the legal delegation of authority frequently fails to improve local service effectiveness, this study integrates Van Meter and Van Horn's policy implementation model with human resource performance theory. This study maps Van Meter and Van Horn's core dimensions directly onto specific empirical indicators: (1) policy standards are measured through the clarity of Standard Operating Procedures (SOPs); (2) resources are evaluated via budget availability and IT infrastructure readiness; (3) organizational characteristics are assessed through the fragmentation of task coordination; and (4) the implementer's disposition is mapped to employee performance metrics, including technical competence, empathy, and motivation. This paper argues that the formal, legal delegation of authority is fundamentally ineffective without the technical readiness of street-level bureaucrats.

Previous research on decentralized administrative services has established that PATEN can significantly improve time efficiency and community satisfaction (Adril et al., 2021; Wahyuni et al., 2019; Harahap, 2023).

Furthermore, the urgency of reforming sub-district services is supported by Purnama et al., (2025) and Noor et al., (2026), who emphasized that integrated public service policies must be backed by strong institutional commitment to significantly impact regional administrative quality.

However, prior studies have predominantly measured public service outcomes using a singular metric of customer satisfaction, and analyzed "policy implementation" in isolation without examining its simultaneous interaction with specific employee performance metrics. Therefore, the novelty of this research lies in comprehensively combining policy implementation parameters (Van Meter and Van Horn) with employee performance metrics to evaluate a multidimensional construct of Public Service Effectiveness based on OECD, (2021) standards within the specific bureaucratic context of Tarogong Kaler. This study explicitly fills the theoretical and empirical gaps by demonstrating how the delegation of authority policy and employee performance must interact simultaneously as primary predictors of PATEN effectiveness.

Policy Implementation Construct

Public policy is fundamentally a purposive course of action executed by government actors to address specific societal issues (Subianto, 2020).

As highlighted by Pariyatin et al., (2024) and Mutrafidah & Mursyidah, (2025), public administration

today places policy execution as the most vital dimension, where theoretical policy goals must precisely align with practical field capacities.

However, in public administration, there is often a flawed assumption that once a policy is legally formulated—such as a Regent's Regulation (Peraturan Bupati)—it will automatically be executed and achieve its intended outcomes. In reality, policy execution is the most critical and vulnerable phase. A well-formulated policy is futile without effective implementation, particularly in grassroots bureaucracies where failure frequently occurs due to limited human resources, inadequate organizational structures, weak employee performance, and a lack of commitment from street-level implementers.

To critically analyze the implementation of the Delegation of Authority policy in this study, the theoretical framework developed by (Van Meter & Van Horn, 1975) is employed. The enduring relevance of this top-down implementation model is strongly supported by recent public administration studies (Muksin, 2024; Tahir & Septiani, 2025), which demonstrate its robust capacity to provide a comprehensive lens for evaluating how central decisions are translated into actions by lower-level administrators. According to this framework, the success of policy implementation is determined by six interacting dimensions:

- a. Policy Standards and Objectives: The clarity and measurability of the policy goals. Without clear directives, implementation is highly prone to failure.
- b. Resources: The availability of critical assets, primarily the competency of human resources, financial support, and time. Human resources act as the primary engine of policy execution.
- c. Organizational Characteristics: The internal structures of the implementing agency, including Standard Operating Procedures (SOPs) and the degree of bureaucratic fragmentation.
- d. Implementer's Disposition: The attitude, acceptance, and willingness of the agents to execute the policy, which heavily influences whether the policy is embraced or resisted.
- e. Characteristics of Implementing Agencies: The depth of knowledge, responsiveness, and intensity of the implementers in translating policy goals into daily administrative actions.
- f. Social, Economic, and Political Environment: The external dynamics, including local culture, community participation, and structural inequalities that may affect policy acceptance.

Within this framework, the formal delegation of authority is viewed not merely as a legal transfer of power, but as a complex administrative process that requires absolute readiness from the district apparatus as the frontline implementers.

Employee Performance Construct

While policy implementation dimensions provide the structural framework for public administration, the execution of these policies is inherently dependent on human capital. In the context of public management, performance is not merely an abstract trait but the concrete manifestation of an individual's abilities, skills, and motivations applied to organizational roles (Mathis & Jackson, 2006). Wirawan (2009) expands this concept by categorizing the determinants of employee performance into three synergistic factors:

1. Internal Employee Factors: Innate characteristics (aptitude and personality) and acquired competencies (technical knowledge, work ethic,

digital literacy, and experience).

2. Internal Organizational Environment: The systemic support provided by the institution, including management strategies, resource availability, and a conducive organizational climate.
3. External Organizational Environment: Broader contextual events and socioeconomic situations that indirectly impact bureaucratic operations.

Furthermore, Gibson, (2011) emphasizes that psychological factors, such as job involvement and motivation, play a critical role alongside individual and organizational characteristics. In this study, the capacity of the street-level bureaucracy—specifically the district employees and village apparatuses is conceptualized as the driving engine of the Delegation of Authority policy. Without adequate employee performance (encompassing digital competence, physical capability to process administrative tasks, and intrinsic motivation to serve), the structural delegation of authority remains a mere legislative document with no practical impact on the community.

In the public sector, performance evaluation is critical for ensuring accountability (Mahmudi, 2015). This involves continuous human resource competency development (Sudarmanto, 2019) and understanding organizational behavior dynamics (Robbins & Judge, 2022) to optimize frontline service delivery.

The Conceptual Justification: Connecting Policy, Performance, and Effectiveness

The central theoretical argument of this study addresses a critical gap in decentralization literature: why does the legal delegation of authority frequently fail to improve local service effectiveness? This study argues that policy implementation (the Regent's Regulation) and public service effectiveness (PATEN) do not operate in a vacuum; they are directly mediated and influenced by employee performance. When authority is delegated from the regency to the district level, the administrative burden and technical complexities immediately shift to the district apparatus. As highlighted by Neiger et al., (2008), employee performance is a function of ability, motivation, and opportunity. If the district employees lack the specific competencies required by the new policy (e.g., training in digital-based public services and Minimum Service Standards), the implementation process will stall. Therefore, employee performance acts as the vital transmission mechanism. A moderate policy design (X1) provides the legal and structural mandate, but high employee performance (X2) is the operational catalyst that translates this mandate into tangible service accessibility, time efficiency, and procedural accountability, which collectively define service effectiveness (Y).

Public Service Effectiveness Construct

In public administration literature, effectiveness is fundamentally distinguished from efficiency; while efficiency focuses on outputs and processes, effectiveness is oriented towards outcomes and the degree to which an organization realizes its established goals (Adisasmita, 2009; Iskandar, 2019). To move beyond traditional, unidimensional measurements of administrative success (which often rely solely on "customer satisfaction"), this study conceptualizes PATEN Effectiveness using the multidimensional framework established by the OECD (2021). This is consistent with the behavioral perspective of organizational effectiveness, which asserts that success

is not only about reaching output targets but also about the organization's adaptability and optimal resource utilization (Steers, 2020).

The OECD framework is highly relevant for measuring modern public services as it captures structural, operational, and perceptual performances comprehensively. In this study, PATEN effectiveness is evaluated through four critical dimensions:

1. Service Accessibility: The extent to which administrative services can be fully completed at the district level without excessive dependence on regency-level agencies. High accessibility indicates successful decentralization and institutional readiness.
2. Time Efficiency: The deviation of actual service delivery time from the Standard Operating Procedures (SOP). Minimal deviation reflects optimal internal coordination and apparatus competence.
3. Community Satisfaction: An evaluation based on user perception (Community Satisfaction Index/IKM), reflecting the quality of interactions, ease of procedures, and public trust in local governance.
4. Procedural Accountability: The clarity of SOPs, transparency of costs and requirements, and traceability of documents, which collectively guarantee legal certainty and good governance.

Therefore, PATEN effectiveness is not merely about output completion, but an integral result of a service system that is accessible, efficient, satisfying, and accountable.

Hypothesis Development based on Empirical Evidence

The theoretical propositions of this study argue that the delegation of authority policy, employee performance, and public service effectiveness share a mutually dependent causal relationship. Previous empirical studies have demonstrated that structured policy implementation directly impacts service outcomes. Adril et al. (2021) and Baskoro & Kurniawan, (2021) found that well-communicated policy standards, clear SOPs, and adequate bureaucratic structures significantly improve the execution of decentralized administrative services. A well-implemented policy provides the necessary legal and structural foundation for service delivery. Thus, the first hypothesis is formulated:

H1: The Implementation of the Delegation of Authority Policy (X1) has a positive and significant partial effect on PATEN Effectiveness (Y).

Furthermore, structural policies require human capital for execution. Empirical evidence from Kustiana (2022), Marzuki, (2016), and Harahap (2023) consistently shows that apparatus competence, technical skills, and work discipline directly drive community satisfaction and service quality. As conceptualized by Neiger et al. (2008), the physical and mental ability of the staff, combined with their motivation, determines the speed and accuracy of administrative processing. Therefore, the second hypothesis is formulated:

H2: Employee Performance (X2) has a positive and significant partial effect on PATEN Effectiveness (Y).

Finally, bridging the theories of Van Meter & Van Horn (policy implementation) and human resource performance (Mathis & Jackson, 2006; Wirawan, 2009), this study posits that policy and performance cannot operate in isolation. The formal legal delegation of authority (Regent's Regulation) will fail to achieve the OECD's multidimensional effectiveness if the street-level bureaucracy lacks the capacity to execute it. Conversely, highly capable employees cannot deliver optimal services

without clear legal authority and policy standards. The synergy of both constructs is required to create a modern, participative, and adaptive public service center. Hence, the third hypothesis is formulated: H3: The Implementation of the Delegation of Authority Policy (X1) and Employee Performance (X2) simultaneously have a positive and significant effect on PATEN Effectiveness (Y).

Methods

This study employed a quantitative descriptive-associative (verificative) survey design to examine the causal relationships among variables. Specifically, the research evaluates a causal-effectual model where the Implementation of the Delegation of Authority Policy (X1) and Employee Performance (X2) serve as the independent variables, and PATEN Effectiveness (Y) acts as the dependent variable. The conceptual framework is based on Van Meter and Van Horn's policy implementation theory, Wirawan's employee performance dimensions, and the OECD's public service effectiveness framework.

The population of this study comprised all individuals directly involved in PATEN services in the Tarogong Kaler District environment. Given the population size, a saturation sampling (census) technique was employed, resulting in 47 respondents (21 district employees and 26 village apparatuses). This specific composition was chosen because district employees are the primary policy executors, while village apparatuses interact directly with the community and support the administrative process. Prior to data collection, standard ethical procedures were strictly observed. All respondents provided informed consent after being briefed on the study's purpose, and they were assured that their identities and individual responses would remain strictly confidential and be used solely for academic purposes.

Quantitative data were collected using a structured questionnaire based on a 5-point Likert scale (ranging from 1 = very low to 5 = very high). To systematically interpret the mean Likert-scale scores into descriptive categories, the following specific interval criteria were applied: 1.00–1.79 (Very Poor), 1.80–2.59 (Poor), 2.60–3.39 (Fair/Neutral), 3.40–4.19 (Good), and 4.20–5.00 (Very Good). The instrument measured dimensions such as policy standards, resources, and implementer disposition for X1, internal/external factors for X2, and service accessibility, time efficiency, and procedural accountability for Y.

Prior to hypothesis testing, the instrument was rigorously evaluated. The Pearson Product-Moment validity testing yielded actual correlation coefficients (r-count) ranging from 0.725 to 0.931 for Policy Implementation, 0.364 to 0.871 for Employee Performance, and 0.462 to 0.892 for PATEN Effectiveness, all of which comfortably exceeded the r-table threshold of 0.288 (for $n=47$, $\alpha=0.05$). Furthermore, the reliability test demonstrated strong internal consistency, with actual Cronbach's Alpha values of 0.944, 0.749, and 0.894, respectively. Data processing was performed using SPSS version 23, encompassing descriptive statistics, classical assumption tests (normality, multicollinearity, heteroscedasticity), and multiple linear regression analysis ($Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$).

Result and Discussion

Validity and Reliability Analysis

Prior to hypothesis testing, the measurement instruments were rigorously evaluated for validity and reliability. Validity was assessed using the Pearson Product-Moment correlation, comparing the calculated r-value against the r-table threshold (0.288 for $n=47$, $\alpha=0.05$). Reliability was measured using Cronbach's Alpha, with a widely accepted threshold of >0.60 indicating acceptable internal consistency. The detailed results confirm that all questionnaire items are valid and highly reliable for further statistical analysis, as summarized in Table 1.

Descriptive Statistics Analysis

A descriptive statistical analysis was conducted to evaluate the empirical conditions of each construct based on respondent perceptions ($n=47$). The variables were measured using a 5-point Likert scale. To interpret the mean scores systematically, the following interpretation thresholds were applied: 1.00–1.79 (Very Poor); 1.80–2.59 (Poor); 2.60–3.39 (Fair/Neutral); 3.40–4.19 (Good); and 4.20–5.00 (Very Good).

The descriptive results, including minimum-maximum values, standard deviations (SD), and 95% Confidence Intervals (CI), are presented in Table 2.

As illustrated in Table 2, all variables fall within the "Good" category. For Policy Implementation, the strongest aspect is the clarity of Standard Operating Procedures (SOP), while budget availability remains a primary constraint. Regarding Employee Performance, the primary strength lies in the frontline staff's friendly and responsible attitude, whereas a lack of technical experience among newer employees represents the lowest-performing indicator. Finally, for PATEN Effectiveness, service accessibility is highly rated, but transparency regarding processing time and administrative costs requires significant improvement.

Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) analysis was conducted to measure the proportion of the variance in the dependent variable that can be explained by the independent variables. The model shows an R^2 of 0.337, meaning that 33.7% of the variation in PATEN Effectiveness can be directly explained by the combined factors of Policy Implementation and Employee Performance. This indicates a moderate, yet sufficiently meaningful relationship (consistent with standard effect-size benchmarks for social sciences), while the remaining 66.3% is determined by other external factors not examined in this research model (e.g., adequate infrastructure, external social dynamics, or budgeting).

The statistical results of this study confirm that the Implementation of the Delegation of Authority Policy and Employee Performance simultaneously drive PATEN Effectiveness. However, moving beyond descriptive statistics, the underlying mechanisms of why and how these variables interact reveal critical insights into the realities of grassroots bureaucracy.

The Mechanism of Policy Implementation on Effectiveness

The positive influence of policy implementation on service effectiveness does not merely stem from the existence of a regulatory document. Analytically, the Regent's Regulation on the Delegation of Authority provides crucial legal certainty and delineates clear boundaries of authority for the district apparatus. Prior to this policy, administrative services required lengthy and convoluted

Table 1. Summary of Validity and Reliability Test Results

Variable	Total Items	Valid r-count Range	r-table ($\alpha = 0.05$)	Cronbach's Alpha	Status
Policy Implementation (X1)	17	0.725-0.931	0.288	0.944	Valid & Reliable
Employee Performance (X2)	11	0.364- 0.871	0.288	0.749	Valid & Reliable
PATEN Effectiveness (Y)	13	0.462 – 0.892	0.288	0.894	Valid & Reliable

Table 2. Descriptive Statistics of Research Variables

Variable	Min	Max	Mean	Std. Deviation	95% CI for Mean	Interpretation
Policy Implementation (X1)	3.17	4.23	3.68	9.40088	59.8355 (Lower Bound)	Good
					65.3559 (Upper Bound)	
Employee Performance (X2)	3.38	4.34	3.84	4.30197	33.3326 (Lower Bound)	Good
					35.8589 (Upper Bound)	
PATEN Effectiveness (Y)	3.08	4.36	3.69	6.32624	46.1638 (Lower Bound)	Good
					49.8787 (Upper Bound)	

coordination with regency-level agencies. The establishment of clear Standard Operating Procedures (SOPs) reduces the hesitation of district officials in making administrative decisions, thereby shortening the bureaucratic chain, lowering transaction costs, and making services significantly more accessible to the community.

The Street-Level Bureaucrat as the Primary Catalyst

While a well-formulated policy provides the structural foundation, this study demonstrates that decentralization policies are functionally inert without the active execution of street-level bureaucrats. Employee performance uniquely contributes to PATEN effectiveness because frontline staff are the direct interface between the state and the public. Even when digital systems and SOPs are in place, service effectiveness remains heavily reliant on the empathy, discipline, and communicative ability of employees to guide citizens who may lack administrative literacy. This critical role is empirically supported by the regression model, where the unstandardized coefficient for employee performance (0.544) exerts a substantially larger impact on effectiveness than the policy implementation variable itself (0.266).

Theoretical Extension of the Van Meter and Van Horn Framework

This study provides a nuanced extension to Van Meter and Van Horn’s policy implementation theory by highlighting a structural dichotomy between regulatory readiness and resource readiness in developing local governments. The framework posits that both clear standards and resources are prerequisites for success. However, our field data reveals an imbalance: procedural compliance (SOP clarity) achieved a highly rated score of 84.68%, whereas financial resource availability scored the lowest at 63.40%. This extends the theory by arguing that in decentralized settings, local bureaucracies can achieve procedural compliance and policy communication rapidly, but actual service effectiveness will perpetually face bottlenecks due to financial and technological resource constraints.

The Decentralization Anomaly and Conflicting Findings

The findings of this study challenge the somewhat optimistic assumptions of previous research, such as Kustiana (2022), which claimed that PATEN automatically guarantees effective and efficient services. Instead, our findings align with Adril et al. (2021) and Waqidah & Aini Mayasiana, (2024), confirming that sub-district service integration remains suboptimal due to persistent HR and

facility limitations. Most notably, an in-depth correlational analysis within this study revealed a weak and statistically insignificant relationship between the Delegation of Authority Policy (X1) and Employee Performance (X2), with $r = 0.152$ and $p = 0.307$. This is a critical anomaly that contradicts traditional decentralization theories. It proves that the legal delegation of authority from the Regent to the District Head does not automatically boost employee motivation or performance. Expanding structural authority without parallel improvements in technical competence, workload management, and targeted incentives fails to organically enhance the capacity of frontline workers.

Practical Implications for Local Government Administration

The gaps identified in this study necessitate a strategic pivot for the Garut Regency Government. Policymakers can no longer focus solely on issuing regulations or SOPs. The practical implications require the local government to implement the following interventions

Targeted Resource Redistribution: Budgets must be specifically decentralized to the district level to fund IT network infrastructure maintenance and improve waiting room facilities, directly addressing the resource bottleneck. Structured Mentorship Programs: Given that employee work experience remains a weak point (67.66%), the district must institutionalize mentoring systems pairing senior administrators with new employees to accelerate technical mastery. Digitalization of Transparency: The lack of clarity regarding service time and administrative costs was the lowest-performing effectiveness indicator (61.28%). District governments must implement digital information boards or transparent service portals so that the public does not have to rely solely on manual, verbal explanations from frontline staff.

Conclusion

This study demonstrates that the effectiveness of the District Integrated Administrative Services (PATEN) cannot be achieved merely through the issuance of a delegation of authority regulation; it must be simultaneously driven by optimal employee performance. Although the policy provides strong legal certainty and exceptionally clear Standard Operating Procedures (SOPs), its field execution remains hindered by inadequate budget allocation and a lack of service transparency. This study advances public administration

theory by extending Van Meter and Van Horn's policy implementation framework within the context of decentralized services. It provides empirical evidence that in developing local bureaucracies, formal-legal regulatory readiness often outpaces resource readiness (financial and human capital). Furthermore, this study enriches the literature on street-level bureaucracy by revealing a critical anomaly: the structural delegation of authority has a remarkably weak correlation ($r = 0.152$) with employee performance enhancement. This substantiates the theoretical postulate that decentralizing authority does not automatically motivate local apparatuses unless it is accompanied by targeted capacity building and resource provision.

Theoretically, this study contributes to public administration literature by refining the Van Meter and Van Horn policy implementation model, demonstrating that in a decentralized district-level bureaucratic context, formal-legal regulatory readiness frequently outpaces resource readiness. Moving forward, these findings offer a foundational framework that is broadly applicable to other district offices across Indonesia undergoing similar decentralization processes, highlighting that the true success of structural autonomy relies heavily on simultaneous investments in street-level bureaucratic capacity.

For local governments, these findings imply that administrative autonomy at the sub-district level must not stop at the delegation of authority; it must be strictly coupled with the decentralization of resources. The disparity between a high service burden and limited IT infrastructure and employee experience inevitably leads to service bottlenecks and public dissatisfaction. Therefore, district governments must shift their administrative paradigm from mere "task delegation" to "local institutional capacity building."

Recommendations for Policymakers

Based on the operational findings, three primary recommendations are proposed for policymakers:

Budget Redistribution: Local governments must allocate specific budgets directly to the district level for the modernization of service equipment and the continuous maintenance of digital network infrastructure.

Structured Mentoring Systems: Given the high proportion of employees with less than five years of tenure (53.19%), districts must institutionalize mentoring programs where senior officials guide village apparatuses and junior staff to accelerate technical mastery.

Digitalization of Transparency: To address the critical weakness in service transparency, district governments are strongly advised to implement digital information boards and real-time service portals that clearly display processing times and exact administrative costs to the public.

This study acknowledges certain limitations. The regression model explains only 33.7% of the variance in PATEN effectiveness, indicating that a substantial 66.3% of the variance is driven by unexamined external factors. Additionally, the cross-sectional survey design is geographically restricted to a single district. Future research priorities should address these limitations by incorporating additional independent variables such as transformational leadership, organizational culture, and e-government integration. Subsequent studies are also highly encouraged to expand the sample size across multiple districts with diverse geographical and demographic characteristics to validate the consistency and generalizability of these findings.

Author contributions

Authors explicitly outline and describe their individual contributions to the research and the development of the manuscript. Diki Kurnia conducted the primary field research, data collection, and drafted the manuscript. Dr. Gugun Geusan Akbar, M.Si, provided principal supervision, conceptual framework guidance, and critical review of the theoretical analysis. Dr. Widaningsih SH., M.Si, served as the co-supervisor, offering methodological insights and assisting in data validation and manuscript refinement.

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Conflict of interest

The authors confirm that they have declared any potential conflicts that could influence the impartiality of the research. The authors explicitly state that they have no financial or personal relationships with entities that might unduly affect their objectivity.

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