



Analysis of Strategies for Enhancing Civil Servant Competence in Good Governance–Based Public Service Delivery in Medan Denai Subdistrict

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Abstract

This study aims to analyze strategies to improve the competence of the State Civil Apparatus (ASN) in supporting good–governance–based public services in Medan Denai Subdistrict. The research employs a qualitative, descriptive approach. Data were collected through in-depth interviews, observation, and documentation involving government officials at the subdistrict level who are directly engaged in public service delivery. The findings indicate that improving ASN competence is achieved through several strategies, including training and capacity development programs, periodic performance evaluations, and the use of information technology in public service systems. These strategies contribute to improving the quality of public services by making them more transparent, accountable, responsive, and efficient, in accordance with the principles of good governance. However, the implementation of these strategies still faces several challenges, including limited training budgets, variations in civil servants' competence levels, and a suboptimal career development system for ASN. Therefore, stronger policy support and more systematic human resource management are needed to ensure sustainable improvement of ASN competence. This study highlights that the development of civil servant competence plays a crucial role in enhancing public service quality and strengthening the implementation of good governance at the subdistrict government level.

Keywords: ASN Competence; Public Service; Good Governance; Human Resource Development; Medan Denai Subdistrict.

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INTRODUCTION

Good governance itself emphasizes the importance of principles such as transparency, accountability, community participation, effectiveness, and the rule of law in the administration of government (Arief Effendi, 2009; Hardiyansyah, 2018; Nurdin, 2019) (Kurniawan, 2016; Miliyah & Kusuma, 2021; Sancoko, 2010) (Dwiyanto, 2021; Mardiasmo, 2002; Maryanti & Fithri, 2017) (Arief Effendi, 2009; Hardiyansyah, 2018; Nurdin, 2019) (Kurniawan, 2016; Miliyah & Kusuma, 2021; Sancoko, 2010). The application of these principles is expected to improve the quality of public services while strengthening the government's legitimacy in the eyes of the public. (Dwiyanto, 2021; Mardiasmo, 2002; Angela Stuart & Fithri, 2017)

In practice, the quality of public services is greatly influenced by the capacity and competence of government officials who carry out these service functions. The State Civil Apparatus (ASN) is the main actor in implementing public policy and the front line in providing services to the community. The competence of civil servants, including knowledge, skills, professional attitudes, and adaptability to change, is an important factor in determining the success of public service implementation. ASNs with high competence tend to provide more effective, responsive, and professional services to the community. On the other hand, the limited competence of the apparatus can lead to low-quality public services, slow administrative processes, and reduced public satisfaction with government performance. Therefore, improving the competence of ASN is an important strategy for supporting the implementation of good governance principles in public services.

In recent years, the Indonesian government has implemented reforms to improve the professionalism of civil servants through competency development, performance evaluation systems, and adherence to public service standards. Law Number 5 of 2014 concerning the State Civil Apparatus emphasizes that civil servants must possess adequate competence to perform government duties in a professional, accountable, and service-oriented manner. However, the policy's implementation still faces various challenges at the local government level, particularly limited human resources, a lack of competency-based training, and an inadequate performance evaluation system for the apparatus. This condition shows that improving the competence of civil servants is still an important agenda in efforts to improve the quality of public services at the local level. (Ridho et al., 2017; Soap Rustam, 2017; Yustanti et al., 2021) (Helan & Asnawi, 2019)

Several previous studies have shown that the competence of the apparatus significantly influences the quality of public services. Research conducted by Rulianti found that the quality of public services, work discipline, and organizational culture positively influence public satisfaction with government services. The study used multiple linear regression analysis and showed that improving the quality of apparatus services directly increased public satisfaction with local government services. These findings confirm that the quality of public services is influenced not only by the bureaucratic system but also by the quality of the human resources who run these services. Rulianti & Nurpribadi (2024)

Other research also shows that the application of Chien & Thanh's (2022) good governance principles is significantly related to the level of public satisfaction with government administrative services. The study used a quantitative approach, including regression analysis, to examine the relationship between various indicators of *good governance* and public satisfaction with public services. The results of the study show that aspects of apparatus capacity, transparency of administrative procedures, and the quality of interaction between the apparatus and the community positively influence the level of public satisfaction with government services. These

findings strengthen the argument that the quality of public services is highly dependent on the competence of the apparatus and the application of the principles of good governance.

In addition, research conducted by the State Civil Apparatus Strengthening the Competence of State Civil Servants shows that improving the competence of ASN through training, performance evaluation, and organizational capacity development can significantly improve public service performance. The research uses a descriptive qualitative approach, collecting data through in-depth interviews and observations of local government officials. The results of the study show that the development of apparatus competencies is a key factor in increasing the effectiveness of public services and strengthening the implementation of government policies at the regional level. Rohani et al. (2025)

Although various studies have shown the importance of apparatus competence and the application of *good governance principles* in improving the quality of public services, most of the research still focuses on the level of local government in general or on specific agencies. Research that specifically analyzes strategies to improve civil servants' competence in supporting good-governance-based public services at the sub-district level remains relatively limited. In fact, a sub-district is a government unit that interacts directly with the community in various administrative services such as population services, licensing, and other social services. Therefore, studying strategies to improve the competence of civil servants at the sub-district level is important for understanding how local governments can improve the quality of public services more effectively and sustainably.

One of the areas facing this dynamic is Medan Denai District, Medan City. As one of the areas with quite dynamic social and economic activities, Medan Denai District has increasingly complex public service demands. The sub-district government is required to provide fast, transparent, and responsive services to meet the community's needs. However, various obstacles, such as limited human resources, the lack of an optimal ASN competency development system, and limited training budgets, remain challenges to improving the quality of public services in the region. This condition indicates that the right strategy is needed to improve ASN competence to support the application of *good governance* principles in public services.

Based on this background, this study aims to analyze strategies to improve the competence of the State Civil Apparatus (ASN) in supporting good-governance-based public services in Medan Denai District. This research is expected to make an academic contribution to the development of public administration studies, particularly by strengthening the capacity of the local government apparatus. In addition, the results of this research are expected to inform local governments as they formulate policies to develop human resources and improve the quality of public services sustainably.

RESEARCH METHODS

This research uses a qualitative, descriptive design to gain a deep understanding of the strategy for improving the competence of the State Civil Apparatus (ASN) in supporting good-governance-based public services in Medan Denai District, Medan City. The qualitative approach was chosen because this research seeks to explore social phenomena and bureaucratic practices in the real context of implementing public services. Through this approach, researchers can gain a comprehensive understanding of the dynamics of ASN competency development, the implementation of public service policies, and the various factors that affect the application of good governance principles in government administration practices at the sub-district level. The descriptive method is used to systematically describe the conditions observed in the field, based on empirical data collected during the research process.

Data collection in this study was conducted through in-depth interviews, observations, and document analysis. Interviews were conducted with several informants selected through purposive sampling, namely parties considered to have knowledge and experience relevant to the research topic. The research informants include Medan Denai District government officials, officials responsible for personnel and public services, and implementing staff directly involved in community service activities. In addition, observations were conducted to see firsthand the public service process in the sub-district office. At the same time, documentation was used to review official documents, such as performance reports, ASN competency development policies, and public service administration documents relevant to the research. A combination of data collection techniques is used to obtain more comprehensive data and increase the validity of the information.

The data analysis in this study uses the Miles and Huberman interactive analysis model, which includes three main stages: data reduction, data presentation, and conclusion. At the data reduction stage, the researcher carried out the process of selection, concentration, and simplification of data obtained from interviews, observations, and documentation. Furthermore, the data is presented as a descriptive narrative to enable systematic understanding of the relationships among the research findings. The last stage is the drawing of conclusions, carried out gradually throughout the research process by identifying patterns, themes, and relationships among variables related to the strategy for improving ASN competence in public services based on good governance. Through the analysis, this study is expected to produce a comprehensive picture of the Medan Denai District government's efforts to increase the capacity of the apparatus and improve the quality of public services at the local level. (Miles, M., Huberman, M, Saldana, 1994)

RESULTS AND DISCUSSION

Strategies to Improve ASN Competence in Supporting Good Governance-Based Public Services

Improving the competence of the State Civil Apparatus (ASN) is a key factor in enhancing the quality of public services at the local government level. The competence of civil servants is not only related to technical ability in carrying out administrative tasks but also encompasses professionalism, communication skills, service ethics, and the ability to adapt to changes in the increasingly complex public service system. In the context of modern government, the competence of the apparatus is an important factor in supporting the implementation of good governance principles that emphasize transparency, accountability, participation, and effectiveness in government administration. Therefore, improving the competence of civil servants is an important agenda in bureaucratic reform, aimed at enhancing the quality of public services and strengthening public trust in government institutions.

The results of the study show that the Medan Denai District government has made various efforts to enhance civil servants' competence to improve the quality of public services. One of the main strategies is implementing training programs and capacity-building for the apparatus. The training program aims to improve civil servants' ability to carry out public service duties professionally and efficiently. Based on the results of interviews with sub-district officials, the training generally focuses on improving government administrative competence, using information technology in public services, and strengthening the understanding of the service standards that government officials must meet. Through the training program, the apparatus is expected to understand service procedures better and provide faster, more appropriate services to the community.

In addition to formal training, improvements in ASN competencies are achieved through the organizational learning process that occurs in daily work activities. Government officials indirectly

gain new experience and knowledge through interactions with the community and by resolving service problems that arise in the field. This learning process is an important part of the apparatus's capacity development because it enables ASN to improve problem-solving skills and strengthen communication skills in addressing the community's various needs. Thus, the improvement of the competence of the apparatus depends not only on formal training, but also on the work experience gained in daily public service practice.

Another strategy to improve ASN competence is to implement an apparatus performance evaluation system. Performance evaluations are conducted periodically to assess the extent to which the apparatus performs public service duties in accordance with established standards. Through this evaluation process, sub-district leaders can identify various weaknesses and obstacles the apparatus faces in carrying out its service duties. The results of the evaluation are then used to formulate policies to increase the apparatus's capacity and improve the existing service system. With continuous performance evaluations, the sub-district government can ensure that the apparatus responsible for public services has adequate competence to carry out its duties professionally.

The implementation of the ASN competency improvement strategy is also closely related to efforts to implement the principles of good governance in public services. Good apparatus competence will support the creation of services that are more transparent, accountable, and responsive to community needs. Apparatus with high competence tend to understand service procedures better, thereby reducing the potential for administrative errors and speeding up service completion. In addition, professional apparatus is better able to build good communication with the community, thereby increasing public satisfaction with government services.

The results of the study also show that the use of information technology is one of the strategies that support the improvement of civil servants' competence in public service. The use of digital service systems helps the apparatus manage service administration more efficiently and systematically. With a digital system, the service process that was previously carried out manually can be completed more quickly and accurately. In addition, the use of information technology also allows the public to obtain information about service procedures more easily and transparently. This is in line with the principle of transparency in good governance, which emphasizes the importance of information disclosure in the implementation of public services.

However, this study also found that efforts to improve civil servants' competence in Medan Denai District still face several obstacles. One of the main obstacles is the limited budget available for implementing training programs and developing apparatus. The budget limitation prevents all apparatuses from participating optimally in the training program. In addition, differences in the educational backgrounds and work experience of civil servants also affect the level of competence in carrying out public service duties. This condition indicates that improving the apparatus's competence requires more systematic policy support and a sustainable human resource development program.

In addition to budget limitations, another obstacle faced is the lack of an optimal career development system for the apparatus that can encourage continuous competency improvement. In some cases, high-competence apparatus may not necessarily have a greater opportunity to participate in capacity-building programs or advanced training. This condition can affect the apparatus's motivation to improve the quality of its performance. Therefore, a more targeted policy is needed to manage the apparatus's human resources so that the process of improving ASN competence can run more effectively.

Based on the analysis, the strategy to improve ASN competence is an important factor in improving the quality of public services in Medan Denai District. Apparatus training, performance

evaluation, and the use of information technology are among the main strategies to improve the apparatus's ability to carry out public service duties. However, the success of the strategy depends heavily on local government policy support, adequate budget availability, and a sustainable human resource development system for the apparatus. Thus, efforts to improve the competence of ASN need to be carried out systematically and continuously so that public services at the sub-district level can run more effectively and in accordance with the principles of good governance.

Implementation of Good Governance Principles in Public Services in Medan Denai District

The application of the principle of good governance in the delivery of public services is an important indicator for assessing the quality of governance at the local level. The concept of *good governance* emphasizes the importance of transparency, accountability, community participation, effectiveness, and responsiveness in the process of implementing government. In the context of local government, the application of these principles is very important because it is an institution that interacts directly with the community through various administrative and other public services. Therefore, implementing the principle of *good governance* in public services at the sub-district level is an important factor in increasing public trust in government institutions.

The results of the study show that the Medan Denai District government has sought to implement the principles of good governance in delivering public services through various service mechanisms that are more open and responsive to community needs. One way to implement this principle is evident in the sub-district government's efforts to increase the transparency of public services. Transparency is achieved by providing the public with clear information on service procedures, administrative requirements, and service completion times. The information is conveyed through information boards at the sub-district office and through digital communication media accessible to the public. This information disclosure aims to make it easier for the public to understand the service process while preventing irregular practices in the implementation of public services.

In addition to transparency, the principle of community participation is an important aspect of implementing good governance. The Medan Denai District Government seeks to involve the community in the development planning process through a development planning deliberation forum (Musrenbang). Through the forum, the community can convey their aspirations, needs, and various problems related to public services in their environment. Community participation in the development planning process allows the government to obtain direct input on the community's needs, so that the policies implemented are more in accordance with the local community's conditions and needs. With public participation, the decision-making process in government becomes more democratic and better reflects the public interest.

The principle of responsiveness is also an important aspect of the implementation of public services in Medan Denai District. The responsiveness of the government apparatus is evident in its ability to address community complaints and needs quickly and precisely. Based on interviews with sub-district officials, the sub-district government seeks to increase service responsiveness by leveraging information technology within the public service system. The use of digital technology enables the apparatus to manage service administration more efficiently and expedite the completion of various public service requests. In addition, the use of communication media, such as short message services and digital platforms, helps the public submit complaints or questions about public services.

The implementation of the principle of accountability is also evident in the existence of a mechanism for evaluating the apparatus's performance in providing services to the community. The sub-district government monitors the quality of services provided by the apparatus through

various internal supervision mechanisms. This supervision aims to ensure that each apparatus carries out service duties in accordance with the service standards set by the government. In addition, service accountability is achieved by reporting service performance to local governments and the community through government agency performance reports. With this accountability system, government officials are required to work more professionally and be responsible for the quality of services provided to the community.

The principles of effectiveness and efficiency are also important to the implementation of good governance in public services in Medan Denai District. The sub-district government seeks to increase the effectiveness of services by simplifying administrative procedures and accelerating the service process to the community. The simplification of this service procedure aims to reduce bureaucratic complexity and make it easier for people to access the services they need. In addition, the use of information technology helps improve service efficiency by reducing reliance on manual documents and accelerating administrative data processing.

Although various efforts have been made to implement the principle of good governance in public services, this study also found that its implementation remains hindered by several obstacles. One of the main obstacles is the limited number of human resources with adequate competence to manage an increasingly complex public service system. In addition, limited facilities and infrastructure to support services can affect the effectiveness of public service implementation at the sub-district level. This condition shows that the implementation of good governance in public services depends not only on the commitment of government officials but also on adequate resource support.

In addition to the resource factor, the level of community participation remains a challenge in the application of good governance principles. Although the sub-district government has provided various forums for community participation, not all communities are actively involved in the planning and evaluation process of public services. This can be caused by various factors, such as limited information, low public awareness of the importance of participating in government processes, and limited public access to government-provided participation forums.

Based on the study's findings, the implementation of the principle of good governance in public services in Medan Denai District has shown positive developments. The sub-district government has made various efforts to increase transparency, community participation, responsiveness of the apparatus, and the effectiveness of public services. However, the implementation of these principles still requires strengthening, especially in improving the competence of the apparatus, developing technology-based service systems, and increasing public participation in the government process. With continuous improvement efforts, it is hoped that public services in Medan Denai District can run more effectively, transparently, and accountably in accordance with the principles *of good governance*.

Supporting Factors and Obstacles in Improving the Competence of ASN in Public Services

The improvement of the competence of the State Civil Apparatus (ASN) in public service is influenced not only by the individual capabilities of the apparatus but also by various organizational and policy factors that support human resource development in the government environment. In the context of implementing public services in Medan Denai District, improving the competence of ASN is one of the key factors that determines the quality of services provided to the community. Adequate competence in the apparatus will support the implementation of service duties more professionally and responsively, in accordance with the principles of good governance. Therefore, it is important to understand the various factors that can support or hinder efforts to improve ASN competence in implementing public services at the sub-district level.

Based on the study's results, several factors support efforts to improve ASN competence in public services in Medan Denai District. One of the main factors is the sub-district leadership's commitment to improving the quality of human resources within the apparatus. The leadership's commitment is evident in the sub-district government's efforts to provide various capacity development programs for apparatus, such as government administration training, public service training, and activities to improve apparatus skills in using information technology. The support of organizational leaders plays an important role in encouraging the apparatus to improve performance quality and strengthen a professional work culture in the government environment.

In addition to leadership support, another factor supporting the improvement of ASN competence is the presence of bureaucratic reform policies that encourage the professionalization of the government apparatus. Bureaucratic reform policies implemented by the central government and local governments provide a clear policy framework for the development of ASN competencies. Through various regulations related to apparatus development, the government seeks to increase ASN capacity to carry out government duties more effectively and accountably. The policy also provides a basis for local governments to develop training programs and capacity building for the apparatus in accordance with organizational needs.

Another supporting factor is the use of information technology in the public service system. The use of digital technology in public services helps the apparatus in managing service administration more efficiently and systematically. With a technology-based service system, the apparatus can speed up the service process to the community and reduce administrative errors that often occur in manual service systems. In addition, the use of information technology enables the apparatus to obtain information more quickly and improve coordination among work units in the delivery of public services.

In addition to these various supporting factors, this study also found several obstacles faced in efforts to improve the competence of ASN in Medan Denai District. One of the main obstacles is the limited budget available for implementing training programs and developing apparatus. Budget constraints prevent the local government's training program from reaching all apparatuses optimally. As a result, not all apparatuses have the same opportunity to participate in training programs that can improve their competence in carrying out public service duties.

In addition to budget limitations, another obstacle is the wide range of competence among the apparatus. Apparatus members with different educational backgrounds and work experience tend to have varying levels of competence in performing public service duties. This condition can affect the quality of services provided to the community, especially if officials with lower competence have not received adequate training to improve their skills. Therefore, a more systematic competency development program is needed to ensure that all personnel have a relatively uniform standard of ability in carrying out public service duties.

Another obstacle found in this study is the lack of an optimal career development system for the apparatus that can encourage continuous competency improvement. In some cases, highly competent individuals do not always receive greater opportunities to participate in capacity-building programs or obtain promotions. This condition can undermine the apparatus's motivation to improve the quality of their performance because no guarantee improved competence will directly impact the apparatus's career development.

In addition to internal organizational factors, the level of community participation also affects the success of efforts to improve the quality of public services. Public participation in providing input or criticism of services provided by government officials can be an important source of information for the government in evaluating the existing service system. However, the level of public participation in providing feedback on public services is still relatively limited. This

means the sub-district government does not always obtain adequate information about the various problems faced by the community in the public service process.

Based on the study's findings, it can be concluded that the increase in the competence of civil servants in public services in Medan Denai District is influenced by various interrelated factors. The support of organizational leaders, bureaucratic reform policies, and the use of information technology are important factors that can encourage improvements in the competence of the apparatus. However, various obstacles, such as budget limitations, differences in the competence levels of the apparatus, and the lack of an optimal career development system, remain challenges to efforts to improve the quality of public services. Therefore, a more targeted policy is needed to develop the apparatus's human resources and increase adequate resource support, so that the process of improving the competence of ASN can run more effectively and sustainably.

By paying attention to these various supporting factors and obstacles, local governments are expected to formulate a more comprehensive and sustainable ASN competency development strategy. The strategy not only includes implementing training for officials but also requires strengthening the human resource management system, increasing the use of information technology, and developing a professional work culture within the government. Through these efforts, improving the competence of ASN is expected to significantly enhance the quality of public services and support the implementation of good governance principles at the local government level.

CONCLUSION

The results of the study show that improving the competence of the State Civil Apparatus (ASN) in Medan Denai District is carried out through various strategies, such as apparatus training, performance evaluation, and the use of information technology in the public service system. Training and capacity-building programs for apparatus play an important role in improving technical capabilities, understanding of administrative procedures, and the quality of communication by apparatus in providing services to the community. In addition, the apparatus performance evaluation system is an important instrument for identifying service weaknesses and encouraging improvements in ASN professionalism. The use of information technology also enhances the efficiency of the service process and increases transparency of information for the public. Thus, the strategy of improving ASN competence is an important factor in improving the quality of public services and supporting the implementation of good governance principles at the sub-district government level.

The application of the principle of good governance in public services in Medan Denai District has shown significant progress, with increased service transparency, community involvement in the development planning process, and greater responsiveness of the apparatus to community needs. Service transparency is achieved by disclosing information on procedures, requirements, and service completion times so that the public can understand the service process more clearly. Community participation is also seen through development planning deliberation forums that allow people to convey their aspirations directly to the government. In addition, the use of information technology in the service system increases the apparatus's responsiveness to various community needs. These efforts show that implementing the principle of good governance has become an important part of efforts to improve the quality of public services at the sub-district level.

Various supporting factors and interrelated obstacles influence the improvement of ASN competence in public services in Medan Denai District. The main supporting factors include the leadership's commitment to increasing the apparatus's capacity, bureaucratic reform policies that

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promote civil servants' professionalism, and the use of information technology in the public service system. However, this study also found several obstacles that hinder efforts to improve the competence of civil servants, such as limited training budgets, differences in the level of competence of apparatus, and the lack of an optimal career development system for apparatus. This condition indicates that improving ASN competence requires more systematic policy support, stronger human resource management, and adequate resource allocation to sustain the continued improvement of public service quality.

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