

The Role of Temporary Employees in Strengthening Subdistrict Organizations and Its Implications on Government Performance

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Abstract

Purpose: This study aims to analyze the factors influencing the strengthening of sub-district organizations through the increase in honorary staff and its impact on government performance in South Tangerang City. Strengthening sub-district organizations is a key aspect of improving the effectiveness and efficiency of local government administration. Honorary staff, as supporting resources at the sub-district level, play a strategic role in enhancing organizational capacity.

Methodology/approach: The research employs a qualitative approach with a case study design, focusing on South Tangerang City. Data were collected through in-depth interviews and observations involving participants from various sub-districts. Data were analyzed using thematic analysis to explore the perspectives on the relationship between the increase in honorary staff, the strengthening of sub-district organizations, and government performance.

Results/findings: The findings indicate that an increase in honorary staff significantly contributes to strengthening sub-district organizations, which in turn positively impacts government performance at the sub-district level.

Conclusion: The study concludes that increasing honorary staff strengthens sub-district organizations and improves government performance. However, sustainable outcomes require integrated policies ensuring status certainty, ongoing training, and a supportive work environment.

Limitations: The study focuses only on sub-district organizations in South Tangerang City, and the results may not be generalizable to other regions with different governance structures.

Contribution: This research provides important policy implications for optimizing human resources at the sub-district level to enhance public services and improve governance.

Keywords: *Government Performance, Honorary Staff, Organizational Strengthening*

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1. Introduction

The era of decentralization and regional autonomy has positioned the sub-district (kecamatan) as the frontline of government administration, playing a vital role in public service delivery. As the foremost administrative unit, the sub-district is not only responsible for implementing governmental affairs delegated by the local government but also functions as a bridge between the community and higher levels of government bureaucracy (Rizal, Daeng, & Fadlli, 2024). In the context of South Tangerang City, which has experienced rapid population growth and urbanization, the workload at the sub-district

level has become increasingly complex and demands strong institutional capacity. Rising public expectations regarding the quality of public services have become a major driving force for strengthening sub-district organizations through the optimization of various resources, including honorary staff who have long served as the backbone of basic service operations (Ilmi, Lestari, Rojab, & Mu'alimin, 2024).

The fundamental problems faced in the utilization of honorary staff at the sub-district level are multidimensional. The results of preliminary studies indicate a mismatch between actual field needs and the management system of honorary staff, which remains temporary and poorly structured (Deng, Cherian, Ahmad, Scholz, & Samad, 2022). Suryanto (2020) revealed that nearly 70% of honorary staff in various regions work in strategic public service positions without possessing adequate competency foundations. Similar findings were reported by Prasetyo and Hadi in 2021, who highlighted the absence of a clear legal framework governing the status of honorary staff, which has implications for low welfare and work motivation. This condition is further exacerbated by unsustainable development systems and uneven incentive allocations, as identified in Nasution's 2022 study (Werimon, Supriyanton, Wurarah, & Nugroho, 2023).

A review of the relevant literature identifies a significant knowledge gap, namely, the absence of comprehensive studies on the strategic management of honorary staff within the governmental ecosystem. Most previous studies, such as the work of Wei, Sial, Zhou, Badulescu, and Badulescu (2021), have focused primarily on the role of civil servants in bureaucratic reform, while the strategic contribution of honorary staff as a component of government has received considerably less academic attention. Even studies on public service innovation, such as Saranya and Anbu's (2025) digital transformation research, Saranya and Anbu (2025) do not address the management of honorary staff as an integral part of the service ecosystem. However, empirically, honorary staff often serve as frontline personnel who interact directly with the public in service delivery (Abdulhussein & Abbas, 2025).

This study seeks to address this gap in the literature by highlighting three fundamental aspects that have not been adequately discussed: (1) the problematic nature of legal and institutional status, (2) the management of capacity development and career pathways, and (3) the impact of their contributions on strengthening organizational performance. Through a qualitative approach with a case study design in several sub-districts of South Tangerang City, Tumuju, Kawengian, and Rumondor (2024), this study comprehensively examines the factors that influence the effectiveness of the role of honorary staff. The focus of the analysis includes individual capacity aspects (technical competencies and soft skills), institutional aspects (development and career management systems), and work environment aspects (supporting facilities and infrastructure and leadership at the sub-district level).

The uniqueness of this study lies in its holistic approach to understanding the dynamics of honorary staff, not merely as human resources, but as an integral part of the local government system (Hindom & Murliasari, 2024). This study develops a new analytical framework that integrates public administration perspectives with human resource management theory, thereby providing a comprehensive portrayal of the interaction between internal and external factors affecting the performance of honorary staff. The contributions of this study are highly significant from both academic and practical perspectives. Academically, the findings will enrich the body of knowledge in public administration, particularly in the context of managing non-civil servant personnel in the government sector. Practically, the results of this study can serve as a basis for local governments to formulate more comprehensive policies regarding the recruitment, development, and empowerment of honorary staff. The resulting policy recommendations include the formulation of minimum competency standards, development of parallel career systems, and fairer wage mechanisms for honorary staff.

Through data collection techniques, including in-depth interviews with various stakeholders, participatory observation, and policy document analysis, this study is expected to provide a deep understanding of the complexity of managing honorary staff at the sub-district level. The findings will not only map existing problems but also offer evidence-based solutions that can be concretely implemented by local governments. Thus, this research is expected to serve as a foundation for the

creation of a more professional and sustainable honorary staff management system, while simultaneously strengthening the organizational capacity of sub-district administrations in delivering optimal public services.

2. Literature Review and Hypothesis Development

2.1 Organizational Strengthening

Organizational strengthening is a systematic process aimed at enhancing institutional capacity so that organizations can achieve their goals more effectively and efficiently. According to Cheryta (2023), organizational strengthening is part of capacity development, which includes structural improvement, human resource strengthening, management system development, and reinforcement of organizational culture.

Organizational strengthening is a process intended to improve organizational capacity, effectiveness, efficiency, and sustainability so that the organization can optimally perform its functions to achieve strategic objectives. This process includes restructuring organizational arrangements, developing human resources (HR), improving work systems and procedures, and strengthening work culture and leadership. According to the United Nations Development Programme cited in Ramli, Sarinah, Nugraha, and Januarty (2024), organizational strengthening is part of capacity development, namely, enhancing the organization's ability to set goals, make strategic decisions, and manage and account for its performance outcomes. Meanwhile, Lestari and Siregar (2025) state that a strong organization possesses a clear structure, competent human resources, efficient work systems, and visionary leadership that is responsive to its environment.

Suprianto and Arhas (2022) argue that a strong organization is characterized by a clear work structure, effective coordination systems, and competent and motivated human resources. In the context of public organizations such as sub-district offices, organizational strengthening improves service quality, accelerates decision-making, and brings services closer to the community (Rania, 2025). Essentially, organizational strengthening is a strategic and systematic process to enhance institutional capability to achieve organizational goals more effectively, efficiently, and sustainably. In the context of the sub-district government, organizational strengthening is not limited to structural aspects alone but includes a holistic transformation encompassing human resources, management systems, and organizational culture. Based on the synthesis of the literature, this study develops a conceptual framework that positions honorary staff as the independent variable influencing organizational strengthening as a mediating variable, which in turn impacts government performance as the dependent variable.

This conceptual framework explains that the contribution of honorary staff is viewed through three main dimensions: quantity (as a means of reducing workload), competence (technical and non-technical skills), and motivation (commitment and work ethic). These three dimensions directly strengthen the three pillars of sub-district organizations: improving organizational structure and work coordination, enhancing overall human resource capacity, and establishing standardized operational systems and procedures. In the subsequent stage, strengthening these three organizational pillars leads to improved government performance, which is measured using three main indicators: effectiveness (achievement of service targets), efficiency (optimization of resources), and responsiveness (speed of response to community needs).

The implementation of transparent, accountable, and standardized work systems is a crucial foundation for strengthening organizations. The use of information technology and the formulation of Standard Operating Procedures (SOPs) serve as the main supporting instruments. Transformational, participatory, and ethical leadership encourage the formation of a positive, innovative, and performance-oriented organizational culture. A healthy work culture fosters team spirit and collective responsibility. In the context of sub-district government, organizational strengthening is extremely important because the sub-district functions as the front line of public service delivery. For example, increasing the number and capacity of honorary staff is one strategy for strengthening organizational

work capacity. However, honorary staff who lack competence or do not receive adequate training may become a burden to the organization.

Strengthening sub-district organizations through reliable human resources, digital-based work systems, and accountable governance will promote the creation of responsive, fast, and community-oriented public services in the future. Organizational strengthening is therefore not merely about restructuring or adding personnel but a strategic process that touches all institutional aspects, including human resources, work systems, leadership, and work culture. In the public sector, such as sub-district governments, organizational strengthening directly impacts the improvement of service quality, bureaucratic efficiency, and the level of public satisfaction (Pourahmadi, Irandoost, & Adhami, 2022).

2.2 The Role of Honorary Staff

Honorary staff in government bureaucracy, although formally they do not hold employment status equivalent to civil servants (ASN), play a very important role in supporting the smooth implementation of organizational functions, including at the sub-district level. In many cases, especially in regions experiencing civil servant shortages, honorary staff become an inseparable element of daily work systems. In several work units, they are in fact the personnel who directly carry out public service tasks (Gurmani et al., 2021).

According to Karimi, Tabesh, and Taghipour (2023), honorary staff in the bureaucracy are resources that cannot be overlooked, as they contribute to organizational productivity and performance despite facing unclear legal status and limited social protection. In practice, many honorary staff bear workloads that are equal to or even exceed those of civil servants, yet they have disproportionate rights. Honorary staff are non-civil servant employees recruited to assist in executing government duties. According to State Civil Apparatus Law No. 5 of 2014, honorary staff do not possess permanent employment status; however, their contributions across various bureaucratic lines cannot be ignored. A previous study by Yogantara and Asana (2021) demonstrated that improvements in the competence of honorary staff positively affect the output of administrative services.

Honorary staff serve as technical service implementers, front-office officers, and daily operational executors at the subdistrict level. However, limited training opportunities, unclear career paths, and the absence of structured development systems hinder professional growth. If properly managed, honorary staff can become drivers of organizational strengthening at the sub-district level because they are close to the community and tend to have high work flexibility. In practice, honorary staff often serve on the frontlines of administrative tasks such as document management, correspondence services, population registration, and public service data entry. This role is vital at the sub-district office because administrative services represent the direct face of the government to citizens. This position indicates that although honorary staff hold non-civil servant status, they have functionally shifted into *de facto* public servants (Alwi, 2002). Honorary staff often work more flexibly and adaptively under additional workloads because they are not bound by the rigid regulations governing civil servants. However, this flexibility also places them in a vulnerable position, where heavy workloads are not always accompanied by clarity regarding status, job security, or capacity development.

The limited number of available civil servants at the sub-district level often becomes an obstacle to fast and efficient public service delivery. This is where the role of honorary staff becomes important. They act as a bridge between service demand and institutional capacity. Their presence is a short-term solution but also has long-term implications for the sustainability of organizational functions. Interpretively, this condition shows that organizational strengthening at the sub-district level in many regions is not determined solely by structural regulations or budgets but also by how honorary staff are mobilized and managed. Organizational performance often depends more on the loyalty and work ethic of honorary staff than on formal policies (Lalong & Sidi, 2023).

Honorary staff often originate from the local community or, at the very least, understand the characteristics of the residents in their working environment. This provides added value to building effective social communication with citizens. Thus, their role is not only administrative but also socio-

cultural, as a liaison between bureaucracy and society. This dimension indicates that honorary staff have great potential as agents of social change who translate government programs into community reality. They can serve as catalysts for community participation if empowered and professionally recognized. Despite the tangible role and significant impact of honorary staff on organizational performance, their uncertain status creates managerial and ethical dilemmas for organizations. They are often faced with imbalanced work situations in which they are expected to perform like civil servants but do not receive equal rights or recognition. This condition may lead to emotional exhaustion, demotivation, and even high turnover (McCrae & Costa, 1987).

From an organizational perspective, this condition affects the consistency of performance. Honorary staff who are not provided with career certainty or competency development opportunities will find it difficult to position themselves as long-term organizational assets. Therefore, organizational strengthening strategies involving honorary staff must include aspects of formal employment, training, and continuous development. Thus, the role of honorary staff is not merely technical or administrative in nature. In many cases, they have assumed a large portion of organizational operational functions, particularly at the frontline service levels, such as sub-district offices. Hence, the success of organizational strengthening and improvement of governmental performance is largely determined by how honorary staff are placed, recognized, and provided equitable and systematic opportunities for development.

2.3 Government Performance

Government performance measures the success of public institutions in carrying out their functions and responsibilities. According to Alwi (2002), public sector performance can be assessed through effectiveness, efficiency, accountability, responsiveness, and satisfaction with services. Government performance can be measured using indicators of effectiveness, efficiency, responsiveness, and accountability. According to Gurmani et al. (2021), the performance of public organizations is influenced by the quality of human resources, leadership, and systematic and integrated work processes.

Meanwhile, Pourahmadi et al. (2022) argue that local government performance depends not only on organizational structure and work procedures, but also on human factors, namely the extent to which government personnel (including honorary staff) demonstrate integrity, professionalism, and concern for community needs. In the context of the sub-district government, performance can be measured through the speed of administrative services, employee discipline, accuracy of program implementation, and quality of interaction with the community. Performance is also strongly influenced by the availability of adequate and high-quality human resources, including honorary staff who support daily operational activities.

3. Research Methodology

3.1 Research Approach and Design

This study adopts a qualitative approach with an intrinsic case study design to comprehensively explore the phenomenon of strengthening subdistrict organizations through honorary staff (Sugiyono, 2022). The case study design was chosen because it allows the researcher to maintain the holistic and meaningful characteristics of real-life events, where the boundaries between the phenomenon and its context are not clearly defined. The qualitative approach in this study enables a deep understanding of the complexity of human interactions in the governmental organizational setting and provides space to understand the subjective meanings constructed by the related actors.

3.2 Primary Data Collection Techniques

In-depth interviews were conducted using a semi-structured format with flexible guidelines. Each interview session lasted 60–90 minutes and was recorded after obtaining the informant's consent (Farhan, Chaudhry, Razmak, & El Refae, 2024; Ushaka Adie, Tate, & Valentine, 2024). The questions were developed based on the research conceptual framework, while still allowing new themes to emerge. The interviews focused on personal experiences, perceptions of roles, work challenges, and expectations regarding policies for honorary staff management. To maintain data depth, each informant was interviewed two to three times at different periods.

3.3 Complementary Data Collection Methods

Focus Group Discussions (FGDs) were conducted in two stages with different participants. The first FGD involved honorary staff from various fields of duty, while the second involved sub-district structural officials. Each FGD consisted of 6–8 participants and was facilitated using discussion guidelines covering critical issues. Participatory observation was conducted for 2–4 weeks in each sub-district, focusing on (1) interaction patterns within the organization, (2) decision-making processes, and (3) public service dynamics. Field notes were recorded in detail daily.

3.4 Secondary Data Collection and Analysis

Secondary data were collected through the study of policy documents (Local Regulations, Decrees, Technical Guidelines), sub-district performance reports (LAKIP), personnel documents, and public service archives from 2019 to 2023. Document analysis used content analysis techniques to identify gaps between formal policies and their field implementation. These documents also served as verification tools for the primary data obtained from the interviews and observations (Moleong, 2017).

3.5 Qualitative Data Analysis Process

Data analysis followed the interactive model of Miles and Huberman, with three main stages. Data reduction was carried out through verbatim transcription, open coding, and axial coding using NVivo 12 software. Data display was formulated in the form of analytical matrices that linked the main themes with supporting subthemes. The interpretation process was conducted iteratively by continuously comparing the findings with the theoretical framework and field data (Subagyo, 1991).

3.6 Data Validation Strategies

Triangulation was conducted through four approaches: (1) source triangulation (comparing perspectives among informants), (2) method triangulation (comparing interview, FGD, and observation results), (3) researcher triangulation (involving two independent researchers), and (4) theory triangulation (confirming findings with the relevant literature). Member checking was conducted by presenting summaries of the findings to key informants to obtain confirmation and feedback (Sahir, 2021).

3.7 Research Ethics Protocol

This study strictly adhered to the principles of social research ethics. Written informed consent was obtained from all participants by explaining the research objectives, benefits, and data confidentiality (Susana, Afrizal, & Najmudin, 2020; Zebua, Ndraha, Lahagu, & Hulu, 2024). Informant identities were protected using identification codes (e.g., TH01 for Honorary Staff 1). Sensitive data were stored in an encrypted form with limited access. The researcher maintained a neutral position by reflecting on potential bias in reflexivity notes.

3.8 Operational Stages of the Research

The pre-field stage (2 months) included the preparation of the research protocol, instrument trials, and establishment of research access. The field stage (3 months) involved intensive data collection using an emic approach to understand the phenomenon from the participants' perspectives. The post-field stage (1 month) focused on thematic analysis, report preparation, and validation of findings through a limited seminar with relevant stakeholders (Lestari & Siregar, 2025; Mulyapradana, Aghus Jamaludin, Farikhul, Safna, & Nafiatul, 2025).

4. Results and Discussion

4.1 Results

4.1.1 Dynamics of the Utilization of Honorary Staff at the Sub-District Level

The research findings reveal the complexity and duality of honorary staff roles within the organizational structure of sub-district offices in South Tangerang City. The results of observations and in-depth interviews indicate that although formally they hold non-civil servant (non-ASN) status, honorary staff have assumed strategic roles as the operational backbone of public-service delivery. This dominance is clearly visible in the execution of administrative tasks, where honorary staff handle 65% of administrative service work and 80% of the data entry activities. In contrast, tasks related to report preparation that require formal authorization are still dominated by civil servants (70%). The data presented in Table 1 show the unequal distribution of duties between civil servants and honorary staff.

Table 1. Allocation of Administrative Tasks at the Sub-District Level

Type of Task	Civil Servants (%)	Honorary Staff (%)
Administrative Services	35	65
Data Entry	20	80
Complaint Handling	40	60
Report Preparation	70	30

Source: Processed Data, 2025

This pattern of operational dependency was consistently observed across all sampled sub-districts (Ciputat, Serpong, and Pondok Aren), indicating that the increasing workload of public services is not matched by an adequate increase in the number of civil servants. This phenomenon creates a structural dependency in which the smooth functioning of public services relies heavily on honorary staff, whose employment status is non-permanent. Qualitative data from interviews further strengthen this finding, as sub-district heads acknowledged that “without the contribution of honorary staff, public service targets would not be achievable.” This finding not only confirms the unequal distribution of workload but, more importantly, reveals a paradoxical reality in governance at the sub-district level: honorary staff who are formally marginal have, in practice, become the center of operational gravity in public service delivery.

4.1.2 Analysis of Institutional Strengthening Factors

Based on an in-depth analysis of field data, this study identified five key interrelated factors in the process of strengthening the sub-district organizations. One of the most significant findings is a clear positive relationship between training intensity and increased work productivity among honorary staff. As shown in the findings, Pamulang Sub-District, which conducted training more frequently (six times per year), recorded a productivity increase of up to 42%, while sub-districts with lower training frequency experienced more moderate productivity gains (28% in Serpong and 15% in Ciputat), as presented in Table 2.

Table 2. Relationship between Training and Productivity

Sub-District	Training Frequency/Year	Productivity Increase (%)
Administrative Services	35	65
Data Entry	20	80
Complaint Handling	40	60
Report Preparation	70	30

Source: Processed Data, 2025

The findings from the in-depth interviews reinforce these quantitative data. Honorary staff stated that training not only improved their technical competence but also built their self-confidence and strengthened their recognition of their contributions. “After participating in community complaint management training, I feel more confident in handling residents’ complaints and understanding the correct resolution flow,” said one training participant in the Pamulang Sub-District. However, this study also found that training alone is insufficient without support from other enabling factors, such as participatory leadership, a collaborative work environment, and adequate incentives. These findings show that although training is a critical factor, its effectiveness is strongly influenced by other organizational factors in building the holistic capacity of the honorary staff.

4.2 Discussion

4.2.1 Dynamics of the Utilization of Honorary Staff at the Sub-District Level

The findings of this study reveal the structural complexity in the utilization of honorary staff, which reflects a paradox in Indonesian bureaucratic governance. Empirically, honorary staff have become the operational backbone of public service delivery, handling 60–70% of the administrative workload at the sub-district level. This phenomenon shows that frontline actors play a significant role in policy implementation, despite their marginal formal status. In-depth observations show that within the

organizational structure of sub-district offices, an imbalanced operational dependency occurs, where, on average, one civil servant relies on 2–3 honorary staff to meet service targets. A sub-district head with 15 years of experience acknowledged that the current system is heavily dependent on honorary staff, and without them, the entire service mechanism would face serious difficulties. This pattern is consistent across all sampled sub-districts, indicating a systemic issue in public sector human resource governance (Al Hadar, Amaliatulwalidain, & Isabella, 2025).

The 2009 UNDP capacity-building framework provides an analytical foundation for understanding the five critical factors identified. The training gap identified supports Pyatt (1966) human capital theory on the importance of investment in human resource development. Systemic role ambiguity aligns with Rousseau (1995) role conflict theory, which affects organizational effectiveness. Findings regarding participatory leadership are consistent with Bass (2006) transformational leadership theory, particularly in the context of public bureaucracy in developing countries. The lack of standardized development systems reinforces Meyer and Rowan (1977) institutional theory thesis on the decoupling between formal and informal practices in organizations. The absence of comprehensive SOPs supports Evans and Rauch (1999) bureaucratic professionalism theory on the importance of formal procedures in public service delivery.

4.2.2 Analysis of Institutional Strengthening Factors

This study identifies several critical, interrelated factors for institutional strengthening (Fathoni, 2025; Hanafi & Kholil, 2025). The human resource capacity aspect shows that only a small portion of honorary staff have received formal training, creating a significant training gap in the sector. Most honorary staff rely on unstructured informal learning, as expressed by one honorary staff member who learned independently through trial and error without manuals or formal training, stating, A rigid organizational structure creates systemic role ambiguity, where the absence of clear job descriptions leads to overlapping duties and responsibilities. Leadership style is proven to be a key determining factor, with sub-districts applying participatory leadership, showing higher productivity. In addition, non-standardized development systems and the absence of comprehensive standard operating procedures affect service quality.

Public service performance findings can be analyzed using Boyne (2003) public service theory, which emphasizes the multidimensional nature of performance measurement. The increase in community satisfaction is consistent with Barney (1991) service quality theory regarding service gaps. The polarization of service user experiences supports Adams (1965) equity theory in the context of public services. The finding that human resources can only perform optimally with systemic support reinforces Barney (1991) resource-based view and Boyne (2003) contingency theory, which emphasizes the alignment between strategy, structure, and environment.

4.2.3 Impact on Public Service Performance

The increase in the number of honorary staff has had a significant impact on service performance. Quantitative data from service user surveys show increased community satisfaction in several important aspects, including service speed, ease of access to information, and staff friendliness (Rania, 2025). However, qualitative analysis revealed that this improvement was not evenly distributed across all areas. In-depth interviews with service users indicate a polarization of experiences, where some community members experience fast and informative services, while others must repeatedly return to the sub-district office because of inconsistent information. These findings indicate that human resources will only contribute optimally when supported by adequate systems and procedures.

4.2.4 Challenges of Accountability and Standardization

This study reveals various accountability challenges in the utilization of honorary staff members. Most sampled sub-districts do not have clear performance appraisal systems, and only a few sub-districts conduct periodic evaluations. This creates an accountability vacuum where the contributions of honorary staff are neither measured nor formally recognized (Izzah, 2025). Document analysis showed the absence of standardized performance indicators, systematic feedback mechanisms, and clear reward

and punishment systems. The non-permanent employment status further exacerbates this condition, creating significant psychological pressure on honorary staff who work without certainty about their future. One honorary staff member with eight years of experience expressed daily anxiety regarding job continuity. The sub-district head's statement about the difficulty of demanding maximum accountability without being able to guarantee job security reflects a moral dilemma in the governance of human resources in the government.

The accountability vacuum found is consistent with Jensen and Meckling (2019) agency problem theory in the public sector. The absence of performance appraisal systems supports Bouckaert and Halligan (2008) performance management theory on the importance of performance measurement. The psychological distress experienced by honorary staff aligns with Rousseau (1995) job insecurity theory and the psychological contract concept (Jensen & Meckling, 2019). The moral dilemma expressed by the sub-district head reflects Boyne (2003) ethical dilemma theory in public administration. These findings also reinforce Barney (1991) representative bureaucracy theory regarding the importance of accountability in a representative bureaucracy.

5. Conclusion

This study reveals a critical finding: honorary staff serve as the de facto backbone of public service operations at the sub-district level, handling 60–80% of the administrative workload. This finding strengthens organizational capability theory by showing that institutional strengthening does not rely solely on formal resources but rather on the strategic contributions of nonformal actors. Structured training, participatory leadership, and SOP standardization increased productivity and community satisfaction by 20–25%. However, their effectiveness is constrained by structural challenges, such as unclear legal status, lack of continuous development schemes, and weak performance accountability systems.

Limitations and Future Research

This study had several limitations. First, the findings are contextual and may not necessarily apply to regions with different characteristics. Second, the study focuses only on internal organizational perspectives without involving policy analysis at the district or provincial levels. Third, the relatively short observation period (six months) limits our understanding of long-term impacts. Future studies are recommended to (1) expand the research scope to regions with diverse geographical and demographic characteristics, (2) integrate macro-level local government policy analysis, and (3) conduct longitudinal studies to measure the consistency of institutional strengthening intervention impacts.

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