

Improving the Quality of Public Services Through Effective Planning

Fitri Darma Yanti¹, Tivani², Ziada Filosofia³, Erinaldi⁴

¹ STIA Lancang kuning Dumai, Indonesia; fitridarmayanti973@gmail.com

² STIA Lancang kuning Dumai, Indonesia; Tivanilubis05@gmail.com

³ STIA Lancang kuning Dumai, Indonesia; ziafilo10@icloud.com

⁴ STIA Lancang kuning Dumai, Indonesia; erinaldipratama2905@gmail.com

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ABSTRACT

Public services are one of the main tasks of the government in meeting the needs and interests of the community. However, the quality of public services in a number of government agencies is still considered not optimal. One of the main causes is planning that has not been carried out effectively and thoroughly. This paper aims to describe the important role of effective planning in improving the quality of public services, as well as examine how structured planning can be the basis for the creation of good governance. This research uses a literature review approach, which is a research method that is carried out by collecting various written sources such as scientific journals, books, and other documents that discuss the implementation of Public Service Quality through Effective Planning. This method aims to describe and analyze the quality of public services through the concept of planning, service quality indicators, and practical experience in public services.

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Corresponding Author:

Ziada Philosophy

STIA Lancang Kuning Dumai, Indonesia; ziafilo10@icloud.com

1. INTRODUCTION

Public services are one of the tangible manifestations of the government's presence in meeting the needs of the community. The quality of good public services is an important indicator in reflecting the performance of an effective, efficient, and community-oriented bureaucracy. However, in practice, the implementation of public services still faces various challenges, such as low accountability, lack of coordination between agencies, and limited resources.

Public services play a role as the government's main tool to realize public welfare, build public trust, and increase government legitimacy in the eyes of citizens. The good quality of public services reflects the effectiveness of government administration and is one of the main benchmarks for the success of bureaucratic reform. The government as a service provider has a responsibility to ensure that every citizen can obtain fast, precise, transparent, and fair services. However, in practice, the implementation of public services in various sectors still often faces obstacles such as overlapping policies, limited human resources, lack of coordination between agencies, and low managerial ability in planning and implementing programs (Dwiyanto, 2006).

Planning is selecting and connecting facts and making and using assumptions about the future in formulating activities that are considered necessary to achieve the desired results. One of the key keys to improving the quality of public services is effective planning. With careful and data-based planning, the policies taken can be more targeted and have a real impact on the community. Therefore, effective planning is not just an administrative step, but a fundamental strategy to create quality, responsive, and sustainable public services. Through directed planning, it is hoped that the government can realize better governance and increase public trust in public institutions (George R Terry, 1972).

Effective planning must be supported by valid data and information, community participation, and ongoing evaluation mechanisms. Thus, the planning process is not only administrative, but is an integral part of efforts to improve public performance and accountability. A participatory and evidence-based approach can ensure that the policies and programs designed truly address the needs of the community and provide tangible benefits. In the context of national development, improving the quality of public services through effective planning is also one of the main pillars of bureaucratic reform. The government is expected to be able to change the service paradigm from bureaucratic and closed to more adaptive, innovative, and results-oriented.

Through strategic, synergistic, and measurable planning, government agencies can strengthen coordination between levels of government, improve governance, and accelerate the achievement of Sustainable Development Goals (SDGs). Effective planning is not just the initial stage in the public policy cycle, but is the main foundation for realizing good governance. With careful planning, it is hoped that public services can be improved both in terms of quality, efficiency, and community satisfaction, so that a harmonious relationship is created between the government and citizens in an effort to achieve common prosperity (Sondang P. Siagian, 2018).

This research is important as a contribution to improving governance oriented to good governance and community satisfaction, this research uses a literature review approach to accommodate various perspectives on planning ranging from basic concepts, service quality indicators, to case studies of improving effectiveness in various government institutions that have succeeded in making significant changes.

Effective planning in public service is a systematic process that includes identifying community needs, allocating resources, setting priority policies, implementing programs, and evaluating results. This process coordinates and carries out good integration between various stakeholders as well as the use of accurate data and information technology. With proper planning, the government can ensure that the services provided are in line with the expectations of the community and have a positive impact on socio-economic development.

The literature shows that planning that is only technical without paying attention to social and participatory aspects ultimately fails to achieve goals. Therefore, a participatory approach that involves the community and other relevant actors is very important in designing inclusive and sustainable public services. Furthermore, planning must also be able to anticipate changes in the external and internal environment of the organization so that services are always adaptive and relevant.

This study aims to examine the role of effective planning in improving the quality of public services through literature studies. By collecting and analyzing various previous studies and research, this study seeks to provide a comprehensive overview of strategies and best practices in public service planning. The findings of this study are expected to serve as a reference for policymakers and practitioners in the public service sector to improve and develop a more responsive and effective planning system.

2. METHOD

This study uses a descriptive-analytical literature study approach by collecting data from relevant scientific journals, books, and official documents published in the last 10 years. The inclusion criteria include resources that discuss planning concepts, service quality indicators, and practical experience in public service. The analysis was carried out thematically and systematically, highlighting aspects of

community involvement, the use of valid data and information, resource planning, and ongoing evaluation and monitoring mechanisms. The results of the analysis are synthesized to present a comprehensive picture related to effective planning in public services.

The literature study was chosen because it allows the collection and analysis of data from a variety of relevant and up-to-date scientific sources, thus providing a comprehensive overview of public service planning practices and theories.

3. FINDINGS AND DISCUSSION

Several studies show that the public service planning process is still not fully directed and well integrated. Many work plans are designed only to fulfill administrative obligations without being supported by in-depth data analysis. This condition causes the implementation of programs often not in accordance with the actual needs of the community. In addition, weak coordination between work units is also an obstacle in improving service effectiveness. Not infrequently, several government agencies run programs that have the same objectives without synchronization, resulting in overlapping activities and inefficient use of budgets. On the other hand, community involvement in the planning process is still relatively low, even though public participation is very important so that the policies prepared truly reflect the needs of residents.

In recent years, there have been positive developments. The government began to adopt a digital planning system, strengthen inter-departmental coordination, and increase openness in program management. These changes show that there has been a growing new awareness that the success of improving the quality of public services is highly dependent on effective, targeted, and sustainable planning. In the field of public administration, effective planning plays an important role in helping the government set policy direction, determine program priorities, and measure the level of success to be achieved. With a carefully prepared plan, the implementation of public services can run more focused, directed, and oriented towards achieving concrete results.

Based on the results of studies and observations on the implementation of public services in various government institutions, it can be seen that the quality of public services has not reached the optimal level. Most people consider that the services provided by the government are not fully fast, precise, and satisfactory. This condition is generally caused by a lack of effectiveness in the planning process, both in program determination, policy formulation, and in the service strategy implemented. Some of the findings, namely: (Dwiyanto, 2006), (Moenir, 2008), (Siagian, 2018), (Handoko, 2016) show that there are a number of problems that still occur, including:

1. There are service programs that are not in accordance with the needs of the community, because the planning process is not fully based on in-depth data and analysis.
2. Coordination between government agencies is still weak, causing overlapping activities and waste of resources.
3. Community involvement in the planning stage is still very limited, where public aspirations are rarely used as a reference in the preparation of government work plans.
4. Evaluation and follow-up activities have not been carried out consistently, so the process of improving services is slow and unsustainable.

However, in the midst of these various obstacles, there are also positive developments in the implementation of public services. The government has begun to implement an electronic-based planning system (e-planning), increasing information transparency to the public, and showing an increase in the awareness of the apparatus in providing more professional and quality services. The results obtained show that effective planning has a great influence on improving the quality of public services. Planning is not only limited to an administrative process, but is a strategic step to ensure that every service activity really adjusts to the needs of the community.

1. Planning as a Foundation for Service Quality

A well-prepared plan plays an important role in helping government agencies set clear directions, goals, and work steps. Without structured planning, service activities often run unfocused and the

results are not optimal. Through effective planning, the government is able to use resources appropriately, reduce waste, and create faster, more efficient, and measurable public services.

2. The Importance of Community Coordination and Involvement

The decline in the quality of public services is generally caused by a lack of coordination between work units and a lack of community participation in the planning process. In fact, these two aspects greatly determine the success of the program's implementation. Solid coordination between agencies can prevent overlap of activities and strengthen synergy between departments. On the other hand, community involvement in the planning process will make the program more responsive and in accordance with real conditions and needs in the field.

3. Evaluation and Supervision as Planning Support

Every plan made needs to be equipped with a continuous evaluation and supervision system. Through evaluation, government agencies can find various weaknesses and obstacles in the implementation process, then immediately take steps to improve. If monitoring activities are carried out regularly, then planning in the next period will be more targeted and more directed.

4. The Impact of Effective Planning on Public Services

If planning is carried out effectively by paying attention to data accuracy, inter-agency coordination, community participation, and continuous evaluation, the quality of public services can be significantly improved. Services become more transparent, efficient, accountable, and able to meet the needs of the community to the maximum. In addition, public trust in the government has also increased, because they feel involved and get better services than before.

Public services are a critical sector in national development and the welfare of the community at large. The quality of public services affects not only the welfare of individuals directly, but also the efficiency and legitimacy of governance. Therefore, effective planning is the main pillar in ensuring the success of public services. Based on the literature studies that have been reviewed, it can be concluded that planning cannot be separated from the context of community participation, the use of valid data, optimal resource allocation, and a sustainable evaluation system.

Planning as a systemic process demands a holistic and integrative approach. Each stage of planning, from identifying needs to monitoring results, must be able to present solutions that are contextual and relevant to the socio-economic conditions of the local community. For example, Kettunen and Kallio (2020) highlight that an adaptive public service strategy will improve the government's ability to respond to rapid changes caused by globalization and digital technology.

The active involvement of the community in public planning has become one of the main focuses in the framework of good governance (United Nations, 2018). Public literacy and effective participation mechanisms support inclusive governance and promote social legitimacy over public decisions and policies. As an empirical example, community participation in waste management planning in several major cities has succeeded in reducing rejection rates and increasing the effectiveness of environmental management programs (Bastian et al., 2020).

The use of data and evidence-based analysis is an important transformation in improving planning accuracy. In the era of big data and information technology, public planning services are increasingly driven by in-depth and real-time data analysis, which is then manifested in the form of a management information system that supports decision-making (Kettunen & Kallio, 2020; Damanpour & Schneider, 2006). This allows for accurate performance measurement and early detection of potential disruptions or problems in the implementation of services.

Limited resources are a classic challenge in the implementation of public services. Therefore, planning must optimize resource allocation in order to effectively support priority strategies. In addition, there is a need to increase the capacity of government officials through training and competency development, to support the implementation of complex and multidimensional planning (Wandera et al., 2021). Investment in human resource development and information technology is the key to transforming the quality of public services.

Evaluation and monitoring cannot be thought of as an administrative formality, but rather as a continuous process that provides feedback and a decision-making basis for continuous improvement (Pollitt & Hupe, 2011). Timely and objective evaluation identifies success factors and implementation barriers, so as to direct more responsive and adaptive revision planning. The use of outcome-based performance indicators became a meeting so that the evaluation focused on results oriented to community satisfaction.

The challenges still faced in public planning services include resistance to change, budget limitations, and performance barriers that tend to hinder innovation. Research by Alford and O'Flynn (2012) shows that a collaborative approach between government, society, and the private sector is needed to address these challenges with more flexible and results-based strategies.

Overall, this integrated literature review underlines that effective public service planning must incorporate various dimensions ranging from technical to socio-political. Innovation in policy design and implementation, supported by strong data and broad participation, will significantly and sustainably improve the quality of public services.

Effective planning is not just an administrative process, but a strategic step that must be carried out carefully and systematically. Literature studies say that careful planning can help the government determine the most appropriate policy direction, program priorities, and resource allocation. This is very essential considering that the limited budget and available human resources are not always proportional to the needs of the community (Dwiyanto, 2018; Kusumasari, 2021).

One of the important aspects of public service planning is the active involvement of the community and all stakeholders. Community participation in planning increases accountability and transparency and encourages decision-making that is more in line with real needs on the ground. This participatory approach also helps to reduce resistance to new policies and strengthen public support for service programs (United Nations, 2018; Bastian et al., 2020).

In addition to community participation, the use of accurate data and information is an important foundation in planning. Evidence-based planning or evidence-based planning ensures every program and policy is based on valid data analysis. This shift from planning to data-based planning is further strengthened by the development of information technology and government digitalization systems (Kettunen & Kallio, 2020). Thus, the decisions taken become more targeted and have a real impact.

Efficient resource management is also a key factor in planning success. Not only in the form of funds, the allocation of human resources and technology greatly affects the smooth running of public services. Research shows that increasing the capacity of apparatus through training and professional development has a positive impact on the effectiveness of program implementation (Wandera et al., 2021). Investment in technology also enables process automation thereby reducing regulation and speeding up services.

Despite its many benefits, the implementation of effective planning still faces a number of challenges. Classic obstacles such as complex bureaucracy, lack of coordination between agencies, and resistance to change are still major obstacles (Alford & O'Flynn, 2012). In addition, poor technology and infrastructure also hinder the process of digitizing public planning and services which should be able to improve service efficiency (Irfan, 2023).

To address this, an innovative approach is needed that involves cross-sectoral collaboration between government, society, and the private sector. This synergy allows for optimal use of resources while supporting digital transformation and increasing equipment capacity in a sustainable manner. Through a national approach, public services will be able to provide excellent services that are inclusive, responsive, and sustainable in accordance with the development vision (Alshadiqa, 2025; Marchlewska et al., 2019).

Overall, public service planning is a complex process that involves many factors and requires a comprehensive strategy. By applying the principles of openness, participation, innovation, and continuous evaluation, the government is expected to be able to improve the quality of services, which ultimately contributes to the welfare of the community and the creation of good governance.

In today's digital era, information technology is a strategic tool that supports the public service planning process. Electronic management information systems, such as e-planning and e-budgeting, have been shown to improve planning transparency and efficiency, as well as facilitate collaboration between work units and stakeholders. Studies from Damanpour and Schneider (2006) emphasize that the application of innovative technologies supports more responsive and adaptive planning to changing societal needs and external environmental dynamics.

In addition, information technology integration provides convenience in real-time data collection and analysis, which strengthens evidence-based decision-making. As an illustration, the application of big data systems allows governments to unify public services in a sustainable manner, identify problems before they become crises, and allocate resources appropriately. Thus, information technology not only speeds up the process, but also improves the quality of planning output.

The formulation of effective public policies is an important foundation in public service planning. Clear and targeted policies provide guidelines for program implementation and resource management. Literature studies show that coordination between national, regional, and related sector policies greatly determines the success of planning services (McNutt, 2012).

In addition, flexible but measurable policies allow the government to adapt to rapidly changing social and economic conditions. Periodic policy revision mechanisms need to be integrated as part of the planning cycle so that responsibility and relevance of services are maintained.

Cross-sectoral collaboration between government, society, and the private sector is the key to effective public service planning. This approach allows for the use of wider resources and expertise, so that the services provided become more innovative and appropriate. A study by Ansell and Gash (2008) shows that successful collaboration relies on perception between parties, good communication, and active involvement.

The importance of collaboration arises because of the complexity of public service problems that often cannot be solved by one entity alone. For example, in disaster management or environmental management, the intensive involvement of the private sector and local communities helps accelerate response and increase program effectiveness.

4. CONCLUSION

Targeted and effective planning has a great contribution to efforts to improve the quality of public services. Through a systematic planning process, the government can set goals, policy directions, and appropriate strategies in providing services to the community. Well-structured planning also helps optimize the use of resources, prevent overlapping activities, and ensure that each program is truly in accordance with the needs of the community.

Furthermore, the success of a planning does not only depend on administrative aspects, but is also influenced by community involvement, synergy between agencies, and the implementation of continuous evaluations. By applying an evidence-based approach, the government is able to build services that are more open, responsible, and responsive to public expectations.

Overall, carefully designed planning is the main foundation in realizing good governance and public services that are effective, efficient, and oriented towards increasing community satisfaction.

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