

STRATEGIES FOR IMPROVING ORGANIZATIONAL PERFORMANCE IN MOTOR VEHICLE TESTING SERVICES IN SIDOARJO REGENCY

Ilham Miftakhur Rohman¹⁾, Ulul Albab²⁾, Aris Sunarya³⁾

^{1),2),3)}Fakultas Ilmu Administrasi, Universitas Dr. Soetomo Surabaya

Email: arilham10@gmail.com

ABSTRACT

Improving organizational performance is a key challenge in public service delivery, particularly in the motor vehicle testing sector, which ensures transport safety and service quality for the public. This study aims to analyze methods for enhancing organizational performance at the Motor Vehicle Testing Technical Implementation Unit (UPT) of the Sidoarjo Regency Transportation Agency from a public administration perspective. A qualitative approach with a case study design was employed. Data were gathered through in-depth interviews, observations, and document analysis involving leaders, employees, and service users selected via purposive sampling. Data analysis was conducted interactively—involving data condensation, information presentation, and conclusion drawing—and utilized triangulation to ensure the credibility of the findings. The results indicate that organizational performance improvement is driven by the integration of six key dimensions: strategic leadership, institutional capacity, human resource management, service innovation, organizational governance, and adaptability to environmental changes. Three core components form the strategic model derived from these dimensions: strengthening organizational capacity as the foundation, innovating service management as the vehicle for transformation, and organizational adaptability as the element ensuring performance sustainability. This model represents a research innovation by offering a more comprehensive approach than previous studies, which tended to examine service quality or digitalization in isolation. The findings contribute to the development of public administration theory and provide strategic recommendations for local governments to strengthen the effectiveness of public service organizations in a professional, accountable, and sustainable manner.

Keywords: organizational performance, organizational capacity, governance innovation, public service

I. INTRODUCTION

Public service is a crucial function of public administration that influences the level of public trust in the government. Under the New Public Governance framework, public sector organizations are expected not only to perform administrative functions but also to deliver services that are effective, efficient, accountable, and responsive, while focusing on the needs of the community (Goodsell, 2006). Changes in the strategic environment, advancements in information technology, increased public mobility, and demands for transparency compel public organizations to continuously improve their performance. Motor vehicle testing services constitute a sector of strategic importance, as they impact the quality of