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Symbolic Interaction in Bureaucracy: Communication Strategy of Bandung City Community Towards Participation-Based Administrative Services

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Abstract. This study aims to analyze the dynamics of symbolic interaction in organizational communication strategies for Electronic Identity Card (E-KTP) services in Lingkar Selatan Village, Lengkong District, Bandung City. Specifically, this research explores how communication symbols and social interactions influence the population administrative service process. Using a sociological approach, this study emphasizes meaning construction and community participation in E-KTP services. Employing a descriptive qualitative method, the research delves into the complexity of organizational communication through the lens of symbolic interaction. Data collection was conducted through in-depth interviews, participatory observation, and documentary studies, involving village officials, community leaders, and residents involved in the E-KTP registration process. Research findings reveal that symbolic interaction plays a critical role in transforming administrative services. Communication symbols are not merely information transmission tools but serve as meaning constructions that shape public perception and participation. Effective organizational communication strategies have proven capable of creating shared understanding, reducing bureaucratic gaps, and improving public service quality. This study aims to analyze the dynamics of symbolic interaction in organizational communication strategies for Electronic Identity Card (E-KTP) services in Lingkar Selatan Village, Lengkong District, Bandung City. Specifically, it explores how communication symbols and social interactions influence the population administrative service process. Using a sociological approach, this study emphasizes meaning construction and community participation in E-KTP services. The findings contribute theoretically to understanding organizational communication dynamics based on symbolic interaction. Practically, this research provides recommendations for developing more participatory and responsive administrative service models, ultimately improving service effectiveness and community engagement needs.

Keywords: Symbolic Interaction, Organizational Communication, E-KTP Services, Public Participation.

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1 Introduction

Public services play a crucial role in the lives of society, serving as a means to fulfill the basic needs and civil rights of every citizen. In this context, the provision of public services is an effort by the state to provide the goods, services, and administration necessary for the community. If the services provided by an agency or organization are inadequate, the existence of that organization can become problematic. Poor service quality often becomes a source of public dissatisfaction, as evidenced by the numerous complaints lodged regarding the services of government agencies [1].

Previous studies provide various perspectives on communication strategies and service quality in the context of population administration and public services. Successfully market sweet corn and boiled peanuts in Tebing Tinggi, businesses should add a variety of flavors, spices, and create new preparations, provide good service, and promote through social media [2]. However, there are obstacles such as technical disruptions and slow service processes that need to be improved. This study is different from that conducted in this study, which is more directed at analyzing communication strategies in electronic ID card services in Lingkar Selatan Village, Lengkon District, Bandung City.

The Dinoyo Malang Community Health Center in Malang City receives high standards for preventive health access, but there is room for improvement in quality of health services, particularly in complaints, criticism, and suggestions handling [3]. This study is different because it focuses on general service quality, while this study will assess communication strategies in improving public services.

Digital communication between government and citizens has little effect on trust and satisfaction, but lowers perceived importance of information received [4-5]. Strategies for improving the quality of E-KTP services implementing unexpected innovations such as visiting residents' homes directly to deliver population documents [6]. This study is different from this study which focuses more on the stages of communication strategies according to Hafied Cangara's theory, to find out how the village government improves E-KTP services in Sukamulya Tangerang. Finally, how service quality and communication interpersonal affect customer satisfaction making e-KTP Sukamulya Tangerang, the study emphasizes the relational and emotional aspects of service delivery [8]. In contrast, this study aims to provide a deeper understanding of how structured communication strategies, as conceptualized by Cangara, play a role in shaping public perceptions and improving the overall effectiveness of E-KTP administrative services in the context of rural villages.

In Germany, the collaborative provision of public services has a long history, grounded in the principle of subsidiarity. Recent developments highlight a growing focus on citizen involvement, spurred by financial constraints and the need for more inclusive governance. The idea of "partnership administration" aims to reshape administrative processes, enabling citizens to have a say in decision-making. This approach enhances the involvement of various stakeholders in administrative procedures, giving them the ability to influence both the direction and outcome of decisions. The public frequently complains about the quality of services provided by the Indonesian government, both in media reports and through direct complaints. The success of officials in

carrying out public service duties at various levels of government, from city to sub-district, greatly depends on the effectiveness of the implementation of those services. The 1945 Constitution emphasizes the state's obligation to meet the basic needs of citizens to enhance welfare, while Law No. 25 of 2009 establishes the standards for public services that must be met by service providers.

Public services encompass not only administration but also fundamental aspects such as health, education, and microeconomics. The government's inability to effectively meet these needs is often reflected in public complaints, as people perceive that the services provided do not meet the expected standards of efficiency and effectiveness. When the needs and aspirations of the community are not met, it indicates a shortcoming in public service delivery.

The quality of services at the sub-district level, such as in the Lingkar Selatan Sub-District of Bandung City, often comes under scrutiny. The community expects services that are fast, accurate, and meet standards. However, various issues such as the public's lack of understanding of administrative requirements, as well as obstacles in the service process like long queues and unclear information, often hinder service efficiency.

Many complaints arise regarding the lengthy process of obtaining Electronic ID Cards (KTP Elektronik) at various public service offices. These complaints include long lines, technical errors, and inadequate explanations from the government. These delays reflect underlying problems in the service system, which impact public satisfaction and diminish trust in government agencies. The quality of services at the sub-district level needs more attention, especially in administrative processes such as the issuance of Electronic ID Cards. The community requires services that not only meet their needs but are also delivered efficiently and professionally. Communication issues and a lack of transparency between the government and the public often serve as the main causes of this dissatisfaction.

This research aims to explore the communication strategies implemented by the Bandung City Government, particularly in the Lengkong District, Lingkar Selatan Sub-District, in the provision of Electronic ID Cards. The focus of this study is to analyze how communication strategies function to improve the quality of public services, address existing problems, and enhance the relationship between the government and the community.

The research problem is divided into two main categories. The macro problem formulation leads to the question of how the communication strategies applied by the Bandung City Government, particularly in the Lengkong District, Lingkar Selatan Sub-District, function in the provision of Electronic ID Cards. Meanwhile, the micro problem formulation is more specific and includes five important aspects: audience identification, service objectives, message delivery, communication planning, and evaluation conducted by the sub-district government in the provision of Electronic ID Cards in the area.

George Herbert Mead stated that social interaction is fundamentally an interaction of symbols; they are interested in how to use interaction with symbols that represent what is meant in communicating with one another [8]. Social interaction is a complex dynamic process in which humans communicate and exchange meanings through symbols that have specific significance. In the context of symbolic interaction, each symbol

used is not merely a simple representation but has layers of meaning that can be interpreted differently according to the social and cultural context in which the interaction takes place. These symbols can be verbal language, body language, facial expressions, or cultural artifacts that enable humans to understand each other and communicate their ideas, feelings, and intentions.

Sociologists' interest in the use of symbols in social interaction stems from the understanding that humans are beings who constantly interpret and make meaning of their environment. Each individual uses symbols to express themselves, understand others' perspectives, and build social consensus. Through the process of symbolic interaction, humans not only transfer information but also create and reconstruct shared meanings. This means that communication is not merely a linear process from sender to receiver but a continuous and dynamic negotiation of meaning.

In practice, symbolic interaction shows that each individual has the ability to interpret and respond to the symbols they receive based on their experiences, cultural backgrounds, and social contexts. This process allows humans to create shared understanding, build social relationships, and develop complex interaction structures. The symbols used are not static but are always changing and evolving according to social dynamics, making symbolic interaction a reflection of the complexity of human communication that continually evolves and reinterprets existing social realities.

The purpose of this research is to describe and analyze the communication strategies implemented by the Bandung City Government in the provision of Electronic ID Cards in the Lingkar Selatan Sub-District, Lengkong District. This study employs qualitative methods to offer an in-depth understanding of how communication is executed within this specific public service context. The objective of this research is to explore in detail how the sub-district government identifies the target audience, establishes service objectives, conveys messages, plans communication strategies, and evaluates the Electronic ID Card provision process. By addressing these aspects, this research aims to provide valuable insights for enhancing the quality of public services at the sub-district level.

This study explores the government's communication strategy in Lingkar Selatan Village using a qualitative descriptive approach. It aims to understand the phenomenon in its natural context through interviews, observations, and documentation. Key informants include village staff involved in the strategy, while supporting informants consist of community members and stakeholders providing additional insights.

Purposive sampling was used to select informants with relevant knowledge. Data collection involved literature review, in-depth interviews, non-participant observation, and documentation. The data were analyzed using qualitative techniques, including data reduction, presentation, and conclusion drawing. The research is scheduled from March to August 2024.

2 Methodology

In this study, the researcher employs a qualitative research design with a descriptive study approach to understand and analyze phenomena in depth. This qualitative research aims to observe and explore the meaning of the studied phenomenon in its natural conditions without experimentation, with the researcher serving as the key instrument. This design focuses on an in-depth understanding of specific cases, descriptive studies involve a thorough analysis of one or more individuals, events, or processes within a specific context [9]. This method enables researchers to gather information from various sources, such as interviews, observations, and documentation, to obtain a comprehensive understanding of the studied case.

The research informants consist of key and supporting informants. Key informants are individuals with in-depth knowledge of the research topic, namely the Lingkar Selatan Urban Village staff involved in government communication strategies. Supporting informants, on the other hand, include the community and relevant stakeholders who provide additional perspectives on communication strategies from a public standpoint. The study utilizes purposive sampling to select informants who meet the research criteria—those directly involved in or possessing relevant knowledge about communication strategies in Lingkar Selatan Urban Village. The informant selection process considers their relevance and experience within the research context.

The data collection techniques include literature review, in-depth interviews, non-participant observation, and documentation. The literature review gathers theoretical and conceptual foundations from various sources such as books, theses, and scientific articles. In-depth interviews are conducted with informants to obtain detailed insights, while non-participant observation is used to examine communication strategies without direct involvement. Documentation involves collecting data from relevant records and archives. All collected data are then analyzed using qualitative analysis techniques, which include data collection, data reduction, data presentation, and conclusion drawing, to provide a clear depiction of the government communication strategy in Lingkar Selatan Urban Village. This study is scheduled to be conducted over six months, from March to August 2024.

3 Results and Discussion

Individuals or groups continuously adapt to changes in the social, cultural, and systemic environment through mutual agreement. In a social context, adaptation is not merely a passive change, but rather an active negotiation between the various elements involved, which creates a space for dialogue and shared understanding. [10]. The ongoing adaptation process is characterized by the ability of the social system to produce a sustainable adjustment mechanism. Each change is understood as a stage that requires consensus, where each social actor has a role in negotiating the form of transformation that will be passed. This implies that adaptation is not a linear process, but rather a circular and dynamic process that involves complex interactions between social structures, culture, and individuals.

Agreement in adaptation means more than just a formal agreement, but is a sustainable social construction. It reflects the ability of the social system to negotiate, adapt, and create new meanings together. Thus, adaptation becomes a fundamental mechanism in maintaining social balance and sustainability amidst the complexity of changes that are always occurring.

In this study, the researcher focuses on the organizational communication strategy of the Bandung City Government in Lengkong District, especially in Lingkar Selatan Village, related to the Electronic ID card service. The researcher conducted in-depth interviews with two main informants, as well as conducted observations and documentation to obtain accurate information. The data collection techniques used included in-depth interviews and direct observations. The study was conducted involving five informants consisting of two Lingkar Selatan Village employees and three local residents. The interviews were conducted in July 2024 with the aim of obtaining views and information related to the organization's communication strategy in the Electronic ID Card service. The researcher also conducted direct observations in the field to observe the communication process and interactions between village employees and the community, which were then analyzed to produce conclusions relevant to the research problem.

The researcher chose research objects that were directly related to the communication strategy of government organizations and e-KTP services. Information was obtained from in-depth interviews conducted with village officials and the local community, as well as field observations. The researcher focused questions on determining the audience, objectives, messages, communication plans, and evaluations that occurred in the e-KTP service, to ensure that the data obtained was relevant and in accordance with the research topic.

Key informant descriptions involved Lingkar Selatan Village employees such as Masayu Gita and Eki Ramadhan, who provided information on the service process and interactions with the community. Interviews with supporting informants, such as Uyo Somantri (RT Head), Dhea Sri Rahayu (Health Clinic Employee), and Muhammad Raizy Firasya (Student), provided additional perspectives on village services from the community's perspective. The researcher also documented the results of interviews and observations to ensure the accuracy and objectivity of the data obtained.

Lingkar Selatan Village is located in a flat area with an altitude of 500 meters above sea level. With a population of 9,803 people, consisting of 5,239 men and 4,564 women, and a population density of 96 people per hectare. Data on age, workforce, and main livelihood are presented in a table that describes the demographics and composition of the population. This information provides the necessary context to understand the needs and challenges in e-KTP services in the sub-district.

The analysis of the results of this study summarizes information obtained through direct interviews and observations in Lingkar Selatan Sub-district, Bandung City. Researchers conducted interviews with key informants such as employees and service staff and visitors to the sub-district office to explore communication strategies in e-KTP services. Direct observations in the field were also conducted to obtain an in-depth picture of the implementation of government organizational communication strategies. Data collection techniques used include semi-structured interviews to obtain natural and detailed data on e-KTP services.

In this study, determining the audience for e-KTP services in Lingkar Selatan Sub-district is the main focus. Based on interviews with service staff employees, the audience identification process was carried out by asking the community to bring important documents such as family cards and birth certificates. This verification process aims to ensure the completeness of documents before proceeding to the next stage, such as taking fingerprints and photos for biometric data. Although this process is considered simple, some people feel that there is room for improvement in terms of the speed and clarity of the information provided. Visitors, including RT heads, housewives, and students, stated that the determination of the audience in the Electronic ID card service still needs to be improved. They considered that priority should be given to ease of access to services, provision of clear information, and responsiveness to community input. Their suggestions included improvements in the service process, provision of easy-to-understand information, and handling needs better community to ensure optimal satisfaction.

In understanding the needs of the community, Lingkar Selatan Urban Village employees conducted direct surveys when the community came to the office. In addition, they held meetings, conducted surveys, and communicated through social media and community meetings. These steps were intended to obtain input from the community and adjust the e-KTP service according to community expectations. However, several employees argued that there were still many ways that could be done to improve the audience identification process.

From the results of the study, it was concluded that although Lingkar Selatan Urban Village had implemented several steps to understand and meet community needs, there were still several areas that needed improvement. The community expected improvements in the delivery of information, faster service processes, and better support. Recommendations for the urban village include expanding information channels, increasing service accessibility, and listening to and responding more to community needs to ensure fair and equitable services.

In this study, the main focus was to understand how Lingkar Selatan Urban Village, Bandung City, conveyed messages related to e-KTP services to the community. The communication strategy implemented by the Urban Village employees in conveying this information became the center of attention, especially regarding the effectiveness of the message and the efforts made to ensure that information about e-KTP services was conveyed clearly. Kelurahan staff use various communication channels, including social media and direct socialization with RT/RW heads, to reach the community effectively.

According to interviews with staff, social media is one of the main methods used to disseminate information about the e-KTP service. Staff admitted that information is delivered through this platform as well as through socialization with RT/RW heads to ensure that the message is well received by the community. However, based on community responses, the method of delivering information is still considered to need improvement. They consider that although there have been announcements in public places and social media, more face-to-face meetings are still needed to explain the information in detail and answer questions from residents.

Visitors also consider that the way messages are delivered by Lingkar Selatan Village is not optimal. Some residents feel that the delivery of information about the e-KTP service is unclear and requires a more in-depth approach. They suggest that the Village be more active in organizing information sessions that involve clarifying questions and providing visual guides and brochures that explain the procedures in detail. This aims to eliminate confusion and ensure that all residents understand the process of making an e-KTP.

Based on interviews with staff, they try to use simple and specific language to avoid misunderstandings. However, the community feels that these efforts are still insufficient. To increase the effectiveness of message delivery, employees are advised to hold counseling sessions more frequent and provide more detailed and easy-to-understand information materials. These steps will help ensure that information regarding the e-KTP service is received clearly and can be understood by all levels of society.

This study explores various aspects of the communication strategy implemented by the Lingkar Selatan Urban Village, Bandung City in achieving the goal of e-KTP services. The main focus of this study is to identify how the Lingkar Selatan Urban Village serves the e-KTP issuance process and how these efforts are expected to improve the efficiency and effectiveness of government services at the village level. Interviews with village employees showed that collaboration with RT/RW heads and document verification are integral parts of their strategy to ensure the process runs according to procedures and valid documents.

The results of the interviews revealed that village employees hope that e-KTP will improve the efficiency and effectiveness of government services by facilitating the collection and management of population data. They believe that the use of e-KTP will reduce waiting times, reduce operational costs, and speed up the administrative process. In addition, it is hoped that this system will reduce duplicate data, improve data accuracy, and facilitate access to public services through one centralized identity card.

From the community's perspective, there is an expectation that the main goal of e-KTP services is to provide fair and easy access and increase transparency in the administrative process. They suggested the need for clearer and more detailed information and direct guidance in the use of technology. Some people think that the goal of the village should be focused on reducing bureaucracy and ensuring faster and more transparent administrative processes, so that services to the community can be more efficient and satisfying.

The communication plan implemented by the Lingkar Selatan Village of Bandung City in the Electronic ID Card service aims to introduce and explain the service effectively to residents. After the message and goal determination stage, the next main focus is to implement concrete steps to ensure that information about the Electronic ID Card service is delivered consistently and efficiently. The village government to prepare a good communication plan and obtain feedback from the community as part of evaluating the effectiveness of the message delivered [11].

In practice, the Lingkar Selatan Village has implemented several communication strategies such as socialization campaigns through local media and social media, as well as direct counseling to RT/RW. In addition, they also hold training for village officers so that they can provide detailed explanations to the community. Informant

Masayu explained that these steps include disseminating information through various channels, as well as counseling at community meetings to ensure that the community gets clear and accurate information.

The importance of information services and hotlines was also emphasized by informant Eki, who added that Lingkar Selatan Subdistrict provides information services and hotlines to answer questions from residents. In addition, they conducted mobile services to reach small areas and collaborated with schools or social organizations to expand the reach of education about the e-KTP. These steps helped ensure that messages about the e-KTP service were delivered consistently and effectively to the community.

From the community perspective, there were several suggestions to improve the effectiveness of the communication plan. Informants such as Uyo, Erlin, and Ezy suggested that the sub-district should frequently conduct socialization through direct meetings with residents, use social media, and post announcements in public places. They also recommended the use of a suggestion box to collect feedback, so that they can continuously evaluate and improve the service. This approach will help ensure that information about the e-KTP service is delivered clearly and can be understood by the entire community of Lingkar Selatan Sub-district.

Lingkar Selatan Sub-district, Bandung City conducted a comprehensive evaluation of the e-KTP service to improve the effectiveness and efficiency of their services. After implementing the communication strategy, the evaluation stage aims to assess the extent to which the message was delivered to the community and to identify areas that need improvement. Evaluation in determining whether the audience has received and understood the information provided, which is the main focus of the evaluation process in Lingkar Selatan Village [12].

Information from interviews with informants Masayu and Eki showed that the village collected input from residents through surveys and community meetings to evaluate service efficiency and satisfaction. This evaluation includes analysis of feedback from the community and measurement of the success of the program that has been implemented. The evaluation results are used to improve the administrative process, improve officer training, and optimize technological infrastructure, so that the e-KTP service becomes more efficient and responsive to the needs of residents.

The views of various informants such as Uyo, Dhea, and Ezy highlighted the need for a more comprehensive evaluation. They recommended that the village not only assess the processing time and quality of service, but also pay attention to the friendliness of officers, accessibility for all residents, and the clarity of information about service procedures. Periodic evaluation and collection of detailed feedback are considered important to continuously improve e-KTP services and ensure that all aspects of service meet the standards expected by the community.

In this section, the researcher discusses the findings of the study obtained through in-depth interviews and non-participant observations that have been explained previously. This discussion is conducted by referring to the Organizational Communication Strategy through the determination of audiences, objectives, messages, communication plans, and evaluations. The researcher presents the results of interviews and observations regarding the Electronic ID card service in Lingkar Selatan Village, Bandung

City, to provide a clear picture of the implementation of the communication strategy applied.

The researcher describes the process of determining the audience in the Electronic ID card service in Lingkar Selatan Village based on interviews with employees and the community. This process begins with the arrival of residents who bring supporting documents, followed by document verification and taking biometric data such as fingerprints and photos. Interviews indicate that although this process is considered simple, there is a need to improve priorities in services, such as providing easy access and clear information to the community. Observations also show that the village conducts surveys and communication through social media to understand community needs and ensure that the Electronic ID card service is as expected.

In terms of communication messages, communication emphasizes the importance of adjusting messages to the knowledge and needs of the audience [12]. Village employees use social media to disseminate information related to the Electronic ID card service, but the community feels that the delivery of information still needs to be improved. Announcements in public places and direct meetings are proposed as more effective methods. The community wants the use of simpler language and more in-depth counseling to reduce confusion and increase understanding of the procedure.

The researcher identified the objectives of Lingkar Selatan Village in the Electronic ID card service, namely to increase the efficiency and effectiveness of government services. Communication objectives must be clear and measurable [12]. Village officials coordinate with the RT/RW Head and conduct socialization to ensure that the process of making e-KTP runs according to procedure. E-KTP is expected to reduce waiting time, prevent duplicate data, and increase the accuracy of population data. The community also hopes for transparency and ease of administration.

The communication model that can be formed based on this discussion includes several important elements in the communication strategy. Audience determination is carried out by identifying and mapping the target audience. Messages are delivered through various communication channels, such as social media and direct meetings, with the aim of ensuring clear and easy-to-understand information. Communication objectives include increasing efficiency, effectiveness, and public trust in e-KTP services.

Communication evaluation is an important part of the strategy, which includes collecting feedback to assess the effectiveness of messages and identifying areas that need improvement. Determining clear audiences, messages, and objectives allows for the development of an effective communication model, which in turn can improve the quality of e-KTP services in Lingkar Selatan Village. With good planning and implementation, this communication strategy is expected to provide real benefits to the community and government.

Lingkar Selatan Village's communication plan for e-KTP services includes various strategic steps to ensure that residents receive clear and consistent information. The first step is to carry out a broad socialization campaign through various media, both local and digital. This campaign aims to introduce the e-KTP service and explain the procedures to the community in detail. This activity involves direct outreach at the RT/RW level, community meetings, and training for village officials. Through this campaign,

the government hopes to increase public awareness and understanding of the importance of e-KTP.

To ensure consistency and effectiveness of the message, Lingkar Selatan Village implemented several key strategies. The socialization campaign was carried out not only through local media and social media but also through announcements in public places such as markets or community halls. In addition, educational materials in the form of videos, infographics, and pamphlets were provided to facilitate public understanding. Various communication channels were used to ensure that messages about the e-KTP service were conveyed clearly and accurately to all levels of society.

Evaluation is an important part of this communication plan. Through direct surveys, community meetings, and feedback analysis, the village collected data to assess operational efficiency and the level of public satisfaction with the services provided. This data was used to improve administrative processes, improve officer training, and optimize technological infrastructure. This evaluation also included an examination of the friendliness and effectiveness of officers, accessibility of services, and the clarity of information conveyed to the community.

The communication strategy implemented also includes direct counseling and provision of information services and hotlines to assist residents with questions or problems related to the e-KTP. Mobile services are a proactive initiative to reach residents in remote areas, ensuring that all residents, without exception, can access the same services. Continuously updated educational materials serve as a continuous communication tool, ensuring that information about the e-KTP is always available and easy to understand.

Through the implementation of an integrated and sustainable communication strategy, Lingkar Selatan Village is expected to improve the overall quality of e-KTP services. By ensuring that services are delivered effectively and consistently, and conducting ongoing evaluations, the village government is committed to meeting the needs of the community and building a closer relationship between the government and residents. This strategy not only serves to achieve administrative goals but also to strengthen public trust and increase community satisfaction with the services provided.

4 Conclusion and Recommendation

This study on Symbolic Interaction in Bureaucracy: Communication Strategy of Bandung City Community Towards Participation-Based Administrative Services shows that the communication process implemented is quite effective. Audience determination is carried out with the initial step of residents bringing supporting documents, followed by document verification and biometric data collection. Various methods are used to understand community needs, such as direct surveys, meetings, and communication through social media and community meetings. Messages related to the Electronic ID Card are conveyed clearly through social media as the main tool, and village employees try to ensure that the message is delivered properly. In addition, Lingkar Selatan Village has established a communication plan that involves a socialization cam-

paign through various media and counseling at the RT/RW level. Evaluations are carried out systematically and comprehensively to improve public service standards and face growing administrative challenges. Based on the results of the study, several suggestions for Lingkar Selatan Village include the use of simple language in conveying information, increasing the efficiency of Electronic ID card making services, and managing more accurate population data. It is also important for Lingkar Selatan Village to improve residents' understanding of the Electronic ID card service and ensure that information is delivered consistently. For further researchers, it is recommended to use a multidisciplinary approach, conduct comparative studies with other sub-districts, and combine qualitative and quantitative research methods. Continuous evaluation of communication strategies and exploration of innovations in communication strategies are also important steps to improve the overall quality of public services.

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