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## **The Policy Implementation of Integrated Service Unit at Universitas Negeri Manado**

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**Abstract.** It is the human right of students as citizens and residents to receive services in accordance with their rights so that they are served quickly, precisely, with quality, without discrimination, and create certainty and satisfaction for service recipients as well as strengthening performance accountability for the public services provided. This research aims to interpret, describe and analyze the Implementation of the Integrated Service Unit (ULT) Implementation Policy at Universitas Negeri Manado (Unima) and what factors cause the Integrated Service Unit implementation policy not to be implemented according to policy. The research method used is a qualitative method with data collection techniques in the form of observation, interviews and documentation. The research results show that the implementation of the policy for implementing the Integrated Service Unit at Unima has not been carried out optimally. The influencing factors are 1) The policy for implementing integrated Service Units has not been socialized to students and management staff in study programs and departments that process comprehensive exam requirements; 2) There has not been communication between the integrated service unit staff and students and management staff in study programs and departments who process comprehensive exam requirements; 3) There are not yet sufficient human resources to support the implementation of the Integrated Service Unit; 4) There is no real commitment from structural officials to support the implementation of the Integrated Service Unit.

**Keywords.** Implementation, Policy, Integrated Service Unit, Universitas Negeri Manado

### **A. Introduction**

State policies governing public services are stipulated through Law Number 25 of 2009 concerning Public Services. This policy was established based on the consideration that the state's obligation as a public organization is to serve the service needs of every citizen and the state as a public organization is obliged to build public trust in the services of public service providers. The state realizes state responsibility in providing public services, through clear regulations so that there is an increase in the quality of public service providers in accordance with the general principles of good governance and providing protection for the public from abuse of authority in the delivery of public services [1].

In the concept of good governance, every public service implementation refers to the process of achieving decisions and their implementation that can be accounted for, as a

consensus reached by the state as a public service provider in implementing government as a responsible administration. The implementation of good governance includes 5 (five) elements, namely transparency, accountability, responsibility, independence and fairness (Masengi et al., 2023) [2].

In order to supervise public services, the Indonesian Ombudsman as an external supervisory institution for public services, has the duties, functions and authority to encourage the government to build clean, effective, democratic and trustworthy governance, as well as build transparency and accountability in government performance, and monitor accessibility. and the quality of public services based on public service standards as a standard measure that must be provided by service providers as mandated by article 54 of Law Number 25 of 2009 concerning Public Services (Sebayar & Hartati, 2021) [3].

Regulation of the Minister of Law and Human Rights Number 2 of 2022 concerning Human Rights-Based Public Services states that the government is responsible for respecting, protecting, fulfilling, upholding, human rights, which are oriented towards the needs, certainty and satisfaction of recipients of public services in every public organization (in Siregar & Mulyeni, 2023) [4], including higher education providers throughout Indonesia.

It is the human right of students as citizens and residents to receive services according to their rights so that they are served quickly, accurately, with quality, without discrimination, and to create certainty and satisfaction for service recipients as well as strengthening performance accountability for the public services provided. In the sense that the state is obliged to serve the public who need services in higher education through implementing a policy. In an effort to improve the quality and ensure the provision of public services in accordance with the general principles of good governance and provide protection for the public, strict and clear regulations are made regarding the rights and obligations of service providers.

In order to follow up on policies in providing public services, the Minister of Research, Technology and Higher Education issued policy Number 59 of 2016 which regulates universities as providers of public services. The philosophical basis is an effort to improve the quality of services in higher education, which is oriented towards student needs and satisfaction, which requires higher education providers such as Universitas Negeri Manado to form work units that provide public services. The formation of an integrated Service Unit refers to Law Number 25 of 2009 concerning Public Services, Law Number 12 of 2012 concerning Higher Education, Government Regulation Number 65 of 2005 concerning Guidelines and Preparation of Minimum Service Standards Implementation, Government Regulation Number 4 of 2014 concerning Implementation of Higher Education and Management of Higher Education, Presidential Regulation Number 13 of 2015 concerning the Ministry of Research, Technology and Higher Education, Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 15 of 2014 concerning Service Standard Guidelines, Regulation of the Minister of Research, Technology and Higher Education Number 15 of 2015 concerning the Organization and Work Procedures of the Ministry of Research, Technology and Higher Education.

This policy regulates Public Services as an activity to fulfill students' needs for administrative services provided by public service providers where students are the beneficiaries of services based on Service Standards as a promise of higher education providers such as Unima through the form of quality, fast, easy, affordable services. , and measurable. Apart from that, carry out a Service Declaration in the form of a written statement containing all the details of the obligations and promises contained in the Service Standards (Suriana & Ramli, 2021) [5]. The provision of services is based on: public interest, legal certainty, equality

of rights, balance of rights and obligations, professionalism, participativeness, equality of treatment/non-discrimination, openness, accountability, timeliness, speed, convenience and affordability. Meanwhile, the principles are simple, clear, time certain, accurate, safe. The responsibility of service providers is the availability of facilities and infrastructure, facilitating access through integrated service units (ULT). Meanwhile, the scope of services is based on the types and implementation units of Public Services for public services, in the form of various forms of services for student needs and administrative services (Anisah et al., 2020) [6].

In Article 6 (1) it is emphasized that the Public Service Unit is a Public Service Unit in state universities where the person responsible for all implementation of Public Services is the head of the university. Public Service Organizers in state universities cover the implementation of services which are obliged to provide services in accordance with their duties and functions, as well as their responsibility for compiling, determining and publishing service standards and Service Announcements, placing competent implementers, providing facilities, infrastructure and/or Public Service facilities. , provide quality services in accordance with the principles of Public Service delivery, carry out services in accordance with service standards. According to this policy, students as recipients of Public Services have the right to: a) know the truth of the contents of service standards; b) receive protection and/or fulfillment of services; c) receive quality service in accordance with the principles and objectives of service.

Public Service Units which are included in integrated service units are obliged to improve the efficiency and effectiveness of service delivery at state universities as determined through the Decree of the head of state universities and are obliged to prepare Service Standards determined by the Person in Charge and announced openly for students to know, with standard components services consist of Service Standard components including: 1. requirements; 2. systems, mechanisms and procedures; 3. service period; 4. fees/tariffs; 5. service products; and 6. handling complaints, suggestions and input, as well as basic legal components; 2. facilities, infrastructure and/or facilities; 3. requirements; 4. implementing competency; 5. internal supervision; 6. number of implementers; 7. service guarantee; 8. guarantee of service security and safety; and 9. evaluation of implementer performance as outlined in the Service Standards format.

Each Public Service Unit must establish Standard Operating Procedures, which are determined by echelon II officials from the Public Service Unit. And make a statement of the Public Service Unit's ability and obligation to carry out services in accordance with the Standards.

Higher education, especially Universitas Negeri Manado as a state administering institution in carrying out service activities, carrying out administrative services, must meet service standards where in providing services, have benchmarks as guidelines for providing services as an obligation and promise of the organizers to the community in the context of quality, fast, service. easy, affordable, and measurable. Universitas Negeri Manado as the organizer and executor of public services, is obliged to manage public service facilities, infrastructure and facilities effectively, efficiently, transparently, accountably and sustainably and is responsible for maintaining the replacement of public service facilities, infrastructure and facilities. The Integrated Service Unit (ULT) is an innovation from the government in order to improve public services, cut service bureaucracy and as an effort to create good governance.

Regulation of the Minister of Research, Technology and Higher Education Number 59 of 2016 concerning Public Services explains in article 16 that to increase the efficiency and effectiveness of service delivery at state universities, state university leaders form integrated service units, determined by the Decree of state university leaders . Universitas Negeri Manado

(Unima) was inaugurated by the Minister of National Education of the Republic of Indonesia based on Decree of the President of the Republic of Indonesia Number 127 of 2000. The Unima Statute was established based on the Regulation of the Minister of Education, Culture, Research and Technology Number 46 of 2022 concerning the Statute of Universitas Negeri Manado.

Universitas Negeri Manado in its vision of bureaucratic reform aims to create a university with quality, strong education and culture, superior and innovative based on *MAPALUS* which is a reference in creating a globally competitive university that is able to provide excellent public services and democratic higher education management so that it is able to face challenges globally, and one of the areas of change that is the aim of bureaucratic reform is strengthening the quality of public services.

In improving public services, Unima made changes in several service areas including: a). change management, creating a work culture whose orientation is excellent service, high performance, transparent, mutual cooperation, professional, creative and proactive, accountable and integrated, b). Structuring and strengthening the organization, namely improving the implementation of tasks and functions, c). Strengthening the quality of public services, namely increasing integrated service units, improving public services by optimizing information technology, improving public services based on SOP.

The Integrated Service Unit (ULT) provides information services specifically needed by students, and its position is very strategic in order to fulfill all information needs for student administration services at the university level. The main types of services from the Integrated Service Unit are Public Services, Complaint Services and Information Request services. From the Integrated Services Unit, it is hoped that students will get all the information they need in the form of payment of educational fees, student academic records, student status, student data and electronic documents.

Data obtained from the Universitas Negeri Manado head office, where the Integrated Services Unit was established in 2018, located on the Rectorate Building, Floor I next to the Academic and Student Affairs Administration Bureau. Unima's Integrated Service Unit (ULT) has four service counters, namely: (1) Academic Counter, (2) Student Affairs Counter, (3) Personnel Counter and (4) General and Finance Counter. Each counter has a different type of administrative service.

The Academic Counter accepts all administrative services related to the provision of education related to students including: Certificate of Graduation, Certificate of Diploma in progress, Letter of Academic Leave, Letter of Transfer of University/Study Program, Approval of Final Study/Comprehensive Examination and Completion of Diploma. The Student Affairs Counter receives administrative services such as; Student Cards, Scholarships, Student Entrepreneurship and other Student activities. The Personnel Counter receives administrative services such as; Decree on Promotion, Periodic Promotion, Annual Leave, etc. The General and Finance Section counters receive correspondence administration services such as incoming letters, outgoing letters, and legalization of documents proving payment (validation) of education fees. With the Integrated Service Unit, all administrative services in the Unima Rectorate Building will be easier for students, lecturers, education staff and all stakeholders because they are managed only through one service unit so they are more effective and efficient. Approval of the Final Study/Comprehensive Examination.

The existence of an Integrated Service Unit is in line with the policies regulated in Law Number 25 of 2009, Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 59 of 2016 concerning Public Services in the Ministry of Research, Technology and Higher Education to increase the efficiency and effectiveness of

service delivery in Higher Education where Higher Education Leaders form an Integrated Service Unit.

Some of the data obtained found that the Universitas Negeri Manado Integrated Services Unit had not implemented the above policy which was marked with: a). Provision of public services at the Universitas Negeri Manado Rectorate is still manual and carried out partially or separately in each respective section and not through one integrated service unit; b). One-stop public services were only implemented in the first year (2018); c). inadequate facilities and infrastructure, service machines and LCDs, queue chairs, computers, printers, cupboards, etc.; d), there is no service with an integrated system; e). ULT employees do not yet have access to all Unima systems except pdpt.sc.data; f). access to education fee payment information, student data, cannot yet be accessed; g). Student electronic data and documents are not stored properly (manual and online archive systems); h). student administration is still manual where students have to enter new files to be comprehensive; i). there are students who have not received a student card; j). Students who have graduated are still active in the Higher Education Database (PDDikti); k). The semester tuition fee payment slip (UKT/SPP) is still a requirement for the final (comprehensive) exam proposal file; l). In some cases students have to pay again because of payment slips for semester tuition fees even though online payments apply; m). Universitas Negeri Manado has not yet entered the selection for the Public Service Complaint Management Competition (P4) in the Public Service Unit category which is held by the Ministry of Administrative and Bureaucratic Reform every year which is assessed based on the instrument of the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 17 of 2017 through the service policy index, HR professionalism, facilities and infrastructure, Public Service Information Systems, Consultations and Complaints, and innovation.

Ignoring public service standards and public service announcements has a negative impact on public organizations. The assessment of public service providers includes four dimensions, namely the input dimension consisting of implementing competency assessment variables and service infrastructure fulfillment variables, the process dimension consisting of public service standard variables, the output dimension consisting of maladministration perception assessment variables, and the complaint dimension consisting of complaint management variables which was carried out using a quantitative approach using data collection methods, interviews with officials/service providers, community interviews, observation of physical appearance and documentary evidence supporting service standards.

Based on the background of this problem which is based on public policy regarding the formation of integrated service units and several phenomena regarding public services at Universitas Negeri Manado, research was carried out using scientific methods with a qualitative phenomenological approach with a public administration dimension approach, especially the public policy dimension. The aim of this research is to interpret, describe and analyze the implementation of Unima's Integrated Service Unit Implementation Policy and what factors cause the Integrated Service Unit implementation policy to not be implemented in accordance with policy.

## **B. Method**

This research uses a qualitative phenomenological type of research, which aims to understand, explore and analyze the meaning related to the problems of implementing policies for the Integrated Services Unit at the Universitas Negeri Manado head office. Research is descriptive in nature which tends to focus on the process of searching for the meaning behind

the phenomena that appear in the research, with the aim of making the problems to be studied more comprehensive and in-depth (Moleong in Langkai et al., 2019) [7].

The research location is the head office of Universitas Negeri Manado with the research focus, namely the implementation and determinants of policies for administering the Universitas Negeri Manado integrated service unit for students of the Faculty of Social Sciences and Law in submitting comprehensive exam files. The data analysis technique used is the Miles & Huberman approach model in Langkai et al. (2023), namely data collection, data reduction, data display, and drawing conclusions [8]. Then, to ensure the validity of the data, researchers used 4 main criteria presented by Lincoln and Guba in Moleong (2013), namely credibility, dependability, transferability, and confirmability [9].

### **C. Result and discussion**

#### **1. Implementation of the Unima Integrated Service Unit Establishment Policy *Socialization of Integrated Service Unit Policy***

Public service policy requires Universitas Negeri Manado to serve every student and emphasize students' rights and obligations in providing services. Public services at Universitas Negeri Manado carry out administrative service activities in the education sector, based on service standards as guidelines for carrying out easy, affordable and precise service quality assessments and service announcements as written statements regarding detailed obligations and promises in service standards.

This policy is established for the purpose of legal certainty where the principles of implementation refer to the general interests of society, equality, balance of rights and obligations, professionalism in duties and functions. Administratively, Unima is obliged to prepare service standards, publish service announcements, provide quality services, carry out services according to service standards.

As a follow-up to the above policy, the Unima Integrated Services Unit provides public services which include the implementation of services, counseling to the community, and providing legal certainty and the realization of students' rights to obtain services.

Policy of the Minister of Research, Technology and Higher Education Number 59 of 2016 concerning Public Services explains that universities are obliged to increase the efficiency and effectiveness of service delivery and form integrated service units, determined by the Decree of the leaders of state universities. Universitas Negeri Manado was inaugurated by Decree of the President of the Republic of Indonesia Number 127 of 2000. and the Unima Statute was stipulated based on the Regulation of the Minister of Education, Culture, Research and Technology Number 46 of 2022 concerning the Statute of Universitas Negeri Manado.

Based on the policies above, Unima as a higher education provider is obliged to carry out outreach activities through counseling to students and all educational staff regarding the existence of the Integrated Services Unit and the tasks it must carry out..

Universitas Negeri Manado in its vision for bureaucratic reform explains that it aims to create a university with quality, education and a culture that is strong, superior and innovative based on *MAPALUS* which is a reference in creating a globally competitive university that is able to provide excellent democratic public services and strengthen the quality of public services. In improving public services, Unima has made changes to create a work culture whose orientation is excellent service, high performance, transparency, mutual cooperation, professionalism, creativity and proactiveness, accountability and integration, structuring and strengthening the organization, namely improving the implementation of tasks and functions,

strengthening the quality of service to local residents. students through increasing integrated service units, based on Standard Operating Procedures.

Based on the results of interviews which became research findings, information was obtained that Unima's strategic policies and the policies of the Ministry of Higher Education, especially the existence of an Integrated Service Unit, had not been socialized to students so that both students and the management of comprehensive student files in the Social Sciences faculty did not yet know the duties and functions of the Integrated Service Unit, in fact they did not understand student rights based on the above policy.

Program socialization discussed by Nugroho (2021), said that poor socialization has an impact on program quality that is less effective [10]. Burhanuddin Muhtadi in Kurniasih (2013), wrote that no matter how good a policy is, if it is not followed by effective socialization it will definitely bring problems [11]. Policies must be implemented according to their goals and objectives, but if there is no outreach to implementers and facilities then the activities of the integrated Service Unit will not be achieved effectively. Van Meter and Van Horn in Langkai (2020) suggest the importance of policy socialization so that policy implementation runs linearly between the program, the implementer, and the performance of the program implementer and one of the aspects that influences the success of program implementation is implementation and socialization activities [12].

### ***Communication between Program-Related Agencies***

The Unima Public Service Agency's Business Strategic Plan was prepared to realize the vision of the Ministry of Education and Culture for 2020-2024, namely "to realize higher education that is sovereign, independent, and has personality through the creation of students who reason critically, creatively, independently, have faith, are devoted to God Almighty, and have noble character, work together and have global diversity." BLU's mission is to realize education that is relevant and of high quality, equitable and sustainable, supported by infrastructure and technology, optimizing all stakeholders to support transformation and reform in the management of education and culture.

In the 2020-2024 Business Strategic Plan, Unima has determined three main advantages to be achieved, namely excellence in teaching and learning, excellence in research and development, and excellence in innovation and collaboration. One of the achievement targets is the fulfillment of student services, the fulfillment of educational services and learning processes and the fulfillment of good higher education governance services.

As an Educational Institution for Educational Personnel, Unima has the function of developing abilities and forming a dignified national character and civilization in order to make the life of the nation intelligent, developing an academic community that is innovative, responsive, creative, skilled, competitive and cooperative through the implementation of the Tridharma; and developing Science and Technology by paying attention to and applying Humanities values. Based on these main tasks and functions, Unima has the obligation to carry out the Ministry's mission, including optimizing the participation of all stakeholders to support transformation and reform in the management of education, culture, science and technology.

Target Strategic Business Plan (RSB) The objectives of preparing the Unima RSB 2020-2024 are as follows: a. RSB documents are available which are the direction of Unima's planning and development policies after becoming BLU; b. Unima governance planning guidelines are available to ensure good university governance, which meets the aspects of credibility, accountability, transparency, efficiency, responsibility and fairness; c. Guidelines are available for implementing monitoring and evaluating performance achievements.

The results or findings of research, especially the management of comprehensive exam files for students of the Faculty of Social and Legal Sciences, obtained information from managers in departments and study programs that effective communication has not yet been created between managers and the division or integrated service unit at the head office regarding the duties and functions of these sections so that sometimes there is confusion because When submitting comprehensive exam files, the files or requirements that must be met are all the requirements that the student has fulfilled since semester one. This means that there has not been good communication between the staff involved in managing the administration of exam files, because they have to complete them with files that have been created since becoming a new student.

Experts including Van Meter and Van Horn (in Dilapanga et al., 2023) suggest that one aspect that influences the success of policy implementation is communication between organizations involved in the program [13]. This view is in line with the view of Edward III (1980) who suggested the main issues for effective program implementation, including communication, meaning how the Integrated Service Unit policy is based on the policy of the Minister of Higher Education, where the policy is communicated to students and implementers or functionaries by means of delivery. clarity of information. This is in line with Mazmanian and Sabatier who explain that the policy implementation process begins with a communication process between program implementers (Nugroho, 2004) [14].

### ***Human Resources***

The Integrated Service Unit was established in 2018, has four service counters, namely: (1) Academic Counter, (2) Student Affairs Counter, (3) Personnel Counter and (4) General and Finance Counter. Each counter has a different type of administrative service. The Academic Counter receives all administrative services related to the provision of education, including Approval of the Final Study/Comprehensive Examination. The Student Affairs Counter receives administrative services such as; Student Cards, Scholarships, Student Entrepreneurship and other Student activities. With the Integrated Service Unit, all administrative services become easier for students, because they are managed only through one service unit so they are more effective and efficient.

The Integrated Service Unit was formed based on policies regulated in Law Number 25 of 2009, Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 59 of 2016 concerning Public Services in the Ministry of Research, Technology and Higher Education to increase the efficiency and effectiveness of service delivery.

The research findings showed that the Universitas Negeri Manado Integrated Services Unit had not implemented the above policy, which was indicated by the lack of facilities and infrastructure in providing public services. There were only four ULT employees. Ignoring public service standards and public service announcements has a negative impact on the service quality of integrated service units.

Human resources according to employment status in 2020, consist of 730 State Civil Service lecturers, and 38 honorary staff. The educational staff consists of laboratory assistants, technicians, programmers, counselors and 344 State Civil Service administrative staff, and 156 honorary staff. Outsourced personnel consist of security personnel, cleaning services and drivers totaling 168 people. The number of lecturers in 2020 was 730 people, showing a decrease from 795 in 2016 (a decrease of 8.7%). This decline was caused by retirement factors, and the appointment of new lecturers and educational staff was still lacking. The average

number of retired lecturers per year is 22 people. Recruitment of new lecturers and educational staff in the 2016-2020 period only amounted to 48 people.

The shortage of educational staff has a significant effect on the ratio of lecturers to students. In 2020, the lecturer-student ratio is 1:24.76 or 1 lecturer serves 25 students. This figure still meets the ratio compliance standards as regulated in statutory regulations, namely 1:20 for exact sciences and 1:30 for non-exact sciences. Meanwhile, the volume of work served by the Integrated Service Unit is quite large, namely the Academic Service Counter with the following types of services: (1) Payment Slip Validation (for comprehensive files), (2) Activation of PDPT / grade checking (for comprehensive requirements), (3) Letter Certificate of Graduation (Alumni), (4) Certificate of Diploma in progress, (5) Letter of Application for Data Changes at PDDikti, (6) Certificate of Replacement Diploma Application for issuance, (7) Probinas Certificate, and (8) Examination of diploma photo files. Meanwhile, Universitas Negeri Manado has 7 Faculties and 1 Postgraduate Program. The total number of active study programs served is 62 study programs and 3 institutions, namely the Institute for Research and Community Service (LPPM), the Institute for Educational Development and Instructional Activities (LP3M), the number of students enrolled active 16,592 students. Human resources according to employment status in 2020, consist of 730 State Civil Service lecturers, and 38 honorary persons, 344 State Civil Service lecturers, and 156 honorary persons. Outsourced personnel consist of security personnel, cleaning service personnel and drivers totaling 168 people. The number of lecturers in 2020 will be 730 people. For comprehensive examination services, 62 study programs must be provided. This condition cannot be carried out by four staff employees.

Mazmanian and Sabatier in Masengi et al. (2023) explains that the policy implementation process is the policy's ability to systematize the program management process, including the allocation of human resources [15]. Hogword and Gunn in Akib (2010) stated that the availability of sufficient human resources has an impact on the success of policies [16]. Edward III (1980) in Slamet (2013) suggests that for policy implementation to be effective, one of the elements that must be considered is the human resources who implement the policy as supporting policy implementation which has an impact on the quality of policy implementation [17]. Human resources are an important component in carrying out the duties and functions of the Universitas Negeri Manado Integrated Service Unit as an organization that carries out policy implementation activities. The quantity and quality of employee staff needs to be developed based on competency and increasing the number of staff.

### ***Infrastructure***

The Unima Public Service Agency (BLU) Business Strategic Plan (RSB) was prepared to realize the vision of the Ministry of Education and Culture for 2020-2024 "to realize an advanced Indonesia that is sovereign, independent, and has personality through the creation of Pancasila students who reason critically, creatively, independently, have faith, have faith in God Almighty, and have noble character, work together and have global diversity." The stated mission related to BLU is as follows: realizing education that is relevant and of high quality, equitable and sustainable, supported by infrastructure and technology, optimizing the participation of all stakeholders to support transformation and reform in the management of education and culture. The explanation of the Ministry's vision and mission through the Unima Public Service Agency, Unima has set a vision, namely Superior, Innovative, based on Mapalus. The stated mission is to realize the provision of quality education and learning in the educational and non-educational fields; carrying out research and development in producing innovations for

the development of science and technology and solving development problems; community welfare through the transfer of knowledge and diffusion of technological results, good university governance, based on information and communication technology; and strengthening the pillars of character in increasing integrity based on Pancasila values.

The achievement targets are set as follows, namely the fulfillment of: a flexible and efficient financial management system as well as optimal and best use management and utilization of Unima's assets; student services; educational services and learning processes; research and community service services; and good higher education governance services.

The strategies that will be implemented in order to achieve this target are as follows: strategies on service aspects, financial aspects, strengthening and improving the quality of human resources, increasing innovation and investment, strengthening governance towards Good University Governance. The main advantages that will be achieved are Excellence in teaching and learning, Excellence in research and development, Excellence in innovation and collaboration.

**Facilities and Infrastructure Services** The facilities and infrastructure management system includes development and recording policies, determination of use, maintenance/repair/cleanliness, security and safety of infrastructure and facilities. The existence of facilities and infrastructure in 2016-2020 did not show significant changes. Unima has 2 campuses, namely Campus I Tondano and Campus II Tomohon with a total area of 311.87 Ha. The facilities and infrastructure consist of: lecture building (15,545 m<sup>2</sup>), laboratory, workshop, studio, language hall and computer lab (13,855 m<sup>2</sup>), student activity room (9,144 m<sup>2</sup>), library (6,000 m<sup>2</sup>), 13 dormitories (8,844 m<sup>2</sup>), other facilities (6,067 m<sup>2</sup>).

Supporting facilities for sports buildings and facilities: stadium, sports hall, swimming pool, etc. (30,844 m<sup>2</sup>). Office buildings (26,844 m<sup>2</sup>), academic support (701 m<sup>2</sup>), public facilities (parks, parking, etc.) (6,376 m<sup>2</sup>), public service facilities such as clinic buildings (200 m<sup>2</sup>). Facilities and infrastructure, both in area and number, meet the adequate ratio per student. Referring to Minister of Education and Culture Regulation No. 7 of 2020 and PERBANPT No. 1041/BAN-PT/LL/2020, it appears that the main facilities and infrastructure have met.

## **2. Financial Services**

Unima's revenue performance, Non-Tax State Revenue (PNBP) in the last 5 (five) years (2016-2020) shows the realization of PNBP income as depicted in Table 3 which shows several financial performance conditions, namely (1) a decrease in the amount of PNBP realization in 2019 amounting to 8.86% was caused by the Covid-19 Pandemic because many students did not re-register, (2) the decline in 2019 and 2020 was caused by the end of the study period for students of 21 PSKGJ study programs and the beginning of the Covid-19 pandemic (semester 1 2019), and (3) in 2020 the realization of PNBP revenue from the target showed a percentage of 87.05% and showed an increase in realization of 1.54%.

## **3. Governance**

In the context of governance, Unima has established a grand design to strengthen governance through three main stages, namely (1) rule based governance, (2) performance based governance, and (3) dynamic governance.

The governance aspect up to 2021 shows the following achievements:

a. Strengthening institutional regulation in the form of Chancellor's regulations in the academic, financial, student affairs, assets and personnel fields which are equipped with Standard Operating Procedures (SOP) for each field.

b. Determination and preparation of quality documents as an excess of the National Higher Education Standards (SNPT) consisting of (1) quality policy, (2) quality manual, (3) quality standards, and (4) quality forms.

c. Prepare and establish a Roadmap for Internal Bureaucratic Reform/WBK/WBBM within Unima.

d. Strengthening the integrated administration system for various ICTs in the academic field, namely the Unima Academic Information System integrated with Higher Education Database, Personnel System and Financial System. Universitas Negeri Manado Strategic Business Plan (RSB) 2020-2024.

e. Documents for organizing research and community service activities consisting of strategic plans, road maps and business processes for research and community service.

f. Facilities and infrastructure management documents are supported by the State Property Information and Accounting System (SIMAK BMN).

g. Preparing a Dynamic Archival Information System. Preparing an ICT-based Integrated Service Unit (ULT) to improve service quality for internal, external stakeholders and the wider community.

In supporting the achievement of the Universitas Negeri Manado Strategic Plan, which has been outlined in the annual work program, financial management needs to be carried out professionally, openly and responsibly in accordance with applicable laws and regulations, as well as principles in financial management, such as: Accountability oriented towards results, professionalism, proportionality, openness in financial management, financial audits by authorized and competent bodies.

Subsidies still received from the Government In order to implement programs and activities in 2023, Universitas Negeri Manado still needs assistance and subsidies from the Government, due to the receipt of PNBPN and the 2020-2024 Business Strategic Plan (RSB) Universitas Negeri Manado 19 Public Service Agency (BLU) Revenue ) others have not been able to finance all existing plans and programs. The APBN funds received by Universitas Negeri Manado are IDR 155,547,731,000,- with details of salaries and allowances of IDR 140,050,621,000,-, office operations and maintenance of IDR 15,497,110,000,-, university operational assistance of IDR 28,502. 083,000,-.

Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 59 of 2016 states that Public Services are aimed at increasing the efficiency and effectiveness of service delivery in Higher Education, and Higher Education Leaders are required to form Integrated Service Units. The Universitas Negeri Manado Integrated Service Unit (ULT) is a service unit established to realize Bureaucratic Reform within the Universitas Negeri Manado environment. ULT Unima has four service counters including: a) Academic Counter, b) Student Affairs Counter, c) Personnel Counter and d) General and Finance Counter.

The Integrated Service Unit is expected to be able to answer student needs regarding academic administration services. And it can make it easier for students to get academic services through one door. Through the Integrated Service Unit, the community and students can get the information they need regarding Universitas Negeri Manado. The ULT counter that is currently running is the Academic Services Counter with the following types of services: (1) Payment Slip Validation (for comprehensive files), (2) Activation of Higher Education Database (PDPT) / grade checking (for comprehensive requirements), (3) Certificate of Graduation (Alumni), (4) Certificate of Diploma in progress, (5) Letter of Application for Change of data in the Higher

Education Database (PDDikti), (6) Certificate of Replacement Diploma Application for issuance, (7) Probinas Certificate, and (8) Examination of diploma photo files.

Universitas Negeri Manado has 7 Faculties and 1 Postgraduate Program, namely the Faculty of Mathematics and Natural Sciences, Faculty of Engineering, Faculty of Sports Sciences, Faculty of Education, Faculty of Languages and Arts, Faculty of Social Sciences and Faculty of Economics as well as Postgraduate Programs. The total number of active study programs served is 62 study programs consisting of 1 doctoral level study program, 13 master's level study programs, 47 bachelor's level study programs, 1 D3 level study program, and 3 institutions namely the Institute for Research and Community Service (LPPM), the Institute for Educational Development and Instructional Activities (LP2AI), the Institute for Higher Education Quality Improvement (LPMPT) and there is also a Technical Implementation Unit. The number of active students is 16,592 students, and is supported by a resource strength of 762 lecturers and 344 educational staff.

The data obtained in the research findings show that the facilities that support activities, the integrated service unit only has 1 computer, 1 printer, the queue number detector is damaged, the cabinets are damaged, the internet network is unstable and for human resources, it has four staff and one coordinator. The equipment facilities and number of resources are very inadequate. There is no Chancellor's Decree regarding the ULT formation team, there is no organizational structure for ULT management, there is no standard operational procedure, there is no service announcement, there is no connection with the faculty.

Based on the achievement targets set in annual and long-term performance and compared with the infrastructure that supports performance achievements, specifically the completion of student administration, when compared with the available infrastructure, it can be said that there is an inverse relationship between organizational goals and the availability of supporting facilities in the integrated service unit.

#### **4. Commitment of Structural Officials**

The conditions above indicate that the vision and mission and achievement targets as a Public Service Agency with the driving force being the Integrated Service Unit are somewhat difficult to achieve if examined from research findings regarding the lack of socialization of the policy regarding the existence of an Integrated Service Unit, and there has not been effective communication between the staff of the Integrated Service Unit with management at the Faculty of Social Sciences and Law, limited facilities, resources show that there are only four staff on duty in the integrated service unit and there is no decree regarding the implementation structure of the policy for establishing an integrated service unit, there is no standard operational procedure and the announcement has not been socialized. service, is an indication that there is not yet a full commitment to implementing the policy.

Porter in Pramudyo (2013), views commitment as an attitude, which is willing to involve oneself in policy [18] dan Taylor (in Firdaus & Oktisari, 2018) said that commitment will increase when basing attitudes on public views and direct experience voluntarily [19]. Successful policy implementation suggested by Edward III (1980) in Sutmasa (2021) places disposition or attitudes as a determining factor, where disposition is the implementer's willingness to commit to implementing the required program [20].

#### **D. Conclusion**

Based on the results of the research and discussion presented above, it can be concluded that the implementation of the policy for implementing the Integrated Service Unit at Unima has not been implemented optimally. The factors that influence it are:

1) The policy for implementing an integrated Service Unit has not been socialized to students and management staff in study programs and departments that process comprehensive exam requirements.

2) Communication has not yet been established between integrated service unit staff and students and management staff in study programs and departments who process comprehensive exam requirements.

3) There are not yet sufficient human resources to support the implementation of the Integrated Service Unit.

4) There is no real commitment from structural officials to support the implementation of the Integrated Service Unit.

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