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Strategy for Improving The Quality of Public Services in The Tompasso District Office

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Abstract. This research aims to find out, analyze and describe the Strategy for Improving the Quality of Public Services at the Tompasso District Office. The research method used is qualitative descriptive. The number of informants in this study was 4 people. Data collection uses observation, interview and documentation techniques. Data analysis through data reduction, data presentation and drawing conclusions. The results of the research show that the performance of the case study public services at the East Tompasso sub-district office is running well. This is supported by the information data that the researchers obtained that: 1) Service Mechanism In providing services to the community it can be said that it has not been optimal. This is reinforced by the information provided by the sub-district head that the service mechanism has been structured and is always implemented by every community, however the reality is not yet based on the applicable SOP; 2) Facilities and Infrastructure, the facilities used in providing services and producing documents required by the community are inadequate in terms of capacity; 3) Competence of service providers. If the performance of public services is reviewed after the completion time, there is a guaranteed completion time, it is not yet effective and is not based on standards, however for several fields in the East Tompasso sub-district there are still some employees who only master their field, not including other fields. And there are also some employees who are placed in their own fields because there are limited employees who have expertise in their fields.

Keywords. Strategy, Quality, Public Service, Performance, Employee Competency

A. Introduction

The implementation of Regional Autonomy which is guided by Law Number 32 of 2014 which has been implemented simultaneously throughout Indonesia has laid the foundation for widespread autonomy in Regency and City areas in re-expressing their development potential (Lumingkewas, 2006) [1]. The centralized system which has given birth to patterns of similarity in various areas of development that has occurred so far, has greatly hampered the pace of development in the regions, causing regions to experience obstacles in developing innovation and creativity in development (Mandagi, 2015) [2]. Implementing Regional Autonomy in order to be successful in managing their own households, regional governments are required to improve their performance in providing services to the community. Regional

government as an organization that is needed to meet the needs and interests of the community always improves its performance in accordance with developments and community demands (Mahyul, 2019) [3].

In facing the era of globalization which is full of challenges and opportunities, state officials as public servants who provide the best possible service towards good governance, a strategy for improving the quality of good service is needed (Dwiyanto, 2021) [4]. The service strategy provided to the public at all times always demands quality public services from bureaucrats which are carried out in a transparent and accountable manner (Erlianti, 2019) [5]. The public service profession is based on the principles of professionalism and ethics such as accountability, effectiveness, efficiency, integrity, neutrality and justice for all service recipients (Santoso & Dewi, 2019) [6].

Service is the main task for state officials as state servants and public servants. This task has been clearly outlined in the fourth paragraph of the preamble to the 1945 Constitution, which covers four aspects of the basic service of the apparatus to society which reads: Protecting the entire nation and all of Indonesia's bloodshed, advancing general welfare and making the life of the nation intelligent (Dewi & Suparno, 2022) [7].

Improving the bureaucratic performance of public service strategies will have broad implications, especially in the level of public trust in the government, while the poor performance of the bureaucracy has so far been one of the important factors that has led to the emergence of a crisis of public trust in the government. The service strategies provided to the community by government officials often tend to be complicated, such as: This greatly influences the quality of public services provided (Masengi et al., 2023) [8].

In general, providing good services by local governments will be able to have a positive impact on the local government itself. The public will trust their government and community support for local government will become greater. The community wants the ability of local government to provide services and meet wider community needs. Understanding community needs and public problems is not only a monopoly of local government but also involves the community as recipients of regional government services.

The essence of government is service to the community. It was not created to serve itself, but to serve the people, in other words the government is a servant of the people. Public service by the bureaucracy is one manifestation of the function of the State apparatus as public servants in addition to being state servants (Kurniawan, 2023)[9]. Public services can be defined as a series of activities carried out by the public bureaucracy to meet the needs of all citizens who need various types of services, starting from social and political matters in the form of making birth certificates and land certificates. According to the Law of the Republic of Indonesia number 25 of 2009 concerning public services, it is an activity or series of activities to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods and services and/or administrative services provided by public service providers (Titania, 2023) [10].

In general, public services can be defined as a series of activities carried out by the political bureaucracy to meet the needs of all citizens who require various types of services, starting from social and political matters, in the form of making Birth Certificates, Resident Identity Cards (KTP), Land Certificates, then economic and business aspects, such as business or investment permits, building construction permits, or carrying out business activities for certain reasons and purposes, to various other types of public services. Every citizen can never avoid contact with government bureaucracy. At the same time, the government bureaucracy is the only organization that has the legitimacy to enforce various regulations and policies that

concern society and every citizen. That is why the services provided by the government bureaucracy require high levels of responsibility. In order for every individual to be recognized as an Indonesian citizen (WNI), they are obliged to have official documents such as a Resident Identity Card (KTP), Family Card, Birth Certificate and others. As previously mentioned, it is treated as a personal identity card and carries out daily activities. Obtaining an identity card/similar is the obligation of the sub-district as a government agency which is under the sub-district and directly deals with the community to provide good and maximum service in the context of processing documents (correspondence/legal products).

In the implementation of public services, a very strong orientation towards power has made the bureaucracy increasingly distant from its mission, namely providing public services. The bureaucracy and its officials define themselves more as rulers than as public servants. As a result, bureaucratic attitudes and behavior in providing public services tend to ignore the aspirations and interests of the community. The development of a paternalistic culture has also worsened the public service system through placing political and bureaucratic interests as the dominant variables in the delivery of public services. Things like this often disturb the sense of justice in people who feel they are treated unfairly by the public bureaucracy.

Based on the results of initial observations carried out by researchers at the Tompaso District Office, real problems with the public service process, especially arranging cover letters for making KTPs, Police Record Certificates (SKCK), Moving Certificates, PBB payment services, and introductions for making birth certificates, were felt is still complicated and not controlled effectively, so that areas of aspirations and public interests are still under-touched. The existence of the effectiveness of public services is assumed to be due to the influence of the level of work discipline of government officials. The opinion of the people of Tompaso District, Minahasa Regency is that the public services provided are still slow and the results of these services have not or even not met the desired expectations. there are still many employees who do not carry out their duties in accordance with what the community expects, problems caused by educational backgrounds which are still minimal where employee abilities are seen from employees who lack mastery of their respective fields and duties, available facilities and infrastructure are still limited, this causes service administration is not optimal, the accountability of officers in completing work tasks cannot be completed at the specified time, a lot of time is not used properly. They often make mistakes that shouldn't happen, for example not really complying with working hours regulations. Apart from that, the service system is lacking, where people sometimes ignore people who wait a long time during the registration process, often delay work, are slow at work, and there are also employees sitting around chatting with fellow employees during working hours.

Various groups want regional governments to improve their performance, because so far regional governments have not experienced the quality of regional government services that are transparent, accountable, efficient, and able to meet community needs. To overcome this, the government must be more responsive and accountable in order to provide excellent service and satisfy the community. For this reason, government officials will of course further improve their skills or expertise and high enthusiasm as public service (public servants), so that the services provided can be maximally accepted and provide satisfaction to the community. Based on the problems above, this research is entitled Strategy for Improving the Quality of Public Services at the Tompaso District Office.

B. Method

The research approach that the author will use in the research is qualitative research, because the 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, in-depth and natural (Sugiyono in Dilapanga et al., 2023) [11].

This research focuses on strategies to improve the quality of public services at the Tompaso sub-district office with a sub-focus on service mechanisms, infrastructure and competency of service providers. The data analysis technique used is the Miles & Huberman approach model in Supit & Lumingkewas (2023), namely data collection, data reduction, data presentation, and drawing conclusions [12]. 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 [13].

C. Result and discussion

Strategy for Improving the Quality of Public Services at the Tompaso District Office

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Public services are a very important element in government administration. Public services are simply understood by various parties as services provided by the government. All goods and services provided by the government are then referred to as public services (Dwiyanto, 2009) [14]. Apart from that, it was explained once again by Dwiyanto that previous

literature stated "what government does is public service". This opinion shows that basically the government has a very important role in providing public services.

Services by the government (government service) can be interpreted as "the delivery of a service by a government agency using its own employees." The provider must behave professionally in carrying out its function as a public service provider. As previously explained, the provision of public services must be supported by regulations issued by the government. This regulation then becomes a kind of guidance for the provision of public services. Therefore, the existence of Law No. 25 of 2009 concerning Public Services is a breath of fresh air in efforts to provide good public services. This law mandates that public service is an activity or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers.

Apart from that, the 1945 Constitution as the basis of the Indonesian nation state mandates the state to fulfill the basic needs of every citizen for their welfare, so that the effectiveness of a government system is largely determined by the good and bad of public administration. 8 So it is very clear that the task of public service providers is meet community needs in the form of goods, services or administrative services and in relation to these public services, community satisfaction with the services provided by public service providers is a very important element.

From the several definitions of public service described above, in the context of regional government, public service can be concluded as providing services or serving the needs of people or the community and/or other organizations that have an interest in that organization, in accordance with the basic rules and procedures determined and intended to provide satisfaction to service recipients.

Service Mechanism

Based on the research results, several findings were obtained regarding service mechanisms, namely a) Services are not yet based on Service Mechanisms; b) The specified completion time is 20 minutes, but in reality it is more than 20 minutes; c) Services are free of charge; d) There are still people who do not obey the rules and want to be provided with services in the District; e) There are still some people who use business certificates with things that do not match the facts; f) District and environmental heads always conduct surveys for people who want to create SKUs; g) Limited staff so there are still many empty sections.

Loina (2001) in Burhanuddin and Najeminur (2023) considers that service is "an overall process of forming a company image, either through news media, forming company culture internally, or communicating the company's views to government leaders and other interested publics. " while service is "the process of fulfilling needs through the activities of other people directly" [15].

Based on the findings and results of research related to the service mechanism in managing SKUs in Tompaso District, it is basically in accordance with the predetermined mechanism. Because the service mechanism has been structured and is always implemented by every community, and has been included on the notice board/information board regarding the processing process, and the requirements that must be met, but it turns out that there are still people who pay little attention, especially regarding the requirements. Meanwhile, the service time that has been set at 20 minutes is not always fulfilled because it is hampered by incomplete requirements, such as: not having a clear identity and also not having a domicile report, or also technical problems.

Service mechanisms are an important aspect in realizing good and quality public services. Therefore, service mechanisms must be adapted to existing service standards. Quality service standards to the community as a form of service commitment. Standard Operating Procedures are a reference for providing services to the public.

Kurniawan (2023) in Muarsarsar (2022) says that public service is the provision of services (serving) the needs of other people or the public who have an interest in the organization in accordance with the basic rules and procedures that have been determined [16]. This means that good service requires standard operating procedures (SOP) as a reference for action.

Strategy is essentially planning and management to achieve a goal. However, to achieve this goal, the strategy is not a road map that only shows the direction, but must show how it will operate. The provision of public services is carried out by public service providers, namely state/government administrators, economic and development administrators, independent institutions established by the government, business entities/legal entities that are authorized to carry out some of the duties and functions of public services, collaborating business entities/legal entities and/ or contracted to carry out some of the tasks and functions of public services and the general public or private sector who carry out some of the tasks and functions of public services which cannot be handled/managed by the government/regional government.

Every public service provider must have service standards, as a guarantee of certainty for the provider in the implementation of their duties and functions and for the recipient of the service in the process of submitting their application. Service standards are standardized measures in the implementation of public services as guidelines that must be adhered to and implemented by service providers, and serve as guidelines for service recipients in the application submission process, as well as as a means of control by the public and/or service recipients over the performance of service providers.

Facilities and infrastructure

Based on the research results, several findings were obtained in terms of infrastructure, including a) Equipment for making documents is sufficient, although still lacking in quantity; b) Tools needed Computers, printers, and data aSUip; c) The service providers have used smiles, and greetings.

According to data and research findings on infrastructure, the facilities used in providing services and producing documents needed by the community are not adequate, not only that, the ease of access provided by the Tompaso District office, there are services provided directly at the office and there are also services via on line.

As an effort to improve the quality of public services, it must be supported by adequate resources, such as human resources (HR), but also requires the availability of supporting resources for the success of a service process. With adequate facilities and infrastructure, it can make it easier and adequate to simplify and speed up the work process and achieve a goal so as to create satisfaction for service recipients.

The role of service facilities is very important because the role of these facilities is one that greatly influences improving the quality of public services. Having adequate service facilities can make people more satisfied and feel comfortable while in the service room. Providing services cannot be separated from management elements: labor, cost sources, materials and materials, equipment and machines, working methods, marketing, and finally service.

Competency of Public Service Providing Officers

Based on the research results, information was obtained regarding the competency of public service providers, in the form of findings, namely a) Completion time is approximately 20 minutes; b) Internal factors: Insufficient quantity of infrastructure, power outages; c) External factors: lack of public understanding of the importance of creating administrative documents, public lack of understanding of service procedures; d) Officers always strive to be problem solvers in every situation, responsive to every community problem.

Competence and performance cannot be separated from human resources in public services, because a person's competence can influence the performance of employees/public servants. One aspect that determines and plays an important role in efforts to improve services is employees as public servants. Public servants who have qualifications that suit their needs. Therefore, as a servant, it is necessary to improve managerial and social technical competencies or abilities, as expected by the ASN Law Number 5 of 2014 but also to develop effective and efficient competencies so as to contribute to the organization.

Regarding the competence of service providers in Tompaso District, based on research findings and results, it can be said that with the results of interviews conducted by researchers and related to several questions given by researchers, a conclusion can be drawn that in the process of public service performance, if reviewed after the completion time, it is effective and based on standards, but there are several internal and external factors that make the process of creating these documents slow down, starting from network connections to power outages and even if the sub-district head is on external duty, but for the entire service process the employees are always the mediator in providing understanding. and problem solver for every community who comes to get services.

Providing services (serving) the needs of other people or the public who have an interest in the organization in accordance with the basic rules or established methods is defined as public service. In the Decree of the Minister for Empowerment of State Apparatus Number 63 of 2003, public services or general services can be defined, "As all forms of services, both in the form of public goods and public services which in principle are the responsibility and implemented by Government Agencies at the Central, regional, and in the environment of State-Owned Enterprises or Regional-Owned Enterprises in the context of efforts to fulfill community needs and in the context of implementing the provisions of laws and regulations."

Management is not only limited to directing people and tasks or functions as stated by Pfiffner, but management includes a broader understanding, namely mobilizing other resources involved in activities to move and harmonize human resources and other resources in order to carry out activities. tasks to achieve predetermined goals.

Public services are a very important element in government administration. Public services are simply understood by various parties as services provided by the government. All goods and services provided by the government are then referred to as public services (Dwyanto 2015). Apart from that, it was explained once again by Dwiyanto that previous literature stated "what government does is public service". This opinion shows that basically the government has a very important role in providing public services.

Services by the government (government service) can be interpreted as "the delivery of a service by a government agency using its own employees." The provider must behave professionally in carrying out its function as a public service provider. As previously explained, the provision of public services must be supported by regulations issued by the government. This regulation then becomes a kind of guidance for the provision of public services. Therefore,

the existence of Law No. 25 of 2009 concerning Public Services is a breath of fresh air in efforts to provide good public services. This law mandates that public service is an activity or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers. Besides that, the 1945 Constitution as the basis of the Indonesian nation state mandates the state to fulfill the basic needs of every citizen for their welfare, so that the effectiveness of a government system is largely determined by the good and bad of public administration. 8 So it is very clear that the task of public service providers is meet community needs in the form of goods, services or administrative services and in relation to these public services, community satisfaction with the services provided by public service providers is a very important element.

Meanwhile, according to Sinambela in Cahyadi (2016), service is every activity carried out by the government in every activity that is profitable in a group or unit, and offers satisfaction even though the results are not physically tied to a product [17]. Furthermore, in the Decree of the Minister for Administrative Reform Number 63 of 2003, it has been explained that the definition of public service is all service activities carried out by public service providers as an effort to fulfill the needs of service recipients and to implement the needs of statutory regulations. Meanwhile, public service providers in the Decree of the Minister for Administrative Reform No. 63 of 2003 describes Government Agencies as a collective term which includes Work Units/organizational units of Ministries, Departments, Non-Departmental Government Institutions, Secretariats of the Highest and Highest State Institutions, and other Government Agencies, both central and Regional including State-Owned Enterprises, Business Entities Regionally Owned, Becomes a public service provider. Meanwhile, users of public services are people, communities, government agencies and legal entities who receive services from government agencies.

D. Conclusion

Based on the results of the research and discussion, it can be concluded that the performance of public servants in arranging Business Certificates at the Tompaso District office is not yet optimal. This can be seen in: 1) Service Mechanism: In providing services to the public, it can be said to be optimal. This is strengthened because it has been included. on information boards/announcements about the processing process, and the requirements that must be met, but apparently there are still people who pay little attention, especially regarding the requirements; 2) Facilities and Infrastructure: The infrastructure, facilities used in providing services and producing documents required by the community are inadequate in terms of capacity; 3) Competence of service providers: If the performance of public servants is reviewed after the completion time, there is a guaranteed completion time, it is not yet effective and not based on standards, however for several fields in Tompaso District there are still some employees who only master their field, not including other fields. And there are also some employees who are placed in their own fields because there are limited employees who have expertise in their fields.

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