



TECHNIUM
SOCIAL SCIENCES JOURNAL



Vol. 53/2024
A New Decade for Social Changes

PLUS
COMMUNICATION P



International
Communication & PR

Public Service Management at The Command Center of The Minahasa Regency Communication and Information Service

Lona O. K. Wattie¹, Evi Elvira Masengi², Thelma Wawointana³

Public Administration Magister Program, Faculty of Social Sciences and Law,
Universitas Negeri Manado

lonawattie@gmail.com¹, evielviramasengi@gmail.com²,
thelmawawointana@unima.ac.id³

Abstract. The aim of this research is to find out how Public Service Management is at the Minahasa Regency Communication and Information Service Command Center and to find out the obstacles faced by The Communication and Information Service in Public Service Management. The research method used is a qualitative method, namely answering a problem in depth in the context of the time and situation concerned, in accordance with objective conditions in the field and the type of research used is descriptive qualitative, namely describing the current state of the object qualitatively. The data sources used are primary data sources and secondary data sources with a total of 5 informants. Data collection techniques use observation, interviews and documentation methods. The data analysis techniques used are data reduction, data presentation and drawing conclusions. The research results show that: 1) Direct Evidence, namely providing outreach to the community and village/Regency government about the Command Center program; 2) Reliability, reliability applied in public services at the Communication and Information Service, one of which is Resources; 3) Responsiveness, which is possessed by Public Service Implementers so that it requires a process of collecting Public information in this case; 4) Guarantee, the complaint process is expected to be processed properly in accordance with the main duties and functions according to the bureaucratic structure of the Minahasa Regency Communication and Information Service (e) Empathy, The aim of the command center public service itself is to manage public complaints simply, quickly, precisely and well coordinated as a form of empathy for the community.

Keywords. Management, Public Services, Command Center, Communications and Information Service

A. Introduction

In today's digital era, it is important for the government to establish communication with the public. This is done to fulfill the public interest and improve community welfare (Adiwinarni et al., 2020) [1]. In accordance with Presidential Instruction Number 9 of 2015 concerning Public Communication Management, this communication aims to disseminate information to the public more quickly, as well as accommodate responses and input from the public regarding government policies (Riswandi, 2020) [2].

Law Number 14 of 2008 concerning Openness of Public Information also provides a legal basis that guarantees every individual's right to obtain public information. The law also requires every Public Body to provide and process requests for public information quickly, on time, at an affordable cost, and through simple procedures (Prakoso, 2021) [3].

Currently, there are problems related to the position of Public Information based on data released by the Ombudsman of the Republic of Indonesia in 2022. This data reflects public complaints and places Public Information in 12th place. Public services were ranked 12th in the number of complainants at 2.37% of the total complaints received. Complaints made by the public include the lack of transparency of government agencies in presenting information about development and financial programs. Apart from that, government agencies are also considered to be inadequate and unresponsive to criticism and suggestions submitted regarding development issues and public services (Ombudsman of the Republic of Indonesia in Putra et al., 2023) [4].

One public institution that is fully committed to providing information to the public is the Minahasa Regency Communication and Information Service. This is in accordance with the Minahasa Regency Regulation Number 23 of 2008 Article 3 concerning the Establishment of the Organization and Work Procedures of the Minahasa Regency Communication and Information Service. The aim of the Minahasa Regency Communication and Information Service is to carry out regional government requests in the field of information and communication, in accordance with the principles of autonomy and assistance, as well as other requests that have been approved by the governor based on applicable law [5].

In the context of the importance of communication and synergy between the Regional Government of Minahasa Regency and the community, the Minahasa Regency Communication and Information Service has established a public complaints service known as the Command Center. The Minahasa Regency Command Center takes the form of social media, an application, or the official website of the Minahasa Regency Regional Government, which functions as a means of interaction between the community and the regional government. Through this Command Center, the public can express their goals, concerns, opinions and criticism of issues related to the development of infrastructure, education, health and other matters relating to the public interest. Apart from that, the Command Center is also a means for Minahasa Regency Regional Government to publish information about work programs and achievements of the Minahasa Regency Regional Government.

The existence of the Minahasa Regency Command Center also encourages the Regional Government of Minahasa Regency and related Regional Apparatus Organizations to respond quickly to complaints, suggestions and criticism from the public. All of this is done in order to improve community welfare, especially the community in Minahasa Regency.

The Communication and Information Service Command Center is intended to implement a “no-wrong-door-policy,” which aims to ensure that participants from various backgrounds can safely participate in public outreach activities that are most likely to produce results (Nugroho et al., 2023) [6]. In this context, the Command Center has the following objectives: ensuring that community development is carried out in a timely, efficient, careful and well-coordinated manner. Access is given to the general public so that they can participate in conveying their problems. improving certain qualities in public services obtained through socialization procedures to the community (Manoppo et al., 2022) [7].

The Minahasa Regency Command Center complaint service can provide effective services in handling complaints from the public in general, however the system used is not yet able to provide a simple, fast and precise process in handling every complaint that comes in.

Apart from that, community involvement in using the Command Center to convey complaints is not yet optimal, and the socialization process carried out by the regional government in order to encourage community participation in conveying their input and complaints through this platform has not been fully implemented.

Coordination and cooperation between agencies in handling complaints that come in through the Command Center, there is still a mechanism that has not been prepared procedurally to channel complaints to the competent agency that handles them, as well as how to respond from these agencies so that the Command Center is able to improve the quality of public services as a whole which has implications for optimal, effective and efficient public services.

Based on the facts that emerge from the various problems above, the researcher is interested in carrying out research on public complaint services and data management as well as instructions from the leadership of the Command Center of the Minahasa Regency Communication and Information Service to analyze in depth so that the title of this thesis research is "Command Center Public Service Management Minahasa Regency Communication and Information Service".

The aim of this research is to determine the quality of public services and inhibiting factors in the quality of public services at the Command Center for the Communication and Information Service in Minahasa Regency.

B. Method

The research methodology approach used in this research is descriptive qualitative based on phenomenology, namely analysis carried out on the condition of an object that can be understood. In this analysis the researcher plays a key role, data collection is carried out using triangulation (combined) techniques, and data analysis is carried out using a combination of descriptive and qualitative data. The results of qualitative analysis are more generalizable compared to the other two methods. The advantage of using a qualitative research design is that it allows researchers to analyze research results with a level of accuracy to describe or analyze a phenomenon using interviews (Moleong dalam Lumingkewas & Supit, 2023) [8].

The focus of this research is on the relationship between observed problems and problems based on theory. Service quality includes: tangibles, reliability, responsiveness, assurance, and empathy. The research location was carried out at the public complaints service (Command Center) at the Minahasa Regency Communication and Information Service. The number of respondents was 5 people who were determined using the purposive sampling method. Data sources are informants, places and events, and documents. The data analysis technique used is the Miles & Huberman approach model in Masengi et al. (2023), namely data collection, data reduction, data display, and drawing conclusions [9].

C. Result and discussion

1. Research Result

a) *Public Service Management at the Command Center of the Minahasa Regency Communication and Information Service*

Since 2018, Minahasa Regency has participated in the Command Center application innovation program for six years. The Command Center is an online service that allows the public to convey their aspirations and complaints. This service is integrated with Facebook and has access to all Heads of Regional Work Units (SKPD) at Minahasa.go.id and the Facebook Minahasa Command Center. To implement the "no wrong door policy" or "no wrong no police" policy, Minahasa Regency wants to ensure that the government makes appropriate policies that

guarantee the public's right to submit complaints to public service providers who are authorized to handle them. Apart from that, the existence of this Command Center site can increase public trust in the government. One of them is the Command Center Complaints Group on the Website, Facebook, even the WhatsApp Group media itself, namely the Quality of Service of the policy process which is managed on the Facebook page of the Minahasa Regency Communication and Information Service namely Minahasa Command Center, and R3D Command Center.

Public Service Management in the Minahasa Regency Communication and Information Service was analyzed using Parasuraman's theory (2014:117) in Bahri et al. (2020)[10]. Factors that influence the quality of public services: Tangibles, Reliability, Responsiveness, Assurance, and Emphaty, so that it can be explained as follows:

Tangibles

Minahasa Regency Regional Regulation Number 5 of 2016 concerning the Formation and Organizational Structure of Regional Apparatus, which is followed by Minahasa Regent Regulation Number 61 of 2016 concerning Position, Organizational Structure, Duties, Functions and Work Procedures of the Minahasa Regency Communication and Information Service, regulates the existence and structure Minahasa Regency Communication and Information Service organization, which explains the main tasks of The Communication and Information Service, so that it shows directly the public service tasks carried out, apart from that, with the existence of Social Media, there is a means to receive aspirations from public complaints with Websites, Fabebook, even WA Group facilities.

Judging from the increase in the number of complaints received before and after the socialization, it can be concluded from the results of interviews in the research that the Command Center Public Service Management at the Minahasa Regency Communication and Information Service has been implemented. The implementation of the Command Center program at the Minahasa Regency Information and Communication Service is going well. Socialization has been carried out in villages/Regencys/department offices, so that whatever is expected from this can be implemented as fully as possible.

The Minahasa Regency Communication and Information Service has covered good communication and provided outreach to the community and village/Regency government regarding the program for establishing Community Complaints facilities through various Social Media Command Centers. In this case, this program can have a positive impact on the Minahasa community, as evidenced by the large number of complaints received. It is hoped that the presence of the Command Center program can improve the public services currently provided in Minahasa Regency.

Based on the results of interviews in research, socialization can be carried out because of good communication. Before socialization, only 30% of total complaints were received; However, after socialization, 80% of complaints were successfully resolved, this shows an increase in the number of complaints of up to 50%. All complaints are processed without delay, so that they are verified completely and become a source of long-term and sustainable information for The Communication and Information Service.

Reliability

Reliability is one of the important factors of success in public services (Riyanda, 2017) [11], one of which is the resources referred to in the permits applied for public services at the Communication and Information Services. The three types of reliability are human reliability, budget reliability, and facilitation reliability (Kosegeran et al., 2016)[12]. When viewed in terms of budget, human resources and facilities, resources are considered good. To achieve effective

policies, human resources must work together in implementing public policies (Ramdhani & Ramdhani, 2017) [13]. For budget resources themselves, this refers to the capital adequacy of a particular program to ensure that the program is implemented properly. Facility resources are also very important compared to other resources in the Command Center Service at the Minahasa Regency Communication and Information Service. Resources such as laptops, wifi, and printers are examples. The success of the Command Center's Public Service Management will be enhanced by the presence of good resources.

Based on research data, the regional government has provided facilities for implementing the Command Center program in Minahasa Regency, so this development is a positive indicator of the program's success. Human resources, budget resources and facility resources are very important in developing the Command Center program so that incoming data can be processed smoothly and quickly. The Minahasa Regency Communication and Information Service has provided human resources of quite good quality, as evidenced by the employees who participated in the implementation of the Command Center program in Minahasa Regency. Human resources and facilities are very important for the Command Center services of the Minahasa Regency Information and Communication Service to ensure public services are carried out in a timely and accurate manner.

The results of the research show that this is in accordance with what was said by the Head of the Communication and Information Service, the Head of the Public Opinion and Information Management Section of The Communication and Information Service, the Head of the Public Communication Resources and Cooperation Relations between The Communication and Information Service Institutions Section, and the Staff/Executors/administrative staff of Minahasa Regency The Communication and Information Service. This information is provided to always ensure public services are timely, accurate and not delayed. As a result, the government is expected to be able to maximize the Minahasa Regency APBD budget. The Command Center has public services and the government has tried to provide the best for the Minahasa people.

Responsiveness

The success of this program depends on the level of transparency maintained by the Public Information Provider, in this case The Communication and Information Service of Minahasa Regency, so there is a need for a public information exchange process. Apart from that, public expectations regarding the complaints mentioned above must be addressed in order to get an appropriate response from The Communication and Information Service.

The Minahasa Regency Government has implemented the Command Center program well. This program is designed to improve the quality of public services and the performance of the Indonesian Ministry of Public Works in development. Therefore, apparatus is one way to measure the success of a program. If the implementer successfully launches the Command Center program, then the program will be implemented as it should.

Based on all research findings, the Regional Government has very good and supportive equipment, as can be seen from the success of the team working in establishing communication channels with the general public and the Village/Regency Government, so that the current Command Center program will make the Minahasa Regency Government more effective in quality of public services.

Assurance

Guarantees in the complaint process are expected to be processed properly in accordance with the main duties and functions according to the bureaucratic structure of the Regency Communication and Information Services of Minahasa Regency. The Regional Government, in this case the Minahasa Regency Communication and Information Service, has a clear bureaucratic structure to manage every complaint from the public so that it has a guarantee that every process can be managed and resolved properly.

The Regional Government, in this case the Minahasa Regency The Communication and Information Service, carries out the program in accordance with standard operating procedures (SOP) that are clear and easy for the public to understand. so that Public Services can be implemented in accordance with their initial goals and objectives. The Minahasa Regency Communication and Information Service has responded to all incoming complaints without recording or delaying them, and that operational procedures have been implemented in accordance with standards.

Based on the research results, it can be concluded that the Minahasa Regional Government, especially the Communications and Information Service, has followed official protocols in public services through the Command Center. From an administrative perspective, the Minahasa Regency Communication and Information Service has a bureaucratic structure, namely between the Regency admin and liaison officials in each agency. This is in accordance with reliable standard operating procedures (SOP), so that the structure clearly shows the survey results which show that the performance of the Minahasa Regency Communication and Information Service is a good aspect. bureaucratic structure. This is similar to Parasuraman's theory which states that well-implemented SOPs will be a factor in the success of public policy management.

Empathy

Empathy is defined as giving sincere and individual or personal attention to society by trying to understand people's desires and needs to make people happy (Prakoso et al., 2017) [14].

Based on interviews in the research process, it can be seen that the government is truly committed to the objectives of the Public Service Quality Command Center, namely giving every person in Indonesia, including Minahasa Regency, the right to convey their complaints and aspirations to the government. The aim of the Public Service Quality Command Center is to manage public complaints in a simple, fast, precise and well-organized manner, so that the public can participate. This is in accordance with Parasuraman's theory that empathy for public complaints will guarantee the success of public management services.

b) Inhibiting factors (Obstacles) in Public Service Management Command Center at the Minahasa Regency Communication and Information Service

The obstacles to the Command Center Public Service Management at the Minahasa Regency Communication and Information Service are:

Obstacles in Tangibles

There is a lack of coordination between Regency administration and liaison officials in each Regional Apparatus Organization; several liaison officials were transferred to other Regional Apparatus Organizations and did not understand their main duties as liaison officials. Based on research results, one of the problems faced is a lack of coordination. The Minahasa

Regency Communication and Information Service in implementing the Command Center program.

Obstacles in Reliability

The number of people who only communicate face to face or through complaint posts is so large that group administrators have difficulty handling these complaints. Based on the research results, the author can conclude that reports from the reporting community have been collected; However, because people who report do not have personal contact, we at the Minahasa Regency Communication and Information Service have difficulty collecting reports from the public.

Obstacles in Responsiveness

One of the challenges faced by the Minahasa Regency Communication and Information Service in the Service Quality Support Center is the lack of response days in the socialization process, which means that socialization has not yet reached all areas in Minahasa Regency, and the presence of Covid-19 is another factor that contributes to this situation. Based on the results of observations and interviews at the Minahasa Regency Communications and Information Services Command Center, it can be concluded that socialization is already underway. However, this is not accurate because there is no funding for outreach and the Covid-19 problem also presents challenges.

Obstacles in Assurance

The obstacle in Guarantee is an effort by the government to manage every problem received through the command center. Based on observations and interviews in the research, the researcher concluded that one of the obstacles in guaranteeing service quality is whether the complaint management process is managed well or not.

Obstacles in Empathy

The obstacles to empathy in the quality of public services can be seen from the problem solving process provided, as in the results of an interview with the Head of the Communication and Information Service, who stated: "The form of empathy provided by the Government is in the form of special attention in dealing with problems, where this form of special attention can provide a sense of concern for the community. and the community is satisfied with the service, but the problem is that there are people who are not satisfied with the service on a daily basis".

2. Discussion

Based on all the research results, it can be concluded that the Regional Government of the Minahasa Regency Communication and Information Service has followed the SOP which is clearly stated in the Management Section of the Command Center of the Minahasa Regency Communication and Information Service. Direct evidence can be seen from the main points and structure of functions in the The Communication and Information Service Command Center, as well as SOPs and Bureaucratic Structure. In this regard, the Minahasa Regency Communication and Information Service has carried out a thorough review of every government program that is being implemented well by providing opportunities for outreach to the general public and local government officials regarding the Command Center program. Apart from that, it can have a positive impact on a better Minahasa so that it becomes direct evidence of the involvement of The Communication and Information Service in carrying out its duties, as can be seen from the

number of complaints submitted. With the Command Center program, it is hoped that it can significantly improve public services in Minahasa Regency in the SOP aspect.

The Minahasa Regency Communication and Information Service has implemented the Command Center application program which is regulated in the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 62 of 2018 concerning Guidelines for the National Public Service Complaint Management System, so that it is used as a reference and implementation guide for implementers including aspects Reliability (Sukirno, 2023) [15]. One of them, Reliability is an important success factor in public services. The communications and information services department assumes that noise is applied in public services. The three types of data are human resource reliability, budget reliability, and facility reliability. Resources are said to be good if seen from human resources, budget and facilities. The success of this program depends on the level of transparency maintained by Public Law Enforcement, therefore a public information exchange process is needed, a forum for collecting community aspirations regarding these complaints so that they are responded to well by the Minahasa Regency Communication and Information Services. Guarantees in the complaint process are expected to be processed properly in accordance with the main duties and functions according to the bureaucratic structure of the Minahasa Regency communications and information services office.

In terms of guarantees, by complying with correct standard operating procedures (SOP) and with a clear structure based on the results of interviews, it can be concluded that the bureaucratic structure elements are components that contribute to the success of the Public Service Guarantee in the Minahasa Regency Communication and Information Service. and, like Parasuraman's theory, complaint assurance with good standard operating procedures (SOP) will play an important role in the success of public service management.

In addition, the goal of the command center itself is to facilitate community outreach in a safe, timely, efficient and well-coordinated manner. It also provides access for community members to participate in outreach efforts and raises public outreach standards. thus providing empathy to the community.

The Minahasa Regency Communication and Information Service has good Public Service Management, so it is known that the Command Center via Social Media Minahasa.go.id is included in the success factors for Public Service Management in the Minahasa Regency Communication and Information Service. This is in line with the theory of Parasuraman (2014) which states that knowing the quality of service that is actually felt by service users there are 5 (five) dimensions of service quality, the explanation of these dimensions is as follows: Direct Evidence, reliability, responsiveness, assurance, and empathy. So it can be proven through this research.

However, in the process, according to the research results, obstacles were found including: Obstacles in Direct Evidence, namely that administrative staff had difficulty understanding who was a peer supporter in each Regional Apparatus Organization because some peer supporters were referred to other institutions and some did not fully understand the purpose of his work. Apart from that, Obstacles in Reliability are one type of Constraint where many people lack personal contact and reporting suspicious activity through postal complaints is considered a complaint admin. Then, the obstacle in responsiveness is that there is no socialization Command Center, so that socialization has not yet spread to the entire Minahasa Regency, and the presence of Covid-19 has also contributed to this situation. There are also obstacles in guarantees, namely the process of assessing whether complaints have been carried

out properly or not, and obstacles in empathy, namely the existence of people who are somewhat gullible regarding the empathy provided by the government.

D. Conclusion

Based on the results of the research and discussion presented above, the following conclusions can be drawn:

1) Command Center Public Service Management at the Minahasa Regency Communication and Information Service, it can be concluded that there are 5 indicators that serve as benchmarks for the Quality of Command Center Public Services as follows:

a) Tangibles: In this case, the Minahasa Regency Communication and Information Service has provided direct proof of the existence of government programs being implemented. Apart from providing opportunities for socialization to the wider community and local government with the Command Center program, it can also give a good impression to Minahasa so that it becomes a trusted partner in carry out their duties, as can be seen from the number of complaints received. It is hoped that the existence of this Command Center initiative will ultimately improve public services in Minahasa Regency.

b) Reliability: Reliability is the only reason that plays an important role in success factors in public services, one of which is the resources referred to in the permits applied for public services at the Communication and Information Services. The three types of Reliability are Human Reliability, Budget Reliability, and Facility Reliability. Resources are said to be good if seen from human resources, budget and resource facilities.

c) Responsiveness: The success of the program depends on how responsive the Public Service Implementer has, so it requires a process of collecting public information, in this case, a container for collecting community aspirations regarding the complaint so that it is responded well by the Minahasa Regency Communication and Information Service.

d) Assurance: Guarantees in the complaint process are expected to be processed properly in accordance with the main duties and functions according to the bureaucratic structure of the Minahasa Regency Communication and Information Services. In this case, it is in accordance with the correct standard operating procedures (SOP) so that the structure is clear. Based on the results of the interview, it can be seen that aspects of the bureaucratic structure are included in the success factors for the Public Service Guarantee in the Minahasa Regency Communication and Information Service. and this is like Parasuraman's theory that guaranteeing complaints with good SOPs will be a success factor in public service management.

e) Empathy: The aim of the command center itself is to provide outreach to the community in a safe, timely, efficient and well-coordinated manner. This also provides access for the community to participate in outreach activities aimed at improving the quality of public services and showing empathy for the community.

2) The factors inhibiting public service management at the command center of the Minahasa Regency Communication and Information Service are:

a) Tangibles: Difficult to Find Evidence Because some liaison officials have moved to other agencies and some still do not understand their main duties, it is difficult for Regency admins to know who is responsible for each Regional Apparatus Organization.

b) Reliability: The Regency admins have difficulty handling complaints because many people report them personally or through the complaint post without contact information.

c) Responsiveness : The budget for socialization of the Command Center is insufficient.

d) Assurance : There is a process for resolving complaints whether they are resolved well or not.

e) Empathy : People are less satisfied with empathy in the form of attention provided by the government.

References

- [1] N. Adiwinarni, D. R. Puspita, and S. Rosyadi, "Membaca Aspek Komunikasi, Sumberdaya, Disposisi, Dan Struktur Birokrasi Dalam Kebijakan Publik: Studi Implementasi Program Pertemuan Peningkatan Kemampuan Keluarga Dinas Sosial Kabupaten Cilacap," *Adm. J. Ilm. Adm. Publik dan Pembang.*, vol. 11, no. 1, pp. 37–44, 2020.
- [2] A. Riswandi, "Pengaruh Faktor Komunikasi, Sumber Daya, Disposisi dan Struktur Birokrasi dalam Implementasi Kebijakan Pelayanan Kesehatan Tradisional Integrasi Terhadap Penyelenggaraan Pelayanan Kesehatan Tradisional di Puskesmas," *Gunahumas*, vol. 3, no. 1, pp. 71–92, 2020, [Online]. Available: <https://ejournal.upi.edu/index.php/gunahumas/article/view/28403>
- [3] L. Y. Prakoso, "kebijakan publik Komunikasi Kebijakan Pemerintah Daerah Khusus Ibukota Jakarta," *J. Inov. Penelit.*, vol. 2, no. 3, pp. 955–964, 2021, doi: <https://doi.org/10.47492/jip.v2i3.646>.
- [4] D. T. Putra, F. Dewantoro, and M. A. R. Putra, "Perbandingan Penilaian Penyelenggaraan Pelayanan Publik Tahun 2021 dengan Tahun 2022," *Publ. J. Public Adm. Stud.*, vol. 2, no. 4, pp. 368–375, 2023.
- [5] P. D. K. Minahasa, "Peraturan Daerah Kabupaten Minahasa 23 Tahun 2008 Pasal 3 tentang Pembentukan Organisasi dan Tata Kerja Dinas Komunikasi dan Informatika Kabupaten Minahasa." Pemerintah Daerah Kabupaten Minahasa, Minahasa, 2008.
- [6] P. C. Nugroho, A. Asropi, and R. Rajab, "Implementasi Kebijakan Sistem Pengelolaan Pengaduan Pelayanan Publik Nasional (SP4N) dalam mewujudkan konsep 'No Wrong Door Policy' di lingkungan Lembaga Administrasi Negara," *J. POLINTER Kaji. Polit. DAN Hub. Int.*, vol. 9, no. 1, pp. 72–96, 2023.
- [7] N. Manoppo, V. Kasenda, and A. Kimbal, "Implementasi Program Cerdas Command Center Di Dinas Komunikasi Dan Informatika Kota Manado," *GOVERNANCE*, vol. 2, no. 2, 2022.
- [8] E. Lumingkewas and B. F. Supit, "Implementasi Kebijakan Pengelolaan Barang Milik Daerah Pada Pemerintah Kabupaten Minahasa," *Acad. Educ. J.*, vol. 14, no. 2, pp. 1106–1116, 2023, doi: <https://doi.org/10.47200/aoej.v14i2.1982>.
- [9] E. E. Masengi, E. M. C. Lumingkewas, and B. F. Supit, "Implementation of Government Regulation No. 53 of 2010 concerning Civil Servant Discipline in the Finance, Asset, and Revenue Management Office of Minahasa Regency," *Tech. Soc. Sci. J.*, vol. 40, pp. 11–22, 2023, doi: <https://doi.org/10.47577/tssj.v40i1.8404>.
- [10] S. Bahri, K. Effendy, N. Ngadisah, and S. Lukman, "Public Policy Implementation in Efforts to Improve Public Service Quality in Tangerang City," *Int. J. Sci. Soc.*, vol. 2, no. 3, pp. 534–548, 2020.
- [11] R. Riyanda, "Faktor-faktor yang menghambat kinerja pelayanan publik di dinas kependudukan dan pencatatan sipil kota batam," *J. Niara*, vol. 9, no. 2, pp. 75–90, 2017.
- [12] A. I. Kosegeran, L. Kalangi, and H. Wokas, "Analisis Faktor-Faktor yang Mempengaruhi Keandalan dan Ketepatan Laporan Keuangan Satuan Kerja Perangkat

- Daerah pada Pemerintah Kabupaten Minahasa Tenggara,” *ACCOUNTABILITY*, vol. 5, no. 2, pp. 178–190, 2016.
- [13] A. Ramdhani and M. A. Ramdhani, “Konsep umum pelaksanaan kebijakan publik,” *J. Publik J. Ilm. Bid. Ilmu Adm. Negara*, vol. 11, no. 1, pp. 1–12, 2017.
- [14] A. F. Prakoso *et al.*, “Reliability, responsiveness, Assurance, Empathy, and tangible: still can satisfy the customer,” *Int. J. Bus. Manag. Invent.*, vol. 6, no. 3, pp. 68–75, 2017.
- [15] F. S. Sukirno, “Evaluasi Kebijakan Pemerintah Provinsi Sumatera Barat dalam Pengelolaan Pengaduan Pelayanan Publik.” Universitas Negeri Padang, 2023.