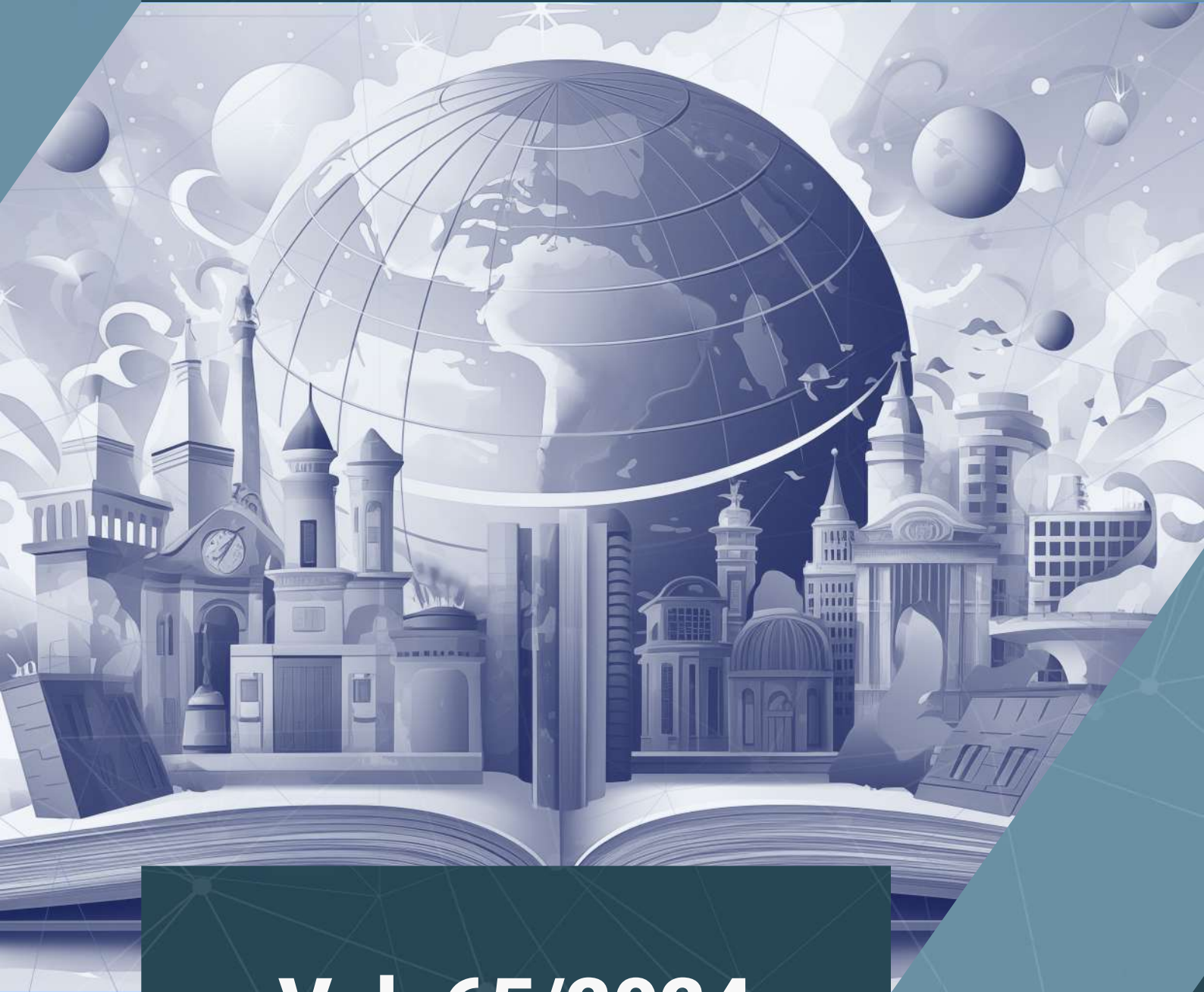




TECHNIUM
SOCIAL SCIENCES JOURNAL



Vol. 65/2024
A New Decade for Social Changes

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Public Services At the Minahasa District Education Office

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ABSTRACT

The aim of this research is to find out and describe public services at the Minahasa Regency Education Office. This research uses qualitative methods, with the process starting from data collection, data reduction, data display and drawing conclusions. Research informants namely; Head of General and Civil Service Subdivision, General and Civil Service Staff, General and Civil Service Staff, and Teachers. Data collection was carried out through observation, interviews and documentation techniques. Data validity checking techniques include the degree of trust, transferability, dependency and certainty. The analysis was carried out using several indicators, namely; 1). Administrative requirements, 2). Systems, mechanisms and procedures, 3). Completion Time, 4). Costs, and 5). Service Complaints Media. The research results show; 1) Administrative requirements have not been maximized because they have not complied with the applicable SKP; 2) Systems, Mechanisms and Procedures: Not yet optimal because even though they comply with the SOP, there are still delays; 3).Completion Time; Not yet appropriate because delays often occur; 4). Management Fees; It is appropriate that there are no fees for processing promotions; 5). Complaint Media Service. Not yet optimal because only a suggestion box is available, not utilizing existing social media/technology.

Keywords: *Public Services, Administration*

1. INTRODUCTION

Public service is basically an important element in human life. In this case, service to the community is the main goal that has become the government's obligation by providing the best service to the community.

In Law Number 25 of 2009 concerning Public Services as well as in Government Regulation of the Republic of Indonesia Number 96 of 2012 concerning Implementation of Public Services that the state apparatus, namely government officials who should provide the best possible service then oriented to the satisfaction and needs of the community as service recipients which of course is expected to improve the quality of public services [1].

Public service providers according to the Decree of the Minister of Administrative Reform Number

63/KEP/M.PAN/7/2003 are government agencies. The public service organizing unit is a work unit at a government agency that directly provides services to recipients of public services. Service providers are officials/employees of government agencies that carry out public service duties and functions in accordance with laws and regulations [2].

The Minahasa District Education Office plays a role in providing public services in the field of education to the community and ensuring that quality and equitable education services can be accessed by the entire community.

The education office of Minahasa Regency is a local government institution responsible for the management and development of education. Its duties include planning, implementing, and evaluating education

programs as well as providing education services for the community.

However, based on the results of observations made by researchers at the Minahasa Regency Education Office, it shows that the lack of good service and thus results in many delays both in various administrative arrangements and promotion arrangements as well as various files whose services are less efficient, because they are not in accordance with standard operating procedures in various service matters. Based on the facts in the field, there are ASN employees who complain about administrative services that are not in accordance with the expected targets and this shows that there is negligence and incompetence of some employees in administrative services.

In reality, not all employees carry out administrative service activities properly and in accordance with existing standards. However, if the service has been carried out properly and in accordance with existing updates, it will make it easier for employees in managing the existing increase administration so that it is guaranteed to be fast and precise.

Based on the background description, the researcher is interested in examining a study on Public Services at the Minahasa Regency Education Office.

2. RESEARCH METHOD

In this study, the author uses a qualitative research method, which emphasizes the analytical description of an event or process as it occurs in a natural environment to obtain a deep understanding of the research process. The research findings are presented in the description of the initial observations, where several indicators related to the issues raised by the researcher are identified: in this study, the researcher focuses on investigating: 1) Administrative Requirements; 2) System, Mechanism, and Procedure; 3) Completion Time; 4) Processing Costs; 5) Service Complaint Media. In conducting this research to obtain supporting information and data, the data sources are Research Informants selected purposively, which are key informants who will later refer to subsequent research informants to obtain accurate and reliable data and information. The informants in this study include the Head of the Office, employees, and the community. In the implementation of the research, important data sources are the location and events, as these are where the research is conducted and where the researcher observes to obtain relevant information and data. Other supporting data sources for this research include relevant physical documents or those that support the research, such as: Laws, Regional

Regulations, Ministerial Regulations, records, recordings, and photos/images. In the research process, data collection techniques are carried out through Documentation. This study employs data collection techniques including Observation, Documentation, and conducting interviews with research informants. After data collection, the next step performed by the researcher is data testing, which is done using data triangulation techniques, namely: credibility testing (internal validation), transferability (external validation), dependability (reliability), and confirmability (objectivity) [3]. The next step the researcher takes after data testing is data analysis. The tested data is analyzed through the following processes: Data Collection, Data Condensation, Data Display, and Conclusion Drawing/Verifying [4].

3. RESULTS AND DISCUSSION

Public service is a crucial element in the lives of citizens, where the primary goal of the government is to provide the best service to the public. This is emphasized in Law Number 25 of 2009 concerning Public Services and Government Regulation of the Republic of Indonesia Number 96 of 2012 concerning the Implementation of Public Services. These regulations require state apparatus, namely government officials, to provide optimal service focused on the satisfaction and needs of the public. Therefore, it is hoped that the quality of public services will continue to improve [1].

The government, in accordance with its function, will provide services to the public. As Haryono and Wahyu Eko Pujiyanto state, the government has three main functions that must be carried out: the public service function, the development function, and the protection function [5].

In the era of regional autonomy, the primary focus is directed towards public service to improve the performance of local government agencies. In this context, it is important to bring various public service facilities closer to the community to make them more accessible. The implementation of public services requires government bureaucracy to be oriented towards the interests of the public [6]. Public satisfaction becomes the top priority, with the main goal of public service being to provide high-quality services as a form of the government's responsibility as a public servant.

The main task of the government is to play a crucial role in providing services to the public to improve their welfare, functioning as the frontline in delivering public services. However, issues often arise regarding the quality of service that remains unsatisfactory. The

government is responsible for three main functions: public service, development, and protection. With the progression of time and modernization, public service has increasingly come under sharp scrutiny, with demands for state apparatus to provide optimal services leading towards good governance. Indonesian society is now more critical and demands maximum service from the government.

The Minahasa District Education Office plays a role in providing public services in the field of education, ensuring equal and quality access for all members of the community. As a local government agency, this office is responsible for managing and developing education through the planning, implementation, and evaluation of educational programs, as well as providing educational services to the public. However, research results at the Minahasa District Education Office indicate a lack of effective service, leading to delays in various administrative matters and promotions. Many documents are not handled efficiently due to non-compliance with established standard operating procedures. Some civil servants have even complained about discrepancies between administrative services and the expected targets, indicating negligence and a lack of competence in the service. Although not all employees perform administrative services well and according to standards, effective service would facilitate the promotion administrative process, making it faster and more accurate.

According to Moenir, public service is an activity conducted by an individual or a group of people based on material factors through a specific system, procedures, and methods in an effort to meet the interests of others in accordance with their rights. The goal of public service is to prepare the public services desired or needed by the public, and to clearly communicate to the public about their options and how to access the services planned and provided by the government [5].

Dwiyanto states that public service is a series of activities carried out by public bureaucracy to meet the needs of its users. According to him, the users or customers referred to here are citizens who require public services, such as the issuance of identity cards and other similar services [7].

Based on the research results related to the Administration of Teacher Promotion Services managed by the Personnel Division at the Minahasa District Education Office, the researcher outlines the research indicators, which include:

3.1. Administrative Requirements

Administrative Requirements are a set of documents or requirements that must be fulfilled by an individual or organization to meet certain standards or regulations. Typically, these are initial steps that need to be taken before starting a process or obtaining permits, contracts, or other benefits.

The purpose of administrative requirements is to ensure that individuals or organizations applying for or receiving a service, permit, or contract meet the standards or criteria set by the service provider. This also helps ensure transparency, accountability, and compliance with applicable regulations.

According to Agung Kurniawan, public service is the provision of services to meet the needs of others or the community who have an interest in the organization, in accordance with established basic rules and procedures [8].

A similar opinion is expressed by Hanif Nurcholis, who describes public service as “the service provided by the state and state-owned enterprises to the public to meet their basic needs in order to create community welfare”[9].

Administrative requirements for salary increases include several steps, such as completing an application form with job details and reasons for the salary increase, conducting a performance assessment, including supporting documents such as training certificates, and preparing a career development plan. This application is then submitted to the manager or human resources department for review and approval. It is important for employees to follow the procedures set by the company to ensure that their applications are considered professionally.

Based on the research findings, there are several issues related to administrative requirements in the promotion process at the Minahasa District Education Office. One major issue is the use of outdated methods in the performance evaluation system (SKP). The use of these obsolete methods may no longer align with new standards or regulations, potentially resulting in inaccuracies in employee performance evaluations. Additionally, findings indicate that there are still deficiencies in the qualifications of those responsible for handling the promotion process. Ideally, those responsible should be individuals with relevant competencies or certifications in the field, but this does not seem to be fully met at the Minahasa District Education Office.

Furthermore, it was found that the institution has not fully adapted to the new regulations in the management of promotions. This discrepancy may result in adverse

consequences, such as a gap between implemented practices and applicable regulations. In this context, compliance with existing regulations is crucial to ensure transparency and fairness in the promotion process. By identifying these findings, the Minahasa District Education Office is expected to conduct a comprehensive evaluation of its administrative system, including updating performance evaluation methods and enhancing the qualifications and competencies of those responsible. These steps will help improve the effectiveness and sustainability of the promotion process and ensure that the institution operates in accordance with established standards.

3.2. System, Mechanism, and Procedure

System, Mechanism, and Procedure in the administration of teacher promotions work together to ensure an efficient, transparent, and fair process. The **system** includes the information technology structure, educational policies, and regulations that govern the process, providing a framework for managing promotion applications. The mechanism refers to the operational methods used to implement this system, including performance evaluations, document verification, and assessments by evaluation committees. Procedures are the detailed steps that must be followed, such as submitting application forms, verifying documents, performance evaluations, committee assessments, and notifying decisions.

Service Quality can be understood as focusing on meeting needs and requirements, as well as timeliness to meet customer expectations [10].

The system, mechanism, and procedures ensure that each promotion application is processed in a timely and consistent manner, and in accordance with established standards. Additionally, transparency in each step of the process can enhance teachers' trust in the administrative system, reduce potential errors and irregularities, and provide certainty and clarity in their career development. Thus, this effective management not only supports the professional development of teachers but also contributes to the overall improvement of education quality.

Based on the research findings, it was found that although the existing procedures align with the Standard Operating Procedures (SOPs), there are delays in the issuance of Decrees (SK). These delays indicate that the administrative process is not always timely, which can cause dissatisfaction and frustration among teachers applying for promotions. The delays suggest that there are obstacles in the administrative process that need to be addressed promptly to ensure that every step in the

procedure runs smoothly and on time. This lack of timeliness not only disrupts the established schedule but also negatively impacts teachers' motivation and enthusiasm.

This indicates an urgent need to improve efficiency in the management and delivery of documents to ensure that all stages of the promotion process are conducted according to the set schedule. Efforts to enhance efficiency may include accelerating document verification processes, improving inter-departmental coordination, and utilizing technology to streamline administrative procedures. Thus, it is hoped that the promotion administration process can proceed more smoothly, timely, and efficiently, ultimately improving teachers' satisfaction and performance. Enhancing efficiency is crucial to avoid unnecessary delays and ensure that teachers feel valued and motivated to continue improving the quality of education.

3.3. Completion Time

Completion time of services is crucial to ensure that the services provided are effective and beneficial for the community in need. Service certainty refers to the consistency, availability, and reliability of services, which are essential for ensuring good access for the public. On the other hand, service accuracy means that services are tailored to the needs and goals of individuals or groups, requiring a deep understanding of clients' issues and responsiveness to changes in their needs. The combination of both helps in delivering effective, beneficial, and reliable administrative services.

In the field of public administration, public service or public administration refers to the form and type of services provided by the government to the people based on public interest. Public service can be defined as providing services to meet the needs of individuals or communities with an interest in the organization, in accordance with established basic rules and procedures. Given the importance of service quality and administrative management for organizational advancement, it is necessary to implement effective and proper management [11].

Based on the research findings, it was found that although the existing procedures are in accordance with the Standard Operating Procedures (SOPs), several significant issues hinder efficiency and timeliness in the administrative process of teacher promotions. First, the unavailability of staff at the workplace often causes delays in service processing. When the responsible staff

are not present, documents requiring signatures or verification cannot be processed on time, resulting in delays throughout the entire process. Second, some staff members procrastinate in submitting promotion documents. This habit not only slows down internal processes but also creates a backlog that disrupts workflow and decreases system efficiency. Third, there is a strict provision that documents not submitted within the specified time frame will not be processed. This provision means that even a slight delay in document submission can result in teachers having to wait for the next promotion period, causing dissatisfaction and frustration. Additionally, errors in inputting credit points frequently occur. These errors can include miscalculations or incorrect data entries, which then require additional time for corrections and re-verification. Such mistakes not only slow down the process but can also undermine trust in the existing administrative system.

All these issues indicate an urgent need to improve efficiency in the management and delivery of documents and to ensure that all stages of the promotion process are conducted according to the established schedule. Potential solutions include speeding up the document verification process, enhancing inter-departmental coordination, and utilizing technology to streamline administrative processes. Thus, it is hoped that the promotion administration process can proceed more smoothly, timely, and efficiently, ultimately improving teacher satisfaction and performance. Enhancing efficiency is crucial to avoid unnecessary delays and to ensure that teachers feel valued and motivated to continue improving the quality of education.

3.4. Administrative Costs

Administrative costs are expenses incurred to manage, handle, or complete a task or process. In a business context, these costs might include administration, human resource management, or financial management. In a government context, administrative costs might encompass project management, bureaucracy, or government programs. Personally, administrative costs could include expenses related to personal financial management, such as fees for professional financial planning services.

Public service, according to Sinambela, is defined as activities conducted by the government for a group of people that involve beneficial activities within a

collective or unit, and offer satisfaction even though the results are not tied to a physical product [12].

It is important to understand administrative costs because they can affect the efficiency and effectiveness of managing a particular task or process. By understanding and managing administrative costs well, individuals or organizations can improve their performance, reduce waste, and enhance the profitability or effectiveness of programs.

Based on the research findings, in the promotion document management at the Education Office, no administrative fees are generally charged. However, there are replacement costs that teachers must cover if there are deficiencies or incomplete documents requiring duplication. Although these duplication costs are not substantial, they can be an additional burden for teachers, especially if errors or deficiencies in the documents occur due to a lack of guidance or information from the administrative staff. This highlights the need to improve the clarity of information and guidance related to document requirements so that teachers can prepare their documents completely and correctly from the start, thereby minimizing additional costs and speeding up the promotion process.

3.5. Service Complaint Media

Service complaint media are facilities provided for the public to report issues or complaints related to the services offered by an institution or organization. These channels can take various forms, including complaint hotlines, websites or specialized applications, written complaints, and the use of social media. Their primary function is to provide an effective communication channel between the government or service providers and the public, enabling problems to be identified and addressed appropriately, enhancing the quality of public services, and strengthening the relationship between the government or service providers and the community.

Public administration is the process by which public human resources are organized and coordinated to formulate, implement, and manage decisions in public policy [13].

The presence of human resources within an organization, whether governmental or private, plays a crucial role in achieving the organization's goals. Civil Servants, commonly abbreviated as PNS (Pegawai Negeri Sipil), are part of the state apparatus responsible for running government operations. They are expected

to deliver high-quality output in order to provide professional and quality service to the public [14].

Through service complaint media, it is hoped that the public can easily report the issues they encounter, allowing the relevant agencies to provide a quick and accurate response. This not only enhances the efficiency of public services but also improves transparency and accountability of the government or service providers. Thus, complaint channels are an important tool for improving public services and creating a government that is more responsive to the needs of the community.

Based on the research findings, there is a lack of adequate facilities or media for the public to submit complaints regarding the services they receive. This highlights the need for better and more accessible communication infrastructure for the public to provide feedback or complaints about the services they experience. Such lack of accessibility can hinder the feedback process, which is crucial for improving and enhancing the quality of public services. The response to complaints filed is still unsatisfactory. Although the public submits complaints or feedback regarding services, the responses provided are often inadequate or slow. This reflects a lack of awareness of the importance of being responsive to the complaints and feedback provided by the public. Such unresponsive feedback can undermine public trust in the agency or institution providing the service and impede the necessary efforts to improve the overall quality of public services. Therefore, greater efforts are needed to raise awareness about the importance of responsiveness to complaints and to improve the efficiency and effectiveness of the response system.

4. CONCLUSION

Based on the research conducted, the researcher concludes that the promotion process at the Education Office of Minahasa Regency faces various issues. The use of outdated methods in the performance appraisal system (SKP) leads to inaccuracies in evaluation, while the qualifications of those responsible for the process are often inadequate. The institution has also not fully adopted new regulations, resulting in discrepancies with current regulations. Delays in issuing Decrees (SK), the unavailability of staff, and the habit of delaying the submission of documents slow down the process and reduce efficiency. Errors in inputting credit points and the costs for document duplication borne by teachers are also problematic. Additionally, inadequate complaint channels and slow responses to complaints hinder service improvements. To enhance efficiency and

satisfaction, updates to the performance appraisal methods, improvement in the qualifications of those responsible, adaptation to new regulations, faster document verification, utilization of technology, clear guidelines, and improvements in communication infrastructure and complaint responses are required.

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