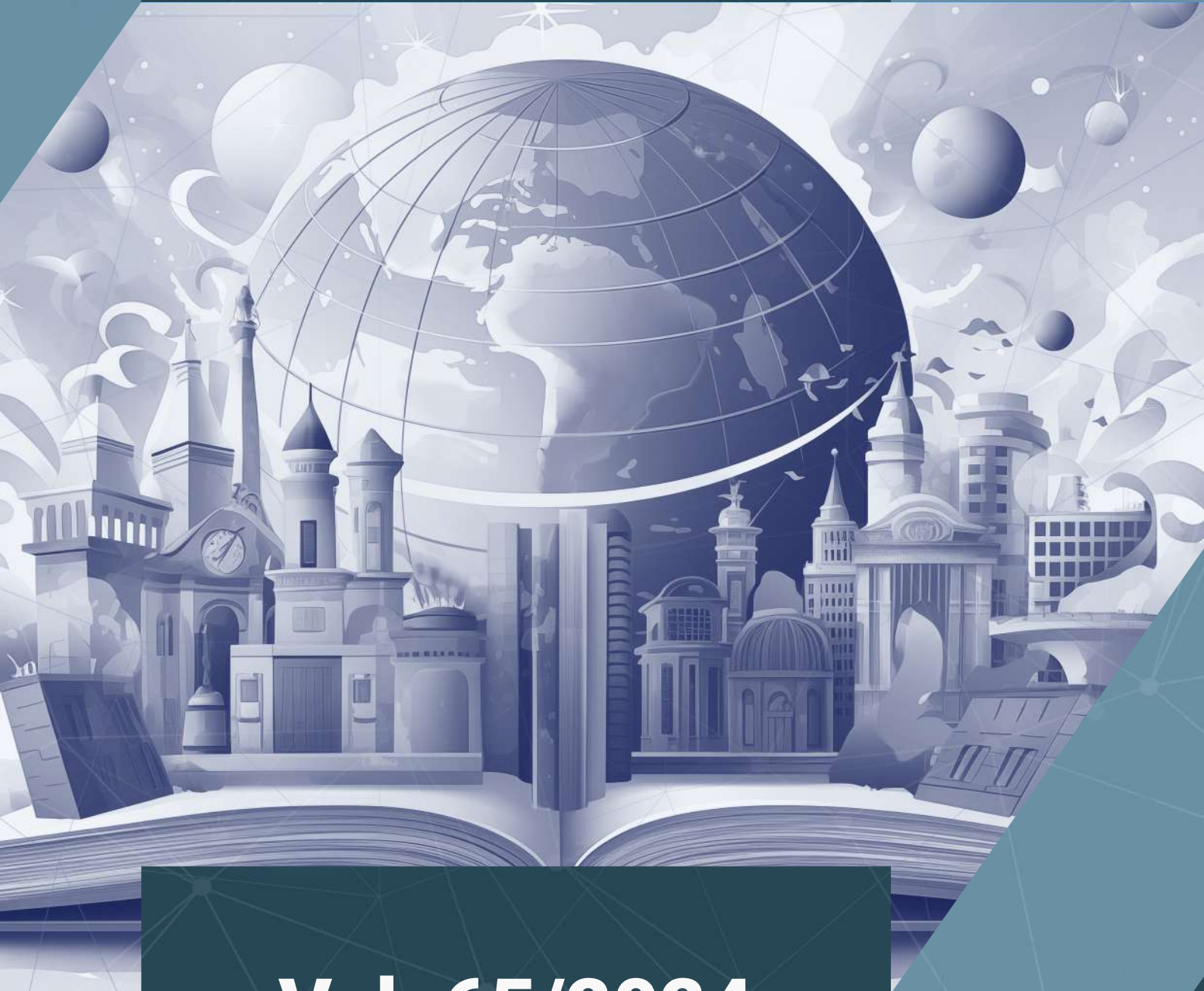




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Effectiveness of Public Services at the Regional Education Office of North Sulawesi Province

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ABSTRACT

This research aims to determine the effectiveness of employee salary management services at the North Sulawesi Provincial Education Office. The method used in this research is a qualitative method with data collection techniques through interviews, documentation and observation. This research focuses on the Effectiveness of Public Services at the Regional Education Office of North Sulawesi Province. Data collection techniques include; observation, interviews, and documentation. The research results show that: 1) Suitability and Efficiency of Service Process: Practices in the field are not in accordance with Standard Procedures, causing slow completion and unclear information. 2) Service Quality and Employee Engagement: Employees are less responsive and efficient, with slow responses and unsatisfactory solutions. 3) Facilities and Infrastructure: Lack of facilities, including limited service space and technical problems such as slow computers and unstable networks

Keywords: *Effectiveness, Public Services*

1. INTRODUCTION

Public services have developed rapidly and require comprehensive studies to effectively fulfil the needs of society. These evolving service needs require continuous review so that government services, both public good and public regulation, can be achieved properly. Indicators such as efficiency, responsiveness and accountability are used to assess the success of regional expansion in improving the quality of public services.

Law No. 25/2009 on Public Services and Government Regulation No. 96/2012 emphasise the importance of state apparatus to provide services that are oriented towards the satisfaction and needs of the community. Effective public services can strengthen democracy, human rights, and socioeconomic prosperity, as well as increase trust in government and public administration. Local government as a bureaucracy spearheads this process, although it is often perceived as slow and convoluted by the public. [1]

Public service means providing services to provide goods or services needed by the community in all fields, whether carried out by individuals, community groups, or government or private organisations to provide assistance and convenience for the community so that their needs are met.. [2]

Public service management is identified with efforts to apply management functions in the delivery of public services. These functions, namely planning, organising, mobilising and supervising, are the pillars that are expected to direct every activity process carried out by the executors or managers not to deviate from the organisational standards that have been set. [3]

The education office plays an important role in the development of education in the region. Its duties include managing teacher services, administration, educator quality improvement, career development, and curriculum and assessment. Effective and satisfactory services are considered successful when people feel the convenience and satisfaction of the services provided. The North Sulawesi Education Office, as part of local government, is responsible for ensuring that public services in education run well and fulfil community expectations.

Based on observations at the North Sulawesi Provincial Education Office, public services have not been fully implemented in accordance with Law No. 25/2009 on Public Services. There are various obstacles that affect effectiveness and efficiency, such as the length of time to complete affairs, discrepancies between the procedures described and the reality in the field, and convoluted services. Delays in processing salary letters and the untimeliness of employees in working are also problems that hamper service quality.

In addition, the community, including teachers, still does not understand the existing service procedures, so the process of processing salary files often takes a long time. Delays in signing or approval from agency leaders also cause service delays, reflecting a lack of internal coordination and communication. Other problems include employees' inexperience in using computers and the scattering of files, which further deteriorates service quality.

From these problems, it appears that service effectiveness at the North Sulawesi Provincial Education Office is not optimal. Concrete steps are needed to improve the public service system, including improving procedures, increasing employee involvement and commitment, and developing a more effective monitoring and evaluation system.

Based on the above problems, the author is interested in conducting research with the title 'The Effectiveness of Public Services at the Office of the Regional Education Office of North Sulawesi Province.'

2. RESEARCH METHOD

In this study a qualitative approach was used. A qualitative approach is a research method used to research on natural object conditions (as opposed to experiments). Informants in this study consisted of employees and the community.

This study uses 3 indicators to measure the effectiveness of public services, these indicators are as follows:

- a. Suitability and Efficiency of the Service Process
- b. Service Quality and Employee Involvement
- c. Facilities and Infrastructure.

In conducting research, important data sources are places and events because they are places where research is carried out and where researchers make observations to obtain information and data related to research, then other data sources that support this research are physical documents that are relevant or that support research such as laws, records, recordings and photos/images: Laws, records, recordings and photos / images. In the implementation of research, data collection techniques are carried out through the process of observation, documentation, and conducting interviews with research informants.

After data collection, the next stage carried out by researchers is to test the data, data testing is carried out by data triangulation techniques, namely: credibility test (internal validation), transferability (external validation), dependability (reliability), and confirmability (objectivity). [4].

The next stage that researchers do after testing the data is to analyse the data, the data that has been tested is analysed through a process: Data collection,

Data condensation, Data display, Conclusion drawing / verifying. [5]

3. RESULT & DISCUSSION

Public services are services provided by government agencies to fulfil community needs, improve quality of life, and ensure equitable access for all citizens. The underlying principles of public service include openness, transparency, accountability, efficiency, and responsiveness to community needs. The government is responsible for providing optimal services to support better community life.

Law No. 25/2009 on Public Services and Government Regulation No. 96/2012 require state apparatus to provide services that are orientated towards community satisfaction and needs. Effective public services can strengthen democracy and human rights, promote economic and social prosperity, reduce poverty, and improve environmental protection. The effectiveness and efficiency of public services are key to the welfare of society and deepening trust in government.

Effective public services by the government can strengthen democracy and human rights, promote economic and social prosperity, reduce poverty, improve environmental protection, use natural resources wisely, and deepen trust in government and public administration.

Effective and efficient public services in the welfare of society. Local government is an organisation (bureaucracy) which is the spearhead in the process of governance, because the bureaucracy is an organisation that is directly related to the community in providing public services. However, the bureaucracy in carrying out governance and development is always assessed by the public as an organisation (bureaucracy) whose service process is too long, slow and convoluted.

Public service is something that is central and central to the main concern in the implementation carried out by an open association that must be able to establish good relations with the region as an administrative client. [6]

According to Moenir, public service is an activity carried out by a person or group of people based on material factors through certain systems, procedures and methods in an effort to fulfil the interests of others in accordance with their rights. The purpose of public service is to prepare the public service that the public wants or needs, and how to properly state to the public about their choices and how to access them which are planned and provided by the government. [7]

Dwiyanto stated that public service is a series of activities carried out by the public bureaucracy to fulfil the needs of user citizens. The users or customers

referred to here are citizens who need public services, such as in making identity cards and others. [8]

A similar opinion according to Hanif Nurcholiz suggests public services as 'services provided by the state and state-owned companies to the community to fulfil their basic needs in order to create community welfare'. [9]

Services to the public can be categorised as effective if they get easy service with short, fast, precise and satisfying procedures. Public services can be said to be successful if the customer or the party served, in this case the community, feels satisfaction. In this case, the Education Office as an implementing element of the Regional Government of North Sulawesi Province is a bureaucratic institution that has the task of authority in the field of public services.

Based on the results of research related to the Effectiveness of Public Services at the Regional Education Office of North Sulawesi Province, the sub-focus or research indicators are: 1) Appropriateness and Efficiency of the Service Process; 2) Service Quality and Employee Involvement; 3) Facilities and Infrastructure.

3.1 Appropriateness and Efficiency of the Service Process

Service Process Suitability refers to the extent to which the service process provided by an institution or agency meets established standards, rules, and expectations. This includes whether the service procedure runs in accordance with existing provisions, whether the service is in accordance with the needs and expectations of the community, and whether the final result of the service is satisfactory and appropriate.

Service Process Efficiency refers to the ability of an institution or agency to provide services by making optimal use of available resources (time, energy, costs), so as to achieve the desired results with the minimum possible waste. This efficiency involves using appropriate procedures, reducing waiting times, simplifying processes, and maximising outputs without compromising service quality.

Overall, the appropriateness and efficiency of service processes are key indicators in assessing the quality of public services, where appropriateness ensures the services provided are appropriate and up to standard, while efficiency ensures they are delivered in the most resource-efficient manner.

According to Sondang P. Siagian, effectiveness is the use of resources, facilities and infrastructure in a certain amount that is consciously predetermined to produce a number of goods for the services of the activities it carries out. [10]

Effectiveness is a measurement in the sense of achieving predetermined goals or objectives. Handayani's opinion defines effectiveness as a measurement of the achievement of goals that have been planned beforehand (Nashar).

Service is an essential task of the figure of the state civil apparatus serving as a servant of the state and a servant of the community. [11]

Improving the quality of public services through improvements in suitability, efficiency, and effectiveness also contributes to increasing public trust in the institution or agency concerned. When people feel that the services provided meet their needs, are delivered efficiently, and achieve the expected results, the level of satisfaction and trust in public services will increase. This in turn will create a better relationship between the institution or agency and the community, and encourage community participation in the development and decision-making process. Therefore, efforts to continuously improve these three aspects must be a priority in public service management.

Based on the results of research at the North Sulawesi Provincial Education Office, there are significant discrepancies between Standard Procedures and service practices in the field. Problems include errors or changes in personal data in salary processing, requests for additional documents that are not appropriate, and obstacles in the administrative process that slow down completion and lead to unclear information. Information in procedures is often unclear and difficult to access, forcing users to seek information from alternative sources. Slow and cumbersome processing, especially when data errors occur, hampers service efficiency and convenience. In addition, employees' lack of understanding of the use of technology also affects services. All these problems lead to user dissatisfaction and point to the need for improvement in the enforcement of standardised procedures and the overall effectiveness of public services.

To address these issues, the Education Office needs to conduct a thorough evaluation of existing procedures and practices and improve training for staff in the use of technology. Transparency and accessibility of information should be improved to ensure that established procedures can be followed easily by all parties. Better implementation of information technology and simplification of administrative processes are also needed to improve the efficiency and quality of public services.

3.2 Service Quality and Employee Engagement

Service quality refers to the level of excellence or satisfaction felt by service recipients based on various aspects such as speed, accuracy, reliability, responsiveness, and friendliness in service delivery. Service quality includes the ability of an organisation or

agency to meet or exceed people's expectations of the services provided, as well as ensuring that these services are sustainable and consistent.

Employee Engagement is the level of participation, commitment, and active contribution of employees in carrying out their duties and responsibilities. It includes employees' motivation to work enthusiastically, provide optimal service, and participate in service process improvement and innovation. High employee engagement usually has a positive impact on service quality, as engaged employees tend to be more responsible, take initiative, and are orientated towards service recipient satisfaction.

Public service quality is the ability of public service organisations to provide services that can satisfy service users through both technical and administrative services.

Basically good and quality service is a product that is intangible, lasts a while and is felt or experienced. This means that services are those that have no form or form so that no form can be owned, and last for a moment or are not durable, but are experienced and can be felt by service recipients. To provide better public services, it is necessary to understand the attitudes and changing interests of the public itself.

The importance of understanding and managing these aspects well in the context of public services is becoming increasingly important in this modern era. Public service organisations and agencies must continuously evaluate and improve service quality and employee engagement to ensure that people's needs are met effectively and efficiently. By taking service quality and employee engagement seriously, public services can become more responsive, efficient and effective in meeting the increasingly complex and diverse demands of society. [12]

Based on the results of the research, services from the education office lack responsiveness and efficiency in interacting with the community. Slow responses and lack of information make it difficult to use the service. The capacity of officers to provide satisfactory solutions is also an issue, as they often lack proactivity and authority. Staff training at the education office needs to be improved to correct the lack of relevance of the materials and the focus on technical skills. The proactivity of officers should also be improved so that problem solving is not hampered.

Another issue that needs attention is the lack of integration between the information systems used by the education office. Inconsistencies in data management and lack of interoperability between systems can hinder efficiency and effectiveness in service delivery. Limited data accessibility can also affect responsiveness in responding to community requests and make the decision-making process less precise and up-to-date. Therefore, it is important for the Education Office to

improve coordination and integration between information systems to improve the quality of services provided to the community.

3.3 Facilities and Infrastructure

Facilities and Infrastructure refer to all forms of facilities, infrastructure and equipment provided to support the implementation of various activities or services within an organisation or agency.

Facilities are equipment or tools that are directly used in operational activities. Examples include computers, desks, chairs, stationery, and communication equipment. Facilities support the smooth running of daily work processes and enable employees to perform their duties more efficiently and effectively. Infrastructure is the basic infrastructure that supports the delivery of operational activities. This includes buildings, electricity networks, water networks, roads, and other supporting facilities such as car parks and meeting rooms. Infrastructure provides an environment that allows operational activities to run smoothly and comfortably.

Overall, the availability and quality of facilities and infrastructure are critical to improving efficiency, effectiveness, and quality of service. Adequate facilities and infrastructure ensure that employees can work well, provide optimal service, and increase satisfaction and comfort for service recipients.

According to Wasistiono (in Hardiyansyah's book) public service is an effort to provide services either by the government or from private parties on behalf of the government or the private sector itself to the public, or without payment to fulfil the needs or interests of the community. [13]

Adequate facilities and infrastructure support employee performance and influence public satisfaction with public services. Good facilities increase the efficiency of employees in providing fast and accurate services, which in turn increases public satisfaction. [14].

Conversely, the inadequacy of facilities and infrastructure can interfere with employee performance and lead to a decrease in public satisfaction with the services provided. Therefore, attention to the maintenance and improvement of facilities and infrastructure is crucial to improving the quality of public services and public satisfaction. [15].

Based on the results of research at the North Sulawesi Provincial Education Office, several obstacles related to facilities and infrastructure in providing effective services were revealed. The lack of necessary facilities, such as limited service space, causes inconvenience to service users, especially during spikes in visitors. In addition, technical issues such as slow

computers or unstable networks also slow down the service process and cause frustration.

The lack of infrastructure to receive complaints and feedback from the public is also a serious problem. Service users find it difficult to raise problems or suggestions for improvement as there are no adequate means, such as complaint boxes or contact phone numbers. Improvements in managing responses to problems and facilitating more effective interactions between the public and the public service are needed.

Improving technological capacity and staff skills are also important factors to consider. Technical issues such as slow or frequently broken computers, as well as a lack of technological skills on the part of officers, slow down service processes and increase waiting times for service users. By improving technological infrastructure and skills training, service efficiency can be improved, thereby reducing frustration and increasing public satisfaction.

4. CONCLUSION

Based on the research that has been conducted, the researcher concludes that the public service process at the North Sulawesi Provincial Education Office shows a significant discrepancy between Standard Procedures and field practices, which has implications for process efficiency. In addition, the quality of services provided by Education Office employees is still less responsive and efficient in interacting with the public, constrained by slow responses, lack of complete information, and limitations in providing satisfactory solutions. Other constraints include a lack of facilities such as limited service space, especially when there is a surge in visitors, as well as technical problems such as slow computers and unstable networks, which are major obstacles in improving service effectiveness.

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