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New public service improvement in the border area. Case Study in Entikong District, Sanggau City, Indonesia

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Abstract. Public services in Entikong District have been strengthened by the Citizen's Charter, including the PATEN standard, the sub-district public service process flow, the vision and mission of services and service promises, and the central values contained in the core values and employer branding. Come, we are ready to serve cheerfully "fast, effective and efficient, friendly, sincere and trustworthy." The method used in this research is a descriptive method with a qualitative approach. The method of data collection was carried out by in-depth interviews with the ranks of the sub-districts who were directly involved in administrative services and community and community leaders. After the data is collected, the next step is a verification and further analysis based on the theory used as a reference to produce conclusions. The research objective is to explain the quality of public services in the Entikong sub-district, which while the theory has not explained it, by identifying and providing a more logical and actual explanation and finding and recommending the Development of new patterns or models of public services, as well as gaining new knowledge, understanding and concepts in a comprehensive study, especially in the study of public services in the field of public administration. Based on the results and discussion of the research, then a new public service development model was created to improve the quality of public services in the Entikong sub-district, and its strengthening and a new concept were built that was useful in enriching the existing new public service concept. The new concept proposed by the researcher is: "Development of new public services with values; desire to serve, democracy in service, the spirit of public administration, Citizen's first and service principles can be developed in improving the quality of public services if the elements of the Citizen's Charter include service standards, service flow, service vision and mission, and service promises, as well as core values and employer branding as the central values accepted by all staff, has been well internalized by public service providers.

Keywords. Cross Border; Public Service; New Public Service; Citizen's First

1 Introduction

The perspective of the border area that used to be oriented towards 'inward looking' 'outward looking' as a gateway for economic activity and trade with neighboring countries [1] [2] [3]. This approach is a consequence of the new paradigm in developing border areas that shift from an inward-looking orientation to an outward-looking direction. The border area can be used as a gateway for economic activity and trade with neighboring countries [4] [5]. Second is the security approach (Sudiar, 2015), in other words, the forgotten frontier area. To become

an outward-looking border area or a gateway for economic and trade activities with neighboring countries [6] [7].

Efforts made by the government to overcome these border problems, various products of national legislation related to the management of state borders include Government Regulation No. 26 of 2008 concerning National Spatial Planning by taking into account that the border area is the front porch of the state; Law Number 17 of 2000 concerning the National Long-Term Development Plan (RPJPN) of 2000 – 2025 [8]. This law seeks to accelerate the Development of state border areas by establishing the border area as the Center for National Strategic Activities (PKSN) through a welfare approach that is implemented systematically. Compatible with the security and environmental approaches [9]. PKSN determined based on PP No. 26/2008 concerning National Spatial Planning (RTRWN) is PKSN Land Borders, including those located at border gates in the province of West Kalimantan, namely Entikong, Jagoi Babang, Nanga Badau, and Aruk. The fact is that PKSN programs in several border areas have not been effective in the field because the execution program from the central government does not yet exist, or there are already several of them but have not had a significant effect on the welfare of border communities [10]. In comparison, PKSN pays attention to space for competitive urban economic activities, defense, investment promotion and marketing centers, and international gateways with customs, immigration, quarantine, and security facilities.

Likewise, the 2015-2019 RPJMN also provides direction regarding the determination of Priority Locations, followed by the National Border Management Agency (BNPP) Regulation Number 1 of 2015 concerning the Border Management Master Plan has determined the Priority Locations. Priority Location Determination is based on the following criteria; (1) Sub-districts that are directly adjacent to neighboring countries on land, (2) Sub-districts that function as National Strategic Activity Centers (PKSN), (3) Districts located on the small outermost islands, and (4) Districts that are included in exit-entry points (Pos Border Crossing) based on RI's Border Crossing Agreement with neighboring countries [11]. Of course, based on these criteria, the Entikong sub-district is included in the Priority Location for border management.

The determination of Entikong sub-district into PKSN and border priority locations can only be seen in the construction of facilities and infrastructure for the Entikong and Dry port National Border Post (PLBN) coordinated by BNPP. This shows the central government's efforts to build borders with an outward-looking paradigm in the Joko Widodo administration, a top-down planning policy that prioritizes physical infrastructure development [12]. However, efforts to build borders can focus on physical Development and creating such a broad border, and improving people's welfare.

The results of Nainggolan's research found that various problems in the border area are the hardships of life, the lack of public facilities and infrastructure, and the isolation of the region as well as security problems which have led to the declining standard of living of people living in border areas [13]. However, the policies taken by the central government have not significantly accelerated Development in the border areas in Entikong District. This can be seen from the spatial location of the Entikong sub-district, which is still in the category of low growth and low income. The indication is that there are five villages in Entikong Sub-district that are not yet Independent Village status, namely: (1) Pala Pasang Village, (2) Suruh Tembawang Village, (3) Nekan Village, (4) Semanget Village, and (5) Entikong Village [14].

Based on these data, it shows that the determination of Entikong District in PKSN and border priority locations with the strategy of developing its border areas as follows (1) Development of economic growth centers in the state border area based on regional

characteristics, local potential, and considering the market opportunities of neighboring countries supported by the Development of transportation infrastructure, energy, water resources and telecommunications, (2) Development of reliable human resources and the use of science and technology to utilize and manage local potentials to create competitive national border areas [11]. However, the fact is that the government has not been able to implement this strategy effectively in increasing the economic growth and welfare of border communities in the Entikong District.

2 Materials and Methods

The research method and approach used in reviewing new public services in the border area of Entikong District, Sanggau Regency is a descriptive method with a qualitative approach. Descriptive research aims to make jokes systematically, factual, and accurate about the facts and characteristics of a particular population or area [15]. The reason for using the descriptive method with a qualitative approach is that researchers do not yet know the main problem between the Subdistrict Head and employees in carrying out their primary duties and functions of new public services in the Entikong sub-district.

The problem of border area development and its impact on border community problems and alternative solutions through the Development of new public services in border districts that have been described in the background of the research are problems that are still visible from the outside and must be studied in more depth [16]. So researchers are interested in exploring more deeply related to the conditions, facts, and problems originating from the central government and regional and sub-district governments or the community in the Development of the border area. With this method, the researcher hopes to obtain more complete and in-depth data so that the objectives of this study can be achieved.

The location used for research is a sub-district in the Malaysia-Indonesia border area, precisely at the Entikong District Office, Sanggau City, because the location selection is unique. After all, it is directly adjacent to neighboring Malaysia. In addition, the existence of Citizen's charter and core values and employer branding of the Entikong sub-district "You come, we are ready to serve with CERIA" has been internalized to make organizational culture and work behavior sub-district officials and ranks in the public service process.

Denhardt & Denhardt (2000) consider that the new public management approach (NPM) links the state to the market. More explicit emphasis is placed on the dominance of individual preferences to provide public goods and services. In comparison, the current government achieves efficiency and the accountability relationship between the state and the government and its citizens [18]. Citizens should be treated as customers and consumers and as citizens who have the right to demand that the government be held responsible for its actions or failure to fulfill its obligations. Citizens also have the right to have their rights protected, voices heard, and values and preferences respected [19].

The fundamental value of democratic government (where the people are sovereign parties) is that government must be built on the principle of government of the people, by the people, and for the people. In line with these values, Denhardt & Denhardt (2000) emphasized that public servants do not deliver customer service; they provide democracy. Then Appleby in Bourgon (2007) asserts the principle of public administration in the context of democracy, and public administration is ultimately responsible to the citizens. It is this responsibility that enables our work. In the modern spirit of public administration, we have a responsibility to be fair, just, and equitable. Therefore, he firmly stated that government should not run like a business; it should run like a democracy [21].

In the New Public Service paradigm, there is no longer a spectator. Everyone becomes a player or participates in the game. Here the government must guarantee the rights of citizens and fulfill their responsibilities to the community by prioritizing the community's interests. Citizens First! Must be the grip or motto of the government [22].

Furthermore, these values are operationalized into new public service principles, which must be realized for quality public services including services provided by the government that can be easily accessed by citizens, services provided by the government make people feel comfortable, understand and confident to use them, the services provided by the government are well available with system support and service SOPs in ensuring the timeliness of services, appropriate information support from the service apparatus on the applicable service system and procedures to assist the community in fulfilling their requirements, the ability of the apparatus to provide information for the community in overcoming their problems, citizens' belief that the apparatus has provided services in a fair manner for everyone without exception, the public's belief that the apparatus has provided services using public money with full responsibility and availability of housing for the community that they can affect the quality of service they receive from public servants [23]. This includes developing and improving the way the sub-district government is in the public service process by negotiating and elaborating the various interests of community members and community groups in the community. Likewise, accountability includes multiple aspects, including being accountable to the law, community values, political norms, professional standards, and citizens' interests.

3 Results and Discussions

Entikong sub-district services currently cover 34 types of services. These various services are the delegation of the Regent's authority to the Subdistrict Head in the administration of general government, in which there are no fundamental obstacles in its implementation. Service to the community is part of the duties and functions of the Subdistrict Head, which is structurally assisted by the Subdistrict Head Secretary, 4 Heads of Sections, and 2 Heads of Sub-Divisions. Structurally, the Subdistrict Head directly supervises 4 Section Heads, namely the Head of the Peace and Order Section, the Head of the General Section, the Head of the Government Section, and the Head of the Economic Development and Finance Section. The Subdistrict Head Secretary supervises 2 Heads of Sub-Divisions, namely the Head of the Finance Sub-Section and the Head of the Government Sub-Section.

Obstacles to the main tasks and functions of the sub-district in the Development of the border sub-district area are related to the change in the position of the sub-district head who was previously the head of the region to become the head of the office [24]. The position of the Subdistrict Head as Regional Head places the Subdistrict Head in carrying out his primary duties and functions, having the authority in regional Development at the sub-district level and fully reporting all activities, especially those related to the implementation of government, Development, and empowerment in the sub-district to the Regent. Currently, the Subdistrict Head is the head of the regional apparatus with his position as the Head of the Office, whose primary duties are managing internal sub-district activities in maintaining individual performance and organizational performance, especially in public services [25].

Public services carried out by sub-districts cover various services needed by the community, especially services related to Electronic Identity Cards (E-KTP). Furthermore, in improving the quality of service, the sub-district always opens a dialogue room to improve the quality of public services. One way that is done by the sub-district is by assigning sub-district staff to attend meetings held by villages in the Entikong sub-district. The purpose and objective

of the staff's presence are to hear what they want and complain about concerning the various public services provided by the sub-district.

This fact confirms that the sub-district has made efforts to improve the quality of public services by attending meetings held by the village as a space for dialogue between the sub-district and the community. This is part of the implementation of the main tasks of the sub-district, to hear the community's voice through the dialogue forum, to hear the wishes and needs of the community directly. This fact is an attempt by the sub-district to place the community as a subject in every process of public service.

In addition, the efforts of the sub-district in village meetings attended by various elements of the community at the village level are to listen to the voices of the village community both as input and criticism of public services that are felt directly based on community experience. This is part of the sub-district strategy in accommodating input and criticism as a basis for making changes or improvements to more innovative sub-district services to ensure the community's rights in every process of providing public services.

This method is the fulfillment of sub-district responsibilities to improve the quality of public services oriented to the community's interests. This is shown, for example, by the sub-districts who carry out public service socialization activities and carry out ball pick-up activities for recording E-KTPs to Suruh Tembawang Village, which includes Pooh Hamlet Sentul Hamlet and Gita Jaya Hamlet, which are directly adjacent to Bengkayang Regency. In addition, the village is the remotest in the Entikong sub-district and is directly adjacent to neighboring Malaysia. Before, there was a cross-border road to the village, it could be reached in one day and one night, but now it can be reached in 2 - 2.5 hours.

This fact shows the efforts of the sub-district that have placed service activities that are oriented to the interests of the community. Furthermore, the results of the recording of the E-KTP are continued by the sub-district to process it to the Regency Population and Civil Registry Office to produce the E-KTP. This fact also shows the efforts of the sub-district to provide services to all villages, including the most remote villages, without exception.

Citizens First

The sub-district as a local government apparatus is at the forefront of dealing directly with border community issues, such as political, socio-economic, socio-cultural, and defense and security issues [26] [27]. Likewise, several problems with the implementation of government development in the national road widening project to the Entikong PLBN, the issue of compensation for the acquisition of affected land that has not been resolved by the project implementer, the problem of default of affected residents who have received compensation but have not left their land for certain reasons, the issue of compensation execution. which has been won by the Court, but the compensation cannot be disbursed because it is waiting for a letter of reconciliation between the two parties who are in dispute between the community and PT. Patoka. Likewise, the Social Assistance distribution program from the Ministry of Social Affairs, which in its implementation was not well targeted, caused the community to stage demonstrations at the District office due to the distribution of Social Assistance in 2020 using the 2010 database of the poor.

As for what was done by the Subdistrict Head in solving these various problems by providing understanding and explanations not to commit misconduct based on the agreement made by the community and PT. Patoka and obeying the decision of the Sanggau City District Court. As for the Social Assistance issue at the Ministry of Social Affairs, the Subdistrict Head

coordinates with the Village Head and Dusun Head to update data on the poor so that social assistance can be right on target.

Public services provided by the sub-district to the community living in the village farthest from the capital of the Entikong sub-district, the sub-district made a direct working visit to the village of Suruh Tembawang, to meet all elements of the community there in the "village dialogue" event. The method is done, to hear the voice of the people, especially their rights and needs in the process of public services such as the E-KTP service. Then to guarantee these rights and needs, the sub-district makes an effort to "pick up the ball" to go to the village to record the E-KTP for people who have not recorded it, then after the recording is done, a certificate of recording E-KTP is made, to be processed by the sub-district automatically. collectively for the manufacture of E-KTP at the Office of Population and Civil Registration of Sanggau City.

Service Principle

The sub-district in improving public services has developed a public service system by making an integrated administrative service standard (PATEN) for the Entikong District in 2019, as a follow-up to Sanggau City Regulation Number 13 of 2016 concerning Standard Operating Procedures for Integrated District Administration Services within the City Government Sanggau. The PATEN standard made by the Entikong District, when viewed from the component dimensions, contains the components of the service period in the public service process of each type of service. This emphasizes the sub-district's efforts to ensure punctuality in every public service process. Guaranteeing the timeliness of public services is a principle that needs to be prioritized in ensuring service certainty and placing service users as service subjects. Similarly, the dimensions of the component for handling complaints, suggestions and input on the process and service products contained in the sub-district PATEN standard. This confirms the readiness of the sub-district in providing information on problems encountered in the public service process and public service products faced by the community, by providing handling complaints, suggestions and input either through the complaint box or through complaint management officials either by telephone or by Short Message Service. The system built by the sub-district shows that the sub-district wants to present public institutions, which are sensitive and care about the quality of public services provided to their citizens. This kind of culture needs to be fostered to build public trust in the main tasks and functions of the sub-district in the field of public services [28].

The system opens a space for public participation in the context of improving the quality of public services, through criticism and suggestions based on what the public feels or experiences when processing services and evaluating the results of the public service products they receive. In addition, the complaint handling system, by opening a dialogue room, shows that there is an opportunity for the community to speak or express opinions, criticisms and inputs. This habit of opening a dialogue room is a step forward for state institutions as well as showing the efforts of the sub-district in developing a "big narrative" culture in a dialogue forum between the government and the community, controlling the running of the sub-district government, especially in public services.

4. Conclusion

In the process, the Subdistrict Head and his staff in the public service process have carried out new public services in the Entikong sub-district, Sanggau City, which include; desire to serve, democracy of service, spirit of public administration, Citizen's first and service principles. The sub-districts have developed a pattern of "servants and those who are served" to

understand each other and comply with the PATEN Standard and the sub-district public service process flow, in ensuring a non-discriminatory public service process. Staff at the District Office treat the community equally in the service process, by complying with applicable requirements, systems, mechanisms and procedures. The ability of the Entikong sub-district in developing a pattern of elaboration of various community interests, by making a PATEN standard which contains 36 SOPs for various types of sub-district public services, creating a process flow for the Entikong District public service and making a PATEN Service Counter.

The Entikong sub-district has also developed a dialogue pattern with the village community, in disseminating the PATEN standard, the sub-district public service process flow, and the PATEN service counter, to be understood and obeyed together as a form of community participation in improving the quality of public services. Entikong sub-district has developed democratic service values, which are implied in the core values and employer branding of Entikong sub-district, "You come, we are ready to serve with CERIA. Entikong sub-district has also developed a service culture that is democratically oriented, from the sub-district's Core values and employer branding, by combining service moral values such as sincerity, trustworthiness, honesty, with organizational goal values such as standard, innovation, effectiveness, efficiency and speed. The Development of democracy in the public service process carried out by Entikong District is equality in placing the community as a subject in the service process as the main goal to be achieved in the new public service.

Entikong District develops a large narrative pattern through various dialogue forums by accommodating, listening to community complaints and criticisms, then maximizing the sub-district coordination function by coordinating various parties who have authority over the implementation of Development that creates problems for border communities. Entikong District provides assistance to communities who experience direct impacts or problems from the implementation of Development carried out by the government to parties who are authorized or have authority or are responsible for implementing Development. Entikong District also provides space for the community to exercise "social control" by opening a space for community participation through a "village dialogue" event which is attended by all elements of the village community. This is done with the aim of accommodating the wishes, needs, inputs and criticisms of the community towards public services in Entikong District.

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