

Quality of Service at the Office Environment of National Political Unity and Community Protection of Mentawai Islands Regency

*Posmaria Siallagan, Isfarudi, Hendri Koswara

Program of Public Administration Science, Universitas Terbuka

*E-mail: siallagan0780@gmail.com

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ABSTRACT

This study aims to 1) explain the quality of skill certificate services at the Office of National Political Unity and Community Protection of Mentawai Islands Regency; 2) Analyze the effectiveness of the implementation of its skill certificate services; and 3) Develop strategies for the Office of National Political Unity and Community Protection of Mentawai Islands Regency in improving services to the community to be more efficient and effective. This research uses a qualitative approach. Data collection was carried out to parties who manage skill certificates using questionnaires. The results showed that in general, the effectiveness of skill certificate services in Mentawai Islands Regency has not reached a good predicate. That is, even though the service in question is still limited to one employee, it can still be overcome. The level of unsatisfactory service satisfaction is caused by several problems, including 1) The element of accumulative requirements for skill certificate management services is only considered limited as long as it meets the standards only; 2) Elements of procedures that are considered to have not met the wishes of the community; 3) The level of public satisfaction with the length of service is perceived to have not met the wishes of the applicant community; 4) The level of public satisfaction with skill certificate services for elements of complaint handling that are considered to have not met the wishes of the applicant community.

KeyWords: Service quality, Service Procedures, Community Satisfaction Index.



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INTRODUCTION

The development of the public service paradigm requires improving the quality of public services. Thoha (2007); Widodo (2017) stated that the quality of public services can be improved if public organizations (public bureaucracy) change their position and role (revitalization) in providing public services to realize better and professional public services. From being bossy and bossy turned into serving-like. From the likes of using the power approach to being helpful and dialogical. The quality of public services if they have met the indicators used as a barometer of the extent to which services have been done well. Suryokusumo & Pramusinto (2007) argue that assessing the quality of public services is based on Standard Operating Procedures (SOPs) set by service providers or agreements between service providers and their users.

Many studies currently lead to government governance, one of which is related to good governance, both related to public services and bureaucracy. All of this is to improve the quality of public services. Some of them are research and studies conducted by Mahsyar (2011) about the many problems in public services in Indonesia. Then research by Siti Maryam (2016) states that government services are often considered less responsive and informative in providing services to the community. This problem also spurs the government to make breakthroughs that are considered innovative as Robi (2016) has

researched that all government agencies, both at the central and regional levels, are expected to make a creative idea or answer to the way of working/methods of public services.

One of the efforts made to improve public services through bureaucratic service innovation has been carried out by the government through Law No. 17/2013 concerning "Community Organizations". The Mentawai Islands Regency Government in this case through the services of the Office of Political National Unity and Community Protection of the Mentawai Islands Regency is the issuance of a skill certificate regulated in the Mentawai Islands Regent Regulation No. 15/2016. Registration in this case is the process of recording farmer or fishermen groups that are not legal entities for registration in government administration with certain requirements to be given a Skill certificate by the government organized by the Office of National Political Unity and Community Protection of Mentawai Islands Regency. For newly established farmer or fishermen groups or extending the active period of the group, they must report the organization formed to the Office of National Political Unity and Community Protection of Mentawai Islands Regency to obtain a Skill certificate so that the existence of the organization is also recognized by the local government.

The implementation of skill certificate services found several phenomena that the services provided by the Mentawai Islands Regency Government were not optimal. Some community farmers or fishermen groups still complain about the quality of service they get from service officers of the Mentawai Islands Regency Office of National Political Unity and Community Protection. Many people who need services come from islands that are different from the Mentawai Regency Office of National Political Unity and Community Protection. The Office of National Political Unity and Community Protection of Mentawai Islands Regency is located in the capital area of the Regency, and people who need Group Registered Certificate services come from different areas of the island with the Group Registered Certificate management office. Mentawai is an area with archipelagic conditions with 4 (four) large islands namely North Pagai, South Pagai, Sipora, and Siberut with 10 (ten) districts namely South Pagai District, North Pagai District, Sikakap District, West Siberut District, Southwest Siberut District, Central Siberut District, South Siberut District, North Siberut District, South Sipora District, and North Sipora District. Some villages or hamlets must first go through the sub-district capital to be able to access sea transportation to the district capital, namely Tuapejat to manage skill certificates. To get to the district capital area from the district capital takes approximately 9 (nine) hours by using a boat or speedboat and fast boat with a travel time of approximately 4 (four) hours. The results of temporary observations that the author examined at the research location, namely the Office of National Political Unity and Community Protection of Mentawai Islands Regency, there are several phenomena, namely the interest by stakeholders so that sometimes there is an intervention in the procedures carried out by service officers to smooth the administrative process of several farmer or fisherman groups that are not eligible for the issuance of skill certificate.

Another phenomenon is that there are still many farmer or fishermen groups who carry out management who do not understand the completeness of administration in the management of Skill certificates. It is very concerning if some of the people have to return to their areas just to complete the actual administrative requirements in terms of effectiveness and efficiency is not very good. Because the community is very disadvantaged materially and time, especially if you see the condition of the area taken to travel back and forth from and to the capital of the regency, it is very draining time and material. This is certainly a concern for researchers, how exactly the skill certificate service procedures and administrative understanding that have been given to the

community by the government. This study aims to 1) Explain the quality of skill certificate services at the Office of National Political Unity and Community Protection of Mentawai Islands Regency; 2) Analyze the effectiveness of the implementation of HCS services at the Office of National Political Unity and Community Protection of Mentawai Islands Regency; and 3) Develop a strategy for the Office of National Political Unity and Community Protection of Mentawai Islands Regency in improving its services to the community to be efficient and effective.

METHODS

This research is qualitative starting with the philosophical assumptions made by the researcher in deciding to conduct qualitative research. In addition, researchers bring their worldview, paradigm, or set of beliefs into the study, and this informs the conduct and writing of qualitative studies. Furthermore, in many approaches to qualitative research, researchers use interpretative and theoretical frameworks to further shape the research (Creswell, 2007). Based on these explanations good research requires making these assumptions, paradigms, and frameworks explicit in research writing, and, at least, to realize that they influence the conduct of research. This study describes issues about the situation and information that occurs in the implementation of Skill certificate services and produces descriptive data in the form of written or spoken words of people and observed behavior. This study used a type of research instrument, interview, and questionnaire distribution. The interview was used to obtain information, especially from the acting officers at the Mentawai Islands Regency Office of National Political and Community Protection, including the head of the office and his staff. The content of the interview refers to semi-structured interview guidelines such as the name of the interviewee and his position, duties in the field of managing registered letters in groups, then the length of handling the letter, and the fees to be paid. The questionnaire is also used as a tool for this research in the form of a questionnaire addressed to respondents which are taken randomly containing nine elements of assessment of the service including 1) physical appearance (tangible); 2) reliability (reliability); 3) responsiveness; 4) competence, namely the demands it has, knowledge, and good skills by the apparatus in providing services; 5) courtesy; 6) credibility; 7) security; 8) access; and 9) communication.

The data that has been collected through the questionnaire is then inputted into Microsoft Excel. The data consisted of 15 respondents who had filled out a satisfaction level questionnaire based on nine elements. Each answer has a quantitative satisfaction level range between 1-4. Furthermore, to find out the Average Value (NRR) of elements is added and divided by the number of respondents. Furthermore, NRR per element indicates the level of satisfaction with the service element. Referring to the regulation of the ministry of the State apparatus and bureaucratic reform No 14/2017 about Guidelines for Compiling a Community Satisfaction Survey for Public Service Provider Units, the Interpretation of the Community Satisfaction Index value is between 25 – 100, the results of the assessment are converted to a base value of 25 with the following formula:

$$\text{Community Satisfaction Index} = \text{Service Units} \times 25 \text{ or } \text{Community Satisfaction Index} = \frac{\text{Service Units}}{4} \times 100$$

The based on Regulation of the ministry of the State Apparatus and bureaucratic reform No. 14/2017, the service quality index is categorized into four categories: 1) A = 88,31-100—Excellent; 2) B = 76,61-88,3—Good; 3) C = 65-76,6—Fair; 4) D = 25-64—Poor.

RESULTS

3.1 Service quality skill certificate in Mentawai Islands Regency

Based on the observations that researchers found at the Office of National Political Unity and Community Protection of Mentawai Islands Regency, there is still often a gap between the services that should be provided by service providers and the perception of services received by farmer or fisherman groups. If referring to previous research, it was found that the problem of service quality in several regions in Indonesia has similarities with the phenomenon that occurred at the Office of National Political Unity and Community Protection of Mentawai Islands Regency, namely the limitation of service officers, service officers who arrive and leave the office not by working hours.

Several other factors were also found that caused the low quality of services provided to the community, this can be seen from several indications, namely: 1) Poor service facilities and infrastructure. Often the limited waiting chairs for farmer groups cause some of them to have to sit in front of the office terrace. The unavailability of facilities in the form of air conditioners or fans and televisions in the room has resulted in inconvenience for groups who are waiting for the issuance of skill certificates; 2) The issuance of skill certificates within the time expected by farmer or fishermen groups often cannot be achieved because the obstacle lies not in the ability of service officers but in the understanding of some groups that are still minimal on the requirements for skill certificate management so that some groups must return to their areas of origin to complete the specified requirements; 3) Credibility in service is very unfortunate because from research it was found that there are provisions beyond the 18 requirements for skill certificate management in the need for the number of stamp duty. It was found that service personnel required farmer or fishermen groups to provide more stamps than required in the requirements and the excess stamps became the personal property of service personnel; and 4) It was found that there were efforts by some employees of the Office of National Political Unity and Community Protection who prioritized certain interests or prioritized family relationships to expedite the issuance of skill certificates without fulfilling the 18 requirements required in the management of skill certificates.

3.2 Effectiveness of skill certificate service implementation at the Office of National Political Unity and Community Protection of Mentawai Islands Regency

Based on the results of an interview with the head of the Office of National Political Unity and Community Protection of Mentawai Islands Regency, the following information was obtained: *"The service provided is a Group Registered Certificate which is a service product that is one of the prerequisites for farming and fishing communities to be able to apply for their groups to receive assistance from local or central governments."* The demand for skill certificate-making services is motivated by the majority of Mentawai people's work as farmers and fishermen. And in processing agriculture and fisheries, local and central governments provide some agricultural or fisheries assistance. If the community wants to get such assistance, they must register their farmer and fisherman groups. The same similar answer was also conveyed by the head of the National and Political Unity section of the Mentawai Islands Regency Kesbangpol Office as follows: *"The economic ability of farmers and fishermen in Mentawai is still very low so their ability to buy equipment is not possible where currently fishermen farmers need more sophisticated equipment to support their work because when compared to the results obtained using equipment that Sophisticated results are much better than management by*

traditional means".

The usefulness obtained according to the head of the office is so that the farmer and fishermen groups formed get legality from the government so that they have the opportunity to get assistance from the government. The head of the office also said that the skill certificate management is completely free of charge by the local government. The measurement of the level of community satisfaction in managing skill certificates is based on nine elements as the Minister of State Apparatus Empowerment (Men-PAN) and Bureaucratic Reform refer to be used as a reference. Based on the results of the recapitulation of the distribution of questionnaires to 15 skill certificate applicant communities, information per element was obtained as follows:

1. Element of Requirements (U1) see Appendix 4: Requirements accumulatively get a score of 2.867 or if multiplied by 25 will get a score of 71.67 with sufficient category. This means that skill certificate management services are only considered limited in service, as long as they meet the standards. The level of people's satisfaction with the requirements is considered too much. Of course, this condition provides an opportunity for the Kesbangpol Office to improve itself to improve skill certificate management services so that they improve to be good at least.
2. Elements of Procedure (U2) see Appendix 4: The level of community satisfaction in skill certificate management procedures is also still limited. This is based on an accumulative assessment of 15 respondents who filled out a questionnaire on the level of public satisfaction about skill certificate services in terms of procedures worth 2,267 using a scale of 100, then a value of 56.67 or less predicate was obtained. This means that in terms of skill certificate management procedures, the local Kesbangpol Office should have to improve a lot.
3. Element of Service Time (U3) see Appendix 4: The level of public satisfaction with the length of service time obtained a value of 2,400 or with a scale of 100 obtained a value of 60 predicates less. This means that the local Kesbangpol office should speed up the service time, considering that people from various islands if they take care of their skill certificate permit requests for more than one day, the person concerned must stay for days in TuaPejat while waiting for the ship to arrive.
4. Elements of Cost/Tariff (U4) see Appendix 4: The level of public satisfaction with the fee/tariff charged obtained a value of 3.87 or with a scale of 100 obtained a value of 96.67 with a very good predicate. The element of fee tariff exemption in managing skill certificates is the result of interviews conducted with the head of the office, Kasi, and service officers. This element should be maintained to maintain the quality of service.
5. Service Product Element (U5) see Appendix 4: The level of public satisfaction with skill certificate services in terms of service products provided shows a value of 3.00 or with a scale of 100 obtaining a score of 75 good predicates. This means that the service products provided by the Kesbangpol Office have met the standards but still need to be improved to provide excellent service.
6. Elements of Implementing Competency (U6) Although the service executor in Kesbangpol is only one person, he is still competently able to serve requests from the community. The level of community satisfaction with the competence of this implementer shows a value of 3.00 or with a scale of 100 obtained a score of 75 good predicates. We recommend that service officers are also added to anticipate the possibility of officers being unable to attend.
7. Elements of Implementing Behavior (U7) see Appendix 4: The level of public satisfaction with the behavior of service providers obtained a score of 3.00 or with a scale of 100 obtained a score of 75 good predicates. To improve service to be even better, service officers should be given additional courses or training in customer

service or *front office services* so that officers can improve better behavior towards excellent service.

8. Elements of Service Declaration (U8) see Appendix 4: The level of public satisfaction with service information can be said to be perfect because the value of 4 or with a scale of 100 indicates a very good predicate. Service information has been displayed by the Kesbangpol Office on the front wall of the service and some also use *standing banners*. That is, the office itself already has good faith to provide perfect service. The problem is that there are still shortcomings here and there, it is part of the correction that must be addressed by the Mentawai Islands Regency Government.
9. Elements of Complaint Handling (U9) see Appendix 4: The level of public satisfaction with HCS services for the element of complaint handling obtained the lowest value out of the nine existing elements, namely 1.00 or with a scale of 100 obtained a value of 25. It is realized by the officers themselves that because the service officer is only one while they serve many people, they often unaddressed community complaints. The complaint box is also not yet available so the handling of complaints is barely resolved.

The overall total of the 9 elements of community satisfaction level obtained a score of 70.49 with sufficient predicate. This means that the Mentawai Islands Regency Kesbangpol Office must improve a lot to improve services to increase the level of community satisfaction. More details about the level of public satisfaction with skill certificate services can be seen as follows (see Fig 1).

The Processing Data Survey of Community Satisfaction Index Each Respondent and Service Elements

NO. RESP	Score of Service Element									
	U1	U2	U3	U4	U5	U6	U7	U8	U9	
01	02	03	04	05	06	07	08	09	10	
1	2	2	2	4	3	3	3	4	1	
2	2	2	2	4	3	3	3	4	1	
3	3	2	2	4	3	3	3	4	1	
4	3	2	2	4	3	3	3	4	1	
5	3	2	2	4	3	3	3	4	1	
6	3	2	3	4	3	3	3	4	1	
7	3	2	3	4	3	3	3	4	1	
8	3	3	2	4	3	3	3	4	1	
9	3	3	3	4	3	3	3	4	1	
10	3	2	3	4	3	3	3	4	1	
11	3	3	3	4	3	3	3	4	1	
12	3	2	2	4	3	3	3	4	1	
13	3	2	3	3	3	3	3	4	1	
14	3	3	2	3	3	3	3	4	1	
15	3	2	2	4	3	3	3	4	1	
Score /Element	43	34	36	58	45	45	45	60	15	
NRR Element	2.867	2.267	2.400	3.867	3.000	3.000	3.000	4.000	1.000	
NRR weighted element	0.318	0.252	0.266	0.429	0.333	0.333	0.333	0.444	0.111	*)
Community Satisfaction Index (IKM)										70.485

Keterangan :

- U1 to U14 = Service Elements
- NRR = Average
- IKM = Community Satisfaction Index
- *) = Amount of weighted NRR IKM
- **) = Amount of weighted NRR IKM x 25

No.	Service Element	Average	Average x 25
U1	Requirement	2.9	71.67
U2	Procedure	2.3	56.67
U3	Time of Service	2.4	60.00
U4	Cost	3.9	96.67
U5	Service Product	3.0	75.00
U6	Capacity of officer	3.0	75.00
U7	Officer's Behavior	3.0	75.00
U8	Service Notice	4.0	100.00
U9	Complain Box	1.0	25.00

Score of IKM :	70.49
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Service Quality :

- A** (Excellent) : 88,31 - 100,00
- B** (good) : 76,61 - 88,3
- C** (Fair) : 65 - 76,6
- D** (Poor) : 25,00 - 64,99

Figure 1. The Processing Data Survey

3.3 Discussions

Based on the research findings, it can be discussed that services in government will be of high quality if the facilities and infrastructure desired by the community are complete, in good condition, and operationally run. Most of the facilities that people want only exist, but do not necessarily function properly. This reinforces Erlianti (2019) findings that the quality of public services that only exist has not been able to provide service satisfaction.

The effectiveness or absence of a service is also determined by the extent of the customer's desired expectations of the service. In general, service that is by the expectations of customers will satisfy customers, if the services provided are not as expected, the results of the service are certainly not effective because they are not able to provide customer satisfaction. But if the service provided exceeds customer/user expectations, it will be very satisfying. The results of this study reinforce the statement of Solomon (1996); Willard (2002) scheme about the basic mode of customer satisfaction, that one of the markers of effective public service activities is a high level of satisfaction. Satisfaction is a consequence of an employment relationship focused on public services that match customer expectations. Service satisfaction is an empirical assessment of the relationship between service personnel and the community requesting the service.

The effectiveness of services that have not met expectations at the Office of National Political Unity and Community Protection in Mentawai Regency indicates that the government's performance on the services provided has not been achieved. This result reinforces Kumorotomo (2017) statement that one of the indications of service performance achievement is service effectiveness. Of course, this office is expected to be able to translate the technical principles, values, mission, organizational goals, and functions of development agents to improve the services provided.

The absence of a complaint box at the service office is the cause of the low level of community satisfaction. The provision of a complaint box, indicates a form of responsiveness of service institutions helping consumers (service recipients). In addition, the service institution indicates responsibility for the quality of services provided. Of course, this study also strengthens the theoretical concept of Parasuraman et al (1988) that the quality of public services one of the indicators is responsiveness whose manifestation is in the form of providing a compliant container.

Research findings related to the quality of public services reinforce the results of research by Saputro (2015); Robi (2016) that one of the innovations that can improve the quality of public services is to speed up service time and provide a forum and opportunity for service recipients to provide input or complaints on dissatisfaction with the services provided. Given that the low value in services is found in requirements, procedures, and unavailability of complaints against services provided, by theory of Osborne (2001), customer strategies should be applied to improve services in the office. That is, the services provided prioritize the aspirations and desires of customers. Of course, in this case, it is the community that wants to take care of the skill certificate in question. Skill certificate services in Mentawai Islands Regency turned out that the strategy in providing requirements was still considered low in value. Referring to the research of Sasmita (2015), the simplicity of services, especially requirements, makes people quickly receive services. That is, if the government wants to accelerate services, then strategies to simplify services including their requirements should be considered for implementation.

CONCLUSIONS

In general, the effectiveness of skill certificate services in Mentawai Islands Regency has not reached a good predicate. However, in terms of service, there is not a buildup of skill certificate submission letters at the service desk. The level of unsatisfactory service satisfaction is caused by several problems including 1) The element of accumulative requirements for skill certificate management services is only considered limited as long as it meets the standards only; 2) Elements of procedures that are considered not to have met the wishes of the community; 3) The level of public satisfaction with the length of service is perceived to have not met the wishes of the applicant community; and 4) The level of public satisfaction with skill certificate services for elements of complaint handling that are considered to have not met the wishes of the applicant community. This means that the Mentawai Islands Regency Kesbangpol Office must improve a lot to improve services to increase the level of community satisfaction. The strategy of the Office of National Political Unity and Community Protection of Mentawai Islands Regency to be able to improve the efficiency and effectiveness of its services to the community based on the results of the level of public service satisfaction is to prepare a complaint box and simplify service procedures. Proposed recommendations based on the results are as follows: 1) Simplifying requirements. For example, it is enough for the sub-district office to report a group certificate to the local Kesbangpol Office so that people do not need to go to the remote Kesbangpol Office. Efforts are needed to increase customer trust in officers in providing services. Things that can be done are: a) Provide training to improve the competence of officers. The types of training provided include the technical provision of excellent service to customers; The workshop simplifies service by reviewing existing services and then simplifies it by eliminating unnecessary requirements; and b) Providing information communicatively to customers. The trick is to install skill certificate service flows in locations where the most people gather such as at fish auctions, Muara Siberut Port, Sikabualan, Sikakap Port, and Tuapejat Port; and 2) Finally, the last recommendation is that the Mentawai Islands Regency government should reward outstanding employees and continue to motivate them to get achievements.

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