



## **Strategy for Improving the Quality of Public Services at the Buton Regency Population and Civil Registration Service**

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### **Abstract**

The main problems that are the focus of this research are: (1) What strategies to improve the quality of public services are carried out by the Population and Civil Registration Service of Buton Regency? (2) What factors influence the quality of public services at the Buton Regency Population and Civil Registration Service? The research location is the Population and Civil Registration Service of Buton Regency. This research uses a qualitative descriptive approach, the sampling technique uses Purposive Sampling with primary data from in-depth interviews supported by documentary data and field observations. The data analysis technique uses qualitative analysis, namely an interactive analysis model through data reduction, data presentation and drawing conclusions. From the research results, it was concluded that the strategy implemented by the Buton Regency Population and Civil Registration Service has generally worked well, although it has not been fully implemented, this has been felt by the community. The failure to implement this strategy optimally is caused by a lack of communication between authorities, because there are no local government regulations that clearly regulate communication patterns between authorities.

**Keywords:** *Strategy, Service quality, Public service*

### **INTRODUCTION**

Globalization has turned the world into a kind of global village where the boundaries between regions and countries are increasingly blurred. In the global order, institutional competitiveness will be the key to excellence in the future. Excellence is defined by an organization being able to provide or present products and services of particular value. This uniqueness is influenced by the extent to which it can innovate according to the future desires of the user community. When talking about innovation, there is only one keyword that can be used, namely: "Ability to combine institutions and calculations", meaning that customer satisfaction is always considered. Internal dynamics are influenced by internal organizational changes. However, even though there have been many internal changes, transparency and accountability need to be created in the management of public organizations. Decentralization and distribution of power are demands that must be met. All of this leads to improving the performance of public organizations, especially regional governments, which is reflected in the services provided to the community. (Suharmanto, 2004).

Siagian (2004:57) states that strategy is a series of fundamental decisions and actions taken by top management and implemented at all levels of the organization to achieve organizational goals. Another definition of strategy according to Craig & Grant (1996:52) states that strategy is the determination of the long-term goals and objectives of a company, as well as the direction of action and allocation of resources needed to achieve these goals and objectives. So, if we can conclude from the definition above, then company strategy is a combination of planned activities and reactions to anticipate competition and unexpected developments.

According to Hatten, (Salusu 2015:72) provides several instructions on how to create a strategy to be successful: 1. Strategy must be consistent with the environment. Don't develop strategies that go against the grain. Follow the current of social developments in an environment that offers opportunities for advancement; 2. Each organization does not only create one strategy depending on the scope of its activities. When creating multiple strategies, one strategy must be consistent with the other strategies. Don't argue or contradict yourself; 3. An effective strategy must unite and unite all resources, not separate them from each other; 4. Strategy should focus on its strengths and not its weaknesses; 5. Resources are critical when considering whether a strategy is feasible and implementable; 6. The strategy should not take into account too large a risk; 7. Strategies must be developed based on the success achieved; 8. Signs of strategy success include support from the parties involved, especially from managers and all work unit leaders in the organization.

Public services cannot be separated from issues of public interest, which is where the term "public service" comes from. Before discussing public services in more detail, the researcher first explains the importance of public services. The meaning of public service has been defined by many experts. One of them was put forward by Agus Dwiyanto (2006: 136), who defined public services as: A series of activities carried out by the public bureaucracy to meet the needs of citizens. The users referred to here are people who need public services, such as: B. making resident cards (KTP), birth certificates, marriage certificates, death certificates, property deeds, business permits, building construction permits (IMB) and building construction permits (HO).

In the implementation of public services, one of the following patterns can be used, depending on their form and nature: (a) Functional service pattern, namely the general pattern of services provided by a government agency in accordance with its duties, functions and authority; (b). One-Stop Integrated Service Pattern, namely a public service pattern that is provided exclusively by one government agency and based on delegation of authority from other related government agencies; (c) One-Stop Integrated Service Pattern, namely a public service pattern that is implemented in an integrated manner in one place/location by several related government agencies in accordance with their respective authorities; (d) Centralized service pattern, namely the

public service pattern carried out by a government agency which acts as a service coordinator for other government agencies related to the public service sector concerned.

David Osborne and Peter Plastrik (2000) state that the word "strategy" originally comes from a military context: the Greek word *strategos* means "general". Good generals start by developing a strategy: not an operational plan, but a fundamental approach capable of changing the balance of power on the ground. . When the United States decided to drive Iraq from Kuwait in 1991, its generals decided that it would have two methods: massive bombing to blind and incapacitate the enemy, followed by rapid, stealthy dispersal movements to create a pincer-like attack.

Rosen (2007) formulated "accountability as a profession for individual rights, openness to research, engagement with operational processes, and concern for finances are gems for the American government, but they are waiting for action". To expand productivity through creative new choices and organizational change, this emphasis on public managers creates an environment where the era of public productivity is different from other eras of the private sector environment.

The idea that public administration requires ethics in serving the interests of society is actually not something new. Plato, for example, hundreds of years ago said that one cannot be a good public administrator without being a first philosopher (Gallant, 1980 in Zauhar, 2003). So according to Plato, to be a good state administrator you must first become a philosopher. By becoming a philosopher first, he will love the truth, all his decisions will be based on correct philosophical considerations, and therefore the decisions taken will not be detrimental to the people, fair decisions are caused by the full value of the policies he has (Zauhar, 2003).

Talking about service issues cannot be separated from the quality of service results as a determining factor. The concept of quality itself is defined by Tjiptono (2006) as a dynamic condition related to products, services, people, processes and the environment that meet or exceed expectations. Meanwhile, Gazperz (2005) differentiates the meaning of quality into two meanings, namely:

Public services to the community will be able to function as expected, if the supporting factors are adequate and can function effectively and efficiently.

## **RESEARCH METHOD**

By conducting this research, the author aims to examine in depth the actual conditions of public service delivery in the era of regional autonomy as we are currently experiencing, including related phenomena. Therefore, this type of research is qualitative. This research produces descriptive data in the form of people's written or spoken words and behavior that can be observed against the background and the individual as a whole (holistically).

The focus in qualitative research is closely related to the problem formulation and research objectives, so that these two things are used as references in determining the research focus. In this case, the research focus can develop or change along with the development of research problems in the field.

In determining the location, there are various factors that researchers must pay attention to, namely in determining the research area while maintaining substantive theory: Go out and explore the field to see whether there is a match with the reality on the ground. Give. Geographical limitations, time and energy must also be taken into account in determining the research location.

In this research, the community selected as informants consists of two elements, namely (1). The apparatus elements consist of the Head of the Buton Regency Population and Civil Registration Service, the Secretary of the Buton Regency Population and Civil Registration Service. Head of the Civil Registration Service (2) Company elements that received services in the last year.

The data collection technique uses in-depth interview methods. The interview method is used so that researchers or research officers can make "direct contact" with research subjects/respondents. Questions to respondents are asked orally and respondents' answers are also presented orally. The form of the questions can be closed (structured) or open or unstructured. Here the person who writes or enters the respondent's answers is the interviewer, of course based on the respondent's verbal answers. Conducting Observations: Researchers conducted field observations of the process of submitting population certificates to the Population and Civil Registry Service. They were able to see firsthand the process of collecting and issuing birth certificate extracts and what requirements must be met by people who need a population certificate and registration certificate, including making direct observations in several villages to complete the data previously collected. And Documentation: Recording various documents that strengthen research data analysis by looking for letters or documents related to civil registration management both from the Ministry of Population and Civil Registry and related agencies related to civil registration that are needed for this research are relevant.

## **RESULTS AND DISCUSSION**

Strategies implemented to improve public services.

The service improvement strategy implemented by the Buton Regency Population and Civil Registry Service cannot be separated from the Buton Regency Strategic Plan for 2013-2017, as stated in Buton Regency Regional Regulation Number 13 of 2007 concerning Creating Quality Government Services for the Community. public. To implement the policy directions outlined in the regional regulations above, the Buton Regency Population and Civil Registry Service has several service strategies, including.

### Growth Strategy (Growth Strategy)

In order to increase service growth, one of the strategies of the Buton Regency Population and Civil Registration Service is to carry out services with a one day settlement system or what is usually called "one day service". better and better quality with principles that prioritize the interests of society. Head of the Buton Regency Population and Civil Registry Service said: Savings strategy (strategy to increase efficiency). Buton Regency Population and Civil Registration Service to increase the efficiency and professionalism of service providers. Of course, to support the provision of good services, good special knowledge is also needed from civil servants so that all assigned work can be carried out more optimally. The higher the education, the higher the professional level and the greater the burden of responsibility. An employee can work optimally if he has high skills and professionalism, so that his mastery of his field of work becomes more optimal.

Table. Education level of Population Service employees and Buton Regency Civil Registry

| No | Type of Education | quantity | information                                    |
|----|-------------------|----------|--|
| I  | formal education  |          | The number does not include honorary employees |
| 1  | S2                | 1        |  |
| 2  | S1                | 11       |  |
| 3  | D3                | 2        |  |
| 4  | SMA               | 7        |  |

Data source: processed from the Civil Service Sub-Division of the Buton Regency Population and Civil Registry Service

### Collaborative strategy (cooperation strategy)

The Buton Regency Population and Civil Registration Service always coordinates or collaborates with related agencies to provide services to the community. Of course, in carrying out its function as a service provider, the Buton Regency Population and Civil Registration Service cannot be separated from other agencies such as the Department of National Education, the Department of Religion and the Prosecutor's Office. and district courts and even district managers.

### Strategic stability (stabilization strategy)

Reduce local problems related to the importance of using the Buton Regency Population and Civil Registration Service Deed. Implement a collection system to collect customer complaints about registration office services. The aim of this strategy is to provide the public with the opportunity to submit complaints directly regarding the services they receive.

### Quality of service

The term "deed" which in Dutch is called "deed" and "act deed" in English, (according to popular belief) has two meanings, namely:

1. Lawsuit (Trading) Legal action (reshtshandeling) is a broad definition and a writing intended to be used/
2. used as evidence in a lawsuit, in the form of a document created to

prove something.

The reliability dimension is the first of five service quality dimensions used to measure the quality of document services at the Buton Regency Population and Civil Registry Service. Reliability is the ability to provide promised services in a timely, accurate and satisfactory manner.

The physical evidence dimension (tangible value) is the second service quality dimension used to measure the quality of services provided by the Buton Regency Population and Civil Registry Service. Physical evidence (tangible assets) itself is the physical means or availability of facilities and infrastructure to support the quality of public services.

### **Representation/Warranty Act**

is the third dimension to measure the quality of service from the Buton Regency Population and Civil Registry Service to applicants for deed services in Buton Regency. Guarantee (assurance) includes the knowledge, skills, politeness and trustworthiness of employees, free from danger, risk or doubt. Guarantee is an action taken by society to protect its citizens from risks which, if these risks occur, could result in disruption of the normal structure of life. To measure the dimensions of guarantee to determine the quality of public services at the Buton Regency Population and Civil Registration Service.

### **Dimensions of responsiveness**

The responsiveness dimension is the employee's responsiveness in providing the required services and the ability to quickly complete the service within the promised time period. The speed of service provided is the responsiveness of officers in providing the required services. This responsive attitude is related to the ingenuity and quick thinking that employees show towards customers. Measuring the dimensions of responsiveness to determine the quality of public services in population services and civil registration in Buton Regency.

### **Dimensions of empathy (empathy)**

The Empathy dimension includes easy relationships, good communication and understanding of service users' needs. Empathy is personal or individual attention to service users by placing oneself in the situation as a service user.

### **Factors influencing the quality of public services**

Of course, in every service there are things that make work enjoyable in order to achieve maximum results. First factor

Utilize it to promote the creation of good service in Buton Regency, especially in the form of enthusiasm shown by employees to show each other and try to provide the best service to service users who need service.

### **Strategy to improve the quality of public services**

In the previous chapters, theory, literature review and research methods have been explained and in the final section, after linking it to research results in this field, a discussion needs to be carried out. The implementation of public services will be successful if it always pays attention to the needs and desires of the people it serves. In today's world, the dynamics of society are so fast that a quick response is needed so

that the gap between people's needs and expectations can be narrowed.

### **Quality of civil registry office services**

Carrying out the functions of a civil registry office in the reform era requires adjustments and changes to structural, instrumental and cultural aspects with new information paradigms and future task challenges. This is related to the identity of the organization (instrumental) as well as the identity of attitudes and behavior (individuals and units) which are reflected in the culture of civil registration services for the community.

### **Barriers to improving public services**

In principle, the factors that hinder the improvement of civil registration services are still classic. The limited number of employees or the lack of employees who are able to support the duties of the Civil Registry Service is still a major obstacle, if you look at the number of Population and Civil Registry Service employees who currently number 21 people, but only 13 people are in charge. document. So if you compare the area and the number of people served, it is clearly not balanced.

## **CONCLUSION**

The strategy implemented by the Buton Regency Population and Civil Registration Service is a growth strategy in the sense that the Buton Regency Population and Civil Registration Service implements a one-day service system. However, there are still obstacles so that this strategy does not work optimally because sometimes the network experiences problems. The restructuring strategy for the Buton Regency Population and Civil Registration Service to improve public services is to carry out training and education to develop service processes. The collaboration strategy for the Buton Regency Population and Civil Registration Service is to collaborate with other agencies to implement a pick-up and drop-off system. Strategic stability (stabilization strategy) of the Population and Civil Registration Service of Buton Regency in the context of strengthening community services which, if managed according to procedures, will not take a long time, the most important thing is that there is good communication between the Service Provider and the community, even though it is not complete, it will still be provided while waiting. The file is complete.

Factors that influence the context of improving the quality of public services, especially those related to improving registration services and issuing birth certificates, include a lack of service personnel and a lack of equipment such as computers, which of course also has an impact on the lack of public services. This should not be taken lightly because this deficiency makes the process of creating documents much more difficult, especially considering the increasing number of documents that are processed every day.

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