
| RESEARCH ARTICLE

Local Government Strategies in Improving the Quality of Public Services in Muara Ponaq Village Office, Siluq Ngurai District, Kutai Barat

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| ABSTRACT

The main problem of this research is the strategy of the Local Government in Improving Public Services in Siluq Ngurai District, West Kutai Regency. The sub-problems are 1) the Local Government's Strategy for Improving the Quality of Public Services in Siluq Ngurai District, West Kutai Regency, and 2) the Supporting and Inhibiting Factors of the Local Government in Public Services in Siluq Ngurai District, West Kutai Regency. The research design is classified as a qualitative descriptive study with a management approach. The data sources used are primary and secondary. The data was collected by using observation, interviews, and documentation techniques. Data analysis techniques include data reduction, presentation, comparative analysis, and conclusion. The results showed that the local government's efforts in improving the quality of public services at the Muara Ponaq office, Siluq Ngurai District, West Kutai Regency, included adjusting to the Muara Ponaq village regulation concerning the Medium Term Development Plan (*RPJM Desa*) 2016- 2022 CHAPTER V and trying to meet the quality dimensions services at the Muara Ponaq local government, which is a servant of the Muara Ponaq community, in particular, continues to strive to improve the welfare of the community from all aspects, one of which is the religious/spiritual aspects of the community. The supporting factors of the local government in improving the quality of public services at the Muara Ponaq government office, Siluq Ngurai District, and West Kutai Regency are the professional work of the staff, cohesiveness between government members, and the completeness of equipment in the local government office. The inhibiting factor for the local government in improving public services at the Muara Ponaq office, Siluq Ngurai District, and West Kutai Regency is assistance to the community, which is limited in number, and employee salaries which are obtained every six months. The implications of this research are delivered to the local government in carrying out its duties as a public service to maintain professionalism and carry out the rules that have been set to improve public services and welfare. With some obstacles in serving the community, it is hoped that the local government can deal with them and find a way to answer society's challenges.

| KEYWORDS

Strategy, Local Government, Public Service Quality

| ARTICLE INFORMATION

ACCEPTED: 25 October 2022

PUBLISHED: 02 November 2022

DOI: 10.32996/jhsss.2022.4.4.19

1. Introduction

Service is the foremost essential task of the apparatus as a civil/public servant. As public servants, it implies that in carrying out their duties, they must continue to strive and serve the interests of the community and facilitate all the affairs of community members. Responding to the government phenomenon in the reform era with the application of autonomy priority areas in the decentralization draft, which gives the regional government the opportunities to develop their regions in line with a lot of public demands, will service the Public with quality, despite the varying demands of society, it will fulfill its desire for well-being.

In line with that, the Public's view of the public service bureaucracy's low performance, especially the apparatus's behavior in providing exemplary service following moral values to the Public in various fields, is relatively negative. Reforming the government

bureaucracy will increase practical and excellent governance in the future since bureaucratic reform began to be rolled out, especially in public service bureaucracies in departments/institutions in Indonesia.

The management of public services in the era of regional autonomy has made it easier for each region to make efforts to improve services. The experience of several regions that have succeeded in utilizing and developing an integrated public service system is recognized to have significantly impacted the quality of local government public service delivery, increasing regional income and improving the community's quality of life. Law No. 6/2014 (Village Law) states that the wrong destination from settings about the village is to increase public service for local people. Next, the regulation of Minister Village, Development of Disadvantaged Regions and Transmigration No. 1 of 2015 concerning guidelines authority based on Right Origin Suggestion and Authority Local Village-scale, in detail, it is stated that village-scale local authority in the field of essential services, for example (a) development of village health posts and *polindes*; (b) development power health; (c) management and *posyandu* development; (d) guidance and supervision of traditional health efforts; (f) development and management of Early Childhood Education (*PAUD*).

The government bureaucracy and public services have not yet achieved compelling results, especially in remote areas. This matter is assumed as a consequence of insufficiencies in service performance, especially in the behavior and attitudes of government officials who pay less attention to moral principles in carrying out their duties. One of the shreds of evidence of public services carried out by local government bureaucracies is following the view of *Bappenas* that poor or poor governance can result in various crises. The occurrence of a multidimensional crisis in our country, which was preceded by a financial crisis from 1997-1998, was because of the implementation of wrong or bad governance. The indicators are, among others, the domination of power by one party to another so that supervision is challenging to carry out; the occurrence of acts of corruption, collusion, and nepotism; the low performance of the apparatus, including in services to the public or the community in various fields.

The Local Government, also known as *Pemdes*, is a government institution that is on duty to manage at the regional level. The Local Government set through Regulation Government No. 72 of 2005 on Local Government issued for implementing the provisions of Article 216 paragraph (1) of Law Number 32 of 2004 about government area. The chief of local government, as poured in paragraph 2 of article 14 paragraph (1), is the head of the village in charge of organizing affairs, governance, development, and society. From the definition, this could be taken to conclusion that the local government is the head and other apparatus of the village as elements of the local government administration. The local government works on arranging and organizing governmental affairs in the village, and all activities carried out in the village.

In carrying out their duties, the village head and apparatus must coordinate, integrate, and synchronize, within their environment and other organizations, following their respective main tasks. The local government's structure and functions are expected to provide services and carry out their duties and obligations as public servants or state servants. So, there is coordination in carrying out these tasks and functions. This means that village officials can work together in their duties and functions. Village apparatus in carrying out their duties and functions will be controlled by institutions in the local government and community. Humans are dynamic elements in acting/functioning as the subject of the regional government wheel. Therefore, to realize the implementation of regional autonomy in local government, the main factor is humans.

Quality means grade. The definition of quality can vary depending on who uses it from a person's point of view. According to Eka Suhartini (2012), Quality is a word that, for service providers, is something that must be done well. According to Kotler, Quality is all the characteristics of a product or service that affect the ability to satisfy stated or implied needs. Meanwhile, according to Goetsch and Davis, quoted by (Tjiptono, 2007), Quality is a dynamic condition associated with products, services, people, processes, and the environment that meet or exceed expectations. One factor which determines the level of success and Quality of a company is the ability to give customers excellent service. A company that has succeeded in providing quality services to its customers will be able to defend itself and achieve success. Lewis and Booms are experts who first defined service quality as the size of a level of service given capable under customer expectations. Every understanding of something differs depending on what angle we view it from. However, the essence of each definition will be the same as it means.

Public service, according to Institution Administration Country, is interpreted as all forms of public service activities carried out by government agencies at the centre, in the regions, and within the State/regional state-owned enterprises in the form of goods and services, goods in skeleton implementation, provision regulation, legislation, invitation. Public service can be interpreted as an effort carried out by a person or group of people or certain institutions to provide convenience and assistance to the community in a specific skeleton destination. Every worker must be professional to work quickly and precisely so as not to waste the mandate that becomes his responsibility. Professionalism and competence in a job are two interrelated things. However, sometimes some individuals force themselves to do a job that is not their field, so what happens is a loss, both in terms of time for carrying out the work and material losses.

An effective and efficient bureaucracy is needed to provide excellent public services so that the community's needs (public) can be met. Sinambela provides an understanding of public service as an effort to fulfill the desires and needs of the community. According to Muhadjir, public service is closely related to public policy because public policy is always oriented on how to provide services to the public under the abilities and needs of the average citizen. Government services must be oriented to the people's interests and social justice. To reach all levels of society fairly, services must be carried out in a non-discriminatory, transparent, objective, and firm manner.

There are several previous studies related to this research, and this previous research will support the research that will be carried out by researchers and consists of several journals that are incorporated from national journals and international journals, which are as follows: Rinaldi, (2012) who studied 'Analysis of Public Service Quality'. The results of this study are the factors that affect the quality of public services. The quality of Human Resources (HR) is still low (still lacking awareness and motivation in providing service), systems and service procedures are still long and complicated, and the absence of Minimum Service Standards (SPM) in the management of permits in the field of public services involving procedures, time, and cost (Siregar, 2014). Public perceptions of the quality of public services at the Medan City Population and Civil Registry Service. The results of this study are public perceptions of the quality of public services, namely Birth Certificate services, measured from 14 service elements. Of the 14 service elements, there are only two service elements, namely the responsibility of service officers and the courtesy and friendliness of service officers, which are included in the outstanding category, and 9 service elements. Meanwhile, there are 3 elements of service, namely the clarity of service officers, the certainty of service costs, and the certainty of service schedules which are included in the poor category.

2. Research Methods

This study employs a descriptive qualitative research design. In order to gather information from a sample that accurately represents the population, the data are collected through interviews. Additionally, this study includes research to determine the impact of the independent variable on the dependent variable based on the different problem forms.

Inductive data analysis is used in qualitative research, which is descriptive in nature. At first, only ethnography used qualitative research techniques. However, in more recent times, this approach has been widely used in research from many different fields, including sociology, pathology, law, and politics.

Other data must be analyzed in order to continue the study and discussion. Primary data, which comes from the findings of interviews, and secondary data, which comes from data, notes, reports, as well as literature, are both used in the collection of data and information.

3. Results and Discussion

This research is a qualitative descriptive study about the quality of public services in Muara Ponaq village, Siluq Ngurai District, and West Kutai Regency. Researchers try to uncover and then describe it. The data are obtained through observation, interviews, and documentation.

3.1 The Strategy of Local Government in Increasing the Quality of Public Service in Ponaq Subdistrict Siluq West Kutai Regency

Assessment of service quality in Muara Ponaq Village, Siluq Ngurai District Regency Kutai West Regency, conducted based on the theory from Parasuraman et al. quoted by (Tjiptono, 2007) that quality service is determined by five dimensions, namely tangible, reliability, responsiveness, assurance, and empathy. Results and qualitative analysis of each dimension of service quality are outlined in descriptions as follows:

3.2 Tangibles Dimension (Proof Physique)

In realizing excellent public service quality, it is necessary to make changes and improvements that lead to community satisfaction. In the study, the tangibles dimensions are determined by the appearance of the apparatus when performing services, the convenience of the place, convenience in the service process, the discipline of an officer in doing service, convenience access customers in application service, and usage device in service.

The low quality of services carried out in Muara Ponaq village, Siluq Ngurai District, West Kutai Regency, is due to several indicators that have not been carried out following the service standards, such as the convenience of the place in providing services. A malfunctioning air conditioner causes discomfort. The air conditioner that does not work causes the air temperature in the service room to be hot. The information board is not available, and many useless documents are scattered on the service desk. This reality does not follow the existing theory, namely the attributes that determine the quality of public services, such as the availability of information and the service waiting room, physical facilities, and office cleanliness.

3.3 Reliability Dimension

Reliability is the ability to provide services as promised 1) immediately, 2) accurately, and 3) to satisfy service users. The reliability of officers in providing services is beneficial for the community in receiving services quickly and easily. Every officer is expected to have the ability in knowledge, expertise, independence, mastery, and high work professionalism so that the work activities carried out produce an acceptable form of service without any complaints and impressions which excessive service received by society.

In this study, the reliability dimension is determined by indicators, namely the accuracy of officers in serving, clear service standards, the ability and expertise of officers in using tools in the service process, and the expertise of officers in the service process.

In its implementation, there are still indicators that have not worked, such as officer skills in using the tool to help in the service process. The expertise of officers in using service aids is still low. There is only one officer who is an expert in using assistive devices. So that when the officer is not in for some reason, the activities service will be hampered.

In addition, the obstacles or deficiencies found in Muara Pontiac village, Siluq Ngurai District, West Kutai Regency, is the slowness in management administration. This is due to the limited number of officers. The lack of officers results in slow solution management administration because one officer handles or looks after more from one profession. In addition to the number of officers still lacking, the quality of the existing officers is still low.

The demand for the reliability of officers in providing services that are fast, precise, easy, and smooth is a condition of assessment for the people served in showing the actualization of the work of officers in understanding the scope and job descriptions that are the concern of every officer in providing their services. The essence of reliability dimensions is that every officer has reliable capabilities, knows about the ins and outs of work procedures and work mechanisms, corrects various deficiencies or irregularities that are not following work procedures, and can provide correct directions to every form of service that is not yet understood by the public. So, reliability service has a positive impact on the service; namely, the officer understands, masters reliable independent, and is professional in the job description he is engaged.

3.4 Responsiveness Dimension (Power Response)

The responsiveness dimension is giving a good and fast response in dealing with any complaints from service users. Responsiveness is one of the drivers of service success. If the implementation of services is based on the attitude, desire, and commitment to carry out services well, it will increase the quality of service that is getting better. The assessment of the quality of public services in Muara Ponaq village on this dimension is by using several indicators, namely responding to each customer/applicant who wants to get service, speed of officers in providing services, the accuracy of officers/apparatus in providing services, the accuracy of time of officers/apparatuses in performing services. The implementation of indicators that have not been carried out optimally in Muara Ponaq village is the completion of services according to the specified time. This is due to limited human resources, both in quantity and quality. The number of service officers who are lacking and the lack of ability of service officers significantly affect the service itself.

3.5 Assurance Dimension (Guarantee)

Every form of service needs the existence of certainty in the service which is given. The form of service is primarily determined by a guarantee from an officer who gives service so that person who accepts service feels satisfied and convinced that all forms of affairs are finished and done following the speed, accuracy, convenience, smoothness, and quality service given.

The assurance dimension includes knowledge, ability, courtesy, and the trustworthy nature of the officer, free from danger, risk, and indecision. Evaluation of the quality of public service in Ponaq Siluq Ngurai District, West Kutai Regency, among others, officers provide a guarantee on time in service, the officer gives a guaranteed cost in service, and officer give a guarantee on legality in service, the officer provides a guarantee of cost certainty in service. From the assessment indicators of Muara Ponaq village, Siluq Ngurai District, West Kutai Regency has to fulfill all indicators.

Guarantees for services provided by officers are highly determined by performance or service performance, so it is believed that the officer is capable of giving reliable, independent, and professional service, which impacts on satisfaction service received. Besides performance, the guarantee of something service is also determined by the commitment party village, which is strong, which recommends that every officer give service by are you severe and genuinely for a satisfied person who served. Form guarantee, which other is a guarantee to the officer who has behavior personality (personality behavior) that is good in providing services; of course, there will be different officers who have the character or character which is not good enough and which is not good enough in giving service.

3.6 Empathy Dimension (Empathy)

Every activity or service needs an understanding of shared assumptions or interests in something related to service. Service will run smoothly and has good quality if every party interested in the service has the same empathy (emphasis) in completing or

managing or has committed to the same service. Empathy in service is the presence of attention, seriousness, sympathy, understanding, and involvement of parties with an interest in the service to carry out service activities according to the level of understanding of each party. Those who provide services must have empathy to understand the problems of those who want to be served. The party being served should understand the limitations and abilities of the person serving so that the integration between the party serving and receiving the service has the same feeling. This means that every service provided to the person being served requires empathy for the various problems faced by people who need service. Parties who want service must have a sense of concern for all forms of service management by feeling and understanding the need for fast service demands and understanding various forms of service changes that cause complaints from the form of services that must be avoided. As a result, the service runs following the activities desired by the service provider and who need the service. To measure the dimensions of empathy, the researcher used several indicators, including prioritizing the applicant/customer, serving officers with a friendly attitude, serving officers with courtesy, officers serving non-discriminatory (discriminating), and officers serving and respecting each customer. From the indicators of the assessment used, several indicators have been applied. They have met the expectations of service users, including putting the interests of the applicant/customer first, officers serving with courtesy, officers serving non-discriminatory (discriminating), and officers serving and respecting every customer. Indicators have not met the wishes and expectations of service users, namely the officers serving with a friendly attitude, because there are still officers who have not given smiles and greetings and even seem indifferent when serving users. This fact is not following the existing theory that service officers should greet them gently, speak in a good and correct language and be passionate about serving service users.

Hospitality is one of the main factors of success in service. One example is by smiling and greeting. By smiling and greeting, the service user will feel that he has been cared for and will appear comfortable with the services provided.

4. Conclusion

Based on the results of research on the local government's strategy in improving the quality of public services at the Muara Ponaq village office with existing constraints such as the availability of human resources, the lack of coordination of the local government in conveying information, the standard of public services in terms of public facilities and infrastructure has not been fulfilled. Then the following conclusions can be drawn:

1. **Tangibles Dimension (Proof Physique)**
In realizing service, public quality needs to conduct change and repair, leading to public satisfaction. The low quality of service is caused by several indicators that do not yet follow standard service.
2. **Reliability Dimension (reliability)**
Accuracy in the service provided, adherence to established service standards, as well as the capacity and expertise to make effective use of tools that facilitate service. During the implementation, we have not yet reached the point where we can act like an experienced officer when utilizing tools for the service process. The Officer still has a very limited understanding of how to use various tools. Due to a lack of officers, the management administration is moving at a snail's pace.
3. **Responsiveness Dimension (Power response)**
Response to service users becomes one indicator of successful service. This is not held with maximum yet, especially on side-time service. This is because of limitations of good quality of human resources.
4. **Assurance Dimension (Guarantee)**
Guarantee for services provided by officers is highly determined by performance or service performance. Every officer has to provide profound and truly satisfying service to the people served. One form of guarantee provided by the officer is a good personality in providing services. Naturally, different officers will have different ways of providing service; some will have good behavior, while others will not.
5. **Empathy Dimension (Empathy)**
Understanding commonly held presumptions or interests in a matter pertaining to service is necessary for any activity or provision of service. In this particular instance, the researcher bases their decision on the priority of the applicant/customer, the officer serves with a friendly attitude, the officer serves with a polite attitude, the officer serves without discrimination (discrimination), and the officer serves and values every customer reality despite the fact that there is not yet a theory that follows what should happen.

Funding: This research received no external funding.

Conflicts of Interest: The authors declare no conflict of interest.

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