

## Analysis of Effectiveness of Public Services in Rawalumbu District Bekasi City

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**Received:** June 11, 2021

**Accepted:** May 17, 2021

**Published:** September 12, 2021

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DOI: 00000000000000000000

**Abstract:** *This study aims to find out and analyze to find out and analyze: a) a description of the effectiveness of public services, the factors that hinder public services, and efforts to improve public services in Rawalumbu District, Bekasi City, Java. West. Based on the results of the research that has been carried out, it can be concluded that to realize the effectiveness of public services from government officials to community service users, it cannot be separated from the influence of the work discipline of local government officials. With the adequate quality of work discipline of government officials, bureaucrats at the sub-district level can provide services to the community effectively so that they can realize good governance.*

**Keywords:** *Effectiveness, Public Services, Rawalumbu, Local Government, Regional Autonomy*

### Introduction

Since the enactment of Law Number 34 of 2004 concerning Regional Autonomy, and Law Number 33 of 2004 concerning Financial Balance between the Center and the Regions, causing changes in the administration of government from Centralization to Decentralization, and changes to a new system for regional development. Changes in policies and laws and regulations in the administration of government and regional development are inseparable from efforts to improve efficiency and quality of services. The change is also based on a paradigm shift that contains changes in service behavior from being centralized to decentralized. In addition, one of the efforts to encourage the realization of service accountability and the revitalization of the service function of the government apparatus is the necessity of every government agency to prepare their respective strategic plans.

The nature of regional development is expressed as a systematic effort to explore and improve development in all aspects of community life in a better and continuous area (O'Brochta, 2017). Thus, the sub-district government is required to be able to carry out the development accompanied by reliable organizational/institutional support and can innovate sectors that can increase the demands of the community. To improve the welfare of people's lives, various resources are explored and sought whether they already exist or are new resources, both human resources, financial resources, and institutional resources to increase their role in socio-economic activities.

Improving services to the community is also an effort to improve the welfare of the community (Wiryanto, 2020). One of the fields of public service in the field of government services is the duty of the Rawalumbu Regency Government to carry out it. However, the reality that often occurs is not by the expectations of the government, which is still found in civil servants who carry out their duties not by what is expected. Several phenomena occur, among others, is the tendency of slow service to the community. Another phenomenon is the uneven distribution of tasks in each work unit, where there are still many officers or employees who perform job dualization (Boyne, 2003). So far, the government has always stated that government officials are public servants. As a public servant, it is clear that the main task of the government apparatus is to provide the best quality of service to the community. To provide the best service quality from government officials, the government issued Law No. 25 of 2009 concerning public services. The realization of quality public services is one of the characteristics of good governance as the goal of the utilization of the state apparatus. In this regard, improving the quality of public services is an effort that must be carried out continuously, and must be carried out by all government officials.

In the context of the modern state, public services have become increasingly important institutions and professions. It is no longer a side activity, without a legal umbrella, adequate salary, and social security, as happened in many developing countries in the past (Zumrah, 2015). As an institution, public services ensure the continuity of state administration which involves the development of service policies and management of resources originating from and for the public interest (Rosenbaum, 2018). As a profession, public service is based on the principles of professionalism and ethics such as accountability, effectiveness, efficiency, integrity, neutrality, and fairness for all service recipients. UU no. 25 of 2009 concerning public services regulates the principles of good governance which are the effectiveness of the functions of the government itself. Public services carried out by effective governments or corporations can strengthen democracy and human rights, promote economic prosperity, social cohesion, reduce poverty, increase environmental protection, be wise in the use of natural resources, deepen trust in government and public administration (Spicker, 2009).

The serviceability strongly supports the achievement of organizational goals, the higher the ability of the apparatus in carrying out their duties, the more effective the

achievement of organizational goals (Yusriadi & Farida, 2019). Improving the performance of the public service bureaucracy will have broad implications, especially in the level of public trust in the government, while the poor performance of the bureaucracy has so far been one of the important factors that encourage the emergence of a crisis of public trust in the government (Susanti & Rifany, 2020). Community services provided by government officials often tend to be complicated, such as a) Service procedures, b) Low level of education for officials, c) Work discipline. This greatly affects the quality of public services.

So, the existence of tight service capabilities and solid coordination will affect the success of the apparatus or employees in increasing service effectiveness. Increasing the effectiveness of this service is influenced by several factors, namely the ability of the leadership, high motivation of the apparatus or employees, a clear organizational structure, and many other factors that are considered to play a role in influencing work (Mudhofar, 2021). Judging from the needs of the community, public services are very important, both in the form of public goods and public services (Tahili, 2018). Services in the form of public goods can be in the form of facilities that support people's lives such as roads, clean water, public telephones, and others. The higher the quality of service in the form of public goods, the life of the community will be good, meaning that there are no problems that impede them in carrying out daily activities. Meanwhile, services in the form of services are needed by the community, such as health and education services as well as transportation (O'Brochta, 2017).

Community services can be categorized as effective if the community gets easy service with short, fast, precise, and satisfying procedures (Elbanna et al., 2016). The success of increasing the effectiveness of public services is determined by the ability of the government to improve the work discipline of service personnel. In particular, the District Government is required to realize the work discipline of the District apparatus to increase service effectiveness. The real problem with the public service process, especially the management and introduction of making Identity Cards (KTP), Family Cards (KK), and Birth Certificates, is still felt to be convoluted and not effectively controlled (Kamarusdiana & Aprianita, 2018). The existence of this public service effectiveness is assumed to be due to the influence of the level of work discipline of government officials. The strategic role of the government will be largely supported by the ability of government officials to carry out their duties and functions. One of the big challenges faced by the government is the ability to carry out activities effectively and efficiently because so far the government apparatus is synonymous with a convoluted performance full of KKN and there are no definite standards (Puspitarini, 2019).

Along with the implementation of regional autonomy, the city of Bekasi as one of the autonomous regions is always required to provide welfare to the community, nation, and state which reflects through the performance of government officials in providing services to the community by technological developments and growth as well as increasing the basic needs of the community (Goethem et al., 2014). The current focus of

regional autonomy is the village or sub-district, where services are closest to the community and directly (Akbar et al., 2016). Therefore, the implementation of public services is very important to note. Service effectiveness is the concern of all companies and government agencies, this also occurs in Rawalumbu District, in providing services based on established procedures (Wargadinata, 2017).

### **Identification and the problems**

Based on the background of the problem above, the following problems can be identified:

- a. Weak and lack of human resource development (HR) through providing opportunities to improve skills on education and job training to improve public services.
- b. The low discipline of employees in providing public services because employees who work have not been optimal in providing good public services.
- c. Employees do not get protection from work risks that may conflict with the law, causing employee performance to be less enthusiastic in providing public services.
- d. The mismatch of compensation provided by the organization to employees has led to low employee motivation in providing public services.

Based on the background of the problem above, the problem in this study the researcher formulates the problem as follows: What is the description of the effectiveness of public services in Rawalumbu District?; What are the factors that hinder public services in Rawalumbu District?, and What solutions can be given to improve public services in Rawalumbu District?

### **Research Methode**

In this study, the researcher uses a descriptive qualitative research method, that is, the researcher does not use mathematical, statistical, or computer methods but the rules of thinking that are applied systematically in data collection and processing to provide data and arguments. Descriptive focuses on observation and the natural atmosphere. The focus of the research in this research is employees and the community in Rawalumbu District. According to Moleong (2007), the main data sources in qualitative research are words and actions obtained from informants through interviews, the rest is additional data such as documents and others. To obtain data and information, the informants in this study were determined purposively or intentionally where the informants had been previously determined. This research instrument consists of an interview, document review, and observation.

## **Results and Discussion**

To provide the best service quality from government officials, the government issued Law Number 25 of 2009 concerning public services. The realization of quality public services is one of the characteristics of good governance as the goal of the utilization of the state apparatus. In this regard, improving the quality of public services is an effort that must be carried out continuously, and must be carried out by all government officials. Law Number 25 of 2009 concerning public services regulates the principles of good governance which are the effectiveness of the functions of the government itself. Public services carried out by effective governments or corporations can strengthen democracy and human rights, promote economic prosperity, social cohesion, reduce poverty, increase environmental protection, be wise in the use of natural resources, deepen trust in government and public administration. The following is the condition of public services in Rawalumbu District.

### ***Overview of Public Service Implementation***

Public services are now part of the needs of every community. Every public bureaucracy needs to strive to provide the best quality of service to the service user community. Public services at the Rawalumbu District Office, will immediately feel good if this direct evidence is considered because this is related to the first assessment from the community. People who come to the sub-district office will immediately be faced with an assessment of the existing facilities and the cleanliness of the office so that the comfort of the community will be felt immediately. Government public services, in this case, the Rawalumbu District Office, are currently felt increasingly need to be addressed and improved, especially in an era like this. Efforts to improve the quality of public services are a must that must be done immediately to create services that are more efficient, effective, and following the needs and aspirations of the community.

In carrying out the delegation of authority, there are thirteen kinds of services provided to the Rawalumbu District, related to the implementation of the Administrative Service policy, both in the licensing and non-licensing fields. In its implementation in Rawalumbu District, the management of this public service is divided into three counters. Whereat the first counter it serves about:

- 1). Registration of Land Certificate (SKT), the requirements are:
  - a) Fill in the application letter shown to the Camat.
  - b) Fill in the blanks/forms provided.
  - c) Attach the base of the Land Right that is cultivated or controlled.
  - d) Photocopy of ID card 2 sheets
  - e) United Nations payment sign

Timeframe for completion: Seven days (if requirements are complete and have been researched). Those involved or in charge:

- a) Village Head/Lurah
  - b) Head of Government
  - c) Secretary and Sub-district Head
- 2). Letter of Transfer of Control over Land by Compensation Method (SPPAT-GR), the requirements are:
- a) Fill in the application letter shown to the Camat.
  - b) Fill in the blanks/forms provided.
  - c) Attach the base of the Land Right that is cultivated or controlled.
  - d) Photocopy of ID card 2 sheets.
  - e) United Nations bill of lading.

Timeframe for completion: Seven days (if requirements are complete and have been researched). Those involved or in charge:

- a) Head of the village.
  - b) Head of Government.
  - c) Secretary and Sub-district Head
- 2) Certificate of Heirs, the requirements are:
- a) Fill out the application letter addressed to the Camat.
  - b) A statement/recognition letter of all heirs known to the Village Head/Lurah.
  - c) Death certificate issued by the Village Head/Lurah
  - d) Photocopy of the ID card of the heirs.
  - e) Photocopy of the heir's family card.
  - f) Each in duplicate.

Timeframe for completion: Two days (if requirements are complete and have been researched). Those involved or in charge:

- a) Head of the village.
  - b) Head of Government.
  - c) Secretary and Sub-district Head
- 3) Collateral Registration to the Bank, requirements:
- a) Original land title/certificate and photocopy.

- b) Photocopy of the relevant ID card.
- c) Cover letter from the village head.
- d) Certificate of non-dispute that is known by the Village Head/Lurah.
- e) United Nations bill of lading.
- f) Each in duplicate.

At the second counter serving about services such as:

- 1) IMB recommendation, requirements:
  - a) Land certificate from the village
  - b) Dispute cross letter is known by the Village Head/Lurah
  - c) introduction from the Village Head/Lurah
  - d) Photocopy of the last year's PBB settlement and photocopy of ID card
  - e) The statement in question is stamped 6000
  - f) The application in question has a stamp duty of 6000
  - g) Three pieces of 3x4 color photographs
  - h) Each in duplicate

Timeframe for completion: Two days (if requirements are complete and have been researched). Those involved or in charge:

- a) Head of the village.
- b) Head of Government.
- c) Secretary and Sub-district Head
- 2) Recommendations for HO, SIUP, TDP, requirements:
  - a) Land certificate
  - b) Cross dispute letter
  - c) Introduction from the Village Head/Lurah
  - d) Photocopy of the relevant ID card
  - e) Photocopy of the last year's PBB payment certificate
  - f) Certificate of no objection from the community around the location
  - g) The applicant's statement letter stamped 6000 about not objecting to the license being revoked if it violates the provisions
  - h) Three pieces of 3x4 color photographs

- i) Each in duplicate

Timeframe for completion: Two days (if requirements are complete and have been researched). Those involved or in charge:

- a) Village Head/Lurah
- b) Head of Trantib
- c) Head of Revenue
- d) Secretary and Sub-district Head

- 3) Environmental Cleanliness Certificate (SKBL), the requirements are:

- a) Photocopy of ID card
- b) Three pieces of 3x4 color photographs
- c) Certificate/introduction from the Village Head/Lurah
- d) Each in duplicate

Timeframe for completion: One day (if requirements are complete and have been researched). Those involved or in charge:

- a) Village Head/Lurah
- b) Head of Trantib
- c) Secretary and Sub-district Head

The third counter contains the management of services such as:

- 1) Introduction to KK and KTP, requirements:

- a) Cover letter from the village head
- b) Bring the KK form
- c) Bring the form
- d) Bring the United Nations payment sign

Timeframe for completion: One day (if requirements are complete and have been researched). Those involved or in charge:

- a) Village Head/Lurah
- b) Head of Subdivision of Public Service
- c) Secretary and Sub-district Head

- 2) Certificate of Transfer Requirements:



- a) Bring a certificate of moving from the Village Head/Lurah
- b) Bring the relevant ID and KK
- c) Two pieces of 3x4 photos

Timeframe for completion: One day (if requirements are complete and have been researched). Those involved or in charge:

- a) Village Head/Lurah
- b) Head of Subdivision of Public Service
- c) Secretary and Sub-district Head
- 3) Request for Proposals
- 4) Certificate of KKN/PKL Research Requirements:
  - a) Certificate from School and University

Timeframe for completion: One day (if requirements are complete and have been researched). Those involved or in charge:

- a) Head of Government
- b) Secretary and Sub-district Head

5) Certificate of Death, KP4, Certificate of Poor, Certificate of Selling BBM, requirements:

- a) Bring a certificate from the Village Head/Lurah
- b) Photocopy of KTP and KK concerned
- c) Each in duplicate

Timeframe for completion: One day (if requirements are complete and have been researched). Those involved or in charge:

- a) Village Head/Lurah
- b) Head of Subdivision of Public Service
- c) Secretary and Sub-district Head

In line with the community's need for quality services from the government, as a public service that has the trust of the community, they must always refer to the total satisfaction of customers which is the main goal in service delivery. Therefore, quality improvement should be continuous/continuous regarding public perception of the

effectiveness of public services in Rawalumbu District, Bekasi Regency, West Java, which will be illustrated in the description concerning several indicators, namely:

### ***Simplicity***

Simplicity is the procedure/procedure for the service to be carried out in an easy, smooth, fast and uncomplicated manner and is easy to understand and implement. This is mandatory in carrying out public services, because in the current modern era simplicity in performing public services is felt to be very necessary so that in providing public services they do not feel complicated or manipulated by the existing service system.

The simplicity of service can also be interpreted that procedures or procedures for public services are carried out in an easy-to-understand, easy-to-implement. It is said that public service is excellent if in its implementation it is not difficult, the procedure does not have many intricacies, the requirements that must be met by customers are easy to fulfill, do not beat around the bush, do not look for opportunities in narrowness. Based on the results of interviews with several resource persons including the Head of the Government Section of Rawalumbu Sub-district, said that:

*"In population service, the sub-district office always provides convenience for residents in managing residence documents, where the convenience itself is manifested in the service procedures at the sub-district office.*

The same thing was conveyed by a resident of service users in Rawalumbu District, who said that:

*"In the sub-district office, as far as I know, as long as I have been a resident of the Rawalumbu sub-district for about 5 years, every time I take care of the letters, it is always given the convenience, one example is directed like that, Mas, what completeness requirements are lacking, then we must go where we must be given know by the officers."*

The ease of service itself is indeed needed by every citizen who uses the service so that they do not feel confused in managing letters and residents can more easily understand where they should go after that so that in utilizing the existing services they can be precise and fast.

### ***Clarity and Certainty***

Legal clarity and certainty itself concerns the service procedures, general requirements both technical and administrative, work units or responsible parties, costs, rights and obligations of both providers and those who are given services, officials who hear complaints from service users. Where in this case the clarity and legal certainty that

users will serve is very important for residents, because most of the residents themselves do not want to process letters at the sub-district office, they do not know when they will be served and when the letters they handle will be issued. It is feared that later an attitude will emerge using the services of others so that they do not have to bother waiting to be served (Ajzen & Gilbert Cote, 2008). Based on the results of interviews with several resource persons including the Head of the Government Section of Rawalumbu Sub-district, said that:

*"The sub-district has been given as clear-cut information as possible about the service procedures, where the first thing is to queue up in order so that there is no clashing with each other. The sub-district also provides lessons to residents, so that residents know that the sub-district requires residents to come to the sub-district office themselves instead of ordering or using the services of other parties in managing letters in the sub-district. The Standard Operating Procedures (SOP) for each section in the sub-district office are not the same because their functions and duties are different and will change depending on the leadership in Rawalumbu District, Bekasi City".*

Then based on the results of the author's interview with one of the staff in Rawalumbu District, said:

*"Regarding issues of clarity and certainty, we will always be given an understanding in terms of population administration service requirements such as KK, KTP, and Birth Certificates, we will continue to monitor and pay attention to all forms of management that the community wants until what they are managing is published and becomes what they want. Furthermore, from the apparatus itself, so that there is no misunderstanding from the community, then for any type of service, requirements, costs, and others must be transparent, either verbally or in writing and on bulletin boards".*

Clarity and certainty that they will be served are certainly needed so they don't feel bored and irritated when taking care of a letter, they have queued for too long but in the end, they are not served or after being served they don't know when their letter will be published and can pick it up at the sub-district office so that their time is not wasted. when dealing with mail. Meanwhile, according to one service user in Rawalumbu District, said that:

*"For the service procedures here, it's more or less understandable, if you don't understand, you can ask the officer, but sometimes we also need information when the letter can be picked up so that we don't go back and forth if it's like that for a long time, you get annoyed too, bro, can you - You can use other people's services to make it easier."*

The importance of legal clarity and certainty aims to prevent service users from taking care of their letters and not using the services of others so that a letter

management service bureau does not appear in the sub-district and also avoids service officers from leaving Standard operating procedures (SOP) or even abusing their positions.

### **Security**

In terms of security, the process and results of public services can provide security, comfort. There is public trust in employees in carrying out their duties following clear procedures. The security referred to here is not only seen from the point of view of irresponsible people such as pickpockets and theft of motorbikes and helmets belonging to the community but also includes brokers who have been familiar with the Indonesian people. Where the process and results of public services can provide security and comfort and can provide legal certainty so that service users feel comfortable and not worried about the services provided so that the data provided is not misused by others. Based on the results of the author's interview with the Head of the Government Section of Rawalumbu District, he said that:

*"The population data in the sub-district is directly entered on the server of the Office of Occupation and Civil Registration for the City of Bekasi, West Java, and the sub-district cannot change the NIK (Population Identification Number) of the KTP at will, only to replace education. And management through the sub-district to the Office of Occupation and Civil Registration of the City of Bekasi, West Java without going through a service bureau, of course, has legality in the eyes of the law".*

Meanwhile, according to one service user in Rawalumbu District, said that:

*"I am sure that if the data I provide to the service officer is not misused and its legality can be accounted for, the original and fake letters must be different.*

The security of data provided by service users is fully guaranteed by the government because the data provided will go directly to the server of the Office of Occupation and Civil Registration of , and cannot be replaced with the main population number and the issue of the legality of issued letters has legal provisions in the eyes of the state.

### **Openness**

Openness seems to be related to indicators of clarity and service certainty. In terms of the emergence of clarity and certainty of services, of course, there will be openness of service provisions. The openness referred to here means that matters relating to the public service process must be informed openly so that it is easily known and understood by the public, whether requested or not. The customer's desire is to be served honestly. Therefore, the apparatus on duty must provide honest explanations, what is in the regulations or norms, do not scare, do not feel meritorious in providing services so that

there is no desire to expect rewards from customers. Based on the results of the author's interview with the Head of the Population Section of Rawalumbu District, he said that:

*"In terms of service open to the community, we have carried out outreach activities if there are every meeting with Village officials which also involves the community, besides that, we also put up information leaflets that are easy to see directly by the public. That's all we do so that there are no mistakes if the community does the management."*

Openness is also meant to put up pamphlets or posters posted at the entrance and windows of the Rawalumbu District office so that every service provided to the community explains the service information needed by the community both in terms of service time, administrative costs, and service processes so that can provide comfort for people who use services at the Rawalumbu District office so that there are no communication errors between service providers and service users. Based on the results of the author's interview with the Head of the Government Section of Rawalumbu District, he said that:

*"The Rawalumbu sub-district office, has provided detailed information to residents about service times, costs, administration following service standards. The service time in our own office is working hours from 08.00 WIB to 16.00 WIB, regarding own costs, according to the Bekasi Mayor Regulation, all service fees at the sub-district office are free."*

Meanwhile, according to one resident in Rawalumbu Sub-district, who uses the service, he believes:

*"The service procedures are easy to understand because the instructions given are clear and the most important thing is that now there is no charge."*

Since March 2018, the Bekasi City Local Government has helped to beautify the lives of Bekasi City residents by eliminating levies on 22 types of population administration services. The types of services that initially charged a service fee ranged from Rp. 5,000 to Rp. The 250,000 is now free of charge, aka free. Initially, for example, residents had to pay Rp 5,000 to apply for an Indonesian Citizen's Family Card and had to pay Rp. 250,000 for the Legalization of Foreign Children.

### **Economical**

Economists mean that the imposition of public service fees must be determined fairly by taking into account the value of goods and services and not demanding high fees beyond the normal conditions of the community to pay in general. Where every service provided always has a low economic value so that it can be reached by underprivileged people so that they can take advantage of the services provided, but since 2018 the local government has made free the cost of services carried out by the community at the

District Office, except for people who are late to take care or provide services. information will be penalized for delay. Based on the results of the author's interview with the Head of the Government Section of Rawalumbu District, he said that:

*"According to the Bekasi Mayor's Regulation, taking care of KTP (Card Identity), KK, and birth certificates, etc. Since 2018 through the Bekasi Mayor's Regulation regarding the management fee, the government has completely waived it without any additional costs being incurred."*

According to one resident in the Rawalumbu District, who uses the services, he believes:

*"To take care of letters, money is no longer required, let alone asked for additional money like in the past, everything is free, but if you report late, your district will be fined."*

### **Justice**

Equitable justice in terms of the scope or reach of public services must be sought as widely as possible with even distribution and carried out fairly, not discriminating against the position of the community because every community has the same rights. For this reason, it can be illustrated that the problem of justice in providing services at the Village Office in Rawalumbu District, is still lacking because many people feel injustice for various reasons. And besides that, it is in contrast to what one sub-district staff explained through an interview:

*"In providing services to the community, we do not look at the community's background, whoever it is, we treat it the same according to the applicable regulations, whether it's people from the poor or vice versa, we treat them the same".*

The absence of differentiating services to the community served at the sub-district office so that later it will not create jealousy because of the different services, it is important that this is done because it is one of the reference criteria for the quality of an organization's services. Based on the results of the author's interview with the Head of the Government Section of Rawalumbu District, he said that:

*"In performing services, Rawalumbu District never distinguishes the status of the people to be served because in the eyes of the law all are the same, whoever comes first then he will be served first according to the queue".*

Meanwhile, according to one resident in the Rawalumbu District, who uses the services at the Rawalumbu District Office, he thinks:

*"As long as I take care of the letter at the sub-district office, I have never encountered other residents who arrive late but are served first, if there is one, don't be angry, it's good to come later and ask to be served first".*

### **Punctuality**

Punctuality means that the implementation of public services can be completed within a predetermined time. This is supported by the ability of the apparatus in completing service tasks, and adequate facilities. The results of interviews with village heads related to the problem of punctuality:

*"The length of management is because some people are always ignorant or just neglect to do the management, whether it's mandatory to have or extend the active period, most of them want to take care of them if they need it as soon as possible".*

At the Sub-district office, in carrying out services, there is a standard service time, for example, for an E-KTP service, it is approximately 1 working day, for KK it takes 1 to 2 weeks, while the legalization of a certificate can be done directly at that time. However, this can all be done promptly as long as there are no technical or non-technical problems when performing services at the Rawalumbu Sub-district office. The implementation of services can be completed within a certain time so that users do not feel disappointed with the services provided, especially if they feel they will not be served later. Based on the results of the author's interview with the Head of the Government Section of Rawalumbu District, he said that:

*"In carrying out services, there must be technical and non-technical factors errors, it must be reasonable, but if the service is smooth, for an ID card, it will take approximately 10 minutes, while for a family card and a birth certificate, the sub-district takes a maximum of 2 weeks because it has to be done deliver the file to the Department of Population and Civil Registry of".*

The punctuality of being served by community members is related to the clarity and certainty of service because it is also included in the assessment of the effectiveness of a service provided to residents, if in providing services there is a delay it will be detrimental to the Rawalumbu District, especially residents who use services at the office. Districts. Service users will feel happy when service employees carry out the service process quickly and precisely. Exactly it can be interpreted that employees provide services according to the needs of service users. The right service is a match between the services provided and the needs of service users so that the needs faced by service users can be resolved properly and ultimately community satisfaction is achieved. For example, when a service user is going to legalize a KK when an employee calls a service user according to the queue, then the employee provides service quickly so that the user is satisfied with the service provided. However, not all employees can serve quickly. It all depends on whether or not there are employees in the service room.

Based on an interview with the Head of RW 06, he said that: "The service here is fast and precise, but it depends on the presence or absence of employees." Furthermore, the chairman of RW 05 added that:

*"Employees always serve quickly and precisely so I don't have to wait long in the service process, for example when I take care of the legalization of KK, the employee immediately does what I need."*

Fast and precise service is an important thing that must be done as a form of responsiveness to service users, but apart from being fast, the service must also be done properly. If the employee has provided service quickly and thoroughly, the service employee has carried out their duties professionally so that service users will feel happy. Assurance, which includes knowledge, ability, courtesy, and trustworthiness of employees, free from danger, risk, and doubt. Guarantee is a protective effort that is presented to the community for its citizens against risks which if that risk occurs will disrupt the normal structure of life.

Employees at the Rawalumbu Office, provide guarantees on time for service on the spot, if the employee can work it out on time. If it cannot be completed on the same day, such for example making an ID card which cannot be completed that day, the employee provides a time guarantee and provides proof of collection so that when the period is finished, it can be immediately taken using the proof of collection that has been given to the customer. As said by the community in Rawalumbu District, said that:

*"The time for taking care of the service can't be a day, so later I was given evidence for collection when it was finished. At that time, I made it for three days, but it hasn't been done in more than a week." that the guarantee of time to get service depends on the type of service."*

According to the Head of RW 06, related that: "The standard time given is three days but in reality, it takes six to seven days. This delay is due to the basic ingredients for making an ID card, such as the card itself having to wait for delivery from the head office which takes a long time. That is the main factor that causes the period of making an ID card, not by the time it should be, which is three days." Employees must provide timely guarantees to service users so that service users do not wait too long.

### **Factors Affecting the Effectiveness of Public Services**

Increasing and public demands for effective, efficient, and satisfying public services from government employees as public servants are increasingly popular. This is related to the development of the needs, desires, and expectations of the community which continues to grow and become more recent. People as service subjects do not like services that are convoluted, long, and risky due to long bureaucratic chains. The community wants freshness of service, as well as being able to understand the needs and desires that are fulfilled in a relatively short time. These desires need to be responded to and fulfilled by agencies engaged in the service sector if their activities want to have a good image, For this reason, the management needs to re-evaluate the aspects of the services that have been provided following the needs and desires of the people being



served, or on the contrary, there is still a gap between the services provided and the services expected by the community. The occurrence of a gap indicates that the quality of service is less than excellent so that it has the potential to reduce the overall performance of the agency.

In every service, of course, there must be things that can make work comfortable to get maximum results. The first factor used to encourage the creation of good service at the Rawalumbu District Office, is in the form of the spirit given by employees to each other, trying to provide the best service for service users who need service. This statement is by the results of the researcher's interview with the Head of the Government Section of Rawalumbu District, who said that:

*"The supporting factor so that we can provide better services is the enthusiasm of each employee. We mutually encourage each other to be able to provide services with their respective expertise to realize excellent service."*

In addition to mutually encouraging each other, also holding coordination meetings or some kind of evaluation every three months regarding how services have been carried out to the community, by holding meetings there will be suggestions if there are service employees who are still unable to provide good services. Meanwhile, another factor that encourages the realization of quality implementation at the Rawalumbu District Office is the cultivation of awareness to serve the community sincerely and following conscience. Under the statement from the Head of the Welfare Section of Rawalumbu Sub-district, he said that:

*"The supporting factor for us is the availability of facilities, namely computers and devices as well as internet connections from the Civil Registry which make it easier for us to carry out the service process to service users."*

Meanwhile, service barriers to maintain service quality to the community at the Rawalumbu District Office, according to the Head of the Government Section of Rawalumbu District, said that:

*"Services for the community are currently somewhat constrained by the problem of the non-existent organizational infrastructure of the service section. For the current service employees, we only take a few people from the government section and others from all sections in the sub-district".*

However, in guarding the service office, they must also prioritize their permanent work in their respective sections. The Head of the Welfare Section of Rawalumbu Sub-district, said the same:

*"Still need additional employees for the service department who master the tools in the service process in the form of computers and others".*

From some of these descriptions, it can be identified that the factors that affect the quality of public services, the dominant factors that affect the quality of public services. These dominant factors are Personnel resources; Public awareness, and facilities and infrastructure. Each factor affects the effectiveness of public services. This means that in general it can be said that these three factors dominantly affect the effectiveness of public services, in addition to other factors. The effectiveness of public services is a dynamic condition related to products, services, people, processes, and the environment where the quality assessment is determined at the time of the delivery of public services.

### **The efforts to improve public services**

Public service is a series of activities carried out by the government and its apparatus to the community in realizing improving the quality of people's lives while providing satisfaction to the people served. However, the implementation of public services carried out by government officials in various aspects of services, including those concerning the fulfillment of civil rights and the basic needs of the population, is still not felt as expected by the community. This can be seen, among others, from the number of complaints, complaints from the public, whether submitted directly to the head of the service unit or through letters from readers in various mass media. On the other hand, the community as the main element served has not provided effective control to become a driving element in efforts to improve the quality of public services.

However, creating a quality service that gives satisfaction to the people who receive, it is not as easy as turning the palm. There are still many things that become obstacles and other factors that cause public services held by the government to be felt to be lacking and tend not to carry out wholeheartedly. We still encounter many complaints from the public and the mass media who judge that the effectiveness of public services provided by the government is not yet optimal. The implementation of service tasks in the organizational structure does not always run as well as we expect, sometimes in its implementation government officials experience obstacles or inhibiting factors, but besides that, some factors support the course of service procedures. Likewise, the implementation of government services in other areas, the implementation of government services that take place in Rawalumbu District, is influenced by several factors, both factors that support the course of services and factors that then become obstacles to the service itself. The following will describe further the factors that can improve public services in Rawalumbu District, :

#### ***Apparatus Resources***

To provide maximum service to the community, it is very necessary for government officials who have reliable quality human resources, for that then it can be said that the success of a service is one of which is largely determined by the quality of the apparatus

appointed as public services. The ability, in this case, is both in terms of scientific ability or insight as well as in terms of capabilities possessed, officials who have creativity in carrying out their duties always refer to the laws and regulations that have been set and pay attention to the accuracy of targets in the implementation of service functions and place discipline and responsibility. as the main principle. For this reason, if the apparatus lacks human resources, the apparatus in question is likely to obtain results that will not be maximally following what is expected.

### ***Citizen's awareness***

One of the factors that influence the implementation of government service tasks in the Rawalumbu District is the public awareness factor. Public awareness is meant to be aware to prepare everything that is a requirement to carry out a service business at the Village office, the relationship between government officials and the community must support each other to achieve the expected goals, both from the community and from the government officials themselves. According to observations in the field, some people do not understand and are aware of the management that should have been mandatory. Therefore, when they are going to do arrangements such as KK, KTP, and Birth Certificates, their wishes are completed quickly but they sometimes pay attention to what should be the requirements. With this situation, in terms of the lack of public awareness of how to create cooperation between government officials. On the other hand, if they are truly aware without any coercion, it will create good relations or cooperation between the government and the community.

### ***Facilities and infrastructure***

One of the supporting factors or can be an obstacle to service procedures is advice and infrastructure. The existence of various types of service facilities and functions can help serve the community more efficiently and effectively. For this reason, facilities and infrastructure can be said to be supporters because they can help service processes, and vice versa, if facilities and infrastructure are inadequate, it can hamper service procedures. From the results of interviews with village and sub-district heads, the facilities and infrastructure in the office are quite adequate and greatly support the running of the service even though the facilities and infrastructure are simple.

### **Analysis**

The services provided by Rawalumbu District are by one of the Bekasi City government missions in 2014 - 2019 "Towards a Better Bekasi as a City of Services and Trade that is intelligent, humane, dignified, and environmentally friendly", which is to present a humane city atmosphere through capacity building, capacity, and quality of

public services, bureaucratic reform, and utilization of city resources for the greatest welfare of citizens. Where to create and improve the effectiveness of public services to better Bekasi City residents so that they can realize good governance.

The implementation of service tasks in the organizational structure does not always go well as we expect, sometimes in its implementation government officials experience obstacles or inhibiting factors, but besides that, some factors support the service procedures. Likewise, the implementation of government services in other areas, the implementation of government services that take place in Rawalumbu District, is influenced by several factors, both factors that support the course of services and factors that then become obstacles to the service itself.

Building public trust in public services carried out by public service providers is an activity that must be carried out in line with the expectations and demands of all citizens and residents regarding improving public services, as an effort to emphasize the rights and obligations of every citizen and resident as well as the realization of state and corporate responsibilities. In the implementation of public services, legal norms are needed that provide clear regulations, to improve the quality and guarantee the provision of public services following the general principles of good governance and corporations as well as to protect every citizen and resident from abuse of authority in public services. public service delivery.

Through a study of local government and the principle of decentralization in the field of public services, it is reviewed from Law Number 25 of 2009 concerning Public Services and knows the mechanisms and implications of decentralization of public services by local governments. In providing services to the community, the officers of the Rawalumbu District Office are an important aspect that the authors take as one of the research phenomena to find out the public services carried out by the District officials to the community.

Based on the results of the study that the effectiveness of public services to fulfill everything related to production, services, humans, processes, the environment, and the needs and desires of consumers both in the form of goods and services that are expected to meet the expectations and satisfaction of the community as customers. The effectiveness of public services, in general, must meet customer expectations and satisfy their needs. However, even though this definition is oriented towards service users, it does not mean that in determining the quality of service, service providers must comply with all consumer desires. The effectiveness of public services can be known by comparing the perceptions of service users on the services they receive with the services they expect.

In realizing effective public services, it is necessary to make changes and improvements that lead to community satisfaction. One aspect that must be improved in increasing the effectiveness of public services is the problem of service facilities. To provide maximum service to the community, it is very necessary for government officials

who have reliable quality human resources, for that then it can be said that the success of a service is one of which is largely determined by the quality of the apparatus appointed as public services. The reliability of apparatus resources is the ability of service providers to provide services as promised, accurately, and reliably. The reliability of apparatus resources in providing services greatly helps the community in receiving services quickly and easily. The reliability of apparatus resources can be seen from the accuracy in serving, the ability, and the expertise of employees in using tools in the service process. Reliability of personnel resources is the ability to provide the promised service immediately, accurately, and satisfactorily.

The reliability of apparatus resources is evidenced by the accuracy of employees in serving service users, the sub-district has clear standards or not, the ability of employees to use tools in the service process, and the expertise of employees in the service process. The increasing public need for this service needs to be balanced with maximum and fast service which requires the apparatus to be nimble in their work. Reliability of personnel resources is the ability to provide the promised service immediately, accurately, and satisfactorily, such as timeliness, speed, and accuracy in service completion. Reliability here is the extent to which the apparatus can quickly, precisely, and accurately in every service delivery to the community.

In providing services to the public, the reliability of apparatus resources in providing service immediately, accurately, and satisfactorily is very necessary to create satisfaction in customers. The ability of a service provider government agency to provide services as promised in a timely, accurate, and reliable manner and provide the same service is one of the important elements that service providers must possess. Then Public Awareness is one of the factors that also influence the implementation of government service tasks in the Rawalumbu District, is the public awareness factor. Community awareness is meant to be aware to prepare everything that is a requirement to carry out a service business at the Village office, the relationship between government officials and the community must support each other to achieve the expected goals, both from the community and from the government officials themselves.

Furthermore, the role of service facilities is very important and one that is very influential on improving the quality of public services because the existence of adequate service facilities, can make services to the community more comfortable and satisfying while in the service room. Physical evidence is determined by the appearance of the apparatus when carrying out service tasks, the convenience of the place to perform the service, the ease in the service process, the discipline of the employee in performing the service, the ease of access of customers in requesting services, and the use of assistive devices in the service. The convenience of the place of service greatly affects the service process. Service providers should pay more attention to comfort for service providers because if service users are comfortable with what has been provided, it will have a good effect on service providers, but on the other hand, if service users still feel uncomfortable it will have a bad effect on service providers. Facilities and infrastructure as a place for

archive storage cause document storage to be not properly organized which in turn causes employees to have difficulty finding the required archives and disrupt the neatness of the service room. This untidiness causes inconvenience to service users when carrying out the service process.

### **Conclusion and Recommendation**

To realize the effectiveness of public services from government officials to community service users, cannot be separated from the influence of the work discipline of local government officials. With the adequate quality of work discipline of government officials, bureaucrats at the sub-district level can provide services to the community effectively so that they can realize good governance. The services provided by the Rawalumbu District Office, are generally based on Service Simplicity, Clarity and Certainty, Security, Openness, Economical, Equitable Justice, and Timeliness. Efforts to improve the effectiveness of public services at the Rawalumbu District Office, are to provide the best service by paying attention to improving the quality of government apparatus, growing public awareness, and improving infrastructure.

Based on the results of interviews in the conclusion above, the authors try to provide suggestions that may be followed up, namely as follows The Rawalumbu District Office, is advised to improve the quality of the apparatus appointed as public services both in terms of scientific ability or insight as well as in terms of capabilities possessed, officers who have creativity in carrying out their duties always pay attention to target accuracy in the implementation of service functions and put discipline and responsibility as the main principle. The Rawalumbu Sub-district Office, is advised to develop public awareness to prepare all the requirements for carrying out a service business at the Village office. So the government must work harder to socialize to the public the importance of ownership of population administration. The Rawalumbu District Office, is advised to add facilities and infrastructure that are still lacking so that the facilities can assist employees in carrying out their duties to serve service users and the service process can run well.

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