



**PUBLIC SERVICES AT THE TOMONI VILLAGE OFFICE, TOMONI DISTRICT, EAST LUWU REGENCY**

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**Yuliana Ripa Tangdiong, Besse Herlina**  
**Program Pasca Sarjana Universitas Puangrimaggalatung**  
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*Abstract*

*This research or study aims to analyze and explain about the implementation of public services at the Subdistrict of Tomoni (a village government office), Tomoni District, East Luwu Regency, about determinant of factor influencing (supporting and inhibiting) it, and about strategies needed to improve the quality of public services. A qualitative descriptive as type or kind of research. Amount 50 people of local community established as sample (by purposive sampling technique). All of data collected by use library research, observation, questionnaires, interviews, documentation technique. A Qualitative used to data analysis. Result, the implementation of public services which includes amount administrative services for letters of introduction and permits as required by community members at the Tomoni Village Office has not been optimal/effective. Internal factors that support public services are competence, coordination-internal cooperation, awareness and commitment, ethics of decency and integrity, motivation, leadership, and environment work. Meanwhile, the internal inhibiting factors are bureaucratic culture, infrastructure and facilities - technology, discipline, responsive/ empathetic attitude, and public service mechanisms. Supporting external factors are policies and community behavior. While the external inhibiting factors are socialization, supervision, management information systems (MIS), Environment and culture, and Coordination and external cooperation. The strategy to improve the quality of public services needed is to increase and develop all supporting and inhibiting factors.*

**Keywords:** *public service, subdistrict, factors, strategy.*

**Abstrak**

Penelitian ini bertujuan untuk menganalisis dan menjelaskan penyelenggaraan pelayanan publik pada Kantor Pemerintah Kelurahan Tomoni Kecamatan Tomoni Kabupaten Luwu Timur, faktor-faktor yang mempengaruhi (mendukung dan menghambat), dan strategi peningkatan kualitas pelayanan public. Tipe penelitian deskriptif kualitatif. Sampel 50 orang warga masyarakat (teknik *purposive sampling*). Metode pengumpulan data studi kepustakaan, observasi, kuisisioner, wawancara, dokumentasi. Teknik analisis data kualitatif. Hasilnya, penyelenggaraan pelayanan public yang mencakup sejumlah pelayanan administrasi surat-surat keterangan pengantar dan izin sesuai yang diperlukan oleh warga masyarakat pada Kantor Kelurahan Tomoni belum optimal/ efektif. Faktor internal yang mendukung pelayanan public adalah kompetensi, koordinasi-kerjasama internal, kesadaran dan komitmen, etika kesopanan dan integritas, motivasi, kepemimpinan, dan lingkungan kerja. Sedangkan faktor internal penghambat adalah budaya birokrasi, sarana prasarana dan fasilitas-teknologi, kedisiplinan, sikap responsif/ empati, dan mekanisme pelayanan. Faktor eksternal yang mendukung adalah kebijakan dan perilaku masyarakat. Sedangkan factor eksternal penghambat adalah sosialisasi, pengawasan, sistem informasi manajemen (SIM), lingkungan dan budaya, dan koordinasi dan kerjasama eksternal. Strategi peningkatan kualitas pelayanan

public yang dibutuhkan adalah peningkatan dan pengembangan seluruh factor pendukung dan penghambat.

**Kata kunci:** Pelayanan Publik, Kelurahan.

## **I. INTRODUCTION**

The Classical Theory of State Administration teaches that the state government essentially performs two main types of functions, namely the regulatory function and the service function (Siagian, 2005). This is in line with the Ministry of Home Affairs and LAN that theoretically, the government bureaucracy has three main functions, namely the service function, the development function, and the general government function. (Istianto, 2011). The service function is related to the government organizational unit that is directly related to the community, so its main function is to provide direct services to the community (Istianto, 2011). Public services emphasize efforts to prioritize the public interest, simplify public affairs, shorten the time to implement public affairs, and provide satisfaction to the public (Thoha, 2003). Public services are all forms of public service activities carried out by Government Agencies at the Central and Regional levels, and in the SOE/D environment in the form of goods or services, both in the context of efforts to meet the needs of the community and in the context of implementing the provisions of laws and regulations (MENPAN Decree No. 26 of 2004 concerning Guidelines for Public Service Management).

Listening further, one of the government units that exist in the state government is the Kelurahan/Village Government. Although it occupies the lowest position in the hierarchy of state government organizations, the Kelurahan/Village Government has a vital and strategic role in the implementation of public services because it is directly related to the community.

In Indonesia, there are tens of thousands of Kelurahan/Villages spread across 536 districts/cities and 34 provinces (BPS RI, 2022). This data further clarifies and strengthens the empirical reality that the village is the largest component of the government unit. This also gives a clear indication that the Kelurahan/Village Government is essentially the foundation of local and state government buildings so that it has a vital and strategic nature as a unit/unit of public service providers at the lower level. Considering this vital and strategic role, it encourages the State/Government to establish a special policy, namely Government Regulation Number 73 of 2005 concerning Urban Villages (PP Kelurahan). This regulation stipulates that the Village is formed in the sub-district area (Article 2 paragraph (1), and is a regency/city regional apparatus domiciled in the sub-district area (Article 3 paragraph (1), and is led by the Village Head who is under and responsible to the Regent/Mayor through the Sub-district (Article 3 paragraph (2)).

The Village Government as one of the government organizational units at the regional level is qualified as a public service provider organization as stipulated in the Public Service Law Number 25 of 2009, especially Article 1 concerning the work unit of public service providers within the state administration institution (Paragraph (4) and public service implementers (Paragraph (5) as well as the Decree of the Minister of State Apparatus Empowerment No. 63 of 2003 concerning service providers the public, namely Government Agencies, and the public as users of public service services (Siregar, 2016). One of the vital and strategic functions of the Village Government is community service (letter c of Article 5 of Government Regulation Number 73 of 2005). This also indicates that the Village Government is bound by various policies, principles, and public service standards that have been regulated in a number of laws and written regulations.

The implementation of public services by the Village Government is bound by 6 (six) principles of public services which are regulated in the Village Government, namely transparency, accountability, conditionality, participation, equality of rights, balance of rights and obligations. Previously, MENPAN Regulation No. 81 of 1993 concerning Public Service Management Guidelines stipulated 8 (eight) service principles that need to be guided by every public bureaucracy in providing services to the community, namely: Simplicity, Clarity and Certainty, Security, Openness, Efficiency, Economy, Justice and Equity, and Punctuality (Istianto, 2011; Kadir, 2016). In addition, it is also bound by the principles of good governance, which include: principles/principles of participation, rule of law, transparency, responsiveness, consensus, equality, effectiveness and efficiency, accountability, and strategic vision. Specifically for Good Public Governance, five principles apply, namely: the principle of democracy, the principle of transparency, the principle of accountability, legal culture, fairness and equality (Ministry of PAN and Bureaucratic Reform, 2008, Daniri, 2008). The Village Government is always required to comply with the Principles of Good Governance (AUPB) as stipulated in Law No. 28 of 1999 concerning the Implementation of Government Free from Corruption, Collusion and Nepotism and the Government Administration Law No. 30 of 2014. The principles are a. Legal certainty, b. Utility, c. Impartiality, d. Prudence, e. Do not abuse authority, f. Openness, g. Public interest, and h. Good service.

The implementation of public services by the Village Government must meet the Public Service Standards stipulated in the Decree of the Minister of Foreign Affairs No. 63 of 2003 including: 1) Service procedures; 2) Completion time; 3) Service fees; 4) Service products 5) Facilities and infrastructure, and 6) Competence of service providers. In its development, Public Service Law Number 25 of 2009 complements the Service Standards, namely: a) Legal

basis, b) Requirements, c) Service procedures, d) Completion time, e) Service costs, f) Service products, g) Facilities and infrastructure, h) Competence of service officers, i) Internal supervision, j) External supervision, k) Handling of complaints, suggestions and inputs, l) Service guarantee.

The phenomenon of the problem is that public services within government organizations are still facing various challenges of internal and external problems that cause the implementation of public services to be not / less than optimal / effective and have not been able to meet the expected quality of service, have not been able to meet the goals and principles or principles of service that have been outlined. Internal factors generally come from within the government agency itself, namely the human resources of officials or apparatus (understanding, knowledge, awareness, motivation, competence, perception, attitude, behavior), infrastructure, technology, organizational culture, and others. Meanwhile, external factors generally come from outside such as policies, supervision, law enforcement and sanctions, community culture, and others.

In East Luwu Regency, the Regional/Regency Government is supported by a number of regional apparatus work units (SKPD) or regional apparatus organizations (OPD) both secretariats, agencies, agencies and offices, including the Village Office. Overall, the number of villages in East Luwu is still relatively limited, namely only 3 (three) units, namely Magani Village, Malili Village and Tomoni Village which were formed based on the Regional Regulation of East Luwu Regency Number 26 of 2006 concerning Villages (Regional Gazette of East Luwu Regency of 2006 Number 26); and Government Regulation Number 73 of 2005 concerning Urban Villages.

Especially Tomoni Village which was formed in 2013 and as a change from Tomoni Village has an area of 230.09 km<sup>2</sup> and 24,778 inhabitants or 6,742 families. In terms of organizational structure, Tomoni Village is led by a village head and consists of two village apparatus, namely the Village Secretary, and four Sections, namely the Government Section, the Peace and Order Section, the Community Empowerment Section and the Finance Section as well as functional positions. In carrying out its main duties and functions, the Tomoni Village Office is supported by 8 employees (consisting of 3 civil servants and 6 honorary/contract employees as human resources for village personnel, as well as supported by infrastructure facilities and administrative and technical operational facilities (Tomoni Village Office, 2022).

The Tomoni Village Government has the main task of organizing government, development and community affairs. Especially for government affairs, it is carried out as

delegated by the Regional Head or Regent of East Luwu. One of the functions and roles carried out is the function of community service. The types of public services organized by the Tomoni Village Government are: (1) Population administration services such as making introductions to KK, Birth Certificates, ID cards, Marriage Certificates and so on; (2) Management of land rights; (3) Making other certificates needed by the community such as business certificates, unmarried certificates, incapacity certificates and so on. The issue of problems that is developing is that local residents still sometimes complain about population administration services such as making introductions to KK, Birth Certificates, ID cards, Marriage Certificates and so on. Similarly, the management of land rights still sometimes causes conflicts. Another problematic phenomenon is that the management of business certificates is still rumored to be sometimes accompanied by abnormal transactions. Likewise, the management of other certificates such as unmarried certificates, incapacity certificates, and so on are also rumored to be sometimes complained about by certain residents.

The implementation of public services at the Tomoni Village Office, Tomoni District, East Luwu Regency requires the fulfillment of the five dimensions of service quality stated by Parasuraman (2010) and Zeithaml and Bitner (2000), namely (1) reliability, (2) responsiveness, (3) assurance, (4) empathy, and (5) tangible. The goal of public service is very simple, namely satisfaction (Moenir, 2006). Satisfaction is influenced by the factors of service quality, product quality, price, situational factors and personal factors of customers (Zeithaml and Bitner, 2000). The provision of quality services according to Rasyid (1997) requires public organizations or the government to know and understand all demands, desires, expectations or levels of customer/community satisfaction. Practically, service quality is related to services that are faster, more economical, cheaper, responsive, accommodating, innovative and productive as well as marketable and professional. Therefore, the purpose of this study is to analyze and explain the implementation of public services at the Tomoni Village Government Office, Tomoni District, East Luwu Regency, the factors that influence (support and hinder), and strategies to improve the quality of public services. Types of qualitative descriptive research.

## **II. RESEARCH METHODS**

Types and types of qualitative descriptive combination research (Sugiyono, 2017, Moleong, 2015; Ahmad, 2015; Nazir, 2014). Case study research design, analytical, exploratory, explanatory, phenomenological, and comparative and evaluative (Cresswell, 2012, 2014). The location of the research is at the Office of the Pamong Praja Police Unit (SATPOL PP) of Luwu Regency. Sample of 50 community members (Purposive sampling

technique). Quantitative and qualitative data types. Primary and secondary data sources. Data collection methods with literature studies, observations, questionnaires, interviews, documentation. (Morrison, 2015; Sugyono, 2014; Arikunto, 2015). Likert scale research instrument. Qualitative data analysis techniques. (Miles & Huberman, 2014; Creswell, 2014; Moleong, 2014; Bodgan & Taylor, 2009).

### **III. RESEARCH RESULTS**

#### **A. Implementation of Public Services at the Tomoni Village Government Office**

The assessment of the implementation of public services at the Tomoni Village Government Office, Tomoni District, East Luwu Regency uses 8 (eight) indicators, namely (1) Service for making family cards/family card introductions; (2) Birth Certificate introduction service; (3) Service of making an introduction to identity cards/ID cards; (4) The service of making an introduction to marriage and unmarried certificates; (5) Introductory services for land rights management; (6) Service of making an introduction to the certificate of erection of buildings; (7) Service of making a business license certificate; (8) The service of making a certificate of incapacity. The results of the study on the eight indicators showed that overall, out of 50 community respondents, an average of 23 (46.0%) stated good, 18 (36.0%) stated adequate, and 9 (18.0%) stated less. In other words, 46.0% are in the high category, 36.0% are in the medium category, and 18.0% are in the low category. This means that public services at the Tomoni Village Government Office are not optimal/effective. The phenomenon is, of the eight types of public services organized by the Tomoni Village Office to the community, the ones considered the best are the service of making an introduction to marriage and unmarried certificates, and making a certificate of incapacity. Meanwhile, what is considered the least is the service of making a certificate of erection of buildings, and the management of land rights.

#### **B. Factors Influencing (Supporting and Hindering) the Implementation of Public Services at the Tomoni Village Government Office**

This study identifies and analyzes two groups of factors that affect (support and hinder) the implementation of public services at the Tomoni Village Government Office. Internal factors are factors that come from employees and the Village Office that support and hinder the implementation of public services in the Village Office. The measurement indicators used are: (1) Awareness and commitment, (2) Motivation, (3) Competence, (4) Ethics of decency and integrity, (5) Discipline, (6) Responsiveness/empathy, (7) Leadership, (8) Internal coordination, (9) Infrastructure, facilities, technology, (10) Service mechanisms, (11) Work environment, (12) Bureaucratic culture. External factors are factors that come from outside

employees and the Village Office that support and hinder the implementation of public services at the Village Office. The measurement indicators used are: (1) Policy, (2) Community behavior, (3) Socialization, (4) External coordination and cooperation, (5) Management information system, (6) Supervision, and (7) Environment and culture.

The results showed that overall, out of 50 community respondents, an average of 18 (36.0%) stated good, 19 (38.0%) stated adequate, and 13 (26.0%) stated less. This means that there are internal factors and external factors that support and hinder the implementation of public services at the Tomoni Village Government Office, Tomoni District, East Luwu Regency. Furthermore, from the results of the analysis of internal and external factors that support and hinder it, an overview is obtained that: First, the internal factors that support public services at the Tomoni Village Office in a row are (1) Competence, (2) Internal coordination, (3) Awareness and commitment, (4) Ethics of decency and integrity, (5) Motivation, (6) Leadership, and (7) Work environment. Meanwhile, the supporting external factors are policies, and community behavior. Second, the internal factors that hinder public services in a row are (1) Bureaucratic culture, (2) Infrastructure, facilities, technology, (3) Discipline, (4) Responsive/empathetic attitude, and (5) Service mechanisms. Meanwhile, the external inhibiting factors are (1) Socialization, (2) Supervision, (3) Management information system (SIM), (4) Environment and culture, and (5) External coordination and cooperation.

### **C. Strategy to Improve the Quality of Public Services at the Tomoni Village Government Office**

Based on the results of research and analysis of internal-external supporting and inhibiting factors, the strategies to improve the quality of public services at the Tomoni Village Office are: (1) Development of the work culture of the public service bureaucracy, (2) Improvement of infrastructure, facilities, technology, (3) Improvement of employee discipline, (4) Improvement of responsiveness/empathy of employees, (5) Enforcement of service mechanisms, (6) Improvement of employee human resource competence, (7) Improvement of employee discipline internal coordination between fellow employees and superiors/leaders, (8) Increasing employee awareness of their responsibilities, (9) Increasing employee work commitment in service, (10) Ethical education of decency and integrity, (11) Increasing employee work motivation, (12) Increasing leadership role, (13) Structuring the work environment, (14) Increasing socialization of public services for the community, (15) Increasing external supervision, (16) Development of technology-based public service management information system (SIM), (17) Harmonization of the public service

environment and culture, (18) Improvement of external coordination and cooperation, (19) Evaluation of public service policies, and (20) Development of community behavior.

## **DISCUSSION**

### **Implementation of Public Services at Village Government Offices**

The findings of the study show that the Tomoni Village Office generally provides eight types of public services to the community, namely: (1) Services for making introductions to family cards, (2) Services for making introductions to Birth Certificates, (3) Services for making introductions for identity cards/ID cards, (4) Services for making introductions for marriage and unmarried certificates, (5) Services for making introductions for land rights management, (6) Services for making introductory certificates for erecting buildings, (7) Services for making business statements, and (8) Services for making incapable statements. The implementation of public services has not been optimal/effective. Of the eight types of public services held, the best are the service of making an introduction to marriage and unmarried certificates, and making a certificate of incapacity. Meanwhile, what is considered the least is the service of making a certificate of erection of buildings, and the management of land rights.

The findings of the research are in accordance with the opinion of Mahmudi (2010) regarding the responsibility of government apparatus in the implementation of public services to provide the best service to the community in order to create community welfare. Similarly, the opinion of Ratminto and Winarsih (2009) that public services are all forms of services that are in principle the responsibility and implemented by Government Agencies, in order to meet the needs of the community. Various types and forms of services provided by the Tomoni Village Office such as population administration services, land management services, as well as services for making other certificates needed by the community such as business certificates, unmarried certificates, incapacity certificates and so on, in accordance with the opinion of Ratminto (2008) that services in government are the same as what the people want with what is provided by the government, So that services must be in accordance with the needs and expectations of the community.

The implementation of a number of types of public services to the community at the Tomoni Village Office in accordance with the purpose of public services stated by Waliulu (2011) is to determine the provision of various types of public services, treat community members as service users as customers, try to provide satisfaction for the desired service, use the best communication methods, and provide solutions and suggestions regarding the type of services needed. However, the optimal/effective services provided are not in accordance with



the goals and essence of the services stated by Boediono (2003) and Sedarmayanti (2010), among others, encouraging efforts to make public service systems and management more effective and effective (efficiency and effectiveness). And the essence of making public services effective, according to Boediono, should be applied in an integrated series of activities that are simple, open, smooth, precise, complete, reasonable and accessible to the general public.

Referring to the Decree of the Minister of Foreign Affairs No. 63 of 2004, the essence of public services organized by the Tomoni Village Office is the provision of excellent service to the community which is a manifestation of the obligation of government officials as servants of the community. This also means that the Village Head and its staff employees are very important to have awareness of their obligations and responsibilities as servants and servants of the community. The findings of the study show that the community gives an assessment of the types of services that are considered good, sufficient and lacking. This is in accordance with the concept of Delivery Quality Services put forward by Zethaml et al., (1990, in Kotler, 2002 and Tjiptono, 2007) regarding how the community responds and expects the services they receive. On that basis, the purpose of public services in general is how to prepare public services that are desired or needed by the public, how to properly state to the public about their choices and how to access them planned and provided by the Government.

The Tomoni Village Office as one of the government units and an integral part of the Government will increasingly face challenges and demands in the implementation of good, ideal, professional and efficient public services. These challenges and demands, according to Thoha and Effendi (Widodo, 2011), include increasing public awareness of their rights and obligations, increasing critical attitudes and the courage of the community to submit their wishes and aspirations to the government as well as in controlling what the government does. According to Effendi, the condition of society that is increasingly critical and aware of this increasingly demands that the public bureaucracy must be able to provide public services that are more professional, effective, simple, transparent or open, timely, responsive and adaptive while being able to build human quality in the sense of increasing the capacity of individuals and society to actively determine their own future. According to Moenir (2006), the community's demand for the quality of service of government apparatus at the Tomoni Village Office will be higher considering that public awareness of their rights and obligations as citizens is growing. The community demands fast, precise, fair, transparent, effective and efficient services. Ideally, services will be efficient if the service bureaucracy can provide

service inputs, such as service costs and time that ease the service user community. Similarly, in terms of service output, the bureaucracy should ideally be able to provide quality service products, especially in terms of cost and service time.

Referring to the opinion of Dwiyanto (2011), the public service in the Tomoni Village Office refers to how much bureaucratic energy is used for the implementation of various types of public services to the community in Tomoni Village. And that a good service delivery system can be seen from the amount of human resources (HR) owned by the bureaucracy to be effectively used to serve the interests of the village community as service users. Good and satisfactory service at the Village Office according to Moenir (2006) is the ease of managing interests (such as making an introduction to population administration, managing land rights, and making other certificates needed by the community), obtaining reasonable services and the same treatment without favoritism, getting honest and frank treatment. The village head and its staff at the Tomoni Village Office as a public bureaucracy according to Thoha (Widodo, 2011) and Dwiyanto (2008) must be able to change their position and role (*revitalisasi*) in providing public services, namely from those who like to regulate and govern to change to like to serve, from those who like to use the approach of power to change to be helpful towards a flexible, collaborative and dialogical direction, and from sloganarian ways to pragmatic realistic, pragmatic ways of working. The revitalization of the public bureaucracy at the Tomoni Village Office allows better and professional public services in carrying out what is the task and authority given to them can be realized.

### **Factors that support and hinder the implementation of public services at the Village Government Office**

The findings of the study show that the implementation of public services at the Tomoni Village Office is influenced by a number of internal-external factors that support and inhibit it. First, the supporting internal factors are (1) Competence, (2) Internal coordination-cooperation, (3) Awareness and commitment, (4) Ethics of politeness and integrity, (5) Motivation, (6) Leadership, and (7) Work environment. Meanwhile, the supporting external factors are policies, and community behavior. Second, the internal inhibiting factors are (1) Bureaucratic culture, (2) Infrastructure, facilities, technology, (3) Discipline, (4) Responsiveness/empathy, and (5) Service mechanisms. Meanwhile, the external inhibiting factors are (1) Socialization, (2) Supervision, (3) Management information system (SIM), (4) Environment and culture, and (5) External coordination and cooperation.

The findings of the research are in line with the opinion of Moenir (2006) regarding several important supporting factors in public services, including: (1) awareness factors of

officials and officers involved in service, (2) organizational factors which are tools and systems that allow the running of service activity mechanisms, (3) income factors that can meet minimum living needs, (4) officer skill factors, and (5) the factor of means in the implementation of service duties. The findings of the research are also in accordance with the opinion of Moenir (2002, in Siagian, 2012) regarding several factors that support the implementation of a public service, namely: First, employee awareness of actions on the task/work that is their responsibility, so as to bring a positive influence and cause good service. Second, the existence of rules is absolutely necessary so that the organization and work can run in an orderly and directed manner. Third, organizational factors in the form of work arrangements and mechanisms (systems, procedures, and methods) that must be able to produce adequate services. Fourth, Adequate ability and skills factors for the implementation of duties/work properly, quickly and meet the wishes of all parties so as to produce satisfactory service. Fifth, Adequate and sufficient service facilities for the creation of service effectiveness and efficiency.

The findings of the research are in accordance with several dominant factors that affect the quality of public services stated by Paul (2001), namely (1) Public policy, (2) Characteristics and environment of the community, and (3) Government control over public service providers. Similarly, the opinion of Syamsuddin (2004) regarding the factors that inhibit and support the effectiveness of services which include: human resources, infrastructure, and community behavior. Similarly, Thamrin (2004) stated three things or determining factors in obtaining the effectiveness of services in a management or administrative organization, namely: (1) Improving the development of human resources in a reliable, independent and professional manner, (2) Efficient and effective use of infrastructure, and (3) Development of community behavior in accordance with the fulfillment of needs and expectations for the services received, which does not cause a gap effect in the quality of services that force the community to take actions that are not in accordance with procedures.

The findings of the author's research have similarities and differences with the results of Ruth Repelita Palilu's (2020) research. The similarity lies in the factors that affect the actions of employees to carry out tasks/work, namely awareness factors, rules, organizational factors, abilities and skills, and service facilities. The difference is that the author's research found that the implementation of public services at the Tomoni Village Office has not been optimal/effective. The findings of the author's research have similarities and differences with the results of Dahlia's (2019) research. The similarity lies in the result that the services of the

village officials have not met the interests and expectations of the community. The difference is that the author's research is not limited to five dimensions of public service quality but includes various dimensions and supporting and inhibiting factors. The findings of the author's research have similarities and differences with the results of H. Zainuddin's (2011) research. The similarities lie in several factors that inhibit service such as discipline, attendance or attendance, attitude of employees' decisions and actions, awareness or responsibility for service. The difference is that the author's research is not limited to the service aspect but covers various dimensions and factors that support and hinder service. The findings of the author's research have similarities and differences with the results of Ema Waliulu's (2011) research. The similarity lies in the dimension of service quality. The difference is that the author's research is not limited to the dimension of service quality but covers various dimensions and factors that support and inhibit service.

### **Strategy to Improve the Quality of Public Services at Village Government Offices**

The findings of the study show that the strategy to improve the quality of public services at the Tomoni Village Office includes: (1) Development of public service bureaucratic work culture, (2) Improvement of infrastructure, facilities, technology, (3) Improvement of employee discipline, (4) Improvement of responsiveness/empathy of employees, (5) Enforcement of service mechanisms, (6) Improvement of employee human resource competence, (7) Improvement of internal coordination between fellow employees and superiors/leaders, (8) Increasing employee awareness of their responsibilities, (9) Increasing employee work commitment in service, (10) Ethical education of decency and integrity, (11) Increasing employee work motivation, (12) Increasing leadership roles, (13) Structuring the work environment, (14) Increasing socialization of public services for the community, (15) Increasing external supervision, (16) Development of technology-based public service management information system (SIM), (17) Harmonization of the environment and culture of public services, (18) Improvement of external coordination and cooperation, (19) Evaluation of public service policies, and (20) Development of community behavior.

The findings of the research are in accordance with those stated by Wolkins in Scheuing and Christopher (1993, in Tjiptono, 2012) regarding several public service strategies, namely: leadership, education, planning, review, communication, and total human reward. The findings of the research are in accordance with the Theory of the Dimension of Service Quality proposed by Parasuraman (Tjiptono, 2008; Widodo, 2001) namely the dimensions of Tangible, Reliability, Responsiveness, Assurance, and Empathy. In this context, the strategy

to improve the quality of services at the Village Office requires: First, increasing the Tangible dimension, namely improving service infrastructure, facilities and information and communication technology; Second, increasing reliability, namely increasing the ability and competitive advantage of human resources of Village Office employees in providing or fulfilling the promise of timely and satisfactory service for the community. Third, increasing responsiveness, which is increasing the responsiveness of the Village Head and staff in providing support and service assistance to people in need. Fourth, increasing Assurance, which is increasing the integrity, trust and ethical culture (politeness) of Village Office staff in providing services to the community. Fifth, increasing Emphaty, which is increasing the empathy attitude of employees in understanding/meeting the needs and ease of access to community services. The findings of the research are in line with those stated by Abidin (Sinambela, 2010) regarding quality public services that not only refer to the aspect of service alone but also the aspect of the process of implementing or distributing services that are equitable and reach all levels of society. Therefore, it is very important for the Village Government to put the parameters of the measure of the quality of its public services to the community on the indicators of speed, accuracy, convenience, and fairness.

The entire description shows that the Tomoni Village Office, Tomoni District, East Luwu Regency, like other village offices, actively organizes a number of types of public services according to the demands and needs of the community, especially population administration services, land management and the making of other certificates needed by community members. However, the implementation of public services has not been optimal/effective, and this also means that the expected quality of service has not been achieved. The condition of such an unencouraging achievement occurs due to the existence of various factors that affect it. These various causative or influencing factors can generally be classified into two major groups, namely internal and external factors that support and inhibit. Furthermore, the existence of these two large groups of influencing factors (supporters and inhibitors) provides opportunities to formulate and develop strategies, especially strategies to increase the effectiveness and quality of public service delivery. And this strategy is very important to receive attention for its adoption and development by public service institutions, especially those within the scope of government bureaucratic organizations.

#### **IV. CONCLUSION**

The implementation of public services at the Tomoni Village Office has not been optimal/effective. Of the eight types of public services that are provided to the community, the best are considered the services of making an introduction to marriage and unmarried

certificates, and making a certificate of incapacity. Meanwhile, what is considered the least is the service of making a certificate of erection of buildings, and the management of land rights. The implementation of public services at the Tomoni Village Office is influenced by a number of internal-external factors that support and inhibit it. Supporting internal factors are competence, internal coordination, awareness and commitment, ethics of decency and integrity, motivation, leadership, and work environment. Meanwhile, the internal inhibiting factors are bureaucratic culture, infrastructure, facilities, technology, discipline, responsiveness/empathy, and service mechanisms. Supporting external factors are public policies and behavior. Meanwhile, external inhibiting factors are socialization, supervision, management information systems (SIM), environment and culture, and external coordination and cooperation. The strategy to improve the quality of public services at the Tomoni Village Office includes various action steps that need to be taken, including: developing a work culture of public service bureaucracy; improvement of infrastructure, facilities, and technology; improving employee discipline; Increase responsiveness/empathy of employees; enforcement of service mechanisms; improving the competence of human resources; Increase internal coordination between fellow employees and superiors/leaders; increased employee awareness of their responsibilities; increase employee work commitment in service; ethics, decency, and integrity education; increased work motivation; increased leadership roles; structuring the work environment; increasing the socialization of public services for the community; increased external supervision; development of technology-based public service management information system (SIM); harmonization of the environment and culture of public services; improved external coordination and cooperation; evaluation of public service policies; and community behavior development. Recommendation: Strategies to improve the quality of public services need to be formulated into regional and sub-district/village policies and programs.

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