

ANALYSIS OF THE PERFORMANCE OF GOVERNMENT ORGANIZATIONS IN REALIZING EXCELLENT SERVICES IN THE PUBLIC SECTOR

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ABSTRACT

Analysis of the performance of public sector organizations is very important to progress the organization effectively and efficiently. This study aims to analyze the performance of City A in realizing excellent service to the community and to see the factors supporting and inhibiting the performance of Government Organizations in realizing excellent service to the community. To answer the intended objectives, the research approach used is qualitative by using five performance dimensions, namely productivity, responsiveness, responsibility, accountability, and service quality, and five factors supporting and inhibiting performance, namely personal, leadership, team, system, and contextual factors. The results show that the performance of City Government Organization A is quite good, which is shown from the productivity of the good performance of the Government Organization because there is an increase in targets every year even though it has not been fully achieved, and has worked following existing rules or regulations and has good accountability. Meanwhile, responsiveness is quite good, because it is still constrained by the service infrastructure that is not supportive, such as the lack of service facilities on the Government Organization Website, unclear information boards, and the service portal on the Government Organization website is not yet optimal. and for the quality of services, the results of service work are not yet good, because they are still constrained by the speed of service of government organizations that cannot be ascertained. As for the performance supporting factors in Government Organizations, namely the leadership and team factors, this factor has a positive effect on the performance of Government Organization employees. While the inhibiting factors are personal, systemic, and contextual factors.

Keywords: *Organizational Performance, Excellent Service, Public Sector*

1. INTRODUCTION

Public sector reform does not only occur in developed countries, but several newly developing countries also continuously reform their institutions, either in their systems or in the behavior of their officials. As in Indonesia itself, it is actively carrying out institutional reforms that are influenced by the New Public Management (NPM) model. But in its application, it is still constrained by the mental, knowledge, and skills of human resources which are still inadequate so that it has an impact on the low quality of performance of the current government apparatus (Amelia, 2014).

The main task of the government as the largest public sector organization is to create

public welfare. Community welfare is a very multicomplex concept. Community welfare is not only in the form of material welfare but includes non-physical welfare which is more immaterial. In a country that is in the form of a state work has a king, but a state in the form of a republic owned by the state, namely the people or society. Therefore, it is the people or society that must be served by the state (Mahmudi, 2005).

On the other hand, the government is also expected to improve the quality of human resources that can improve the process of implementing public services, which can move more effectively and efficiently. Public sector organizations are currently required to be able

to carry out innovations in government institutions and systems, by making innovations that are expected to improve existing public service facilities, which will form good governance that can improve organizational performance so that it can better meet the demands of the needs. public services such as productive, responsive, quality, transparent, accountable, fair services, the availability of service information that is easily accessible to the public and free from corruption, collusion, and nepotism (Angriyani et al, 2019).

The performance of the public sector is still in the public spotlight, especially the performance in the public service sector, which in practice in Indonesian regions is still not good enough, it is shown that there is still the performance of public service employees who are not responsive, accountable, low quality of service, complicated services - complicated, not cheap, less transparent, and the practice of corruption, collusion, and nepotism is still rampant (Dwiyanto, 2013).

Public sector organizational performance is the work achieved by a group of people in a public organization with the powers and responsibilities that the organization has previously determined. So that with the authority and responsibility given to the apparatus of public sector organizations, it is hoped that they will be able to provide the excellent service needed by the community (Ihsanuddin, 2014).

It is hoped that the City Government Organization has excellent and qualified personnel. With this competency, it can help the apparatus in carrying out their assigned duties, especially in providing excellent service to the community following their duties, authorities, and responsibilities in the field of licensing. That

way, the performance of the Integrated Licensing Service Agency will be maximized and can provide licensing services under the current demands of the community, and will be able to restore public confidence in the performance of the public sector, especially in the field of licensing which they consider to be convoluted lately (Maharani, 2013).

The City A Integrated Licensing Service Agency has the task and function of providing services in the field of licensing to the community, which plays a very important role in the development of City A. Macro and micro-business licensing managed at the City A Integrated Licensing Service Agency itself are in the form of the establishment of a hospital, inpatient clinic, pharmacies, licensed health workers except for doctors and others. Furthermore, if more and more investors take care of business permits, both large-scale (macro) businesses and small (micro) business permits in the City A Integrated Licensing Service Agency, they can absorb labor in city A, thus indirectly influencing them. increasing the economic income of the people of City A.

Under Mayor A Decree Number 875.1 / 2 of 2011 concerning Delegation of Authority for Signing Licensing and Non-Licensing to the Head of the City A Integrated Licensing Service Agency, there are 30 (thirty) types of permits and non-licensing managed by the City Integrated Licensing Service Agency types of servants in City Government Organization A, which are so complex of public services that City A's Integrated Licensing Service Agency must provide to the people of City A, so it is hoped that the quality of performance of the Integrated Licensing Service Agency officials can be optimal in providing clarity in services, services fast, good employee responsiveness,

punctuality, and availability of information in public services that are easily accessible by all levels of society.

However, the reality in the field is not under existing regulations, because the regional Ombudsman report in 2015 stated that public complaints about the performance of public services in City A itself are still high, compared to public services in other Central Java regions. Furthermore, from the Ombudsman report throughout 2015, most of the reports originated from public services in the City government, especially regarding permits. The second is the police and the third is the National Land Agency (Achmad Zaid, 2020).

Even though with the results of good work performance several targets have not been met and in-service practice at the City A Integrated Licensing Service Agency there are major problems, namely as follows:

- a. The procedure for licensing investment is long and expensive, resulting in a high-cost economy;
- b. Lack of information on investment
- c. Weak business efficiency in encouraging increased production and innovation in the context of promoting investment
- d. Low quality of Human Resources (HR) who are professional and have excellent service spirit, as well as limited information technology-based infrastructure;
- e. Weak performance in the management of Regional-Owned Enterprises and the development of competitive regional potential (Widayanti, 2014).

Based on the Performance Report of Government Institutions, City government organizations, City A 2019-2020, there are still

several work targets that have not been achieved. Furthermore, according to Widayanti (2014), it is confirmed that the City A government organization has provided quite a good service. Even though in realizing licensing services, there are still services that do not meet what has been determined according to public service standards, namely the problem of service speed and service schedule certainty.

One of the problems that have become an obstacle to the development of investment is the licensing bureaucracy. As it is known, the 2015-2020 government organization's Strategic Plan (investment) is needed to spur economic growth in a region and expand new jobs, which in turn will lead to the absorption of as many workers as possible. The condition of licensing services is still faced with a system that is not yet effective and efficient and is not under the demands and expectations of the community, this can be seen from the many complaints of the community, both directly and indirectly about organizational performance. The instability of policies and laws and regulations in the field of public services, convoluted procedures, inadequate infrastructure, limited-service coverage, the number of requirements that must be met, and the attitude of less responsive officers creates a bad image of the performance of the Regional Government. : City government organization strategic plan 2015-2020).

Based on the above problems, this research can formulate the following problems: How is the performance of the City A Integrated Licensing Service Agency in realizing excellent service to the community, and what factors are the supporting and inhibiting performance of City Government organizations.

The purpose of this study is to analyze the performance of the City A Integrated Licensing Service Agency in realizing excellent service to the community and what factors support and inhibit the performance of City A government organizations.

2. MATERIALS AND METHODS

2.1 Organizational Performance of City Government

a. Productivity

The productivity of the City A Integrated Service Agency can be seen from the success of the City A government organization in achieving the goals and objectives that have been previously set. The City A Integrated Licensing Service Agency has carried out what has become its responsibility in achieving its goals and objectives which have shown an increase in performance productivity every year, there are many dimensions of the performance of government organizations that have reached 100% target. In addition, the productivity of the City A Integrated Licensing Service Agency has also been good, which can be seen from the target and results of the realization of the 2020 licensing issuance service (Waheed et al, 2013).

The City A Integrated Licensing Service Agency also always strives to improve its performance which can be seen from the LKJIP of government organizations from year to year there is an increase in performance productivity, so it can be concluded that the productivity of City A's performance is good.

b. Responsiveness

The responsiveness of the performance of government organizations in providing licensing services is quite fast and responsive and has a polite and friendly attitude, but in the field of information and

communication, services do need to be improved, such as government organization websites which are said to be online but not yet, secondly, the service information board is also It needs to be fixed because, from the results of observations, many licensing applicants do not know the service information boards. And it needs care on the suggestion and complaint trees and the waiting chairs for the service (Wibowo, 2013).

The City A Integrated Licensing Service Agency has tried to increase responsiveness to the community by providing infrastructures such as suggestion and complaint trees, information boards, and websites of government organizations, although the situation is still less than optimal, waiting rooms are not comfortable, and no regulation supports government organizations to further accelerate the completion time of licensing services. Currently, the service completion time is still long for the construction licensing sector, which is 15 working days. So that the conclusion from this responsiveness dimension is quite good because there are still some that need to be improved, to provide excellent service performance to the people in City A (Sinambela, 2012).

c. Responsibility

Responsibility in the City A Integrated Licensing Service Agency is well implemented, seen from the performance of government organizations under applicable laws or regulations. The licensing procedure in the City A Integrated Licensing Service Agency is based on Mayor A Regulation Number 1A of 2011 concerning Licensing Procedures and Work Relationships of the Integrated Licensing Service Agency with Regional Offices in the

City Government Environment (Sedarmayanti, 2013).

Meanwhile, the performance of the Integrated Licensing Service Agency is following the existing administration or SOP. Even though the performance of government organizations in completing licensing services sometimes still exceeds the existing standard operating procedures, because government organizations have to coordinate with SKPDs related to licensing so that it takes a long time and results in not timely completion of services according to the SOP (Syafiie, 2011).

d. Accountability

The City A Integrated Licensing Service Agency already has quite a good responsibility, because LAKIP and LKJIP are available for accountability to the public, for the problem of free service fees other than the development sector paying fees based on Law Number 28 of 2009 concerning Regional Taxes and Regional Levies, but the problem is The time for completion of priority services in City A government organizations, sometimes it cannot be ascertained according to the existing SOP because usually, it can be faster than the SOP and sometimes it also exceeds the time limit for completing services in the SOP. So that the problem of certainty of completion time for licensing services is still the task of government organizations and needs to be corrected immediately so that it can provide excellent service to the community.

e. Quality of service

Service quality of City government organizations A. Service conveniences provided by government organizations, namely the availability of government organization portal websites, SMS gateway applications, although the website still needs improvement

and refinement because the license registration form which should have been able to be downloaded via the website, in fact still cannot be downloaded, and the service cannot be online yet, so the licensing applicant still has to take care of all the requirements to come directly to City government organizations A, and the speed is not under the expectations of the community, therefore it can be concluded that the dimensions of service quality have not been implemented properly by City government organizations.

2.2 Research Methods

This research uses a descriptive qualitative approach. The data collection technique is done by using interview, observation, and documentation methods. The research location is located in the city government organization A.

The focus of this research is: analyzing the performance of the Integrated Licensing Service Agency in realizing excellent service to the community and analyzing the factors supporting and inhibiting performance in realizing excellent service. The research phenomenon includes the performance dimensions of Dwiyanto (2006), namely productivity (outcome and output), responsiveness, responsibility, accountability, service quality. And the factors that influence the performance of Mahmudi (2010): personal factors, leadership factors, team factors, system factors, and contextual factors.

The data analysis technique was carried out in three stages. These stages include data collection, data display, data verification, and concluding.

3. RESULT AND DISCUSSION

3.1 Factors Affecting the Performance of Government Organizations

a. Leadership Factors

The leadership factor in the City A Integrated Licensing Service Agency is well implemented. The leadership has provided encouragement, enthusiasm, and direction so that they can work well and provide excellent service to the people of City A, as evidenced by the results of observations and interviews that the leaders of government organizations have been providing motivation, the direction in morning apples, and once a month holding briefings for employees so that the leadership knows the complaints and shortcomings of each employee, that way the leadership can provide encouragement and direction if there is an employee's performance that is not working well.

b. Personal Factors

The City A Licensing Service Agency has a fairly good personal factor, which is proven to be able to complete work and provide good enough service, even though some employees are less competent and their work is still not good, but usually included in the training and there is directed by the head of the organization A City government, while the motivation of employees in government organizations is good because as State Servants who provide services to the community provide services according to their respective duties.

c. Team Factor

The government organization team factor is well applied to the performance of the City A government organization, because there has been good cooperation between co-workers, and the level of trust among co-

workers is so well-established, so that when co-workers are having difficulty completing their work they help each other and support each other. As evidenced by the results of observations and interviews, when the licensing supervision division surveyed community satisfaction and lack of team members, then there were several personnel in the field of personnel who helped the survey until it was completed.

d. System Factors

The system factor has been implemented quite well because the work system of government organizations is under Mayor A's regulations, the existing facilities in government organizations currently to support performance are quite good, ideally, it is still lacking but government employees maximize existing facilities to work as well perhaps to provide excellent performance and service to the community. There is another dimension to this factor as an obstacle, namely the location of separate government organization offices, namely the 1st floor for services and the 3rd floor for the secretariat, making it difficult to coordinate with other fields in government organizations.

e. Contextual Factors

This contextual factor greatly impacts the performance of government organizations, especially when leadership changes, organizational structure, and policies, because with these changes there will also be changes in policies or rules, work positions, and working hours will be interrelated. So that it will hinder the work of employees of City A government organizations which have an impact on performance and excellent service. When leadership changes, the way to lead, organize and direct will change so that it will affect the

work effectiveness of employees which will have an impact on their performance. Meanwhile, when there is a regulatory change it will also have an impact on the performance of the City A government organization.

4. CONCLUSION AND SUGGESTION

From the discussions above we can take conclusions as follow:

a. Performance of government organizations

The performance of government organizations in realizing excellent service to the people in City A is quite good, because of the five dimensions of productivity performance, responsiveness, responsibility, accountability, and service quality used in this study, all three dimensions have been implemented properly. While the responsiveness dimension has been implemented quite well, this dimension is constrained by unclear service information, government organization websites that are not yet optimal, even though a menu for downloading forms and online registration has been provided, but it cannot be used by the public. Furthermore, one dimension that has not been implemented properly is the dimension of service quality in government organizations, because the results of licensing services are sometimes not on time or sometimes exceed the existing SOP provisions, and the ease of services provided is considered not good because it still requires a long service process. , as well as the inadequate service infrastructure that supports this.

b. Supporting Factors Performance of government organizations

Two factors are supporting the performance of government organizations in

realizing excellent service in City A, namely: the leadership factor and the team factor, where the leadership of government organizations always provides supervision, encouragement, and morale to their subordinates, even always giving directions to employees whose productivity and discipline are lacking. good so that the productivity of employee performance increases. While the team factor itself in government organizations can be seen from the cooperation between colleagues that is well established in government organizations, helping each other between other fields or subsections that need assistance. That way it can work optimally and provide excellent service to the community.

c. Inhibiting Factors Performance of government organizations

Three factors are inhibiting the performance of government organizations in realizing excellent service in City A, namely: personal factors, it seems that there are still some employees who are still sometimes constrained in completing their work. Second, namely, the system factor, is still constrained by performance facilities that do not support employee performance so that they cannot work and provide excellent service and the location of separate government organization offices, namely on floors 1 and 3, thus complicating coordination between employees. Then the last inhibiting factor, namely, contextual factors. If there is a change in structure or a transfer of employee performance placement in the City A government organization affects performance productivity because each employee has to adjust to his new assignment.

4.2 Suggestions

The suggestions that can be given on the performance problems of an integrated licensing service agency in realizing excellent service to the people in City A are as follows:

- a. Improve the website of government organizations, so that in the future applicants can register online or download registration forms.
- b. Fixing the problem of time certainty which is sometimes still not under the SOP, by coordinating well with the relevant SKPD in the licensing sector.
- c. Immediately budget for funds to improve websites, suggestion boxes, and information boards in government organizations.
- d. Then, for employees who are still not working well and have not followed the training, education and training should be included immediately.

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