

IMPLEMENTATION OF INTEGRATED ONE STOP MODEL IN PUBLIC SERVICES: AN ANALYSIS OF HUMAN RESOURCES PERFORMANCE COMPETENCY DEVELOPMENT IN THE INDONESIAN GOVERNMENT SECTOR

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2 IMPLEMENTATION OF INTEGRATED ONE STOP MODEL IN PUBLIC SERVICES: AN ANALYSIS OF HUMAN RESOURCES PERFORMANCE COMPETENCY DEVELOPMENT IN THE INDONESIAN GOVERNMENT SECTOR

Rinandita Wikansari

Politeknik APP Jakarta, Indonesia

Muhamad Sayuti

Fakultas Ilmu Ekonomi, Universitas Islam Al-Azhar Mataram, Indonesia

Baren Sipayung

Universitas Mulawarman, Indonesia

Siska Yulia Defitri

Universitas Mahaputra Muhammad Yamin, Indonesia

Yulius Luturmas

Sekolah Tinggi Ilmu Administrasi Saumlaki, Indonesia

Le Maag Kenney

Government and Management Science Researcher, ASEAN Research Institute, Vietnam

ABSTRACT

Public services or public services are all forms of services. These services are in the form of public goods or public services. These services are in principle the responsibility of and are carried out by government agencies at the central, regional and state-owned enterprises and regional-owned enterprises. These services are in the framework of efforts to fulfill the needs of the community as well as in the context of implementing the provisions of laws and regulations. Public services in all sectors become polemic. Public service is one that is integrated in the management of an institution. This study aims to describe the implementation of the integrated one stop model in public services: analysis of human resource performance competency development in the Indonesian government sector. The method used in this study is the phenomenological method. Phenomenological research is a type of qualitative research that looks at and hears closer and more detailed explanations and individual understanding of their experiences. Qualitative based phenomenological research. Therefore, the collection of research data using interview management, recording, and recording. The results of the study show that one-stop-based public services must be integrated. Thus such public services provide opportunities for: (1) improvement of human resource skills; (2) monitoring work processes; (3) performance strengthening; and (4) human resource development.

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Keywords

government, customer satisfaction, human resource quality, management, effectiveness/ process, public service

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Corresponding Author

rinandita-w@kemenperin.go.id
sayuthi.say@gmail.com
baren.sipayung@gmail.com
siskayd023@gmail.com
ludurmasylus@gmail.com
kenneylimaag@aseanre.org

1 INTRODUCTION

Public services are all activities in the framework of fulfillment basic needs according to the basic rights of every citizen and resident above goods, services and or administrative services provided by service providers related to the public interest. Public service providers are institutions and service officers public, both the Regional Government and Regional Owned Enterprises administer public services. Public Service Recipients are individual or group of people and or legal entity that owns rights and obligations to a public service.

Meanwhile, according to the decision of the Minister of Administrative Reform Country Number: Kep/25M.Pan/2/2004 Concerning General Guidelines for Preparation Community Satisfaction Index Unit for Government Agencies Services. Service Public services are all service activities carried out by public service providers as an effort to fulfill needs service recipients, as well as in the context of implementing regulatory provisions invitation regulations.

Communities who are customers of public services according to Denhardt, R. B., & Denhardt, J. V. (2000) and Sururi, A., Rusli, B., Widianingsih, I., & Ismanto, S. U. (2022), too have needs and expectations on the performance of public service providers professional. So what is now the task of the Central Government and Regional Governments is how to provide services public that can satisfy society (Denhardt, J. V., & Denhardt, R. B., 2015). There is policy implementation decentralization and regional autonomy in Indonesia as stated in the law regarding Regional Government states that the government has responsibility (Owens, J., 2022; Boyd, N. M., & Martin, E. C., 2022), authority and determine minimum service standards. This resulted in every Region (Municipality/Regency) in Indonesia having to perform public services as well as possible with minimum standards (Azhar, Z., Alfian, E., Kishan, K., & Assanah, N. H., 2022)..

Public service is a benchmark for government performance most visible. The public can directly assess performance government based on the quality of public services received, because of quality public services are felt by people from all walks of life, where success in building public service performance in a professional manner, effective, efficient, and accountable will raise the positive image of the Government Regency in the eyes of its citizens.

One of the efforts to improve the quality of public services, as mandated in the Law of the Republic of Indonesia Number 25 of 2000 concerning the National Development Program, necessary a study on community satisfaction and compiling a satisfaction index was compiled community as a benchmark for assessing the level of service quality. In addition, community satisfaction index data will be used as material assessment of service elements that still need improvement and become driving force for each service delivery unit to improve quality service.

There are still many public services by government officials today Weaknesses were found so that they could not meet the required quality society expects. This is indicated by the existence of various public complaints conveyed through the mass media, so that it can be cause a bad image of the government apparatus. Given that the main function of the Government is to serve the community (Liu, J., Zhang, X., Lin, J., & Li, Y., 2022; Freddy, H. T. R., Achmad, W., & Nasution, M. S. (2022)). The government needs to continue to strive to improve the quality of service.

Services to the community have be the main goal in the implementation public administration (Wajdi, F., & Ramadhani, R., 2022). In Indonesia the organizer. Public service delivery is a policy issue which is increasingly strategic due to improvements public services in this country tend to be running in place, while the implications as it is known very widely because touching all public spaces in economic, social, political, culture and

others. In economics, Das, K., Behera, R. L., & Paital, B. (2022), poor public services will have implications to a reduction in investment that could consequences for termination of employment on industries and not open new job opportunities that will also affect spirit towards the increasing number of gurant. Further consequences of this problem is the emergence of social vulnerability (Castro, C., & Lopes, C., 2022; George, V., & Wilding, P. (2023). The impact of social policy. Routledge.).

2 LITERATURE REVIEW

The definition of public service is all activities that carried out by public service providers as an effort meeting the needs of service recipients Forasidah, F. (2022), in implementation the provisions of the legislation (Giroth, N. K., Mandagi, M., & Bogar, W., 2022; Ishak, D. (2022). Service improvements efficient and effective public will support the achievement of efficiency and will effectively support the achievement of cost efficiency, meaning when public services are provided by service providers to the party being served runs according to the conditions stated the actual or mechanism or procedure is not convoluted, will reduce costs or burdens for service providers and also service recipients (Zahran, W. S., Terada, A., & Saengsroi, J., 2023; Rubtcova, M., & Vasilieva, E., 2022).

Public service providers Trischler, J., & Westman Trischler, J. (2022) are government agencies which is divided into service units directly provide services to the community (Cruz, S. S., & Paulino, S. R., 2022). measure of success services will be reflected in the community satisfaction index received by service recipients based on expectations and their real needs. But actually service the public can cooperate with the private party or submitted to the private sector if it is deemed more effective and long able to provide maximum satisfaction to society (Fangjie, G., Jianwei, G., Yi, Z., Ningbo, H., & Haoyu, W., 2022; Gilani, G., Pons, O., & de la Fuente, A. (2022).

Public service can be interpreted as providing services (serving) the needs of people or communities who have interests in accordance with the main rules and procedures that have been determined (Chapman, R. A., 2019; Qing, M., Asif, M., Hussain, A., & Jameel, A., 2020). In essence, government is a service to the community, therefore the public bureaucracy is obliged and responsible for providing good and professional services. Public services by the public bureaucracy Sahid, A., Amirullah, I., Azis, A., & Rahman, A. A. (2019) is one manifestation of the function of the state apparatus as a public servant as well as a servant of the state with the aim of welfare of society (Bolden, R., Gulati, A., & Edwards, G., 2019).

Professional public service means public service which Ollaberganovna, E. Y. (2022) is characterized by accountability and responsibility from the service provider (government apparatus), with the following characteristics: Effective, prioritizing the achievement of goals and objectives; Simple, meaning that the procedure/method for services is carried out in an easy, fast, precise, straightforward, easy to understand and easy to implement by the community requesting the service (Chapman, R. A., 2019).

Clarity and certainty (transparency), regarding: 1) procedures/service procedures; 2) service requirements, both technical requirements and administrative requirements; 3) work units and or officials who are authorized and responsible for providing services; 4) details of service fees/tariffs and payment procedures; and 5) time schedule for service completion (Davis, G., & Rhodes, R. A., 2020).

According to Felzmann, H., Fosch-Villaronga, E., Lutz, C., & Tamò-Larrieux, A. (2020), transparency, meaning that procedures/requirements, work units/officials in charge of providing services, time of completion, details of time/tariffs and other matters relating to the service process must be informed openly so that it is easily known and un-

derstood by the public, whether requested or not. requested; efficiency, meaning: 1) service requirements are only limited to matters directly related to achieving service targets while still paying attention to the integration between requirements and related service products; 2) it is prevented from repeating the fulfillment of the requirements in the event that the community service process concerned requires the completeness of the requirements from other related work units/government agencies; timeliness, this criterion implies that the implementation of community services can be completed within a predetermined time; Responsive, more responsive and quick to respond to the problems (Eklund, S., 2021), needs and aspirations of the people served; adaptive, quickly adjusting to what is the demands, desires and aspirations of the people served who are constantly experiencing growth and development.

Theoretically there are at least three main functions that must be carried out by the government regardless of level, namely the public service function, the development function and the protection function (Wec, A. Z., 2019). The most important thing then is the extent to which the government can manage these functions in order to produce goods and services (services) that are economical, effective, efficient and accountable to all people in need. In addition, the government is required to apply the principle of equity in carrying out these functions, meaning that government services must not be provided in a discriminatory manner.

Even though the government has the functions mentioned above, it does not mean that the government has to act as a monopolist in carrying out all of these functions. Some parts of these functions can become task areas whose implementation can be delegated to private parties or by using an intergovernmental partnership with the private sector to carry them out (Ulloa-Suarez, C., & Valencia, O., 2022; Li, Y., & Shang, H., 2020).

In the Decree of the Minister of Administrative Reform Number 62 of 2003 concerning General Guidelines for Public Services, it is stated that what is meant by the nature of public service is the provision of excellent service to the community which is a manifestation of the obligations of the government apparatus as public servants (Dilham, A., Yulinda, P., & Fawzee Sembiring, B. K., 2020; Iskanto, D., 2022).

In the Decree, in order to be able to provide satisfactory service to service users, service delivery must comply with the following service principles: Transparency, is open, easy and accessible to all parties who need it and is provided adequately and is easy to understand; Accountability. Can be accounted for in accordance with the provisions of the legislation; conditional. In accordance with the conditions and capabilities of service providers and recipients while adhering to the principles of efficiency and effectiveness; participatory. Encouraging community participation in the administration of public services by taking into account the aspirations, needs and expectations of the community; Equal Rights. Not discriminatory in the sense of not discriminating against ethnicity, race, religion, class, gender and economic status; Balance of Rights and Obligations. Givers and recipients of public services must fulfill the rights and obligations of each party.

Furthermore, based on the Decree of the Minister of Administrative Reform No. 62 of 2003 it is stated that the implementation of services must comply with several principles as follows: Simplicity. Public service procedures are simple, easy to understand and easy to implement; clarity Salam, R. (2021). This clarification covers several important matters for the community, such as: Technical and administrative requirements for public services, Work units/officials who are authorized and responsible for providing services and resolving complaints/problems/disputes in the implementation of public services, Details of public service fees and payment procedures; certainty of time.

Implementation of public services can be completed within a predetermined time and informed to the public; accuracy. Public service products are received correctly, correctly

and legally in accordance with applicable regulations and their designation; Security. Public service processes and products provide a sense of security and legal certainty for stakeholders; Responsibility. The head of the administration of public services or the designated official is responsible for administering the service and resolving complaints/problems in the implementation of public services; complete facilities and infrastructure.

Availability of adequate working and supporting facilities and infrastructure, including the provision of telecommunication and information technology (telematics) facilities; Ease of access. Places and locations as well as service facilities that are adequate and easy to reach by the public, and can utilize telecommunications and information technology; discipline, courtesy and friendliness. Service providers must be disciplined, polite and courteous, friendly, and provide services sincerely; comfort (Bruder, M. B., Catalino, T., 2019). The service environment must be orderly, organized, provided with comfortable, clean, tidy waiting rooms, a beautiful and healthy environment equipped with service support facilities, as well as parking lots, toilets, places of worship and others (Darmawan, D., & Grenier, E., 2021).

3 RESULT AND DISCUSSION

Public service is an activity or series of activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers, namely every state administration institution, corporation, independent institution formed under a law for public service activities, and other legal entities formed solely for public service activities. These activities are carried out by officials, employees, officers, and everyone who works within the organizing organization whose job is to carry out actions or a series of public service actions.

In the implementation of public services, it must be based on service standards as benchmarks used as guidelines for service delivery and references for evaluating service quality as obligations and promises of administrators to the public in the framework of quality, fast, easy, affordable and measurable services. Public services are regulated in Law no. 25 of 2009 concerning Public Services, this arrangement is intended to provide legal certainty in the relationship between the community and administrators in public services.

In addition, the regulation regarding public services aims to create clear boundaries and relationships regarding the rights, responsibilities, obligations and authorities of all parties related to the implementation of public services; in order to realize a proper public service delivery system in accordance with the general principles of good governance and corporations; in order to fulfill the implementation of public services in accordance with statutory regulations; and so that the realization of legal protection and certainty for the community in the implementation of public services.

The scope of public services includes public goods services and public services as well as administrative services that are regulated in legislation. To guarantee the smooth running of public services, a coach and person in charge is needed. The supervisor consists of heads of state institutions, heads of ministries, heads of non-ministerial government institutions, heads of state commissions or similar institutions, and heads of other institutions; governor at the provincial level; bupati at district level; and mayor at city level. The coaches have the task of coaching, supervising, and evaluating the implementation of the tasks of the person in charge. While the person in charge is the head of the secretariat of the institution or the official appointed by the Trustee. The person in charge has the duty to coordinate the smooth running of public services in accordance with service standards in each

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work unit; evaluate the implementation of public services; and report to the Trustees on the implementation of public service delivery in all work units of public service units.

The implementation of public services includes the implementation of services; management of public complaints; information management; Internal monitoring; outreach to the public; and consulting services. If there is incompetence, violation and failure of service delivery, those who are responsible are the organizer and all parts of the delivery organization. In order to facilitate the implementation of various forms of public services, an integrated service system can be implemented.

In addition, in order to increase the efficiency and effectiveness of services, cooperation between providers may be carried out covering activities related to technical service operations and/or service support. In the case of administrators who have the scope of authority and public service duties cannot be carried out on their own due to limited resources and/or in an emergency, the organizers may ask for assistance from other administrators who have sufficient capacity. In an emergency situation, requests for other organizers must be fulfilled by the organizer providing assistance in accordance with the duties and functions of the implementing organization concerned based on statutory regulations.

Organizers may cooperate with other parties in the form of delegating part of the tasks of administering public services to other parties provided that the cooperation agreement is stated in accordance with statutory regulations and in practice it is based on service standards; the operator is obliged to provide information related to the cooperation agreement to the public; the responsibility for the implementation of the cooperation lies with the recipient of the cooperation while the overall responsibility for the implementation lies with the operator; information related to the identity of other parties and the identity of the organizer as the person in charge of the activity must be stated by the organizer in a place that is clear and easily known by the public; and organizers and other parties have the obligation to include the address where the complaint is made and facilities for accommodating public complaints that are easily accessible, including telephone, short message service, website, e-mail, and complaints box. The other party referred to in this case must be an Indonesian legal entity in accordance with statutory regulations. The cooperation that is organized does not add to the burden on the community and in the context of organizing public services.



Figure 1 Maximizing the Provision of Integrated-Based Public Services

In the implementation of public services, service standards must be prepared by the administrator by taking into account the ability of the administrator, the needs of the com-

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munity, and environmental conditions. It is obligatory to involve the community and related parties in the preparation. Service standards include legal basis; condition; systems, mechanisms, and procedures; completion period; fees/tariffs; service products; facilities, infrastructure, and/or facilities; executor competency; Internal monitoring; handling complaints, suggestions, and feedback; number of executors; service guarantees that provide certainty that services are carried out in accordance with service standards; guarantee of service security and safety in the form of a commitment to provide a sense of security, free from danger, and risk of doubt; and evaluation of the performance of executors.

By implementing public service standards properly, it is hoped that the implementation of public services can produce community satisfaction as the party receiving the service. In the implementation of public services, administrators are required to apply the principles of effectiveness, efficiency, innovation and quality commitment. Because the orientation of public services is community satisfaction, people get services in accordance with what is expected or even exceeds people's expectations.

In the administration of public services that must be obeyed by service providers and recipients. Public service standards at least include. First, service procedures. The service procedure is one of the standards public service. Service procedures must be standardized for providers and recipients of public services, including complaints so that no problems occur in the future. Service procedures must established through minimum service standards, so that parties service recipients can understand the mechanism.

Second, Completion Time Turnaround time is one of standard public service. Completion time set from the moment submission of application until completion of service including complaints. The faster the service turnaround time, then it will further increase public trust will services provided. Third, service products. Product service is one of the service standards public. The results of the service will be received in accordance with the provisions has been established. Service products must be well understood, so it really needs outreach to the community.

Fourth, service fee. Service fee is one of the service standards public. The service fee including the details must be determined on a regular basis consistent and there should be no discrimination, because it will give rise to distrust of service recipients to service providers. This service fee must be clear on each service that will be provided given to the community, so it does not cause anxiety, especially to those who are lacking capable.

Fifth, facilities and infrastructure. Facilities and infrastructure is one of the standards public service. Provision of service facilities and infrastructure adequately by public service providers is very decisive and support the success of service delivery. Sixth, competence of service provider officers. The competence of the service provider is one of public service standards. competence of service providers should be determined appropriately based on knowledge, expertise, skills, attitudes and behaviors required for service delivery quality provided.

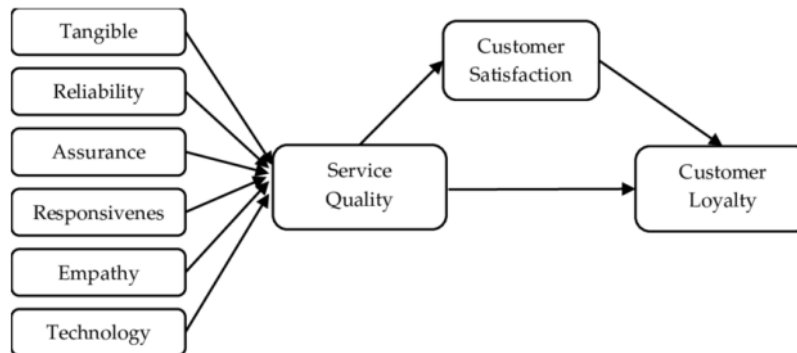


Figure 2 Customer Satisfaction with Maximum Implementation of Public Services

Along with the transformation of public services towards digital and in meeting the demands of the community in obtaining fast, easy and affordable public services, it is an obligation that must be carried out by public service providers. One of the efforts that must be made by public service providers to determine the level of satisfaction of service users is to conduct a survey of service user satisfaction to recipients of public services.

Public services based on Article 1 number (1) Law Number 25 of 2009 concerning Public Services are activities or a series of activities in the framework of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or services administrative services provided by public service providers. Public service providers are obliged to compile, determine and implement service standards. The community as users of public services has the right to know the correctness standards for the contents of service standards and has the right to oversee the implementation of service standards applied by public service providers.

Based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 concerning Guidelines for Compiling a Community Satisfaction Survey (hereinafter referred to as Permenpan RI No. 14/2017), the definition of a community satisfaction survey is a comprehensive measurement activity regarding the level of community satisfaction with the quality of services provided provided by public service providers. The survey was conducted to obtain an index of community satisfaction as service users. Service users or recipients of public services include people, communities, government agencies and the business world, who receive services from public service delivery apparatus. In carrying out service user satisfaction surveys, it must be carried out with due observance of the principles of transparency, accountability, participation, sustainability, fairness and neutrality.

The implementation of service user satisfaction surveys can be carried out regularly for a certain period of time. Surveys can be conducted quarterly, semesterly or annually. Public service providers at least carry out service user satisfaction surveys at least once a year. Based on RI Regulation No. 14/2017 the implementation of service user satisfaction surveys is carried out through the stages of planning, preparation, implementation, processing and presentation of survey results. Service user satisfaction surveys can be carried out using several methods such as filling out questionnaires, interviews, electronic surveys and focus group discussions.

Talking about service user satisfaction surveys, in ISO 9001:2015 standard clause 9.1.2 states that the organization shall monitor customer perceptions of the degree to which their needs and expectations have been fulfilled. The organization shall determine the methods for obtaining, monitoring, and reviewing this information, an organization shall monitor the perceptions of customers (service users) to what extent their needs and expectations have been met. The organization shall determine methods for obtaining, monitoring and reviewing this information. Monitoring customer (service user) perceptions may include customer/service user surveys, customer feedback on delivered products and services, meetings with customers, market share analysis, compliments, warranty claims, and agent reports. Service user satisfaction is an absolute requirement for an organization to obtain ISO 9001 certification. The results of a service user satisfaction survey can be used as the main input for public service providers to evaluate and improve service quality on an ongoing basis.

Based on RI Regulation No. 14/2017, the benefits that can be felt by public service providers after conducting a service user satisfaction survey include (1) know the weaknesses or deficiencies of each element in the administration of public services; (2) it is known that the performance of service providers that have been carried out by public ser-

vice units periodically; (3) as material for determining policies that need to be taken and follow-up efforts that need to be made on the results of service user satisfaction surveys; (4) it is known that the overall satisfaction index of recipients of public services on the results of the implementation of public services in the scope of central and regional government; (5) stimulating positive competition, between service delivery units at the scope of central and regional government in an effort to improve service performance; (6) for the community as recipients of public services, an overview of the performance of the service unit can be seen.

The implementation of a customer satisfaction survey will create data, the survey data can be processed by computer or manually. The data that has been processed requires an analysis of the elements surveyed, both technical and non-technical as a whole, so that they will describe objective survey results. Data analysis of customer satisfaction survey results is important for improving the quality of public services and making policies in the context of public services. The results of the analysis also need to be followed up by making plans to improve the quality of public services and public service innovation.

The author is of the view that a survey of services provided by public service providers to service users will directly impact the performance of public service delivery organizations. Service users who are satisfied with the service have the potential to repeat transactions, bring a positive impression of the service they have received, and even recommend the service to other service users. In other words, the satisfaction of public service recipients has a positive impact on increasing the target achievement of public service delivery organizations. Conversely, if service users are not satisfied or even feel disappointed with the service they receive, it will have a negative impact on the public service provider organization. Service users who feel dissatisfied can be a source of problems for public service delivery organizations, they will not repeat transactions or can even give a negative impression of the services they receive and will not recommend the services they have received to other service users.

4 CONCLUSION

Improvement of public services will be able improve the investment climate which is highly need this nation to get out soon from the prolonged economic crisis. Unfortunately efforts towards improvement it's still limited to lip service. In various studies conducted on this public service apparently does not work linear with the reforms carried out in various sectors so that growth. Investment is moving in a negative direction.

As a result the expectation of economic growth which is expected to help this nation out of various economic crises yet materialized as expected. Meanwhile in political life, poor public services have deep implications on public trust government. Bad public service has been an important variable which gave rise to a crisis of yes the people to the government. Crisis This belief is actualized in forms of protest and demonstration rung is not healthy, it shows frustration public loyalty to their government.

In this regard, the improvement Public service is absolutely necessary for image bad society to the government can be corrected, because with quality improvement better public service affect community satisfaction no public trust government can be rebuilt. From a socio-cultural perspective, public service bad things cause trouble community psychology as indicated by reduced mutual respect with the community, the emergence of mutual suspicion increasing exclusivity bihan, which in the end lead to indifference society's indifference to either government and against each other.

Consequence which is very bad looks through the range riots and anarchist acts in various area. At the same time, the intellectual community rung choose the shortcut that leads to negative direction with a variety of actions that irrational and prone to violation law. Implementation of public services on principally aimed at humans. Already become the na-

ture of every human being God of service, even in extreme it can be said that the service can not separated from human life.

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