Strategy of Public Service to Improve Service Quality at the Institute of Learning Development and Profession (LP3) State University of Surabaya

Himawan Wismanadi, Wiryo Nuryono, Suhartiningsih, Meirinawati[1]

Institute of Learning Development and Profession, State University of Surabaya, Surabaya, Indonesia

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ABSTRACT

The implementation of a clean and effective government is a constitutional obligation and the hope of all citizens. In reality, these rights have not been fully obtained by the community. The purpose of this study was to get an overview of the Public Service Strategy to Improve Service Quality at the Institute for Learning and Professional Development (LP3), State University of Surabaya. This type of research was developed using qualitative research. Sources of data from informants, events, and documents. Data collection techniques through interviews, observation, documentation, and triangulation. Data analysis is done by collecting, reducing, displaying, and drawing conclusions. Empirical data are needed to improve public services through LP3 Unesa. The information obtained can be used as a basis for establishing strategic policies that will help improve the quality of public services. The theory used in the opinion of Osborne (2001) there are 5 (five) strategies to improve the performance of public services. Core Strategy, Consequences Strategy, Customer Strategy, Control Strategy, and Culture Strategy.

INTRODUCTION

The government is seen as the foundation of citizens to obtain their rights. The government has authority and is not entirely responsible enough to provide public services to the country's inhabitants. The word " service " is a translation of the word " service," which means serving in the form of services. Field (Wibawa, 2005) states that these services have a unique characteristic different from other products produced. The output is intangible and nonstandard, and inventory cannot be stored. However, it is consumed directly during production. Therefore, public services are felt to be increasingly important to pay attention to public service is the basic form of actual work and the most attention from various

people. According to Sinambela (2007), public service is defined as any activity conducted by the government if many individuals related to a reasonable interest as a group or unit of use provide satisfaction even though the results are not tied to a product directly physique. Law no. 25 of 2009 also explains that public service is an agency or agency that aims to provide services in the form of activities or a series of activities by the laws and regulations for every inhabitant country and population on goods, services and or service administrative which provided by organizer public service.

Another opinion stated by Field (Kurniawan, 2005) says that public services follow the basic rules and procedures established to serve the needs of people or communities with interest in an organization. From some of the views above, it can be concluded that public services are all activities carried out by public service providers, in this case, controlled by government officials, from the central level to lower levels such as kelurahan or village government officials, to meet the diverse needs of the community field (Abdul wahab, 1999). By the Decree of the Minister of State Apparatus Empowerment No. 63 of 2003 concerning General Guidelines for the Implementation of Public Services, there is a group service public which consists from several categories, that is: 1) Administrative service groups, namely services that produce various forms of official documents required by the public such as citizenship status, identity cards Population, Deed Wedding, and deed birth; 2) Product or goods service group, namely services that produce various forms/types of goods used by the public, such as telephone networks, electricity supply, and water supply; and 3) Service groups, namely services that produce various forms of services needed by the public such as education, medical care, and transportation.

In providing services to the public, bureaucrats must think about fulfilling customer desires. This is reasonable considering that the fulfillment and provision of services to customers is a demand in every organization. Service quality and customer satisfaction are highly prioritized, considering that both significantly influence the success and development of the organization's mission field(Aritonang, 2005). Quality is a dynamic condition associated with products, services, people, processes, and environments that meet or exceed expectations. The word quality contains many meanings, some examples of the notion of quality, according to Fandy Tjiptono (K(Kurniawan, 2005), are: 1. Suitability in terms of 2. Suitability for use 3. Continuous improvement 4. Free from damage/defects 5. Fulfillment of customer needs from the start and all the time 6. Doing things correct 7. Something that can make customers happy.

In Indonesia, with the enactment of the MENPAN Decree No. 63 of 2003 concerning Guidelines for the Implementation of Services, the joints that need to be considered to improve the quality of public services are 1. Simplicity. . 2. Clarity It means that there is clarity in terms of a. Related to the technical and administrative requirements of public services. b. Work units/officials who are authorized and responsible for providing services and resolving complaints/problems/disputes in implementing public services c. Details of public service fees and payment procedures. 3. Certainty of Time The implementation of public services can be completed within a predetermined period 4. Accuracy Public service products are received correctly, appropriately, and legally. 5. Security The process and products of public services provide a sense of security and legal certainty. 6. Responsibilities The leadership of the public service provider or the appointed official is responsible for implementing

services and resolving complaints/problems in implementing public services. 7. Completeness of facilities and infrastructure Availability of adequate work facilities, work equipment, and other supporting facilities, including the provision of telecommunications and information technology (telematics) facilities 8. Ease of Access Adequate places and locations and service facilities are easily accessible by the community and can utilize telecommunications and information technology 9. Discipline, courtesy, and friendliness Service providers must be disciplined, polite, friendly, and provide services sincerely. 10. Comfort The service environment must be orderly, orderly, provided a comfortable, clean, tidy waiting room, and a beautiful and healthy environment equipped with service support facilities, such as parking, toilets, places of worship, and others.

Public service is one part of good governance and has a significant contribution. One of the benchmarks that a government has provided the best service is by looking at how government agencies serve the community (Heffy, 2009). Managing a clean and effective government to realize social services is a constitutional obligation and hope for every citizen wherever they are. Performance and provision of services for violations is a citizen's need. Bureaucracies engaged in various service improvement activities are expected to focus more on customer satisfaction as service users(Gibson, James L, John M. Ivancevich, 1997). Service quality and customer satisfaction are both high priority because they have a significant impact on the success and development of the organization's mission. as stated (Yunus, 2002) quality service is the level of good or bad of a service that is seen based on suitability Among hope, wish and reality. Therefore, there are several aspects which be an indicator and participate determine quality service the

public include: Accuracy time in providing services including waiting time and time process ; Accuracy or accuracy in service including minimize error ; Courtesy and friendliness in provide services such as not angry and always give a smile; Convenience access service as much officer who serve and many service support facilities like computers and equipment in the service office; Convenience in accept related services with the waiting room, room the place service, the place parking, and also availability information ; Attributes that support other services such as air-conditioned waiting rooms, and cleanliness. in fact, there are still problems in the implementation of public services. In the current condition, these rights have not been fully obtained by the community.

This is reflected in the number of complaints or reports from the general public to the Ombudsman Institution to assist government agencies in handling complaints from various groups regarding the provision of public services that are not satisfactory. This can be seen from the report to the Ombudsman regarding the number of public reports contained in Table 1.1.

Table 1.1 Number of Public Reports Based on Reported Agencies

No	Agency Name	Number of Reports
1	local government	2854
2	Police	806
3	Ministry	661

4	BUMN/BUMD	629
5	National Land Agency	530
6	etc	392
7	Judiciary	362
8	Education Institute	146
9	Banking	140
10	attorney	117
11	Government hospital	71
12	public universities	70
13	State Commission	67
14	Non-Ministry Government Institutions	55
15	TNI	39
16	DPR	20

Source: The Indonesian Ombudsman Annual Report 2016

Based on the datathat has been collected in table 1.1, it is involved that State Higher Education Education ranks 12th based on the number of reports received. One of these State Universities is the State University of Surabaya (Unesa) which has seven central institutions called the Learning and Professional Development Institute (LP3) which consists of the Teacher Professional Education Center, Training Development Center, Professional Certification Center, Learning Strengthening Center, Management Center Core and Institutional MPK, Center for Character Development and Counseling Services and Psychology Service Center.

Empirical data is needed toimprove public servicesthroughLP3Unesa. The informationobtained can then beused as abasefor settingspolicies as well as takingfurtherstrategicstepsthatwill help

improvethe quality of public services.For it, agency need To do repair in maintenance service a better public in the future by paying attention to suggestions from the public as service users(Dwiyanto, 2002).The government's strategy is needed to improve the implementation of publicservices,especially in the campus environment. The public service strategy is through; 1) Core Strategy, 2) Consequences Strategy, 3) Customer Strategy (Customer Strategy), 4) Control Strategy (Supervision Strategy), 5) Culture Strategy (Strategy Culture). The service strategy aims to achieve superior service quality through service-oriented services that are faster, more precise, and more cost-effective.

Another opinion according to Devrye (Moenir, 2006)reveals a successful service model, which contains seven strategies for success, such as : 1. Self-Esteem means that service does not mean submission, judged by leadership and exemplary, service placement in accordance with expertise, placing service tasks that reach the future (futurist), on the success of tomorrow not today 2. Meets Expectations (Exceed expectations) Its characteristics include : adjustment of service standards according to developments in the demands of the times/environment, understanding of customer desires that will always changing, service that meets customer expectations at least at the moment 3. Improving and reinventing various things such as: customer complaints that must be considered as challenges, limiting them, gathering information about the development of customer desires,developing and testing new service standards, listening to feedback 360 degree flip for further improvement 4. Foresight (Vision) Imagining ideal planning for the future, utilizing technology as much as possible, providing services that are in accordance with the demands of the future 5. Continuous Improvement (Improving) Continuous

improvement (creative), adapting to changes, involving all members of the organization in the pulse of change, investing in human resources in a sustainable manner (training, learning organization, benchmarking, and others), creating a conducive environment (good organizational work climate), creating excellent service standards that are always responsive 6. Attentive (Care, empathy) A service system that reflects customer/community satisfaction, always maintains a positive image and excellent quality,applies appropriate benchmarks 7. Always Empowers members continuously, especially in service units, always learns from experience, provides stimulation sincere recognition and appreciation s.

Of the various problems that have been described in detail previously, making researchers interested to take research title "Strategy Service Public in Increase Quality Service in Institutional Development Learning and Profession (LP3) state University Surabaya". As for a gar could know and understand hope society , government can measure the quality of service, then the most important problems faced can be formulated as following : How Strategy Public Service in Improving Service Quality in Learning Development Institutions and Profession (LP3) University Country Surabaya ?. With the aim of research to obtain information or empirical data about Strategy Public Service in Increase Quality Service in Institute for Learning and Professional Development (LP3) State University Surabaya.

This research in the framework of public service strategy in order to improve the quality of service is expected to provide benefits: a. The data collected can contribute thoughts and as a reference and consideration for making policies in relation to improving public services at the Institute for Learning and Professional Development (LP3) b. Availability of identification data on public service strategies at the Institute for Learning and

Professional Development (LP3) c. Based on the data from the results of this study, it is expected that there will be improvements in public services at the Institute for Learning and Professional Development (LP3) d. The results of this study are also expected to be input material to become a reference for other similar institutions in carrying out their public services.

METHODS

This research is a qualitative research using a case study research design. A case study is believed to be a research that examines a matter in depth by studying and analyzing the phenomenon or event to be studied(Bogdan, R.C. dan Biklen, 1982). In case study research, the data collection tool is the researcher himself. Researchers will try to collect information either in large amounts or in part in order to find and describe various studies that are in line with the research. So, whether or not a study is valid depends on the ability of the researcher to explore the problem of the research subject to explain it completely and thoroughly(Sinambela, 2011).

In line with Thing the so in study This study considers public service strategies to improve the quality or quality of services in Development Institute Learning and Profession (LP3) State University of Surabaya .

In each study, it is necessary to narrow the problem to be studied into several parts to make it easier for researchers in the discussion process. Also included in this research, to avoid collecting wrong data and not in accordance with the title of the study, the focus of the research was made on the strategy of public services in LP3 institutions with the main issues as following : Strategy service public in Institution Development Learning and Profession which consist from: 1)*Core Strategy*; 2)*Consequences Strategy*;

3)*Customer Strategy*; 4)*Control Strategy*; 5)*Culture e Strategy* .For the location selected in the research as stated in the title , namely the Office of the Learning Development Institute and Profession in university Surabaya State.

To strengthen the results of research, researchers need to enrich data sources that will be discussed in later research. As for this study, the data sources used include primary data sources and secondary data sources. Both types of data sources are considered important and play a role in determining the success of the research. Primary data sources are defined as data that have been collected directly from research subjects, such as observation activities and also the Purhantara interview process. Meanwhile, according to(Zauhar, 2002), secondary data sources are the opposite of primary data source data, which is a data or information obtained indirectly from the subject research, which consists of from organizational structure related to the research location , documents, report as well as books and other etc which still related d with the title of the research.

After finding data sources that are appropriate to the research topic, several methods will be applied to collect the data, such as through interview techniques either face-to-face or through telephone calls to related parties that strengthen the results of observations that have been made by observing events and events that have occurred. appear in the field. In addition, there are also documentation techniques to take from sources books, notes, newspapers, magazines, transcripts, treatises or other appropriate sources.

Furthermore, to select and determine informants, this study uses the snowball principle, namely looking for further informants to dig up data based on the information provided by the initial informants, this follow-up information is really those who master the existing problems. The last informant is based on

the level of saturation of the information, that is, if there is no more variation in the information provided, then it is considered to have reached the saturation point. In addition to data obtained from informants, data can also be obtained from events or events in the field, both directly and indirectly related to the problem and focus of this research.

After the data collection is complete, the data will be processed and analyzed to obtain satisfactory answers related to the formulation of the problem under study. Because this research is a qualitative research, the data generated is also qualitative. Thus, the analytical technique used is also qualitative analysis by applying the concept of Miles and Hubermen in 1984. Both figures revealthat the activities in qualitative data analysis are carried out interactively and take place continuously at each stage of the research so that it is complete and the data is saturated.

The steps ofactivities in the data analysis process are 1) data reduction (data reduction) activities in the form of sorting, classifying, directing, sharpening and organizing data in the maximum possible way, so as to obtain satisfactory results; 2) showing data (data display) , after the data is adjusted to the research focus and managed and arranged so that it can facilitate research ; and 3) withdrawal conclusion (conclusion veryfication) taken when the data has been compared or analyzed as a whole .

RESULTS AND DISCUSSION
Description General Institution Floating Learning And Profession (LP3) State University of Surabaya

One of the public universities in the hero city of Surabaya is the State University of Surabaya or commonly known as Unesa. At Unesa, an institution was formed as a driving force for the development of a learning system based on

the Regulation of the Minister of Research, Technology and Higher Education Number 15 of 2016 concerning Organization and Work Procedures. The institutions in question are research and community service institutions and learning development and quality assurance institutions (LPPPM). Each institution carries out functions in accordance with their respective duties and work. One of the functions of LP3M in this case is to coordinate, implement, supervise, monitor, and evaluate all activities related to curriculum development to ensure the quality of ongoing learning. In accordance with the duties contained in Article 88 of the Ministerial Regulation, LP3M has the authority to carry out various functions, namely: 1) Compiling plans, programs and institutional budgets ; 2) Coordinate implementation of development learning activities; 3) Implementation of development system guarantee academic quality; 4) Implementation of academic quality guarantee; 5) Implementation facilities to improve the quality of learning; 6) Monitoring of learning development activities, and implementation of e-valuation and preparation of activity reports on development learning and guarantee academic quality; 7) Implementation of system budget affairs of the organization or institution. 2) Coordinate implementation of development learning activities; 3) Implementation of development system guarantee academic quality; 4) Implementation guarantee academic quality; 5) Implementation facilities to improve the quality of learning; 6) Monitoring of learning development activities, and implementation of e-valuation and preparation of activity reports on development learning and guarantee academic quality; 7) Implementation of system budget affairs of the organization or institution. 2) Coordinate implementation of development learning activities; 3) Implementation of development system guarantee academic quality; 4) Implementation guarantee academic quality; 5) Implementation

facilities to improve the quality of learning; 6) Monitoring of learning development activities, and implementation of e-valuation and preparation of activity reports on development learning and guarantee academic quality; 7) Implementation of system budget affairs of the organization or institution. and implementation of e-valuation and preparation of activity reports development learning and guarantee academic quality; 7) Implementation of system budget affairs of the organization or institution. and implementation of e-valuation and preparation of activity reports development learning and guarantee academic quality; 7) Implementation of system budget affairs of the organization or institution.

Based on the legal basis above, then the Vision and Mission are formulated LP3 Unesa which refers to the Vision and Mission of Unesa. The vision is as follows: Superior in the development of learning, profession and quality assurance as well as being strong in scientific and intellectual development. Furthermore, the vision is recorded in vision LP3M. While the Mission of LP3M is as follows: 1) Developing pedagogical learning by strengthening the appropriate curriculum, learning system, assessment, and learning system; 2) Strengthening the professional profile of educators and education personnel and employees; 3) Implementation of teacher training and professional skills development; 4) Implementation of the development of learning management programs and practice field the professional; 5) Implementation of character education development and service guidance counseling; and 6) Implement accountable quality assurance system development.

In line with the above, which considers that quality assurance is no longer part of the learning and professional development institution, the institution has officially changed its name to LP3 with the abbreviation of the Institute for

Learning and Professional Development. The name change was strengthened by the decision of the Chancellor of the State University of Surabaya which finally issued a decree number 196/UN38/HK/KL/2021 on February 3, 2021. The change in name was also followed by a change in the management structure of a more concrete institution. And now, the management of the LP3 institution consists of: 1. Chairman of the Institute, 2. Secretary of the Institute, 3. Quality Assurance Group, 4. Centers consisting of the Teacher Professional Education Center, Development Center training or training , Center Professional Certification, Center for Strengthening Learning, Center for National and Institutional Course Management, Center for Character Development and Service Guidance Counseling, as well as Center for Service Psychology. LP3 has 18 educational staff to support the implementation of work in LP3 in carrying out a series of activities.

Figure 1.1 Organizational Structure of LP3
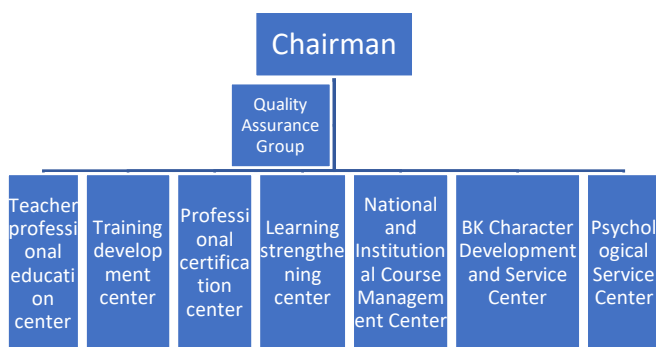
In carrying out its activities, LP3 has 18 educational staff who assists the implementation of work in LP3 with the division of tasks as follows.

Information
Chairman   : Bachtiar S. Bachri
Secretary   : Himawan Wismanadi
GPM   : Meirinawati, Wiryo
                Nuryono, and
                Suhartiningsih

PPG   : Fatkhur Rohman and
                Julianto
PPD   : Karwanto and Theodorus
                Wiyanto
PSP   : Sri Usodoning tyas and
                Ricky Eka Putra
PPP   : Syamsul Shodiq and Yuri
                Lolita
PPMNI: Joni Susilo Wibowo and
        Heri Wahyudi
PPKLBK   : Miftakhul Jannah and Ari
                Khusumadewi
PLP   : Umi Anugerah and Olivia

Public Service Strategy To Improve Service Quality In Institutions Development Learning And Profession (LP3) state University Surabaya

The Institute for Learning and Professional Development (LP3) Unesa needs a strategy to improve and even improve services related to learning to the entire academic community in the campus environment(Mahsyar, 2011). To measure the quality of the public service strategy at LP3, the researcher uses the public service strategy proposed by(Osborne, 2000). Based on Osborne's opinion, the public service strategy consists of five strategies, namely core-strategy, Consequences strategy, customer strategy, Control Strategy and culture Strategy. Each strategy the could be explained in more detail as following :

Core Strategy

Core Strategy or also called core strategy. Core Strategy by Osborne said that this strategy aims to clarify the Vision and Mission . Vision and mission indeed is very important as a long-term guide for the organization or institution to be managed, it should also be directed notice various

aspects which Becomes Duty tree and its function as well as notice environment which supports. Like is known LP3 previously named LP3M, so that there will automatically be changes to its vision and mission. Like what which already been delivered by Father Chairman Institution LP3 that is P Bachtiar say that the vision of LP3 has changed, because it was previously named LP3M. Meanwhile, currently Quality Assurance is not part of the agency. However , it also accommodates a professional certification center.

The Vision of LP3 is in accordance with the name Learning Development And the Institution's Profession , then the Vision is: Superior in the development of learning and a strong profession in scientific and intellectual development. Next, the vision is stated in mission LP3M. LP3M's mission is as follows: 1) Implementation of professional training development for teachers; 2) Strengthening the skills that must be possessed by education personnel; 3) Implement teacher certification; 4) Organizing learning that empowers education through strengthening the curriculum, learning system, assessment and learning resources used; 5) Implementation of management for national and international courses; 6) Implement personality development and counseling guidance services and 7) Provide psychological services for those in need.

The new vision of LP3 is also conveyed to members in the LP3 organ, so that all understand and understand the new vision and mission. One of the things done so that all employees understand the new vision and mission is that at the beginning of 2021, all Chairmen and Secretaries of each center and the Chairperson, Secretary and Members of GPM are invited to gather together on an agenda to discuss the work plans of each center and GPM. . Previously, the Chair and Secretary of the Institute conveyed the

change from LP3M to LP3. Then also convey the latest vision and mission. And it is hoped that all work plans that will be made by each center are in accordance with the new vision and mission. Each center in making its work plan must not be outside the vision and mission of the LP3 organ. For example, the Education and Training Development Center in carrying out its activities in accordance with the vision and mission of LP3. In addition to activities at each center based on the vision and mission of LP3, each center also makes its own vision and mission that does not deviate from the vision and mission of LP3.

Based on the explanation above, the vision and mission of LP3 have indeed been made and have been conveyed to each center, it's just that the new vision and mission have not been entered on the Unesa LP3 Web. Because based on observations, the LP3 Web still raises the vision and mission of the old organ, LP3M. In this case, the vision and mission of LP3 is still the old link, namely LP3M, it has not been reported to PPTI for changes to the vision and mission. In addition to the vision described above, even the missions made by each center also do not deviate from the mission of LP3. Mention one example of the mission of the Psychology Service Center as follows: 1. Provide services to improve the quality of human resources in the field of sports 2. Provide services to improve the quality of human resources in the field of disability 3.

Consequences Strategy

Consequences Strategy is also called strategy unavoidable consequences or strategies. This strategy aims to create healthy competition conditions among public service providers with each other. In strategy this also discussed about rewards and punishment which given in organization. In Center Development training, the steps taken to create competition with apply three strategies that are strategy strategy enhancement process, strategy leadership and

strengthening direction institution. S like that be delivered by Mr Karwato , that there are three strategies for create condition competition outside that is as following: (1) strategy enhancement process; (2) strategy leadership and (3) strengthening the direction of the institution. These three areas must be addressed to initiate improvement initiatives, accelerate change and then maintain existence institution. Third Thing this could be explained as follows. First, the process improvement strategy. These include: (a) a sense of belonging high on the institution; (b) innovation; (c) continuous improvement; and (d) focus on excellence. Second, leadership strategy. This matter includes: (a) leadership style; (b) role leader in influencing, mobilizing, empowering by developing all available resources; (c) coach and mentoring; (d) honesty; (e) each other's honors; (f) team work; (g) To do empowerment. Third, strengthening the direction of the organization. This includes: (a) the mission; (b) vision; (c) strategies; (d) the values held by the organization. This is a necessary area truly changed. (a) a sense of belonging high on the institution; (b) innovation; (c) continuous improvement; and (d) focus on excellence. Second, leadership strategy. This matter includes: (a) leadership style; (b) role leader in influencing, mobilizing, empowering by developing all available resources; (c) coach and mentoring; (d) honesty; (e) each other's honors; (f) team work; (g) To do empowerment. Third, strengthening the direction of the organization. This includes: (a) the mission; (b) vision; (c) strategies; (d) the values held by the organization. This is a necessary area truly changed. (a) a sense of belonging high on the institution; (b) innovation; (c) continuous improvement; and (d) focus on excellence. Second, leadership strategy. This matter includes: (a) leadership style; (b) role leader in influencing, mobilizing, empowering by developing all available resources; (c) coach and mentoring; (d) honesty; (e) each other's honors; (f) team work; (g) To do empowerment. Third, strengthening the

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Still according to Mr. Karwanto as Head of the Center for Education and Training Development, adding that in facing competition it is necessary to focus on the advantages of each center in LP3, as well as commitment and loyalty, as well as good communication and networking with internal and external parties . To face this competition, what needs to be done are: (1) focus on the advantages of each center in LP3; (2) there needs to be high commitment and loyalty in overseeing the program at each center in LP3: (3) there needs to be excellent communication, coordination, collaboration/cooperation, good synergy with internal and external parties; (4) there needs to be serious and careful thought; (5) there needs to be support from all parties; and (6) the need for networking both internally and externally,

Besides which already mentioned on, so which need to be conducted for face competition with promotion methods all activities which are conducted centers through webb. This thing also be delivered by Father Julianto as Secretary PPG to do competition with how to do promotions to outsiders through the PPPG/LP3/Unesa

website with update will activity PPG Unesa. Besides that PPG is also developing CBT for UP training as a preparation for students before UKMPPG-UP so that the graduate level of the more increase, make supplement ppg module in office and pre-service.

Furthermore, in terms of the performance of employees and the center, the Head of the Institution conveyed that the target given by the Rector had met the target of Rp. 14 billion, reaching Rp. 22 billion. But for personal or individual employees, the burden is indeed uneven, there are employees who work very hard but there are employees who are relaxed, in the sense that the workload of employees is not evenly distributed. So far, there has been no evaluation for employee performance . With the success that has been achieved by LP3 in exceeding the targets that have been achieved, the leadership of the institution will ask for rewards for the success of the institution. The rewarh is the result of the cooperation of all employees in LP3 .

Customer Strategy

Customer Strategy is also known as customer strategy. This strategy aims to create a gift service system which is applied by bureaucrats in order to provide a level of service which is optimal for society. LP3 has a Center that does not earn money, because it is more service-oriented, for example the Center for Course Management National and institutional, Development service center Character and Service BK as well as Psychological Service Center. But there is also a Center designed to make money or profit, that is Center Education Profession Teacher and Center Development training. In the case of a service-oriented Center, it is really expected to pay attention to the services provided to service recipients so that they can create satisfaction. And to find out what problems arise in each center, then by the Chairman of the Institute plans a

meeting of all leaders, GPM and Centers by quarterly. Hope if there is a problem so that could be quickly solved. Endeavor also created coordination and cooperation between centers in LP3 as well as communication and coordination with internal and external parties. This is as stated by Mr. Karwanto, that create service on Public which good which carried out are: (a) improving communication, coordination, collaboration and synergy with internal and external parties in To do cooperation; (b) performance enhancements. With enhancement communication and performance expected could build imaging and service prime so that impact on reputation which is good to performance institution. Endeavor also created coordination and cooperation between centers in LP3 as well as communication and coordination with internal and external parties. This is as stated by Mr. Karwanto, that create service on Public which good which carried out are: (a) improving communication, coordination, collaboration and synergy with internal and external parties in To do cooperation; (b) performance enhancements. With enhancement communication and performance expected could build imaging and service prime so that impact on reputation which is good to performance institution. Endeavor also created coordination and cooperation between centers in LP3 as well as communication and coordination with internal and external parties. This is as stated by Mr. Karwanto, that create service on Public which good which carried out are: (a) improving communication, coordination, collaboration and synergy with internal and external parties in To do cooperation; (b) performance enhancements. With enhancement communication and performance expected could build imaging and service prime so that impact on reputation which is good to performance institution. collaboration and synergy with internal and external parties in to do cooperation; (b) performance enhancements. With enhancement

communication and performance expected could build imaging and service prime so that impact on reputation which is good to performance institution. collaboration and synergy with internal and external parties in to do cooperation; (b) performance enhancements. With enhancement communication and performance expected could build imaging and service prime so that impact on reputation which is good to performance institution.

Mr. Julianto added that service improvement can be done by understanding the tupoksi of each employee as described below: Dividing clear duties between the head of the head office, sekpus, and the PPG adhoc team so that the tupoksi do not overlap and work according to the details of their respective urjab -respectively to realize PPG Unes excellent service a.

Control Strategy

Control Strategy is also known as control strategy or control strategy. Goal s strategy this is to create efficiency and independence as well as trust society towards institutions government as institution public services and employees/employees as waiter society. In Thing supervision of the head of the institution apply the tree philosophy, and like roots. In a sense a leader does not want to stand out alone. Supervision conducted by personal that is come to employee LP3, no calling employees who have problems, the point is to emphasize the human side. Thing this like delivered by Mr. Bachtiar , that leadership is like a thick tree and likened to a root planted strong in the ground and not visible above. So that if in organization the Up so leader no will see its success. in addition, the trust from the community is also good for LP3. This can be seen from the more a lot of partners or Institutions outside which want to stage cooperation with LP3 through centers in LP3.

Public trust is also good for LP3. This can be seen from the increasing number of partners or outside institutions who want to collaborate with LP3 through centers in LP3. This is also like what Mr. Karwanto said: "The response from the community to the service of the education and training development center in particular and LP3 in general is that more partners or institutions are collaborating with LP3 Unesa. Public trust in the education and training development center, alhamdulillah, has increased starting from 2017 Until now,

culture strategy

Culture Strategy is also known as cultural strategy. Strategy this aim for change the things that can hinder the direction of a change. In other words, the direction of maintaining the status quo must be changed to a changeable culture. Culture created in LP3 organ organs is togetherness, open in communication, innovation in change. Even the leader doesn't act like a boss who always commands but all employees which there is considered as partner. Hope intertwined coordination and communication which good between center and etc. Also prioritize service prime. This creates a high level of intimacy. This appears in every Friday morning, LP3 always hold sports together, namely gymnastics together, playing together badminton and table tennis. After exercising continue eat morning together. Cost eat morning borne by alternate every center.

This is also reinforced by the opinion of Mr. Karwanto, for the application of culture at his center as follows: "excellent service, communicative, coordinating, collaborative, synergistic, professional, creative, innovative, responsive and adaptive to innovation and changes". It is also supported by what was conveyed by Mr. Julianto that the performance culture developed at the PPG center uses the motto of excellent service, so that the jargon was adapted by the PPG Coordinator

Association throughout Indonesia through the PPG forum which was held last October. The performance climate at the PPG center also prioritizes meeting the planned targets and satisfying results.

Discussion

Serving and giving service to customer is a citizen need country. Bureaucracies engaged in various service improvement activities are expected to focus more on customer satisfaction as service users. Government agencies need to improve service delivery public(Hardiansyah, 2011). In skeleton repair maintenance service public, required something strategy which appropriate from government. Strategy public service the through; 1) Core Strategy (Core Strategy), 2) Consequences Strategy (Strategy Consequence), 3) Customers Strategy (Customer Strategy), 4) Control Strategy (Supervision Strategy), 5) Culture Strategy (Strategy Culture). Strategy service the directed on embodiment quality service prime. Strategy service public the could explained the following.

This strategy is usually called the core strategy, where the vision and mission must be clarified. As for Vision and mission considered very important as a long-term guideline for the organization to be managed, paying attention to various aspects that are the main tasks and functions as well as pay attention too environment which supports. As for Vision from LP3 in accordance with her name Development of Learning and Professional Institutions, the vision is: "Excellent in" strong learning and professional development in scientific and scholarly".

Vision and mission LP3 of course already made and already convey to each center, it's just that the new vision and mission have not been entered on the Web LP3 Unesa. Because based on observations, the LP3 Web still raises a vision and the mission of the old organ, namely LP3M. In this case, LP3's vision and mission are still linked. The old one, LP3M, has not been reported to PPTI for changes in vision and the mission. In addition to the vision described above, even the mission created by each center, also don't deviate from mission which is owned by LP3.

Commonly called consequence strategy or unavoidable strategy. Destination strategy consequence for creating healthy conditions and positive competition among other public service providers. In strategy this also discussed about rewards and punishment which given in organization. In the face of competition, it is necessary to focus on the advantages of each center in LP3, as well as commitment and loyalty, as well as communication and networking which good with party internal and externally.

The performance of employees and the center at LP3 is for the target given by P The Chancellor has met the target of Rp. 14 billion, reaching Rp. 22 billion. But for personal or each employee, of course burden no equally, there is employee who work very hard but there are employees who are relaxed, in terms of workload unequal staff. So far, there is no employee performance evaluation.

Commonly called customer strategy. Destination from strategy customer is to create a gift service system which is applied by bureaucrats to enable them to provide an optimal and satisfactory level of service for the community. Centers Yes, here in LP3 especially the center which oriented service, of course expected really to pay attention to the services provided to service recipients in order to create satisfaction. And to know what the problem that appears on each center, so by Chairman Institution plan meeting whole leader, GPM and Centers by quarterly. The hope is that when there is a problem so that could be quickly solved. Endeavor also created coordination and cooperation between center which there is in LP3 as well as communication and coordination with internal and external parties.

Public trust is also good for LP3. It can be seen from the increasing number of partners or outside institutions who want to collaborate with LP3 through centers in LP3. In terms of party supervision The Chairman of the Institute applies the philosophy of a tree, and is like a root. In the sense of a leader no want to look stand out alone. Supervision conducted by personal that is come to employee LP3, no call the employee which troubled, the main thing is more emphasis on the human side.

Culture which created in organ LP3 is togetherness, open in communication, innovation in change. Even the leader doesn't act like a boss which always Reign but all employee which there is considered as partner. It is hoped that there will be good coordination and communication between centers and so on. Also prioritize excellent service. So that it creates an attitude of familiarity that tall. This can be seen every Friday morning, LP3 always holds sports together that is gymnastics together, play badminton and table tennis. After exercise followed by breakfast together. Breakfast costs are covered by alternate every center.

CONCLUSION

Bureaucracies engaged in various service improvements are expected to focus more on customer satisfaction in using related services. Strategy service the directed on embodiment quality service prime. The public service strategy can be explained as follows: core strategy already made vivi and mission based on the new name of LP3, previously named LP3M. Then remind PPTI party to correct data in Web Unesa.

The resulting consequence strategy must be able to create conditions of healthy and constructive competition among other public service providers. In the face of competition need to focus on the advantages of each center in LP3, as well

as the commitment and loyalty, as well as good communication and networking with internal and external parties externally.

The service strategy, in this case the centers in LP3, is mainly the center which oriented service, of course expected true, true for notice service which given to receiver service so that can create satisfaction. And to find out what problems arise in the each center, then by the Chairman of the Institute plans a meeting of all leaders, GPM and Centers by quarterly.

In Thing supervision of the chairman Institutions apply tree philosophy, and like roots. In a sense a leader does not want to stand out alone. Supervision conducted by personal that is come to employee LP3, no call the employee problematic, the main thing is more emphasize the humanist side.

The culture created in the LP3 organ is togetherness, openness in communication, innovation in change. Even leader no behave like boss which always governs but all existing employees are considered partners. Hope is intertwined coordination and communication which is good between center and etc. Also prioritize service prime.

The results of this study will be very useful for the Learning and Professional Development Institute (LP3) in looking at the services that have been provided so far and can be used as improvements to what is still lacking. We will also include this research in the journal so that it can serve as a reference for readers in providing excellent service.

This research has an important value for efforts to improve the quality of public services at the Institute for Learning and Professional Development (LP3), State University of Surabaya through interviews conducted to find out the strategies implemented to fulfill this. The study of

public service strategies is expected to open insight into the importance of paying attention to the quality of public services. Because as an agency engaged in services, it is important to understand the wishes of the community. So that the results of this study can be used as input and reference for policy makers at the Institute. Furthermore, this research is expected to provide support to the State University of Surabaya in achieving Unesa's mission one step ahead. And the results of this study can provide support for the science of State Administration .

Suggestions which can be given by researchers in order to improve the quality of services at the Institute for Learning and Professional Development are as follows: following :

1. Need to immediately report to PPTI to immediately fix Webb LP 3 Unesa related to the contents of the vision and mission of LP3. The hope is that there will be no mistakes if read by outsiders .

2. Make an evaluation of the performance of employees in LP3, in order to know the performance of each employee .

3. Need more improved service to party internal and external so that cooperation which already exists can be intertwined well.

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