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by Mei Rina

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The Basic Administration Service Strategy to Create the Prime Service

Meirinawati, Indah Prabawati

Public Administration Departement, Social Science and Law Faculty, Universitas Negeri Surabaya
Kampus Unesa Jl. Ketintang Surabaya Indonesia

Abstract

Generally citizen obliges full service for the customers. In every service development, the bureaucracy orientation is the the customers' satisfaction. One of the prominent services is the basic public service which refers to the insight, where the management of government administration and demography are interconnected directly to the society, such as Identity Card, Family Card, Certificate of Birth, Certificate of Removal, etc. As a matter of fact, the problems concerning with public services still appeared. Even the level of service complaints increased. Therefore, the public service management should be accelerated. The improvement of the public service requires the effective government strategy. The strategies include 1) Core Strategy, 2) Consequences Strategy, 3) Customer Strategy, 4) Control Strategy, 5) Culture Strategy. It is directed to the realization of the prime service quality, through the faster, better, and cheaper service orientation.

Keywords: public service strategy, basic administration

1. Introduction

The virtue and effective government is people's obligation and expectation to realize social prosperity.

The government's action to give service for the citizen is called public service. This public service is the aspect of good governance, and one of its parameter is the government's way to contribute proper service for the people.

In every service development, the bureaucracy is expected to be oriented to the customers' satisfaction.

The whole satisfaction of the society can be reached, if the service bureaucracy considers people as the service customers. Moreover, the public service is directed to the realization of the prime service quality through the service instruments as the faster, better, and cheaper service orientation.

According to the State Minister Number 63/KEP/M.PAN/7/2003, public service can be categorized into three types, those are administration, commodity service, and social service. One of the salient aspects is administration service. It can be included as the basic service, concerning with the management of government administration and population that are interconnected directly to the society, such as Identity Card, Family Card, Certificate of Birth, Letter of Removal, etc. It is prominent since the government is expected to serve society and the greatest portion of bureaucracy is administration. However, the fact records that there are still problems related to the public service. It can be analysed through complaint report by Ombudsman.

Table 1. Complaint Report of Public Service

No.	Year	Report
1.	2011	1.544
2.	2012	1.588
3.	2013	4.964
4.	2014	6.679
5.	2015	6.859

Source: Ombudsman Annual Report 2015

Based on the table, the amount of people's complaints increased every year. Therefore, the public service management should be accelerated. In this case, the improvement of the public service requires the effective government strategy.

2. Research Methods

The Definition of Public Service

Service literally means a system that provides a basic public needs. Service also has its own characteristics, different from commodity, as Gasperz in Kurniawan (2005) emphasized that it is the intangible output that is not standardized, and cannot be stored in inventory, whereas can be directly consumed. While according to Ismail (2010), public service links with the government service given to the public, in the form of goods or public service. While the detail definition is stated by Gronroos (quoted from Ratminto's book and Atik Septi Winarsih (2005) below:

"A service is an activity or series of activities of more or less intangible nature that normally but not necessarily take place in interactions between the customer and service employees and/or

systems of the service provider, which are provided as solutions to customer problems."

Based on several definitions above, the service itself is invisible or the final result does not have physical characteristics and it involves society and another elements provided by the service provider. The essence of government is public service. Public service is the realization of officials function as the people's servant's, beside country's.

Contextually public service is a term to describe the forms and types of government's service for public interest. In this case, Hardiansyah (2011) clarified that public service can be defined as giving service or serving people or organization's affair, based on the standard rule and manuals to give the best service to the customers. Kurniawan (2005) stated different argument that public service is the way of giving service for people that have interest of certain organisation, based on the basic and standard rules. It can be concluded that those arguments refer to insight that public service is any kinds of service provided by the officials to the society, to consider the public interest as priority, make the public affairs easier, and shorten the public service time in order to satisfy publics. Moenir (2000) also stated the similar idea concerning with public service that all the activity done by person or group of people with the material factor principle through system, procedure, and method to serve other people's interest.

While The Head of State Minister No. 63/KEP/M.PAN/7/2003, public service of government can be categorized into 3 types:

- a. Administrative service
Administrative service is a type of service that provides and produces official documents such as Identity Card, Passport, Certificate of Ownership of Motor Vehicle, Motor Vehicle License, Driving License, Certificate of Land Owner, etc.
- b. Commodity Service
Commodity Service is a type of public service that provides and produces various kinds of commodities. For instance, electricity provider, telephone connectivity, clean water service, refined fuel oil and gas, fertilizer, etc.
- c. Social Service
This service provides or produces various kinds of service as people's needs. For example, transportation, education, post, health treatment, etc.

Quality of public service.

The citizens desire high quality services, and the public administrations wish to supply public services with a high degree of professionalism, in conditions of efficiency, effectiveness and economy for using the resources. In supplying public services, the local public authorities and institutions have the duty to perform their activity in the achievement of the general interest, applying the principles of good governance (Matei et al :2015). To intensify the quality of public service, government conducts bureaucracy reformation, since it is an obligation to supply public service. Service quality and customer's satisfaction are the major aspects since both contribute success and development of organization's mission. Sinambela, et al(2011) stated that the quality is any kinds of commodity or service that can effect people's satisfaction.

According to Tjandra et.al (2005), service quality is a balancy between expectation and reality. In this matter, there are problems related to characteristics or attribute to determine the quality of public service. Those characteristics or attributes are:

- a. Service punctuality, such as lead-time and process time
- b. Service accuracy, includes no-failure
- c. Service hospitality
- d. Service accessibility, for instance, amount of officers give service, and there are a lot of supporting
- e. facilities such as computer
- f. Service comfort, related to location, service room, parking lot, information availability, etc.
- g. The supporting attribute, for example waiting room with AC, cleanness, etc.

Based on Sinambela's statement (et.al 2011), the public service criteria is expected to give satisfaction to people, such as:

- a. Transparency
The service should be transparent, easy and accessible for those who need it and provided with good facility, and easy to understand
- b. Accountability
The service is accountable according to the constitution.
- c. Conditional
The service is based on condition and ability of the provider and the customer, using the concept of efficiency and effectivity.
- d. Participatory

The service can motivate the people's participation in managing public service, and pay attention to Aspiration, needs, and expectation of society.

e. Equality

There is no discrimination of any aspects, particularly, ethnics, race, religion, group, social status, etc.

f. The balancy between rights and obligations

The balancy between the provider and customer is the aspect to be considered in public service.

While Zeithmal cited from Kurniawan (2005) that there are 10 dimensions as the parameter of service quality. Those are;

a. *Tangible*, involves physical facilities, tools, personnels, and communication

b. *Reliable*, consists of service unit that creates a trustable service

c. *Responsiveness*, the ability to help customer responsible for the service quality

d. *Competence*, the demand based, knowledge, and good skill

e. *Courtesy*, the atitude and hospitality such as friendly, perceptive to the customer's needs and be able to keep contact with the customers

f. *Credibility*, honesty as the way to be trusted by society

g. *Security*, the service should be free from danger and risk

h. *Access*, there is easy way to contact and approach

i. *Communication*, providing service to listen and acknowledge the people's aspiration, and always deliver new information to the society

j. *Understanding the customer*, doing every ways to analyse customer's need

Pasuraman et.al said that there is a model that can be developed in determining the service quality, it is called SERVQUAL (service quality). This model consists of 5 dimensions such as, physical appearance of employees and facilities (tangible), the ability to do accurate service (reliability), the willingness of helping customers and give quick response (responsiveness), politeness and ability of the employees to be trusted by the customers (assurance), and the last, giving attention and care the customers (empathy) (Saghier and Demyana Nathan:2013).

Therefore, the elements are significant to intensify the quality of public service;

a. Simplicity

The procedure is applied in easy way, fluent, quick, and to the point, and easy to understand.

b. Clarity

It means;

1. Related to the technique prerequisite and public service administration

2. The work unit/employee that is responsible to give service and the response for complaints/problems/conflicts in public service management

3. The details of public service and the payment procedure.

c. Time assurance

The public service is conducted based on the approved time.

d. Accuracy

The product of the public service is correct, accurate, and legal.

e. Security

The process and the product of public service can secure and stated by law

f. Responsible

The manager of the public service or the pointed employees are responsible for the public service and responds to the complaints/problems in the service.

g. Facility and infrastructure availability

The work facilities and infrastructure, and the supporting tools are available, including the availability of communication and information facilities.

h. The access is easy

The location and the facilitated service, reachable for society, and can utilize the technology of communication and information.

i. Discipline, Politeness, and Hospitality

The service should be disciplin, polite, and friendly, particularly to give sincere service.

j. Comfort

The environment should be order, arranged, and there is a comfortable, clean, and neat waiting room.

There are the supporting facilities, such as parking area, toilet, religious-spot service, etc.

On the other hand, according to Lovelock cited from Daryanto (2014), there are five principles in public service management;

a. Tangible, for instance physical facilities, tools, personiles, and communication

b. Reliable, such as service unit that creates a trustable service

c. Responsiveness, the responsibility of the service quality

- d. Assurance, for example employee's knowledge, attitude, and ability.
- e. Empathy, to care to the customers

Whereas, according to Kotler in Abdul Hakim (2001), there are 5 factors to determine the quality of service; a)reliable, the ability to give service on time, b) responsive, the quick response of the service, c)Confidence, the ability to act friendly and polite, d) empathy to care to the customers, e)tangible, refers to the physical facilities, tools, personiles, and communication that the customer's need.

Strategy to Increase the Public Service Management

Osborne (2001) argued there are 5 strategies to increase the public service; is that the core strategy, *consequences strategy*, *customer strategy*, *control strategy* and *culturer strategy*.

- a. *Core Strategy*
This strategy aims to clarify the vision and mission. Vision and mission is very prominent as the long term manual to direct the organisation, focusing on some major duties and functions, and pay attention to the strategic environment.
- b. *Consequences Strategy*
This strategy aims to create the competitive condition between the other public service providers.
- c. *Customer Strategy*
This strategy is to create the system of public service management of the bureaucrat, in order to optimize the service to the society.
- d. *Control Strategy*
The purpose of this strategy is to create the ability and independency and people's reliability to:
 - 1) Government office as the public service institution
 - 2) Employees as the people's servants
- e. *Culture Strategy*
The aim of this strategy is to change the culture that can obstruct service development. In brief, the orientation of status quo should be changed into the transparent culture. To make a better change, the culture of people or institution is not the easy matter. Since the culture is the interaction product of emotion and the logics. However, the changing should be realized.

In this case, Devrye (cited from Ibrahim, 2008) stated that the successful service model consists of 7 strategies;

- a. *Self Esteem*
It does not mean that service should be submissive, analysed from the leadership and role model, the employees' service based on their skills, position the futuristic service duty, for the future success, not today's success
- b. *Exceed expectation*
The characteristics are: the service standard based on the era/environment expectation, understand the customers' expectation they will always change, the service can exceed customer's expectation.
- c. *Invention and rediscovery*
For example: the complaint should be considered as challenge, limit the challenge, collect the information about the development of customer's expectation, listen feedback 360° for the better service
- d. *Vision*
Arranging the ideal planning, optimizing the use of technology, and give the service based on future demand.
- e. *Continuous Improving*
There is creative improvement, flexibility of changing, participating all the organization members in changing, investating the human resource continuously (education-training, learning organization, benchmarking, etc) , creating the good circumstances, and creating the prime and responsive standard service.
- f. *Full Care empathy*
The service system reflects to thecustomers satisfaction, always maintain the good image and good quality, by applying the exact parameter
- g. *The continuous Empowment*
Always empowering the members particularly in service units, always learn from experience, and gives confession stimulus and sincere appreciation

Basic Administration

Demography administration is the series of activities of arrangement and publication of the official demography documents through public registration, civil administration, information management of demography administration, and empowering the result for the other public service sectors. According to Fulthoni,et.al (2009) residence documents is the official documents published by the institution that with the law supremacy as the authentic evidence of public service administration and civil administration. The residence document includes,

civil biography, family card, identity card, and certificate of residence, and deed of civil registration. The administration includes: Certificate of Removal, Certificate of Removal-arrival, Certificate of Residence, Letter of birth, Letter of Death-Birth, Certificate of Annulment of Marriage, Certificate of Annulment of Divorce, Certificate of Death, Certificate of Adoption, Indonesian Citizenship Certificate Release, Certificate of Identity Card Replacement, and the certificate of civil administration. Fulthoni et.al (2009) stated that the rights of citizen in administrations consist of:

- a. Official residence
- b. The equal service in civil administration and public administration
- c. Protection of personal data
- d. Legalization of the documents ownership
- e. Information about the personal and/or family administration result
- f. Compensation and vindication as the failure of civil registration and civiladministration, and personal data manipulation of the agency

Each demographic events in the society should be reported into the implementing institution. This is due to the impact of the events caused to the publication and modification of the Identity Card, Family Card, and the other official certificate, removal-arrival, address, etc

3. Closing

The realization of good quality in public administration triggers the government to be responsive. This is because the quality of the service and the customers' satisfaction are the major aspects, and both have significant influence in the success and development of organisation mission. The neutral service means that treating the society equally. One of the basic administration service relates to the official documents such as Identity Card, Family Card, Certificate of Birth, Certificate of Removal, etc. therefore, the government should arrange the right strategy in public service management. The public service strategies consist of three aspects, 1) Core strategy, 2) Consequences Strategy, 3) Customer Strategy, 4) Control Strategy, and 5) Culture Strategy. The mentioned strategies are directed to the realization of the prime service quality through better, faster, and cheaper service.

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