

# The Quality of Public Services in the Education Office of Mataram City

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**Abstract**—Service quality is a key factor in the public service section and is the main barometer in measuring the success of a leader in mobilizing and directing all the potential within the organization. This study aims to describe the quality of public services for administrative services at the Mataram City Education Office by using five service quality indicators by Parasuraman and Berry (1988): Reliability, Responsiveness, Assurance, Empathy, and Tangibility. The data analysis technique used in this study is an interactive model analysis technique. The results showed that the implementation of public services at the Mataram City Education Office did not meet the expectations of service users (customers). Some constraints such as the internal system of the organization, inadequate facilities, and infrastructure, as well as inadequate human resources (service officers) are some of the obstacles in providing a good quality service.

**Keywords**—public service, administration, service quality

## I. INTRODUCTION

The demand for good quality public services continues to grow with the increasing awareness that citizens have the same right to be served, and the government must provide the best service to the community. The lack of attention to the management of public services and the lack of quality service delivery causes a bad image of government performance. In The Law Number 25 the Year 2009, public service is defined as an activity or series of activities carried out by the government in the framework of meeting service needs to follow statutory regulations for every citizen and resident of goods, services, and/or administrative services provided by public service providers.

Public service malpractice is an integral part of the administration of public services in Indonesia. This can be seen from the many complaints regarding the poor performance of public services, therefore it requires attention from all parties from the government as a regulator, the state apparatus as an implementer, and the community as the supervisor of the running of public services in accordance with what is mandated by the law. Public services provided by the government are community services and administrative services.

The President of the Republic of Indonesia, Joko Widodo, in his speech at a joint session of regional representatives of the Indonesian House of Representatives (DPR) in 2019 emphasized that the government could no longer delay reforms in improving public services and asked

the government at all levels to take new steps, including not being stuck in rigid regulations, complicated, convoluted, and being busy with people. Meeting the basic needs and civil rights of every citizen through the delivery of public services is the duty of the government. The public organizations are responsible for incompetence, violation, and failure of the service delivery.

The implementation of public services in government is regulated in the work guidelines of each institution or organization in accordance with their main duties and functions. Administrative discipline is a service development concept aimed at administrators so that administrative services become more effective and efficient. Lewis and Booms [1] defined quality as a measure of how good the level of service provided is in accordance with customer expectations. Kotler and Keller [2] suggest that service quality has become a vital dimension of customer satisfaction. It can be understood that the community as a service user in providing an assessment of the quality of service based on experience that has been felt with what is expected of the service. To provide quality public services, it must be balanced with efforts to optimize the performance of service providers. On the other hand community satisfaction is a benchmark of the success of public services. Understanding service user satisfaction (customers) is very important for the organization because it provides a deep insight into the values that are important to customers.

The Education Office is the government's front line in the field of education, which has the same responsibilities as the central government but in a limited area. Mataram City Education Office is one of the institutions providing public services in the field of education. Public services provided by the Mataram City Education Office in the form of administrative services such as services for Educator Certification, School Establishment Permit Facilities, Educational Institution Permit Facilities/Course Facilities, Legalization of Diploma/SKHU Facilities, Facilitating Student Mutation Recommendations, Determination of Teacher Functional Position Credit Numbers, Issuance of Teachers Periodic salaries, and other services relating to the rights of each school such as services for Provision of School Operational Assistance, as well as School Operational Licenses are still less than optimal.

Interviews in early February 2019 with several Educators as well as the community as recipients of services regarding services provided by the Mataram City Education Office showed that the services were suboptimal, some even were not satisfied. This was acknowledged by the Head of

the Mataram City Education Office after his inauguration as the new Head of the Education Office in the City of Mataram as published in the Lombok Post newspaper [3].

Based on these problems, the purpose of this study is to describe the quality of public services at the Mataram City Education Office and the factors that are obstacles in realizing quality public services.

## II. METHODS

This study is a qualitative research by presenting data systematically, factually, and accurately about the facts found in the field. The qualitative approach aims to explore facts and information about the quality of public services at the Mataram City Education Office. Data collection methods through observation, interviews, and documentation. The technique of determining informants is

done by purposive sampling, where the informants were chosen are those who are considered the most knowledgeable and understand the problems in this study. The data analysis technique used in this study is an interactive model analysis technique.

## III. RESULTS AND DISCUSSION

### A. *The Quality of Public Services at the Mataram City Education Office*

Mataram City Education Office is one of the government institutions or institutions that conduct public services in the field of education. Public services provided by the government include community services and administrative services. Public service products in the form of administrative services in the Mataram City Education Office can be seen in table 1.

TABLE I. PUBLIC SERVICE PRODUCTS AT THE CITY OF MATARAM EDUCATION OFFICE

No	Service Field	Products
1	Manpower	1. Teacher Certification 2. Determination of Teacher Functional Position Credit Score 3. Issuance of Periodic Salary Decree
2	Basic Education	4. Facilitating School Establishment Permit 5. Diploma Legalization 6. Facilitating Student Mutation Recommendations 7. School Operational Permit
3	PPAUDPNF	8. License to Establish a Vocational Education Institution
4	Planning	9. Providing Operational Assistance 10. Facilitating Help for Poor Students 11. Smart Indonesian Program (Program Indonesia Pintar)

To help identify the quality of public services at the Mataram City Education Office, five indicators of service quality were used based on [4]: Responsiveness, Reliability, Assurance, Empathy, and Tangibles. Based on the results of research that has been done, the quality of public services at the Mataram City Education Office has not been able to meet the expectations of service users.

Public services in the Mataram City Education Office is considered suboptimal. There are many complaints about slow responses by service staff, complicated service procedures, the attitude of less responsive service officers, injustice in providing services shows the quality of service is still lacking which results in a bad image towards management public services at the City of Mataram Education Office. In the aspect of Reliability, service personnel were found to be less friendly in providing services. Then in the aspect of Assurance, service providers have not been able to guarantee the trust of service users to get the best service, the period for completing services is still unclear, not in accordance with the Standard Operating Procedure (POS), so that service users wait without clear certainty. In addition to the aspects of Responsiveness and Empathy must be improved, service personnel is still slow, less responsive in providing services, and the lack of delivery of information by service officers to service users related to service procedures so that service users are still confused about service procedures. In addition to aspects of Tangibles, the physical facilities and infrastructure of services at the Mataram City Education Office are still inadequate, there is no special room for services, for

example, there is no waiting room for services, even service users waiting in parking lots to get services. Of the five aspects, the factor that dominates and most influences the quality of service is the human resource factor (service personnel). Service users can directly assess the performance of service officers in providing services. Lack of awareness of service officers regarding the obligation to provide the best service to service users is still happening today. This shows that the lack of ability and competence of service officers. Even though there is almost no effort to improve the competence of employees (service officers) to improve the existing HR conditions.

In addition, the lack of concern for quality culture in the organization. Tjiptono [5] states that quality culture is an organizational value system that produces an environment conducive to the process of creating and improving quality continuously. Therefore, to foster a culture of quality in the organization, a whole commitment is needed especially in the human resources component in the Mataram City Education Office.

### B. *Factors that affect the quality of service at the City of Mataram Education Office*

After conducting research, it was found that in addition to human resource factors - service personnel (employees), facilities and infrastructure, leadership factors also affect the quality of service or changes that might occur in the organization they lead. Hennessy [6] found that "package" competencies possessed by leaders correlated with the level of organizational change. Therefore the influence of the role of the leader in realizing the goals of the organization is very

strong. The leader as top management has authority over all components in the organization, including in making decisions. However, in this case, after conducting research and interviews with the Head of the Mataram City Education Office about what is an obstacle in realizing quality public services, he revealed that the lack of competency in employee resources is one of the obstacles in realizing quality services. There are still many employees who do not know how to use technology that can support services. But even so, the Head of the Mataram City Education Office did not have his solution to deal with the problem of the lack of competence of his employees. This shows that attention to employee resources is still very minimal. Supposedly, more attention to leadership. Because within the broader framework of public service governance, the leader's first role is to assess the organization's external and internal environment, including the interests of stakeholders, clients, and employees and collaboratively develop and articulate clear goals, relevant directions, and challenges. goals for the organization.

So it is important for leaders to also pay more attention to employee resources (internal) to get competent employees by providing what is needed by employees to improve their competence, for example through providing education and training to employees related to what their job is as a frontline public service provider.

It is also important for a leader to develop and communicate the vision, strategy, and priorities of the organization in such a way that staff or employees are inspired and become very committed to the strategic direction of the organization and its goals, and clearly understand their role in achieving them. The leadership and management of employee resources at the Mataram City Education Office is the most influencing factor in the successful delivery of quality services. Being a leader is not enough just to be "good" but it takes a leader who can influence his staff.

In addition to leadership and human resource (employee) factors, facilities and infrastructure factors also become obstacles in realizing quality services. From the results of observations that have been made, the administration of public services at the City of Mataram Education Office does not yet have a special room for services, responding to it after an interview with the Head

of the City of Mataram Education Office, efforts made to address the lack of facilities and infrastructure, the Head of the City Education Office Mataram has proposed to build a special room for service. In addition to improving the quality of public services, the Head of the Mataram City Education Office made strategic plans related to services oriented to community satisfaction (service users).

#### IV. CONCLUSIONS

Implementation of public services at the City of Mataram Education Office still does not meet the expectations of service users (customers). This means that the City of Mataram Education Office has not been able to realize quality services. Some constraints such as internal systems; inadequate facilities, facilities, and infrastructure as well as human resources (service officers) to support the provision of public services. The support and involvement of all components of existing resources is a must for realizing quality services. To bridge the gap, it is important to foster, civilize employees who behave customer-oriented because the satisfaction of service users is greatly influenced by how and the behavior of service personnel in providing services. Changes to the service paradigm must be followed by changes in the culture, attitudes, and attitudes of public service providers.

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