



Strategy of Population Administration Services in Bojongloa Kaler District During Covid-19 Pandemic

Salsabila Azzahra and Reni Wijayanti^(✉)

Public Sector Business Administration, Politeknik STIA LAN Bandung, Bandung, Indonesia
reni.wijayanti@poltek.stialanbandung.ac.id

Abstract. This study was conducted to determine strategic priorities in the administration of population administration services carried out by the Bojongloa Kaler Districts at Bandung City during the Covid-19 Pandemic. Prior to the Covid-19 pandemic conditions, services were running very well, direct communication between administrative service officers and the community went smoothly, while during the Covid-19 pandemic there were obstacles due to new regulations such as social distancing. The conditions of environmental changes that occur make Bojongloa Kaler District at Bandung City need to make a planning strategy based on an analysis of internal and external environmental conditions as the main reference in formulating strategies to improve service quality. The type of research in this study is descriptive quantitative with the types of primary data and secondary data. Data analysis was carried out through three stages, namely the input stage using the IFE matrix and EFE matrix tools, then the matching stage using the IE matrix and SWOT matrix tools, the last is the decision stage –using the QSPM tool. The results of this study indicate that the proposed priority strategy is to increase the quantity and quality of personnel resources. The existence of the Covid-19 pandemic condition makes this strategy the main key in providing the best service to the community so that it is easier and faster to respond to meet community needs.

Keywords: Population Administration Services · Formulation Strategy · QSPM

1 Introduction

The Covid-19 pandemic has had a significant impact in various fields, such as the economic, social and educational fields. This impact also occurs in the area of public services in Indonesia, one of which is the limitation in serving the community due to the obligation to follow health protocols. Even so, the community must still be able to fulfill their rights as citizens to be served. Organizing organizations in carrying out public services are formed by the government.

The organizers were formed based on the Law, namely every state administration institution, corporation, independent institution and other legal entity that has the aim of carrying out public service activities [1].

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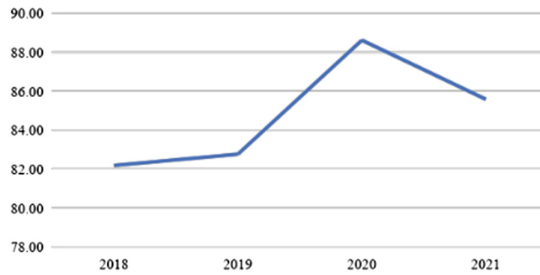


Fig. 1. Community satisfaction index.

Facing the Covid-19 Pandemic, there has been a change in public service policy, including in the District in the City of Bandung as one of the regional level government public service providers. The changes that have occurred can be seen from the dimensions of the work system and the new organizational dimensions. The dimensions of change in the organization demand a new normal. Toto Heryanto states that in the work system dimension there are two choices, namely continuing to work in the office while observing health protocols or choosing to work at home [2]. This change in public service policy has made it difficult for the public to obtain public services and restricted access to government agencies. This causes the community satisfaction index tend to decrease in 2021 (Fig. 1).

Based on the results of the community satisfaction index (IKM) on the Bandung City Regency website for 2020, population administration services before the Covid-19 pandemic in Bojongloa Kaler District, Bandung City showed that the services provided in general had gone very well starting from orderly service procedures, communication between officers and the public runs smoothly, and there is an adequate waiting room for people. During the current pandemic, problems were found related to public services that were not optimal, such as not getting clear information, minimal queue numbers, and slow service processes.

The right step in dealing with environmental changes and developments is to change the strategy to be able to provide the best service from Bojongloa Kaler District, Bandung City. This is very important to do considering that the task of public service providers is to be able to serve the community. Therefore, a strategy is formulated which is expected to be implemented by Bojongloa Kaler District, Bandung City so that they can provide optimal services to the community, especially on the citizenship administration services.

2 Methods

The research method used in this study is a descriptive method through a quantitative approach based on statistical calculations. The analysis used in this study is based on literature studies such as the internet, journals and internal data in the District of Bojongloa Kaler at Bandung City. In addition, the data collection methods used were observations and questionnaires to four service officers with a sub-district head from Bojongloa Kaler District at Bandung City. In this study using the Strategy Formulation Framework analysis model by Fred R. David in 2011 [3].

The analysis phase with the Strategy Formulation Framework is as follows:

- 1 The Input Stage determines the IFE (The Internal Factor Evaluation Matrix), namely by determining and evaluating internal factors, and determining the EFE (The External Factor Evaluation Matrix), namely determining and evaluating external factors.
- 2 The Matching Stage formulates the IE matrix and the SWOT matrix. At this stage, an analysis of the strengths, weaknesses, opportunities and threats for alternative strategies is carried out. In addition, the IE matrix is also used at this stage.
- 3 The Decision Stage determines the alternative strategies that have been generated using the Quantitative Strategic Planning Matrix (QSPM) matrix.

3 Results

The purpose of this study is to determine the conditions of the internal environment and external environment of the services of District in Bojongloa Kaler at Bandung City and formulate strategic priorities used by Bojongloa Kaler District at Bandung City in order to improve service quality during the Covid-19 pandemic.

3.1 Strategy Formulation Framework to Improve Service Quality in Bojongloa Kaler District at Bandung City

In strategy analysis, all data obtained will be analyzed using the Strategy Formulation Framework method, such as the SWOT analysis technique and the QSPM method. SWOT analysis is an analytical tool for formulating and generating alternative strategies by considering external and internal factors of the organization. The QSPM method is used to determine the best alternative strategies that have been obtained in the SWOT matrix [4].

3.2 Variables and Indicators

The variables used correspond to the variables in the strategy formulation framework, then looking for indicators that can affect the variable. The indicators obtained have been proven by previous researchers, including:

The Input Stage. It is the first stage in carrying out the process of analyzing strategy formulation, namely by determining the IFE (The Internal Factor Evaluation Matrix) to evaluating internal factors and determining the EFE (The External Factor Evaluation Matrix) to evaluating external factors.

IFE (Internal Factor Evaluation) Matrix. Factors from within the organization are entered into the IFE (Internal Factor Evaluation) matrix, which is an analyst tool that is used to determine the strengths and weaknesses of the organization

EFE (External Factor Evaluation) Matrix. Factors from outside the organization are entered into the EFE (External Factor Evaluation) matrix used as an appropriate analytical tool in evaluating external environmental factors to identify opportunities and threats

The Matching Stage. It is to focus on the formulation of alternative strategies by paying attention to the main internal and external factors, and then formulating the IE matrix and the SWOT matrix. At this stage, an analysis of the factors of strengths, weaknesses, opportunities, and threats for alternative strategies is carried out. In addition, the IE matrix is also used at this stage.

IE Matrix. Based on the results of the analysis of the IFE matrix and the EFE matrix, the IE (Internal - External) matrix can be further known. According to Setyorini posits that the IE matrix is beneficial for companies to position it into the 9 cells present in the matrix [5]. The IE matrix exists from two dimensions, namely the total value of the IFE matrix on the X axis and the EFE matrix on the Y axis.

SWOT Matrix. After observing the strategic factors of the internal and external environment at hand, then the results are entered into the SWOT matrix based on the sequence of factors on the IFE and EFE matrices. On the SWOT matrix produces four strategies, there are

- 1 The S-O strategy is a strategy used by optimizing the internal strengths possessed by utilizing various opportunities from external factors.
- 2 The W-O strategy is a strategy used to make up for existing internal deficiencies by taking advantage of opportunities from external factors.
- 3 The S-T strategy is a strategy used by utilizing internal forces to deal with threats from external factors.
- 4 The W-T's strategy is to minimize internal deficiencies and avoid external threats.

The Decision Stage. In this stage is to determine alternative strategies using the Quantitative Strategic Planning Matrix (QSPM) method which is a tool for expert recommendations to allow clear strategy preparation and show which strategy is the best to choose and evaluate alternative strategies objectively based on the strategic factors of the internal environment and external environment that have been identified.

Baroto suggests that QSPM is used as a determinant of strategies that will be made a priority in the selection of alternative strategies that have previously been recommended through the SWOT matrix [6]. The best strategy can be seen from the alternative strategy that has the largest total value on the QSPM matrix. The calculation method of this QSPM method is to put the weights on the IFE and EFE into the QSPM table. Attractiveness Score (AS) from the average assessment of each factor. The Total Attractiveness Score (TAS) is derived from the weights that the US value produces.

4 Discussion

4.1 Analysis of the Strategy Formulation Framework to Improve Service Quality in Bojongloa Kaler District at Bandung City

The following are the results of the strategy to citizenship administration in Bojongloa Kaler District at Bandung City, which refers to the Strategy Formulation Framework as follows:

The Input Stage

IFE (Internal Factor Evaluation) Matrix

From the calculation results in the IFE Matrix as shown in Table 1, the total score for the strength factor was obtained of 2.46 and weakness of 0.59 with the final total value

Table 1. The calculation results in the IFE Matrix.

Internal Factors	Weight	Rating	Score
Strengths			
Population administration services are free of charge (free of charge).	0,12	4	0,47
The organization has a vision and mission that supports the improvement of service quality.	0,10	3	0,34
Have tools and equipment to support services.	0,11	4	0,42
Implementation of the District Integrated Administration Service Information System.	0,11	4	0,42
Qualified and competent resources of the apparatus.	0,12	4	0,47
The medium of disseminating information to the public is adequate.	0,10	3	0,34
Total Strengths Factor Score	0,65		2,46
Weaknesses			
Lack of coordination between areas.	0,05	2	0,07
Limitations of waiting space.	0,05	2	0,07
Delay in completion time of service.	0,05	2	0,07
There was a problem with the server.	0,05	2	0,07
Insufficient quantity of apparatus resources.	0,06	2	0,12
There are employees who are not careful.	0,05	2	0,07
Irregular service delivery.	0,05	2	0,09
Total Weaknesses Factor Score	0,35		0,59
Final Total of the IFE Matrix			3,04

of the IFE matrix score of 3.04 which shows that the internal factors of the organization are strong enough to minimize existing weaknesses. Based on the Table 2 of the IFE matrix, it can be known the main strengths and main weaknesses in improving the quality of population administration services. The factors that are the main strengths based on the highest weighted score value, amounting to 0.47 are: 1) Population administration services without cost (free of charge) and.

Qualified and competent resources of the apparatus. Then, the main weakness based on the highest weighted score value of 0.12 is: The quantity of apparatus resources is inadequate.


EFE (External Factor Evaluation) Matrix

From the calculation results of the Table 2 EFE matrix, the total score for the opportunity factor was obtained at 1.93 and the threat factor at 1.38 with the final total value of the EFE matrix score of 3.31 which indicates that the organization's opportunities are greater than the threats that the organization must address wisely. Based on the EFE matrix table, it can be known the main opportunities and main threats in improving the quality of

Table 2. The calculation results of the EFE matrix.

External Factors	WEIGHT	RATING	SCORE
Opportunities			
Advances in information and communication technology.	0,11	4	0,45
Quite high population growth.	0,08	3	0,25
Increase in the number of educated people.	0,11	4	0,41
Laws and Regulations that support the improvement of service quality.	0,11	4	0,41
Local Government support for plans to improve quality and affordable community services.	0,11	4	0,41
Total Opportunities Factor Score	0,52		1,93
Threats			
Uneven population distribution.	0,07	2	0,16
Most of the society belongs to the lower middle class economy.	0,07	2	0,16
Low public awareness of the importance of population documents.	0,10	3	0,33
People's distrust of the bureaucracy.	0,08	3	0,25
Falsification of residency documents.	0,08	3	0,25
Low security of population data.	0,08	3	0,22
Total Score of Threats Factors	0,48		1,38
Final Total of EFE Matrix			3,31

FINAL TOTAL SCORE OF IFE SCORE

		FINAL TOTAL SCORE OF IFE SCORE		
		Strong 4,0 3,0	Average	Weak 2,0 1,0
FINAL TOTAL SCORE OF EFE SCORE	High 3,0	 SEL I (3,04:3,31)	SEL II	SEL III
	Middle 2,0	SEL IV	SEL V	SEL VI
	Low 1,0	SEL VII	SEL VIII	SEL IX

Total IFE : 3,04, Total EFE: 3,31

Fig. 2. IE Matrix.

population administration services. The factors that become the chances of rhythm based on the highest weighted score value, amounting to 0.45, are: Advances in information and communication technology. Then, the main threat based on the highest weighted score value, amounting to 0.33, namely: Low public awareness of the importance of population documents.

The Matching Stage

IE Matrix. Based on the results of analysis in internal and external environment using the IFE and EFE matrix, the score for the IFE matrix was 3.04 while the score for the EFE matrix was 3.31. After obtaining the score value obtained from the IFE and EFE matrices, the IE matrix can also be arranged. The IE matrix is based on two axes, namely the vertical axis and the horizontal axis. On the horizontal axis of the IE matrix is the final total value of the IFE score while the vertical axis is the final total score value of the EFE matrix. The organizational position of the service in Bojongloa Kaler District at Bandung City in the IE matrix is as follows

Based on the results of the IE matrix above (Fig. 2), it can be seen that the Bojongloa Kaler District of Bandung City occupies a position in cell I. Organizations in cell I are described as growing and developing (Growth and Builth) with alternative strategies that are suitable, namely integration strategies and intensive strategies to improve the position of competitiveness and attractiveness of service products in the future.

4.2 SWOT Matrix

In the formulation of alternative strategies in the SWOT matrix, it refers to the results of the strategy in the IE Matrix, namely growth and development (Growth and Builth) by observing the strategic factors of the internal and external environment faced in improving the quality of population administration services in Bojongloa Kaler District at Bandung City, it can be developed into 4 (four) possible alternative strategies through SWOT analysis, SO, WO, ST, and WT strategies. Figure 3 is the result of the SWOT

matrix of Bojongloa Kaler District at Bandung City. In making it easier to analyze, this SWOT matrix is coded against the strategic factors of its internal and external environment, namely Strengths (S), Weakness (W), Opportunities (O), Threats (T) and based on the order of these factors in the IFE and EFE matrix.

The Decision Stage

Quantitative Strategic Planning Matrix (QSPM). The assessment on the QSPM matrix is the same as the IFE matrix and the EFE matrix, which uses a scale of 1-4, where the higher value indicates that the strategy is in accordance with the conditions of the organization. In this method, the selection of strategies is taken through the value of the highest number of scores to be selected as the most suitable and appropriate strategy for the organization. In the QSPM method, the key strategic factors of the internal environment and the external environment and their weight values are the same as the

IFE EFE	STRENGTHS (Kode: S1, S2, S3, S4, S5, S6)	WEAKNESSES (Kode: W1, W2, W3, W4, W5, W6, W7)
OPPORTUNITIES (Kode: O1, O2, O3, O4, O5)	STRATEGY S-O 1. Development of an integrated population administration service package. (S1, S2, O4, O5) 2. Mobile services . (S4, O1) 3. Expansion of access to service distribution (S6, O2)	STRATEGY W-O 1. Improvement of information media and service promotion. (W6, O3) 2. Increase in the quantity and quality of apparatus resources. (W5, W6, O5)
THREATS (Kode: T1, T2, T3, T4, T5, T6)	STRATEGY S-T 1. Improvement of service facilities. (S3, T2) 2. Improvement and improvement of <i>service monitoring</i> and evaluation. (S5, T5, T6) 3. Improved provision of information in a simple and easy-to-understand manner. (S5, T3)	STRATEGY W-T 1. Data collection of community needs. (W6, T2) 2. Improvement and improvement of service work facilities. (W2, W3, W4, T4) 3. Improved coordination and strengthening of the organization's management system. (W1, W7, T1)

Fig. 3. Result of the SWOT matrix.

key strategic factors of the internal and external environment and the weight values on the IFE matrix and EFE matrix. Meanwhile, the attractiveness score (AS) is obtained from the provision of an average assessment on each factor. The total attractiveness score (TAS) is obtained by multiplying the weight by the AS.

Based on the results of the QSPM assessment, the total attractiveness score (TAS) of each alternative strategy is obtained. So it can be seen that the sequence of alternative strategies that are priority strategies to be implemented in accordance with organizational conditions in Bojongloa Kaler District at Bandung City during the Covid-19 pandemic from the highest to the lowest TAS is as follows:

1. Increase in the quantity and quality of apparatus resources: 5,78
2. Mobile services: 5,50
3. Improvement of information media and service promotion: 5,09
4. Improvement and improvement of service monitoring and evaluation: 4,50
5. Improvement and improvement of service work facilities: 4,49
6. Improved provision of information in a simple and easy to understand manner: 4,40
7. Development of an integrated population administration service package: 3,75
8. Improvement of service facilities: 3,53
9. Expansion of access to service distribution: 3,51
10. Improved coordination and strengthening of the organization's management system: 3,40
11. Data collection of community needs: 3,25

From the value of TAS, it can be concluded that the strategy that is the top priority of the organization is the strategy of increasing the quantity and quality of apparatus resources because it has the highest TAS among the alternative strategies offered and analyzed.

5 Conclusion

Based on the IFE (Internal Factor Evaluation) matrix, the total score obtained by the Bojongloa Kaler District of Bandung City for internal factors is 3.04. This total score shows that the organization of Bojongloa Kaler Subdistrict, Bandung City, is strong enough to minimize weaknesses that exist internally. In addition to the analysis of internal conditions, there is also an external analysis. Based on the EFE (External Factor Evaluation) matrix, the total score obtained by the Bojongloa Kaler District, Bandung City for external factors is 3.31. The total score shows that The Bojongloa Kaler Sub-district of Bandung City has a greater organizational opportunity than the threats that must be addressed wisely by the organization.

From the results of the decision stage with QSPM, it can be seen that the chosen top priority strategy is to increase the quantity and quality of apparatus resources. This strategy has the highest value of 5.78 so that it can be said to be the main key in the process and results of services provided by the Bojongloa Kaler District, Bandung City. By having an adequate quantity of apparatus and good quality, the provision of services to the community will be easier and faster to respond in meeting the needs of the community.

Based on the results above, there are some suggestions that can be made to improve the quality of population administration services, such as they can conduct some training for service personnel and also evaluate the results of employee assessments in regular meetings and apply a reward and punishment system. Furthermore, another research can be carried out regarding the implementation of the strategy as a follow-up to the formulation of the strategy that has been produced to improve population administration services in Bojongloa Kaler District, Bandung City.

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