

**AT THE DIRECTORATE GENERAL OF TEACHERS AND EDUCATIONAL
PERSONNEL MINISTRY OF EDUCATION, CULTURE, RESEARCH AND
TECHNOLOGY**

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Abstract

Public services are an important task that cannot be ignored by local governments, because if the service component stagnates, it is almost certain that all sectors will be affected. Therefore, there needs to be good planning and even need to formulate service standards for the community in accordance with the authority given by the central government to regional governments. One of the service improvements that needs to be carried out by local governments is improving services in the education sector. This research was carried out at the Directorate General of Teachers and Education Personnel. In this research, it was carried out using qualitative descriptive research, namely describing the condition of the object to be studied. Descriptive research obtains a systematic, factual and accurate picture of the facts, characteristics and relationships between the phenomena being investigated. In this research, the object to be studied is the implementation of service quality in the field of education at the Directorate General of Teachers and Education Personnel. Data collection techniques in this research were observation, interviews and documentation. Human qualities in an agency are realized by the employees themselves in carrying out their daily tasks, such as loyalty to the agency, relationships with customers, cooperation with other employees, group work experience, cooperative relationships between work units, and commitment to realizing strategic decisions. By realizing good quality human resources in their daily tasks, agencies can have intangible assets that have influence. The Directorate General of Teachers and Education Personnel must maintain or further improve the quality of service provided by the Directorate General of Teachers and Education Personnel by establishing good relations between fellow employees, superiors and subordinates and vice versa.

Keywords: Implementation, Service Quality

Introduction

Public services in their development undergo a very comprehensive study. The need for service provision is also growing, so it requires careful and continuous review in order to easily achieve what we call fulfilling the need for a service provided by government organizations to the community, whether services that are public good or public regulatory. Public services are essentially a mandate stated in Law Number 25 of 2009 concerning public services, where the definition of public services is an activity or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident regarding goods, services, and/or administrative services provided by public service providers.

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Based on Public Service Law no. 25 of 2009 which regulates the principles of good government which are the effectiveness of government functions themselves. Public services provided by an effective government can strengthen democracy and human rights, promote economic and social prosperity, reduce poverty, increase environmental protection, be wise in the use of natural resources, deepen trust in government and public administration. Effectiveness and efficiency of public services in improving the welfare of society. Regional government is an organization (bureaucracy) which is the spearhead in the process of administering government, because the bureaucracy is an organization that has direct contact with the community in providing public services. However, bureaucracy in carrying out government administration and development is always assessed by the public as an organization (bureaucracy) whose service processes are too long, slow and complicated.

Quality services are of course provided by officials who have good performance by increasing the effectiveness, efficiency, professionalism and accountability of the service itself. Professional performance is built based on the abilities and soft skills possessed by the apparatus. When professionalism is built within the public service apparatus, which is followed by providing optimal and excellent service, then that is where public service performance appears optimal. The characteristic of a developed society is the desire to participate and at the same time compete, so that demands for improving the quality of public services and public satisfaction with the services provided become inevitable. Therefore, the indicator of community satisfaction is the benchmark for the government's success in providing services.

Implementation Theory

Implementation has a fairly broad meaning in various fields. In simple terms, implementation can be interpreted as execution or application. There are various opinions from experts or practitioners and academics who express the meaning of implementation. This needs to be explained so that understanding and understanding of implementation can be synchronized from the research concept of a program which is the main focus of this research. Because implementation is an important activity in the entire program planning process. The meaning of implementation can be seen in several opinions according to experts below.

According to (Ramdhani & Ramdhani, 2017) Implementation refers to actions to achieve the goals set out in a decision. Implementation is essentially an effort to understand what should happen after the program is implemented.

Furthermore, according to (Ihsan, 2017), "As a result, implementation concerns the extent to which the direction that has been programmed is truly satisfactory." Then (Aanestad & Jensen, 2011) stated, "implementation concerns various activities directed at program realization."

(Prayitno, 2022) suggests that there are 3 (three) important elements in the implementation process, namely:

- a. There are programs or policies implemented
- b. The target group is the group of people who are targeted and determined to receive benefits from the program, change or improvement
- c. The implementing element (implementator), either an organization or an individual, is responsible for implementing and supervising the implementation process.

Quality Public Service

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When looking at the quality of public services, the community is the main measure, as a service user, satisfaction is an absolute right felt by the community. Because as explained above, the quality of public services will influence the performance of the public service bureaucracy. Service standards are a reference for achieving service quality. Service standards (Hu et al., 2009) are benchmarks for achieving quality which are used as a reference for assessing service quality which is a commitment for service providers to customers to provide quality services. Quality service is meant to be fast, reliable and in accordance with procedures established by the service provider.

Apart from that, (Bambang, 2016) put forward ten indicators of service quality including:

- 1) *Tangible: consists of physical facilities, equipment, personnel and communications.*
- 2) *Realible: consists of the ability of the service unit to provide the promised service correctly.*
- 3) *Responsiveness: the ability to help consumers take responsibility for the quality of services provided.*
- 4) *Competence: the demands they have, good knowledge and skills by the apparatus in providing services.*
- 5) *Courtesy: friendly, friendly attitude or behavior, responsive to consumer desires and willing to make personal contact or relationships.*
- 6) *Credibility: namely an honest attitude in every effort to gain public trust.*
- 7) *Security: the services provided must be free from danger or risk.*
- 8) *Aces: there is ease in making contact and approaching.*
- 9) *Communication: the ability of service providers to listen to customers' voices, desires or aspirations, as well as the availability to always convey new information to the public.*
- 10) *Understanding the customer: making every effort to understand customer needs.*

The quality of public services can also be seen from the public's views on the services they receive, whether the services meet expectations or not. In this way, service quality can be formulated according to the level of success of an agency or public organization in providing services in accordance with community expectations, so that it can meet the needs and satisfaction of service users. (Schneider et al., 1980) explains that content regarding service quality tends to be important in explaining the performance of public service organizations, because the negative image that forms about public organizations arises from public dissatisfaction with services, so service quality is important as a performance indicator. In the research that will be carried out, we will look at the quality of service in Bitung City in the field of post-expansion education. With the quality of education and the Human Development Index (HDI), the quality of service can be assessed.

Are the services in line with expectations in meeting the needs of the community and are they in accordance with the objectives of the expansion carried out in 2003. In general, Moenir provides the form of public service expected by the community, including:

- a. There is ease in getting services.
- b. Obtaining reasonable service in the sense of a fast and cost-free process or in accordance with the service received.
- c. Get equal treatment in the service of the same interests (principle of justice).
- d. Honest and straightforward service.
- e. Quality and quality service.

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In this way, the public services provided can be in accordance with the needs of the community and are precise, fast, easy to access, low cost and high quality of service because the public gets satisfaction from the provision of services. So that the quality of public services becomes an indicator of meeting basic needs.

Public Service

The term public service comes from the English "Public" which means general, state society. According to (Bazarah et al., 2021) that public services are a product of public bureaucracy that is accepted by both citizens and the wider community. Therefore, public services can be defined as a series of activities carried out by the public bureaucracy, for example making identity cards, birth certificates and so on. Public service delivery units are units in government agencies that directly provide services to recipients of public services, while public service providers are officials/employees of government agencies who carry out public service duties and functions in accordance with statutory regulations. As a service process that takes place routinely and continuously, covering all the lives of people in society. Thus, public services are activities carried out by a person or group of people based on material factors through certain systems, procedures and methods in order to fulfill the interests of other people in accordance with their rights (Bhakti et al., 2022)

Education Sector Public Services Improvement is one of the most basic needs for every human being. Education will shape identity through skills, morality, intellect and lead to the world of work. Apart from that, education will also shape social, economic and political status. Therefore, education is very important for every individual and group. Education plays an important role in providing quality human resources in carrying out the development process. In Law no. 20 of 2003, what is meant by education is a conscious and planned effort to realize a learning and learning process so that students actively develop their potential to have spiritual, religious strength, self-control, personality, intelligence, noble morals, and skills that society needs. nation and state. In accordance with Law no. 20 of 2003 concerning government obligations in the education sector, namely:

- a. The government and regional governments are obliged to provide convenience services and ensure that quality education is provided for every citizen without discrimination.
- b. The government and regional governments are obliged to guarantee the availability and use of the implementation and for every citizen aged seven to fifteen years.

Improvements to public services, especially in education, will be increasingly better and more evenly distributed. This is due to the many limitations in terms of education budget, teaching staff, facilities such as school buildings, libraries, laboratories and student scholarships for poor communities.

Public Service Performance

Public Service Performance Public service performance is an important thing in seeing the success of public services. How far the services provided by the bureaucracy are in the performance of public services, to satisfy users. To achieve these goals define performance as a factor to assess or measure organizational activities in achieving predetermined goals (TANDIRERUNG, 2020). Achieving good performance for the public service bureaucracy in accordance with the goals and objectives of performance becomes a benchmark for the implementation of community-oriented public services.

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Measurement of public organization performance according to Warsito Utomo (2002) is as follows:

- a. Ensure implementers' understanding of the measures that will be used to achieve performance.
- b. Ensure the achievement of agreed work plans.
- c. Monitor and evaluate performance implementation and compare it with the work plan in accordance with the agreed performance measurement system.
- d. Provide objective expectations and punishments for implementation presentations that have been measured in accordance with the agreed performance measurement system.
- e. Become a communication tool between leaders and subordinates in order.
- f. Identify whether customer satisfaction has been met.
- g. Help fulfill the process of government agency activities.
- h. Ensure decision making is carried out objectively.
- i. Indicates improvements that need to be made.
- j. Reveal the problems that occur.

Apart from that, (Swasanany, 2019) assesses or measures used by the government as instruments as follows:

- a. Emphasize bureaucratic officials on performance accountability and quantity, quality and efficiency of services.
- b. Motivating bureaucratic officials.
- c. Monitor stakeholders as customers.
- d. Encouraging public services to always be based on a budget which is defined as planned and programmed.
- e. Encourage bureaucratic officials to demonstrate customer needs and direct them to always improve public services.

The difficulty in assessing performance is caused by the function of bureaucratic officials as public servants as service users, which is not responded to quickly by public service bureaucratic officials. Thus, improvements in public service performance will not occur if service quality is not based on service user satisfaction. Therefore, the successful performance of public services must be in accordance with their function and be precise, fast and prioritize the satisfaction/interests of the community.

Method

In this research process, the data used was obtained from various literature relevant to the problem raised. The literature referred to is in the form of books (printed or electronic) and articles obtained via the internet. As for later collection, the type of data that will be collected is qualitative data. The data collected will be sourced from primary data obtained after research as well as secondary data as support, in this case some sources from relevant references (books, etc.).

Interviews

According to (Priambodo, 2018) an interview is a conversation with a specific purpose. Meanwhile, the type of interview guide that will be used by the author is an unstructured interview guide, namely an interview guide that only contains an outline of the questions that will be asked.

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Observation

According to (Rukajat, 2018) observation is a research technique used by writers by going directly to the field to observe objects directly in order to obtain clearer data. Observation is intended to collect data by looking directly into the field at the object being studied. In this implementation, the author uses a tool to facilitate field observations, namely a notebook so that all data obtained in the field through observation can be immediately recorded.

Documentation

Documentation is the collection of evidence or information such as broadcast recordings, material quotations and various other reference materials at the research location and is needed to obtain valid data. Written documents are a data source that often has an important position in qualitative research.

Data analysis in qualitative research is based on the use of complete and in-depth information in interpreting data about variables, is non-quantitative and is intended to carry out in-depth and non-extensive exploration of phenomena. In this research the author used the method chosen to analyze the data, namely the interactive analysis method, which starts from data collection, data reduction, data presentation, and drawing conclusions.

Result and Discussion

1. Ease of service procedures

In Indonesia, there are procedures that are often complicated, people often complain about the service they receive, even though people want services that are simple and not too troublesome and don't even take up a lot of time. The procedures for serving the Directorate of Teachers and Education Personnel are easy because the services provided are through one door in accordance with the Minister of Home Affairs Regulation on guidelines for implementing one-door integrated services.

2. Employee responsibilities in providing services

The responsibility of employees in providing services to the teachers and education personnel concerned can have a very positive impact on the quality of service. Responsible employees or service providers can be given explanations to teachers and the educational staff being served can understand everything that is needed/required and can maintain important data so that it is not lost so that they can experience excellent service.

3. Comfort in the service environment

Every human being wants a comfortable environment, so that ordinary people can enjoy the conditions around them, as well as in the service environment at the Directorate General of Teachers and Education Personnel, everyone who wants to receive services certainly wants a comfortable environment so that the people they serve do not get bored quickly. For example, the service provider is smiling and answering questions asked politely or the room is clean and comfortable.

4. The ability of employees to provide service

Every employee is expected to have the ability in terms of knowledge, expertise, independence, mastery and high professionalism so that the work activities carried out produce a satisfactory form of service without any complaints or excessive impressions of the service received by the teachers and education staff served. With employee training, the demands on employees' ability to provide appropriate, fast,

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easy and smooth services become an assessment requirement for those served in demonstrating employee work actualization in understanding the scope and description of work which is the focus of attention of each employee in providing services.

5. **Timeliness of employees in providing services**
When providing services, employees are required to be punctual so that their time is not wasted, both in terms of teachers and educational staff. Work professionalism can be assessed by the time used. Several informants said that the services provided were still not timely. Some even said they were not on time.
6. **Politeness and friendliness of employees in providing services**
People in Indonesia want the service in every government agency to be polite and friendly in providing services so that people feel comfortable in receiving services so that it does not cause anything undesirable. The informant's response was that the employees were very polite and friendly in providing services, so it could be said that the employees of the Directorate General of Teachers and Education Personnel were very polite and friendly.
7. **Speed of employees in providing service**
Employees who are professional in providing services, namely speed in providing services. Employees are also required to act quickly when providing services so that those who will be served do not feel bored in receiving the service. The Directorate General of Teachers and Education Personnel ensures that service in the field of education is easier and less complicated, therefore fast, precise, fair, transparent and other services are a demand among the public, everyone wants quality service. Therefore, to support the quality of public services at the Directorate General of Teachers and Education Personnel, existing employees must create a good image in order to obtain public support which is manifested in, among other things, positive public opinion. From the results of interviews with informants, heads of divisions at the Directorate General of Teachers and Education Personnel and service recipients, namely teachers and education personnel, it can be seen that the Directorate General of Teachers and Education Personnel in terms of the quality of public services is said to be of good quality. Because from the overall interview results the service at the Directorate General of Teachers and Education Personnel is very good and also the employees at the Directorate General of Teachers and Education Personnel have been said to be professional employees in carrying out every task in their respective fields. And it will have a very positive impact in the future because the Directorate General of Quality Teachers and Education Personnel has professional employees.
8. **Service Quality Problem Solving**
Every public service provider must have service standards that are published as a guarantee of certainty for service recipients. Service standards are standardized measures in the implementation of public services that must be adhered to by service providers and/or recipients.
9. **Dimensions and Indicators of Service Quality** Building a quality service is not an easy thing, because there will be several challenges and obstacles that must be responded to positively for the sake of further service development. These challenges and obstacles are normal considering the many components that support public service management. In the Book on Preparing Public Service Standards for the State Administration of the Republic of Indonesia (2003:24-27) it is stated that the fundamental challenges and obstacles in public services are:

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- 1) Contact between the community and service providers
 - 2) Variety of services
 - 3) Service officers
 - 4) Organizational structure
 - 5) Information
 - 6) Government and supply sensitivity
 - 7) Procedure
 - 8) Public distrust of service quality.
10. Good Service
- Support for optimal service distinctiveness, optimal customer satisfaction and loyal customers needs to be provided. In practice, implementing this superior service has specific goals for the company, as follows.
- 1) Offer quality services to customers and clients well.
 - 2) Offer as much information as possible.
 - 3) Creating customer trust in the goods or services provided.
 - 4) Offer customer satisfaction for services provided according to customer needs.
 - 5) To avoid various complaints, requirements or obstacles from customers.
 - 6) Customers are evaluated and treated well to pay attention to their needs and desires.
11. Quality of Human Resources on Service Quality
- Continuously improving the quality of service for officers towards customers can be carried out in steps, such as: understanding the need for improving service quality, stating existing quality problems, evaluating the root causes of service quality problems, planning to resolve service quality problems, implementing solution plans for service quality problems, studying the results of solutions to service quality problems, and acting to standardize solutions to service quality problems (Kalenge, 2015).
- Therefore, in order to provide a solution for standardizing service quality that at least meets 3M principles (cheap, easy and satisfying) and based on observations in the field, it is recommended that there is a need to differentiate service quality standards for different consumers. For consumers who want faster quality standards (because they may have limited time and have busy activities), then they need to pay more compensation for the services provided. On the other hand, for consumers who prefer normal or usual quality standards, they will be subject to compensation for services which are also normal as usual.
12. Characteristics of Good Public Services
- By knowing the characteristics of public services, this will help education service institutions in designing service programs for the community, among other things, by providing quality services to the community. However, physical and physical products and services are not exactly the same as each other. Therefore, to understand the service sector, there are several ways of classifying public services. First, it is based on the level of consumer/community contact with the service provider as part of the system when the service is produced. Second, services are also usually classified based on their similarity to manufacturing operations. (Julyanthry et al., 2020)

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Conclusion

Based on the results of research and discussions regarding the quality of public services at the Directorate General of Teachers and Education Personnel, Ministry of Education, Culture, Research and Technology, it can be concluded that employee services as service providers play a vital role in shaping the Directorate's overall performance. First, employees demonstrating quality service have a positive impact on the Directorate's efficiency and effectiveness. Second, the professional quality of services provided by all units within the Directorate is commendable and transparent, catering to the specific needs of teachers and education personnel. To sustain and enhance this standard, the Directorate must foster positive relationships among employees, superiors, and subordinates to boost overall performance.

In light of these findings, several recommendations can further enhance public services within the Directorate. Firstly, employees should continue to work towards improving service quality to ensure the satisfaction of those they serve. Secondly, ongoing education and training should be provided to enhance their skills and professionalism. Lastly, it is crucial to maintain and, if necessary, further improve the current level of service quality to positively influence other departments within the Ministry of Education, Culture, Research and Technology. By implementing these suggestions, the Directorate can continue to excel in its role of providing quality services to teachers and education personnel.

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