

## Strategy for Improving the Quality of Public Services Through *Good Governance*

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### Abstract

The Indonesian government has obligations, one of which is public services in an effort to meet the needs of the community, provide fair services, and improve the welfare of citizens. Quality services play an important role in building public trust in government, especially at levels of government that are closer to the community, such as urban villages. The ideal condition in the implementation of good governance and public services is the fulfillment of all aspects that become service standards effectively, efficiently, and oriented towards community satisfaction. In Kelurahan Blabak, Kecamatan Pesantren Kota Kediri, various public services that are often provided face challenges in terms of quality and responsiveness. This research method uses a qualitative approach that describes improving the quality of public services through good governance with the theory of strategy from Osborne and Plastrik which consists of; Core Strategy, Consequences Strategy, Customer Strategy, Control Strategy, Culture Strategy. The results showed that the strategy of improving the quality of public services through good governance in Blabak Village, Pesantren Subdistrict, Kediri City is running quite well.

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## 1. INTRODUCTION

The Indonesian government has obligations, one of which is public service in an effort to meet community needs, provide fair services, and improve the welfare of citizens. Quality services play an important role in building public trust in the government, especially at levels of government that are closer to the community, such as sub-districts. In the context of public administration theory, the quality of public services is seen as a reflection of government performance which directly influences the level of public satisfaction.

In Indonesia, the legal basis for administering public services has been regulated through Law Number 25 of 2009 concerning Public Services. This law provides a clear framework for the government in developing and implementing quality public services. Apart from that, this law also emphasizes the importance of professional behavior from public service officers in serving the community, including responsive, friendly and polite attitudes. This provision shows that the government is not only responsible for providing services, but is also obliged to guarantee the quality of every service provided.

Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform (Permenpan RB) Number 14 of 2017 concerning Guidelines for Preparing Public Satisfaction Surveys on Public Service Delivery, provides technical guidance for local governments in evaluating the quality of public services through Community Satisfaction

Index (IKM) surveys (Fitriani et al., 2023). This Ministerial Regulation explains that every public service unit, including sub-districts, must conduct regular community satisfaction surveys to determine the level of quality of services provided. In this way, sub-district officials can find out to what extent the services they provide have met the community's expectations and needs as well as what aspects need to be improved. Apart from that, ideal service must also be supported by a fast and certain turnaround time, so that people do not have to wait too long to get service. This is important considering that most of the services in sub-districts include urgent and routine administrative services, such as making certificates, processing family cards, and micro business licensing.

Ideal conditions for good governance (*good governance*) and public service is the fulfillment of all aspects that become service standards effectively, efficiently and oriented towards community satisfaction. Subdistricts as the closest service units to the community should have facilities that make it easier for the community to access services, such as comfortable waiting rooms, clear service instructions, and easy access to information. This facility not only affects people's comfort, but also reflects the government's seriousness in serving citizens. In the context of services at the sub-district level, ideal service quality includes several main indicators, including clear service requirements, a service system that is easy to understand and access, and simple mechanisms and procedures. Even though there are ideal service standards, in reality there are still many sub-districts that have not been able to provide public services that meet community expectations. In Blabak Village, Islamic Boarding School District, Kediri City, the various public services provided often face challenges in terms of quality and responsiveness. So, a strategy is needed through *good governance* to improve public services at the Blabak Village Office, Islamic Boarding School District, Kediri City.

## 2. RESEARCH METHOD

This research design uses a qualitative approach with descriptive methods. A qualitative approach was chosen because this research aims to gain a deeper understanding of strategies for improving the quality of public services through *good governance* in Blabak Village, Islamic Boarding School District, Kediri City. The descriptive method is used to describe systematically and in depth the phenomena that occur in the field related to public services through *good governance* in the village. This method is to explore various aspects in depth through interviews, observation and documentation using instruments or tools in the form of stationery and mobile phones. Data obtained from 4 (four) informants according to the field studied included: Head of Sub District, Head of Service Section, and 2 (two) community members, then read, understood, analyzed, followed by data reduction, data presentation and drawing conclusions.

This research focuses on strategies through good governance (*good governance*) to improve the quality of public services. By using the strategy theory from Osborne and Plastrik (2001) which consists of 5 (five): Core strategies (*Core Strategy*), consequence strategy (*Consequences Strategy*), customer strategy (*Customer Strategy*), monitoring strategy (*Control Strategy*), cultural strategy (*Culture Strategy*).

## 3. RESEARCH RESULTS AND DISCUSSION

Quality of service in good government administration not only increases work effectiveness and efficiency, but also creates a harmonious relationship between service providers and service recipients. To understand and improve service quality, this research will explore five strategies from Osborne and Plastrik (2001):

### 3.1 Core Strategy (*Core Strategy*)

Based on research in the field, from the results of interviews with informants, Blabak Village, Kediri City, in improving services to the community, has implemented core strategies well. This can be seen from the implementation of rules and standard operating procedures in all fields, and is also supported by the existence of an employee performance evaluation system from the Village Head and the Head of the Government and Public Services Section on a regular basis to improve complaints or input from the public, and improve employee discipline. Employee empowerment is carried out according to their area of ability based on the level of education and motivation of the leadership to the employees.

### **3.2 Strategy Consequence (*Consequences Strategy*)**

This strategy focuses more on a transparent or open service system. Blabak Village, Kediri City continues to increase transparency efforts to the community through socialization about information public, involving the community in formulating policies through deliberation, providing effective channels for complaints and aspirations as well as following up on input transparently, even providing warnings or sanctions for employees who work not according to the rules, and conversely giving awards or incentives to employees who have worked well and maximally, apart from that the awards are to improve the quality of service, motivation and employee performance.

### **3.3 Customer Strategy (*Customer Strategy*)**

The results of research in the field, interviews with informants show that the community plays an important role as beneficiaries and supervisors of the quality of public services, proven by the Blabak Village of Kediri City by involving the community in policy formulation through public consultation forums and deliberations, developing a performance assessment system for public agencies that can be accessed and filled in by the community, digitizing public administration services to reduce complicated bureaucracy, and conducting regular satisfaction surveys to improve services.

### **3.4 Supervision Strategy (*Control Strategy*)**

One way of organizing an organization is controlling through a supervisory strategy. Research in the field shows that Blabak Subdistrict, Kediri City carries out supervision efforts on employees both directly and indirectly. One of the efforts is to facilitate public access to provide criticism and suggestions. This monitoring effort is intended not only to create employee capabilities in providing services but also to increase trust in the community. From the results of supervision there is also the application of rewards and sanctions.

### **3.5 Cultural Strategy (*Culture Strategy*)**

Cultural strategy in the Blabak Village, Kediri City with efforts to implement a work culture that is oriented towards improving the quality of public services, providing training and competency development for employees, encouraging a work ethic to serve with a professional approach and based on community satisfaction, developing a culture of cooperation and collaboration between agencies to increase service effectiveness, improving culture transparency and open to suggestions and criticism from the public.

## **4. CONCLUSION**

The results of research in the field show that the strategy is to improve the quality of public services through good governance in the sub-district Board Kediri City Islamic Boarding School District is running quite well, it can be seen from the implementation of rules and standard operating procedures in all field, and is also supported by the existence

of an employee performance evaluation system from the Village Head and the Head of the Government and Public Services Section on a regular basis to improve complaints or input from the public, and improve employee discipline. Blabak Village, Kediri City continues to strive to increase transparency to the community through outreach about information to the public, involving the community in policy formulation through deliberation, providing effective channels for complaints and aspirations. The existence of supervision efforts to create employee capabilities in providing services also increases trust in the community. From the results of supervision there is also the application of rewards and sanctions. Apart from that, it also creates a work culture that is oriented towards improving the quality of public services by encouraging a work ethic to serve with a professional approach and based on community satisfaction.

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