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## THE QUALITY OF ADMINISTRATIVE SERVICES

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### Abstract

*This study aims to determine how the Quality of Administrative Services of the Togean District Office of Tojo Una-Una Regency is seen from five dimensions, namely (a) tangibles (physical evidence), (b) reliability, (c) responsiveness, (d) assurance, and (e) empathy. This research uses a qualitative approach method with a descriptive qualitative research type while the data collection techniques used are observation, interviews, and documentation. Based on the research results obtained, it can be concluded that the results of this study are in the aspect of physical evidence, the Togean sub-district office has not fulfilled adequate service facilities, in the aspect of reliability, the community is satisfied with the services provided, in the aspect of responsiveness, employees are willing to help the difficulties experienced by visitors, from the aspect of assurance, especially the responsibility of each has not been maximized due to the lack of existing facilities, in the empathy aspect, which the Alla Sub-district gives by giving a pleasant impression. The author suggests that the sub-district government further improve the quality of service that is considered unsatisfactory in the service process, namely the dimension of physical facilities so that people can feel satisfied and comfortable when receiving services.*

*Keywords: Service Quality, Population Administration*

### INTRODUCTION

Indonesia is a unitary state in the form of a republic. This statement is clearly stated in the first paragraph and the first article as well, the proclamation of 17 August 1945 was the culmination of the struggle of the Indonesian people. The struggle to achieve independence had begun long before the declaration. The ideals that were proclaimed at the time of the proclamation of independence at the birth of the unitary state of the republic of Indonesia are formulated in the preamble of the 1945 constitution, namely to protect the entire nation and the entire homeland of Indonesia, to advance the general welfare, and to educate the nation's life and to participate in implementing world order based on independence, eternal peace, and social justice. In general, the goal is to form a just and prosperous society, spiritually and physically in the container of the unitary state of the Indonesian Republic which is sovereign and based on Pancasila.

To achieve national goals, one of the foundations of government or state administration is the implementation of regional autonomy. Regional autonomy is something

that has long been recommended by academics in scientific forums and coveted by practitioners and bureaucrats in the regions. The principle of regional autonomy was born out of the belief that not all affairs can be carried out by the central government. There are government affairs that are better and more effective if carried out by the regions. Thus, implementing regional autonomy must be understood as part of an effort to provide better services to the community to create national ideals.

Law Number 25 of 2009 concerning public services regulates the principles of good governance which is the effectiveness of the functions of government itself. Public services have become a strategic policy issue because the provision of public services is a form of organizational performance. organization is a plan regarding a cooperative effort in which each participant has a recognized role to play and obligations or tasks to carry out. In a government environment, human resources are called civil servants who serve as state apparatus who provide services to the public in a professional, honest, fair, and equitable manner in carrying out state, government, and development tasks based on loyalty and obedience to Pancasila and the 1945 Constitution.

In line with the enactment of Law No. 22 of 1999 concerning regional government which was perfected with the issuance of Law No. 32 of 2004 concerning regional government, it has resulted in changes in the authority of the central government and local governments which have implications for changes in the burden of tasks and the organizational structure that accommodates them.

Law No. 32/2004 on regional governance sets out the exact requirements for the establishment of autonomous regions, which also indicates the legal requirements underlying regional expansion. The requirements in the formation of autonomous regions according to Article 5 paragraph 1 of Law No. 32 of 2004 are administrative requirements, technical requirements, and territorial requirements. These three requirements are not a formality for policymakers, but become guidelines and guidelines in determining whether or not a region can be expanded. Based on the formulation of the three conditions above, autonomous regions will function to increase the role of local governments actively in serving public activities and bringing government functions closer to the community. The expansion of autonomous regions must also be the basis of the principle of the bureaucracy of the enlarged region in serving public activities. So it is expected that the commitment of the regional bureaucracy in serving the public professionally and increasingly cultured. In addition,

providing services to the community professionally, directly or indirectly will empower the region as a pillar of the state government as a whole (Sabarno, 2007: 1990).

As it is understood that the essence of government is service to the community, therefore the government is not held for itself but to serve the community and create conditions that allow each member of the community to develop their abilities and creativity in order to achieve common goals.

Public services are becoming an increasingly strategic policy issue because the improvement of public services in Indonesia tends to "walk in place" while the implications are very broad in economic, political, socio-cultural, and other lives. In economic life, improved public services will be able to improve the investment climate that is needed for this nation to get out of the prolonged economic crisis. In social and cultural life, poor public services result in the disruption of community psychology as indicated by the reduction of mutual respect among the community, and the emergence of mutual suspicion which ultimately leads to community indifference both to the government and to others.

Service is the essential main task of the apparatus, as a servant of the state and servant of the community. This task has been clearly outlined in the preamble of the 1945 Constitution in the fourth paragraph, which includes 4 (four) aspects of the apparatus' main services to the community, namely protecting the entire Indonesian nation and all Indonesian blood spills, advancing general welfare, educating life and implementing world order based on independence, eternal peace and social justice, and this is further clarified in the Decree of the Minister of Administrative Reform No. 63 of 2003 concerning general guidelines for public service delivery, which outlines general guidelines for public service delivery. Service as a process of meeting needs through the activities of others directly, is a concept that is always actual in various institutional aspects. Not only in business organizations but has developed more broadly in the order of government organizations. The government as a service provider for the community is required to provide quality services, especially in the era of regional autonomy, the quality of government apparatus services will be increasingly challenged to be optimal and able to answer the higher demands of the community, both in terms of quality and quantity of services (Tuju et al., 2017).

Improving the quality of service is one of the most crucial issues because on the one hand, the demands of the community on the quality of service from year to year are getting bigger. Meanwhile, the practice of organizing services has not undergone significant changes.

People who demand quality public services from bureaucrats every time, although these demands are often not in line with expectations because empirically the public services that have occurred so far are still characterized by: convoluted, slow, expensive, and tiring. Such tendencies occur because people are still positioned as those who "serve" not those who are served. Therefore, public service reform is basically needed by returning and positioning the "servant" and the "served" to their true meaning. Services that should be shown to the general public are sometimes reversed into community services to the state, even though the state is actually established for the benefit of the people who founded it. This means that real bureaucrats must provide the best service to the community. According to Tohopi (2019), in improving the quality of public services, it is necessary to pay attention to service components which include: service procedures, service products, facilities and infrastructure, and service provider expertise.

Service quality can be realized by providing services to the community as best as possible in accordance with what is the expectation of the community. This shows satisfaction is a function of performance impressions and expectations. If the performance is below expectations, customers will feel dissatisfied. Conversely, if the performance meets expectations the customer will feel satisfied. Community satisfaction is a measure of the quality of public services. If community satisfaction is low, it means that the quality of service is also considered low and vice versa. Community satisfaction is a very important factor and determines the success of a business entity because people are consumers of the products they produce (Deu et al 2023). Public service performance measurement is often interchangeable with government performance measurement. This is not too surprising because basically public services are the responsibility of the government. Government bureaucracy carried out by bureaucrats must always lead to the interests of the community. The power that has been in the hands of bureaucrats must shift its locus to the community, because everything that becomes and is made policies by bureaucrats comes from the aspirations, needs and interests of the community, which is no less important for the community is that bureaucrats are aware of where they must act and behave by using the authority and power of the state, and when they must act as a service and servant of the community, which must not show an attitude of just playing power and power.

The quality of service of government officials to the community is the level of efficiency, effectiveness and productivity of the system of institutional, staffing and clarity

capabilities in encouraging, fostering and providing protection for initiatives and fulfilling the needs of implementing community rights and obligations. Services that are expected and become demands for public services by public organizations, namely the government, are more directed towards providing public services that are more professional, effective, efficient, responsive, transparent and accountable.

The forms of services available at the Togean Sub-District Office include recording ID cards, issuing family cards, issuing birth certificates, issuing death certificates.

Togean Sub-district itself is one of the sub-districts in Tojo Una-Una Regency, Central Sulawesi Province. Various problems that researchers found in field observations regarding the quality of administrative services include the limited physical facilities and infrastructure used in services such as computers, land motorbikes, room coolers (air conditioners / fans) and others.

Based on the results of researchers' observations that the facilities and infrastructure available at the Togean sub-district office are still very minimal in supporting services at the sub-district office.

Another problem is the mismatch of services promised accurately and reliably, this is evident from the service procedures that are not in accordance with the specified time.

**Table 1.1**

**Types of services in Togean sub-district**

No.	Type of service	Time standard	Fact of completion time
1	ID card recording	15 minutes	1 hour
2	Family Card Issuance	30 minutes	1 hour
3	Birth certificate issuance	30 minutes	2 hour
4	Penerbitan Akta Kematian	45 minutes	2 hour

*source: field observation results*

Based on the table above, it can be seen the types of services and service completion times in the Togean sub-district. Where there are problems in the service completion time. for example, in the completion of ID card recording services, issuance of family cards, issuance of birth certificates and issuance of death certificates that exceed the time standards that have been set. inconsistency in service completion is a sad thing that happens in the organizational environment which is certainly very detrimental to the community.

Based on the data above, the problem encountered is the low responsiveness and skills of officers in providing services to the community. The responsiveness of employees in providing the services needed and being able to complete services quickly according to the promised time period and good service results. Service speed which is the responsiveness of officers in providing the services needed. However, the facts in the field are that the officers who make types of administrative documents at the Togeian sub-district office of Tojo Una-Una Regency in providing services are still not good. In providing services for one person, it almost takes about 30 minutes or even longer. Of course this is very contrary to the existing rules as stated in the Standard Procedure in making administrative documents. In the Standard Procedure guide, the completion time for recording identity card documents takes 15 minutes. So based on the background of the research above, the researcher is interested in conducting research with the title "Quality of Administrative Services at the Togeian District Office, Tojo Una-Una Regency".

## **METHOD**

The research method used in this research is descriptive research method with a qualitative approach. On the grounds that the research must go to the field to find and make observations so that it can directly observe the actual situation regarding the quality of public services. Sugiyono (2015) explained that qualitative research methods are research methods based on the philosophy of postpositivism, used to research on natural object conditions, where the researcher is the key instrument, data collection techniques with triangulation, analysis and inductive or qualitative nature and qualitative research results emphasize meaning rather than generalization. Descriptive method is a method in researching a human group, an object. A condition, a thought or a class of events in the present with the aim of making descriptive, systematic, factual and actual descriptions or paintings about the facts, characteristics and relationships between those investigated (Nasir, 2005: 54 in Adrian Rodina 2020).

In this study, we obtained an overview and how to understand the quality of public services at the Togeian District office, Tojo Una-Una Regency. This Type of search is designed to reveal facts descriptively. Researchers try to describe the actual condition of a phenomenon and the factors that cause the problem to occur. The qualitative approach is characterised by research objectives that seek to understand symptoms that are impossible to measure accurately Gama in (Aneta & Nani, 2022)

The data sources in this study consist of two, namely: Primary Data, According to Indriantoro and Supomo (1999), primary data is a direct research data source obtained directly from the original source (not through intermediary media). In this study, primary data was obtained through direct interviews with competent parties in the quality of public services at the Togean District office, Tojo Una-Una Regency. Researchers can get the data and information needed by conducting in-depth interviews and making direct observations of community activities regarding the quality of public services at the Togean District Office of Tojo Una-Una Regency. Furthermore, the interview process the researcher made a recording using a recording device, then observation and also recorded the important points given by the informant and took documentation in the research. Secondary Data, According to Indriantoro (1999), secondary data is research data obtained by researchers indirectly through intermediary media or obtained and recorded by other parties. The secondary data of this study were obtained from documents, books. In this study, secondary data was obtained from documents such as reports, research journals, newspapers, magazines.

Data collection technique is a form of data collection that aims to describe and explain the existing situation at the research location. According to Sugiyono (2013: 27) the data collection method is field research conducted by reviewing primary and secondary data. The data collection techniques in this study are as follows: Observation, According to Sugiyono (2015: 204) observation is a research loading activity on an object. When viewed in the process of implementing data collection, observation can be divided into participants and non-participants. The type of observation used in this study is non-participant observation. In making observations, researchers select things that are observed and record things related to the research. Observations made in this study are on the quality of public services at the sub-district office. In this study to determine the quality of public services at the sub-district office. Interview, Interview is a data collection technique where the interviewer (researcher) in collecting data asks a question to the interviewee (Sugiyono, 2013: 188). Interviews in this research were conducted by going directly to research informants and asking them several things related to the subject matter related to the implementation of the policy on the management of operational assistance for Islamic boarding school education, conducted in depth to obtain direct data through a series of questions and answers with related parties. Interviews were conducted by using a recording device and recording some information in a notebook to ensure the information asked by the researcher. According to Sugiyono (2015:

82) documentation is a record of events in the past, and can take the form of writings, pictures or monumental works of a person. In this study, documentation is in the form of photographs and documents containing information related to the quality of administrative services at the Togean District Office, Tojo Una-Una Regency.

Data analysis according to Moleong (2011: 248) is an effort made by working with data, organizing data, sorting it into manageable units, synthesizing it, looking for and finding patterns, finding what is important and what is learned, and deciding what can be told to others. Miles & Huberman (2014: 17) state that data analysis techniques in qualitative research include: Data Collection, Processing and preparing data for analysis. This step involves transcribing interviews, scanning materials, typing field data or sorting and organizing the data into different types depending on the source of information. Data Reduction (Data Reduction), Data reduction is a form of analysis that classifies, directs, discards unnecessary and organizes data that has been reduced to provide a sharper picture of the observations into themes. Presentation of Data (Data Display), Presentation of data is an analysis in the form of matrices, networks, carts, or graphics. In qualitative research, data presentation is carried out in the form of brief descriptions, tables, charts and relationships between categories. Through the presentation of the data, the data is organized, and arranged so that it will be easier to understand. Conclusion Drawing/Verivication, Conclusion is the drawing of conclusions and verification. The initial conclusions put forward are still temporary, and will change if no strong evidence is found that supports the next collection stage. Conclusions in qualitative research can answer the formulation of the problem formulated from the beginning.

## **RESULTS AND DISCUSSION**

Service quality is an effort to fulfill everything related to products, services, processes, environment, which are the needs and desires of consumers in the form of goods or services that are expected, in order to meet the expectations and satisfaction of the community as a service. The quality of service of government efforts to create satisfaction for service users, if service users are satisfied with the services received, it can be concluded that the government has provided services in accordance with government duties. Service quality in general must meet customer expectations and satisfy their needs.

Public services are now part of the needs of every community. Every public bureaucracy needs to strive to provide the best quality of service to the service user



community. Government public services, in this case the Togean sub-district office, are currently felt to be increasingly necessary to be addressed and improved, especially in an era like this. Efforts to improve the quality of public services are a must that must be done immediately to create services that are more efficient, effective and in accordance with the needs and aspirations of the community.

In accordance with the research objectives, to find out how the quality of administrative services at the Togean sub-district office of Tojo Una-Una district using aspects of tangible evidence, reliability, responsiveness, assurance, empathy using methods that have been determined in this study. Based on the problems that occur in the field, researchers try to explore by conducting observations and also direct interviews with several informants at the Togean sub-district office, Tojo Una-Una district regarding the quality of administrative services. Data collected through field observations are then described by researchers as follows:

#### **A. Service quality from the aspect of "Physical Evidence" (Tangibles)**

What is meant by physical evidence here is the facilities and infrastructure provided by the Togean kecamatan office of Tojo Una-Una district in helping to improve service quality and also the condition of the surrounding environment that provides comfort for anyone who comes to do file management.

In realizing quality public services, changes and improvements need to be made that lead to community satisfaction. One of the aspects that must be improved in improving service quality is the problem of service facilities.

The role of service facilities is very important and one that greatly affects the improvement of service quality because the existence of adequate service facilities can make services to the community more comfortable and satisfying while in the service area.

Tangible (physical evidence) according to Zeithml et.al (in Agustina, 2021: 19), namely the quality of service seen from factors that are visible to the eye.

Physically visible or something that is visible and proven to be directly visible such as the appearance of the office (physical facilities) that can be seen starting from the location of the building, yard, parking lot, service facilities, even service provider communication, facilities provided and services and tools to support the implementation of services.

When associated with the theory above, based on research and interview data at the Togean Sub-district office of Tojo Una-Una district, it shows that the facilities and

infrastructure provided will be an attraction for the community. The facilities provided are starting from service counters, server computers, waiting chairs, service desks, and room coolers. However, the physical facilities to support the running of the service are inadequate, limited service places, lack of two-wheeled vehicles and sea motors, computers that are still lacking and the absence of electricity and networks and only use generator engines but these machines often run out of gas so that it slows down the services at the sub-district office, when the machine dies, the service process will also stop completely which means that the community cannot get services. And also the outside environment in the office is still fairly dirty and unkempt, for that the sub-district office must need to pay attention to the surrounding environment so that the community feels comfortable when receiving services. Service providers should pay more attention to comfort for service users because if service users already feel comfortable with what is provided, it will have a good effect on service providers. Conversely, if service users do not feel comfortable, it will have a bad effect on service providers. This is due to the lack of funds available at the Togean sub-district office, making it difficult for the sub-district government to fulfill the facilities and infrastructure needed.

From this statement, it can be seen that the Togean sub-district, especially the service section, still needs to improve physical facilities and adequate facilities and infrastructure to improve administrative services. This is in accordance with one of the service principles listed in the decision of the Minister of Administrative Reform No.63/KEP/M. PAN/7/2003, namely the availability of adequate working and supporting facilities and infrastructure, including providers of telecommunications and information technology facilities and Law No. 25 of 2009 explains that the provision of adequate facilities and infrastructure by public service providers.

**B. Quality of service from the aspect of "Reliability" (reliability)**

The higher community needs for this service need to be balanced with maximum and fast service which requires the apparatus to be dexterous at work. Reliability is the ability to provide promised services promptly, accurately and satisfactorily, such as timeliness, speed and sub-districts in service completion.

Fairness here is the extent to which the apparatus can be fast, precise and accurate in every service provision to the community. In providing services to the community, reliability and professionalism in providing a service immediately, accurately and satisfactorily are

needed in order to create satisfaction in customers. The ability of a service-giving government agency office to provide services as promised in a timely, accurate, and reliable manner and provide the same service is one of the important elements that must be owned by service providers.

Reability (reliability) according to Zeihaml et. Al (in Agustina, 2021: 19) is the ability and reliability to provide reliable service. The ability to keep promises in accordance with what is offered can be relied upon, provided that the service must be accurate and consistent, guaranteed both the product and the service of the officer. Or provide services as promised promptly, accurately, satisfactorily and on time. The reliability of service providers in providing services can be seen from the accuracy of employees in serving, the ability of service employees, and the expertise of employees in using service tools.

When associated with the theory above, based on data from research results and interviews conducted by researchers at the Togeian sub-district office, they have tried to provide services in accordance with the promised standard operating procedures (SOP) accurately and reliably. By having clear service standards, it is important to be a guide for employees in serving service users in the service process because by adhering to service standards, the service process can run well in order to achieve service goals, especially at the Togeian sub-district office.

Based on the results of interviews and observations, it can be concluded that the procedure for making administration is actually easy as long as the requirements and files needed are complete. In completing the work, how long or fast the file is completed depends on the applicant himself. The main thing that causes delays is the lack of completeness of the files brought by the applicant himself so that it takes more time in the settlement process. And also to speed up the service, it must be ensured that the generator engine is fully charged so that the service runs well. The community of the Togeian sub-district is satisfied with the services provided by the general service section of the Togeian sub-district in the aspect of reliability, the community gets maximum service when processing family cards, regarding reliability in handling every community complaint, reliable in terms of time and accuracy of the service process.

### **C. Service quality from the aspect of "Responsiveness" (Responsiveness)**

Employee responsiveness is very necessary in public services because this is evidence and concrete actions taken by the organization in answering and recognizing the needs and

aspirations of the community. Responsiveness here can mean the response or alertness of officers in helping people who need services.

Responsiveness according to Zeithaml et.al (in Agustina, 2021: 19) is the ability to help with sincerity to provide services or have a high sensitivity to consumers followed by acting quickly according to needs. Responsiveness is also the desire of service providers that they are happy to help and be able to provide fast and precise service to the community as service users.

The responsiveness of Togean sub-district office employees is closely related to aspects of employee readiness in meeting community needs. The responsiveness of employees at the Togean sub-district office in providing services is one aspect that affects the community's assessment of the services provided.

In this study, to find out about the response of officers to the community when responding to complaints or when the community is experiencing difficulties, the research conducted direct interviews with people who had complaints at the Togean sub-district office. In addition, researchers made several observations at different times.

In the indicator of responsiveness or responsiveness of officers at the Togean Sub-District Office in helping and providing services to the community has been fulfilled quite precisely. This can be seen from the alertness of the officers at the Togean Sub-District Office in serving the community in the service room.

The same thing was also proven by the researcher that the responsiveness of the officers at the Togean Sub-District Office in responding to customer complaints was good. Researchers proved this by asking several officers directly by asking questions related to complaints from the public or about people who did not understand the flow of services.

Service officers have been good at responding to the needs of the community and have shown a caring attitude when responding to the community so that the Togean Sub-District Office in terms of responsiveness to the community has provided services in accordance with the expectations of the community, namely responsive, fast and friendly.

This shows that the response / responsiveness provided by Alla District is in accordance with what is needed by the community.

#### **D. Quality of service from the aspect of "Assurance"**

Assurance according to Zeithaml et.al (in Agustin, 2021: 19) is the ability to provide security in obtaining services so that there is no doubt that there will be errors in service

delivery. That the service provider is competent, trustworthy and has an identity as a service officer and as an officer has the ability to maintain trust and confidentiality. This assurance dimension is also a guarantee and certainty, namely the knowledge, courtesy, and ability of service employees to foster trust in service users to service providers. Every form of service requires a guarantee of the service provided. Guaranteed service is largely determined by the performance of service employees, therefore the professionalism and competence of employees is needed to improve good and quality service.

The Togean sub-district office of Tojo Una-Una district is an office authorized to handle population issues, especially Togean residents. The number of people who come should get comfort during service, namely by providing a sense of security for the community during service, both disclosed in the office and outside the office. Therefore, it is necessary to improve services to provide a sense of security for the community during the service.

Based on interviews from several informants with employee responsibility in providing services to service users, it can be stated that the Togean sub-district office officers or employees concerned can be responsible according to their respective duties. Because the service is now only offline, so the officers already have a big responsibility to provide services to service users, if they do not carry out this responsibility, they will be fired.

Regarding the convenience of the place provided comfort to service users, it can be stated that the togean sub-district office has tried to provide comfort to service users, namely in the form of comfort of the place and its duties explain what requirements must be needed in the document processing process. So that the community as service users feel satisfied with the services provided by employees. And Togean sub-district office employees have provided services in a polite and friendly manner to service users. Because it is already mandatory for employees in providing services and it is also already in service ethics.

Based on the results of observations or findings of researchers at the Togean sub-district office, researchers see that the quality of service mengenai aspects of assurance or guarantees in the form of accountability, courtesy, home and comfort provided by officers to the community or service users is good. But based on the expression of the head of the sub-district office that the issue of duties and responsibilities not all employees can carry out properly. Due to several things, the point is that the facilities and infrastructure are not fully adequate, therefore employees have difficulty in their duties.

In accordance with the decision of the minister of state apparatus empowerment No.63 / KEP / M.Pan / 7 / 2003 and Law No. 25 concerning service standards, one of which is the competence of service providers must be determined appropriately based on the required knowledge, expertise, skills, attitudes and behavior.

The implementation of services in the Togeian sub-district service division is carried out by striving to be organized effectively and efficiently. Therefore, both people who receive services and officers who provide services must understand the applicable procedures. The community must be able to fulfill the conditions that have been set as stated by Moenir (2208: 204), that quality service is not only determined by those who serve but also those who are served.

#### **E. Service quality from the aspect of "Empaty" (Empathy)**

Empathy (Empathy) Zeithaml et.al (in Agustin, 2021: 19) is feeling what others feel, they really pay great and special attention, and try to understand and understand what customers want, want and need. Or have a firm attitude, but attentive (attention) to customers or can feel what customers feel. There is concern with individual attention to customers.

When associated with the theory above, based on the results of research data and interviews from researchers, it shows that in the Togeian sub-district office, the empathy aspect is shown by the attitude of government officials as service providers to prioritize (prioritize) the interests of the community rather than personal interests. This is an obligation as a servant of the State to serve the needs of the community in accordance with established procedures. And the officers are also fair and indiscriminate (discriminatory). In accordance with the research that has been conducted, service officers at the Togeian sub-district office do not discriminate between people who perform services, they provide services according to the existing queue number. But there is one community stating that employees sometimes when providing services are more concerned with personal interests than the interests of the community and also sometimes discriminate when providing services. So it should need attention from employees so that people feel comfortable when receiving services.

#### **CONCLUSIONS**

Based on the data from the results of this study regarding problems related to the quality of administrative services at the Togeian sub-district office, Tojo Una-una Regency. Based on the results of research in the field on the quality of administrative services, it has been

running well in terms of reliability (Reliability), responsiveness (responsiveness), but in the aspect of physical responsiveness (Tangible) to support the running of the service it is inadequate, limited service places, lack of two-wheeled vehicles and sea motors, computers that are still lacking and the absence of electricity, networks, and only use generator engines but these engines often run out of gas so that it slows down services in the sub-district office, when the engine dies, the service process will also stop completely which means that the community cannot get service. And also the environment outside the office is still fairly dirty, this is due to the lack of funds available at the Togeang sub-district office so it is difficult for the sub-district government to fulfill the facilities and infrastructure needed. For the guarantee aspect based on the expression of the head of the sub-district office that the issue of duties and responsibilities has not been able to carry out all employees properly. Due to several things, the point is that the facilities and infrastructure are not fully adequate, therefore employees have difficulty in their duties. And the empathy aspect Employees sometimes when providing services are more concerned with personal interests than the interests of the community and also sometimes discriminate when providing services.

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Keputusan Menteri Pendayagunaan Aparatur Negara No.63/KEP/M. Pan/7/2023 dan UU No. 25 Tentang Standar Pelayanan