

Quality Of Public Services at The Office of The East Banjarmasin Sub-District

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Abstract

Sub-district is the division of administrative territory in Indonesia under districts or cities. The position of a sub-district is a district/city regional apparatus as a regional technical implementer which has a certain work area and is led by a sub-district head. The East Banjarmasin Sub-district Office is one of the sub-districts in the city of Banjarmasin, South Kalimantan province. This study aims to determine the implementation of the Standard Operating Procedure (SOP) and the Quality of Public Services at the East Banjarmasin District Office, Banjarmasin City. This study used the descriptive qualitative method. Data was collected by means of observation, interviews, and documentation. The results of this study indicate that the service standards at the East Banjarmasin Sub-District Office have been carried out in accordance with applicable procedures, but many people do not understand the service standards in the office, because the service standards are not installed at the East Banjarmasin Sub-District Office. The quality of public services at the East Banjarmasin Sub-district Office, Banjarmasin City can be said to be good, but there are indicators that have not been running according to community expectations, namely the unfriendliness of service employees in serving service users. So that makes people uncomfortable in taking care of all their needs.

Keywords Quality Of Public Services, District Head Office, East Banjarmasin District

INTRODUCTION

Law Number 25 of 2009 concerning public services regulates the principles of good governance, which is the effectiveness of the functions of the government itself. Public service has become a strategic policy issue because the implementation of public services is a form of organizational performance (Winarno, 2019). (Denhardt & Denhardt, 2007) said that the organization is a plan of cooperative effort in which each participant has a recognized role to carry out and obligations or tasks to be carried out. In the government environment, human resources are referred to as civil servants who serve as state apparatus who provide services to the community 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 Constitution. 1945.

The government in carrying out public services should improve the quality and ensure the provision of public services in accordance with the general principles of government to provide protection for every citizen. In accordance with the Regulation of the Minister for Empowerment of State Apparatus Number 63 of 2003 concerning general guidelines for the implementation of public services, it is explained that immediately forms of State-Owned Enterprises or services, both in the context of efforts to meet the needs of the community and in the context of implementing the provisions of laws and regulations, including within government ranks sub-district, where efforts to meet community needs in the field of



population administration such as: making cover letters to make ID cards, family cards, certificates, and others (Situmeang & Tan, 2021).

Thus, the government's Standard Operating Procedures (SOP) are more transparent regarding service procedures, administrative requirements, cost details, and completion times so as not to cause the service process to be complicated. According to Sailendra, Standard Operating Procedures are guidelines used to ensure the organization's operational activities run smoothly. The purpose of Standard Operating Procedures is to create a commitment to the work carried out by the work units of government agencies to realize good governance. In government, the application of Standard Operating Procedures (SOP) is a must with the issuance of the regulation of the minister of government and State Apparatus No. 35 of 2012. Standard Operating Procedures are useful as work guidelines and to help government performance to be more effective and efficient in-service activities to the community.

Components of service standards related to the service delivery process include requirements, systems and procedures, service period, costs, service products, and complaint handling. If government agencies and institutions are able to apply these quality standards, then government agencies and institutions have provided good quality services to the community. Before the reform era, the government bureaucracy dominated the administration of government and public services. The government is more dominant in acting as an actor in the implementation of public services, so the involvement of citizens in government is very limited. As explained in Law Number 23 of 2014 concerning regional governments, in principle, changing the regional government administration system, so that regions are directed to accelerate the realization of community welfare by improving services, empowerment, and community roles (Bateman, n.d.).

So far, the East Banjarmasin sub-district office has provided services to the community. The sub-district office is given the authority to improve the quality of its services in serving the community. This authority should be able to provide good quality services so that it will produce good quality services for the community. In improving good service, it must be supported by employees who are professional, responsible, competent, and able to understand and carry out their main duties and functions in accordance with the given field. Employees are required to be able to use technology, employees must also have a friendly nature, polite speech, and behavior towards the community.

Based on observations made by the author in early March 2020 at the East Banjarmasin District Office, the author found problems related to the quality of public services, namely regarding the performance of employees who have not been able to provide maximum service to the community, thus making people feel dissatisfied with the services provided.

Public services provided by the East Banjarmasin Sub-District Office can meet the needs of the community, so of course, good service quality is needed because quality is the totality of the characteristics of a product (goods and or services) that support the ability to meet needs, or in other words the quality of all services. something that satisfies the customer or conforms to a requirement or need. The quality of public services aims to determine the quality of service that is actually felt by consumers.



Based on the description of the background of the problem, the authors want to know more information about the quality of public services. So, it can be done research on "Quality of Public Service in the East Banjarmasin District Office Banjarmasin City".

RESEARCH METHOD

The research method conducted by the researcher is descriptive method. Descriptive research is research conducted to determine the value of independent variables, either one or more variables without making comparisons or connecting between one variable and another. The type of research conducted by the researcher is a qualitative type, which is a study aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, and thoughts of people individually and in groups. The data obtained is then analyzed to obtain answers to a problem that arises. The research location is the place where the research is carried out in accordance with the specified title. This research was conducted at the East Banjarmasin District Office, Banjarmasin City.

LITERATURE REVIEW

Definition of Public Service

The Decree of the Minister for Administrative Reform (KEMENPAN) Number 63 of 2003 defines public services as all forms of services carried out by government agencies at the central, regional, and state-owned enterprises (BUMN) or Regional-Owned Enterprises (BUMD) in the form of goods and or services, both in the context of efforts to meet the needs of the community and in the context of implementing the provisions of laws and regulations.

Public service is basically to provide satisfaction for service recipients, be close to service recipients, and provide fun things for the community or service recipients (Spicker, 2009). The purpose of public services is to satisfy or fulfill the wishes, and expectations of service recipients. Therefore, public services can also be interpreted as services or giving to the community in the form of public facilities. The provision of these services can be in the form of services and non-services by public organizations to the community (Nababan et al., 2021).

Public service is essential to serve the public interest in general. Public services are provided to every community with the aim that all problems or needs of the community can be resolved. Public services provided to citizens are the same indiscriminately and are provided with maximum service (Shittu, 2020).

Law Number 25 of 2009 states that public services are a series of activities in the context of meeting the needs of the community based on laws and regulations for every citizen and resident of goods and services provided by public service providers. The purpose of Public Service according to Law Number 25 the Year 2009 is the realization of clear boundaries and relationships regarding the rights, responsibilities, obligations, and authorities of all parties related to the implementation of public services (Syvertsen, n.d.).

Many experts provide a definition of public service. Public services are a series of activities carried out by the public bureaucracy to meet the needs of users. Users referred to here are citizens who need public services, such as making ID cards, marriage certificates,



birth certificates, death certificates, business licenses, land certificates, building permits (IMB), nuisance permits (HO), permission to take groundwater, subscribe to drinking water, electricity and so on.

Public service is an effort made by a group, person, or bureaucracy in order to provide assistance to the community solely to achieve a certain goal. Public service is providing services (serving) the needs of people or communities who have an interest in certain organizations in accordance with the basic rules and procedures that have been set (Rengifurwarin, 2020).

Based on some of the opinions above, it can be concluded that public service is every form of activity to serve the community well and excellently both in the form of public goods and public services which in principle are the responsibility and are carried out by the government agencies at the center, in the regions, and in the BUMN environment. or BUMD, in the context of implementing the provisions of laws and regulations.

Types of Public Service

Public services that must be provided by the government are classified into two categories, the government as a service provider must also provide public services to its people. Given the different needs and problems of the community, the types of services needed by the community are also different (Sappe, 2019). Public organizations should pay attention to the criteria for public services that refer to the satisfaction of the State Minister for the Empowerment of State Apparatus No. 81 of 1993 which has been amended by Minister of Administrative Decree No. 63 of 2003 which includes the grouping of public services into three parts, namely: (1) Administrative Services Group, (2) Goods Services Group, and (3) Service Services Group. The forms of public services provided to the community can be divided into several types, namely:

- a. Goods Service is a type of service that produces various forms or products of goods that can be used by the public, such as electricity, clean water, e-KTP, and others.
- b. Services are types of services that produce various forms of services needed by the public, such as health care, education, transportation, postal services, and others.
- c. Administrative Services is a type of service that produces various forms of official documents needed by the public, such as birth certificates, citizenship identities, and so on.

Based on the opinion above, it can be concluded that the services needed by each community are different, depending on the problems faced by the community. As a public servant, the government must be able to provide excellent service to every community without distinction. The types of services offered to residents may vary according to the needs of the residents, but the management of these services must be based on the same principles and values.

Elements of Public Service

The service elements:



- a. Service providers are parties who can provide certain services to consumers, either in the form of services in the form of providing and delivering goods or services.
- b. Service recipients are consumers or customers who receive various services from service providers.
- c. The type of service is the service provided by the service provider to the party who needs the service.
- d. Customer satisfaction, in providing services the service provider must refer to the service objective, namely customer satisfaction.

Quality of Public Service

Service quality is a condition for creating a dynamic relationship between users and service providers, both in the form of services and humans. Public services are the needs of the community by the administration of the State. The state was founded by the community with the aim of improving the welfare of the community. Public services have become a strategic policy issue because the implementation of public services so far has not had a broad impact on changes in aspects of people's lives (Ayyagari et al., 2018).

Public service organizations have the characteristics of public accountability, where every citizen has the right to evaluate the quality of the services they receive. It is very difficult to assess the quality of service without considering the role of the community as the recipient of the service and the apparatus implementing the service (Kuldosheva, n.d.).

Providing good and excellent service is an effort made to satisfy customers. The satisfaction felt by customers will increase the public's sense of trust to return to using the services of the organization. Service quality is also a major factor that must be improved by an organization or company to foster a sense of public trust (Naini et al., 2022).

Services have quality and provide satisfaction to their customers, so companies must pay attention to various dimensions that can create and improve service quality. Based on a quality perspective, (Wicaksono, 2019) developed 8 dimensions of quality, namely:

- a. Performance, which is the main characteristic of the core product
- b. Features, namely complementary or additional characteristics
- c. Reliability, which is the probability of the user's failure rate
- d. Conformance, namely the extent to which the design and operating characteristics meet predetermined standards
- e. Durability, which is how long the product can continue to be used
- f. Serviceability, including speed, competence, comfort, convenience,
- g. in the maintenance and satisfactory handling of complaints
- h. Aesthetics, which concerns the style, taste and attractiveness
- i. Perceived, which concerns the image and reputation of the product as well as corporate responsibility.

Service quality is the level of perfection expected and control over that perfection to meet customer desires. In other words, there are two main factors that affect service quality, namely respected service and perceived service. If the service received or perceived is as expected, then the service quality is perceived as ideal quality. Conversely, if the service



received is lower than expected, then the perceived service quality is poor. Good or bad service quality depends on the ability of service providers to consistently meet customer expectations (Panteloukas et al., n.d.).

According to Sinambela, there are two main things in an effort to improve service quality, namely the human element, and the service management system can be of higher quality if service personnel are reliable, responsive, reassuring, and empathetic. Reliable means trustworthy, thorough, and consistent.

Along with the rapid progress in the field of technology resulted in very tight competition to acquire and retain consumers. Service quality is the main thing to determine the success of the organization in achieving its goals because organizations are required to follow consumption patterns and consumer lifestyles. Good and bad quality of service provided by the organization can be seen from customer satisfaction, if the quality of service produced is not in accordance with the wishes and demands of consumers it will result in decreased consumer confidence in the organization. Or part of the capital is a separated regional wealth unless otherwise stipulated by or based on the law.

Based on the opinion above, it can be concluded that the quality of service is largely determined by the service provider and service recipient or customer. The principles of excellent service based on the decision of the Minister of Administrative and Bureaucratic Reform No. 63 of 2003 are as follows:

- a. Clarity
- b. Certainty of time
- c. Accuracy
- d. Security
- e. Responsibility
- f. Completeness of Facilities and Infrastructure
- g. Ease of Access
- h. Discipline, Politeness and Hospitality
- i. Convenience

Public services relate to services that fall into the category of the public sector, not the private sector. These services are carried out by the central government, local governments, and BUMN or BUMD. The three components that deal with the public sector provide public services, such as health, education, security and order, social assistance, and broadcasting (Patrisia & Adriadi, 2019).

Public services carried out by an effective government can strengthen democracy and human rights, promote economic prosperity, and social cohesion, reduce poverty, increase environmental protection, be wise in the use of natural resources, and deepen trust in government and public administration (Endang, 2018).

Based on the description above, there are several components or indicators in regulating public services. However, in this study the quality of public services is measured using interview guidelines developed by researchers based on public service standards according to Law Number 25 the Year 2009, namely:



- a. This information requirement must be clearly and clearly published in front of service users. In this way, service users get clarity, while service providers can minimize verbal explanations to users.
- b. The system of mechanisms and procedures is a series of service processes that are clearly and definitely arranged, in the form of a chart and explicitly describes the procedures that must be taken by users to obtain services.
- c. The service period is the provision of the service provider time by the service provider. The certainty of time is clearly an important thing that service users need to know. Through clarity of service time, users can always be in a calm condition in undergoing every stage of service that is passed.
- d. Costs/Tariffs, unclear cost information often creates problems.
- e. Service products, organizers are required to publish various existing service products. Through this publication, users can see all service products provided by the organizers, so that the continuity of the implementation of quality public services can be created and always maintained.
- f. Facilities, infrastructure or facilities, a quality organization must be supported by adequate facilities and infrastructure. This condition needs to be created so that users get a sense of comfort when accessing their services.
- g. Performance evaluation of implementers (feedback from service users), one of which is the assessment of service users. From them, service providers will receive many options for service improvement.

Standard Operating Procedure

Standard Operating Procedures (SOPs) are basically guidelines that contain procedures that exist in an organization that is used to ensure that all decisions and actions, as well as the use of process facilities carried out by people within the organization, run effectively, and efficiently. , consistent, standard, and systematic. SOP is a written guide for carrying out daily activities in an institution to ensure quality standards of work results. From the above opinion, it can be concluded that SOP is an organization that is used to ensure that the actions, and use of facilities within the organization run effectively, efficiently, consistently, standardly, and systematically (Mentang et al., n.d.).

Standard Operating Procedures, abbreviated as SOPs, are procedures or references for carrying out tasks in accordance with the functions and performance appraisal tools of government agencies based on procedural administrative indicators in accordance with work procedures, work procedures, and work systems in the relevant organizational unit. The SOP for the management and service of public information within the Banjarmasin City government is a guideline for managing information for district work units within the Banjarmasin City government in compiling a list of public information and documentation, public information request services, testing the consequences of public information, handling public information objections and facilities. information dispute (Andanti et al., 2019).



To produce performance in accordance with predetermined standards, it is necessary to have a series of standardized procedures. A standard procedure or better known as a Standard Operating Procedure (SOP) can simply be interpreted as a guideline that shows what must be done, when it is done, and who will do it (Hay, n.d.).

RESULT AND DISCUSSION

Application of Standard Operating Procedure (SOP) in the implementation of public services at the East Banjarmasin District Office

The performance of public organizations is influenced by various factors. In the context of implementing SOPs in public organizations, he said that one of the factors that determine the effect of implementing SOP policies on employee performance in the organizational environment is the organizational structure.

One of the most basic structural aspects of an organization is work procedures based on SOPs. By using the SOP, the implementers can take advantage of the available time. In addition, SOPs also standardize the actions of officials in organizations.

The East Banjarmasin Sub-District Office already has a clear SOP which can be seen in the Banjarmasin Regent's Regulation on Standard Operational Procedure (SOP) in the District. This standard covers the service process, service time, service cost, service product, infrastructure, and competence of service personnel.

However, the public as service users does not all know the service standards at the East Banjarmasin Sub-District Office as stated by Jannah as a service user:

"I don't know if there is a problem with the standard of service at the East Banjarmasin Sub-District Office. But it seems there is, I just don't know what the operational standards of service here are like."

HJ. Nora Helfida as the Sub-District Secretary explained that:

"Our SOP (Standard Operating Procedure) already exists, and has been implemented".

Based on the results of the interviews above, the researchers observed that service standards at the East Banjarmasin Sub-District Office had been implemented in accordance with applicable procedures, so as to facilitate the community.

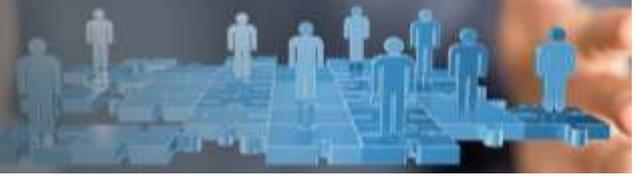
To find out the implementation of SOPs at the East Banjarmasin District Office, Banjarmasin City, it can be seen from the following indicators:

1. Service process

The service process is needed for service users. Based on the research conducted, the East Banjarmasin Sub-district Office has implemented convenience for service users who want to take care of their needs in the service department. One example of the convenience provided in the service process is to provide the conditions needed by service users to complete their needs in the service department.

Based on interviews conducted by researchers with Kasmi as a service user on July 4, 2020, said that:

"The East Banjarmasin Sub-District Office has made it easy for me in the service process so that I am no longer confused in taking care of my needs or in finding the conditions needed".



Putra as a service user who the researcher interviewed on July 5, 2020 added that:

"Employees here have provided convenience in service to service users".

From the results of the interviews above, the researchers observed that the East Banjarmasin Sub-District Office has provided convenience to the community in the service process so that people are not confused about taking care of all their needs.

2. Service Time

The right time to complete the work in a service process is important because completing it on time will not make service users wait. employees must provide timely completion so that service users are not disappointed. But not all jobs can be completed on time. As said by Putra as a service user:

"It's on time, I rarely find time delays".

From the results of the interviews above, it is clear that employees have provided services at the right time so that service users do not have to wait long to take care of all their needs.

As Mukhlisin the Head of General Affairs said:

"In our opinion, as long as certain requirements are needed and complete requirements are usually completed immediately and there is no need to delay. We hold the principle that if it can be done quickly why should it be delayed".

Based on the results of an interview with the Head of the General Section, it was explained that if the complete requirements would be immediately completed without delay, if it could be done quickly then there was no need to delay so that service users would get satisfied service.

3. Service Fee

In taking care of the needs in the sub-district, not all of them spend money to take care of them, depending on the type of service. Guaranteed cost certainty already exists in the Banjarmasin Regent's Regulation on Standard Operational Procedure (SOP) in the District. Mukhlisin says:

"Services here are free".

From the results of the interview with the Head of the General Section, it was explained that there was no guarantee of cost or it was free to make it easier for the community.

In line with the results of the interview Kasmir said that:

"No fees in the service process"

With guaranteed fees from service employees, service users do not need to spend money to take care of their needs.

Quality of Public Service at the East Banjarmasin Sub-District Office

Service quality is the level of perfection expected and control over that perfection to meet customer desires. In other words, there are two factors that affect service quality, namely the expected service and the perceived service. The implication is that good or bad



service quality depends on the ability of service providers to consistently meet customer expectations.

To determine the quality of public services at the current Banjarmasin Timur District Office, the researchers used the five dimensions of public service quality proposed by Zeithaml, Parasuraman, and Berry:

1. Tangibles Dimensions (Physical Appearance)

The tangible dimension (Physical Appearance) is the appearance of physical facilities, equipment, personnel, and communication media in service. This dimension includes physical facilities, equipment, employees, and communication facilities as well as operational vehicles. Thus, direct evidence is one of the most concrete indicators. The form is in the form of all facilities that can be seen.

If this dimension is perceived by the community as service users good, then the community as service users is good, then the community will judge well and feel satisfied with the services provided by the service employees of the East Banjarmasin Sub-District Office but on the contrary, if this dimension is perceived by the community as bad, then the community will judge bad and will not be satisfied with the services provided by service employees. To measure the Tangible dimension in an effort to determine the Quality of Service at the East Banjarmasin District Office, can be measured through the following indicators:

a. Discipline of employees in carrying out the service process

Work discipline is needed by every employee in carrying out services. Discipline is the basic capital that must be owned by employees, especially in the service department in order to show good performance, behavior, and life patterns. Discipline is a requirement for the formation of attitudes, behavior, and life arrangements that will shape the personality of employees who are full of responsibility at work, thereby creating a conducive working atmosphere and supporting efforts to achieve goals. Moreover, in the service process, employees must be disciplined in terms of time and work discipline, especially in carrying out the needs of service users.

Based on an interview conducted with Jannah one of the service users of the East Banjarmasin Sub-District Office said:

"As far as I know the employees here are disciplined in providing services, even though it's close to breaking time, the service employees continue to serve until my business is finished".

Furthermore Kasmir added that:

"Employees here are disciplined in carrying out the service process. The employee serves who comes first to the service office to take care of his needs".

Based on the results of the interviews above, service users considered that the employees at the East Banjarmasin District Office were very disciplined in providing services to service users.



2. Dimensions of Reliability (Reliability)

The dimension of Reliability is the ability of the service unit to provide the promised service immediately and satisfactorily. This dimension is also the ability of service providers to provide services in a timely and consistent manner. Fulfillment of appropriate and satisfactory services includes timeliness, skills in providing services, and skills in responding to complaints if there are complaints from customers and providing services fairly and accurately. Measure the dimension of Reliability in an effort to determine Service Quality at the East Banjarmasin District Office, it can be measured through the following indicators:

a. Accuracy of employees in serving service users

The accuracy or thoroughness of employees in serving service users is very important for the service process. If employees are not careful in serving the community, mistakes will occur and create new jobs. Based on the research conducted, the employees of the East Banjarmasin sub-district office have been careful or thorough in serving the community.

According to Sity a service user that the researcher interviewed, said:

"The staff here are careful. As long as I take care of the needs, I have never found a mistake made by a service employee."

The same question was also reinforced by Mukhlisin as the Head of the General Section, he said:

"So far, in carrying out the service process, employees have always been guided by the main tasks of the Regency, so mistakes are rarely made by service employees. For example, in managing population transfers, employees tell the conditions that must be completed by service users."

Based on the results of an interview with one of the service users, it was explained that the employees were careful in taking care of all the needs of service users. As in the interview excerpt above and the results of the interview with the Head of the General Section that in carrying out the service process, employees are always guided by the tupoksi of the Regency, so that there are no mistakes that require service users to take care of mistakes made by employees due to the inaccuracy of employees in carrying out the service process.

3. Responsive Dimension (Response)

The Responsive Dimension (Response) is the responsiveness of employees in providing the services needed and can complete the services needed and can complete services quickly according to the promised time period. This responsive attitude is related to the sense and way of thinking of employees shown to customers. To measure the Responsive dimension in an effort to determine Service Quality at the East Banjarmasin District Office, can be measured through the following indicators:

a. Respond to every service user who wants to get service

Service employees must respond to service users who come. Service users will feel appreciated by service employees when service employees can provide a



good response. Responding to service users can have a positive effect on the quality of public services at the East Banjarmasin sub-district office. As Kasmi said:

“Employees here have responded. But there is one employee that I see indifferent. I don't pay much attention, what is clear is that the employees who serve me are responsive and responsive.”

The same thing was also conveyed by Nazarwati as a service user that:

“As far as I know the employees here have responded.”

From the results of the interviews above, the community considered that the responsiveness provided by service employees was good. Service users will be happy if employees at the East Banjarmasin Sub-District Office are responsive to the needs of service users. This will be a good judgment for service users.

b. Employees provide fast service

Fast and precise service is an important thing that must be done as a form of responsiveness to service users, but besides being fast, the service must also be carried out properly. Service users will feel happy when service employees carry out the service process quickly and precisely. Based on interviews conducted with Nazarwati, he said that:

“The service here is fast and precise, but it depends on the presence or absence of employees. If there are only one or two employees, the service will be long.”

From the results of the interview above, it is explained that the service at the East Banjarmasin Sub-District Office is fast and precise, but if there are only one or two employees then the service will be hampered or take a long time. This is different from Putra's opinion that:

“Employees always serve quickly and precisely, so I don't have to wait long in the service process”

From the results of the interview above, it is explained that the employees at the East Banjarmasin Sub-District Office have served quickly and accurately, so there is no need to wait long in the service process.

4. Dimension Assurance (Guarantee)

Dimensions of Assurance (Assurance) include the knowledge, abilities, courtesy, and trustworthiness of employees. Assurance is a protection effort that is presented to the community for its citizens against risks that if the risk occurs will cause disruption in the normal structure of life. To measure the dimension of Assurance in an effort to determine the Quality of Service at the Banjarmasin Timur Sub-district Office, can be measured through the following indicators:

a. Officers provide guarantees on time in service

Employees at the East Banjarmasin Sub-District Office provide guarantees on time for service at the same time if it can be completed by employees trying to be on time. As Sity said:

"At that time I took care of the domicile letter, but it couldn't be done today, so then I was given a guarantee to come again tomorrow".

Based on the results of the interview above, it is explained that the processing of the domicile letter cannot be completed on the same day, and is given a day's guarantee. Nazarwati added:

"I get a guarantee of 5-10 minutes to get service. It also depends on the service."

In line with Mukhlisin's explanation that:

"Speaking of time, we guarantee timely delivery of services. But it also depends on the type of service."

Based on interviews with the Head of General Affairs, the researchers found that employees at the East Banjarmasin Sub-District Office provide timely guarantees to service users, but it depends on the type of service. If it can be completed in a few minutes, the service user does not have to wait long and does not need to come again tomorrow, but if something cannot be resolved, they will be guaranteed a day's time and must come again tomorrow.

5. Dimension of Empathy (Empathy)

The dimension of Empathy includes ease in making relationships, good communication, and understanding the needs of service users. The community has the right to obtain public services of decent quality. Government agencies are required to ensure that the public has received proper services. For this reason, it is necessary to regulate the relationship between citizens as consumers of public services and public service providers. Measure the dimension of Empathy in an effort to determine Service Quality at the East Banjarmasin Sub-District Office, it can be measured through the following indicators:

a. Prioritizing the interests of service users

Whatever the needs of service users related to services in the sub-district must receive top priority and must be in accordance with what is needed by service users. Mukhlisin says:

"I think it depends on the interests. If there is a call that is not important, it can be postponed to pick up the phone because it is currently serving. But if the phone is really important, the employee must first ask permission from the service user."

Based on the results of the interviews above, it can be concluded that service employees have prioritized the needs of the community. Putting the interests of service users first is very important because service users are a priority for service employees. If service users do not feel prioritized, complaints will arise and will give a bad image to the service department. As for the opinion of Kasmi and Mrs. Jannah:

"Yes. Putting the community first."



It can be concluded that employees at the East Banjarmasin Sub-district Office have put the interests of service users first, making it easier for the community to take care of all their needs.

b. The staff is friendly and polite

The friendliness of service employees is very necessary for the service process. If the service employees are friendly, they will give a good assessment of service users, because basically everyone will like a service place where there are many friendly people. However, when the researchers observed, not all employees provided friendliness to service users because there were several employees who chatted with other employees when serving service users. Jannah says:

"The staff here are friendly, but not all. Maybe because at that time I was getting friendly employees. Don't know about the others yet. Hopefully friendly too. I've also seen employees chatting with other employees."

Son added that: *"I feel the employees here are not friendly."*

Nazarwati also answered that:

"There are employees here who are friendly and polite but there are also those who are less friendly, maybe something is going on so they just ask what they need without saying hello first".

Based on the interview above, the researchers found that there was still a lack of friendliness and courtesy of employees towards service users. Because friendliness and courtesy are very important for service employees in the service process to serve service users so that service users are satisfied with the services provided.

c. Employees serve and appreciate every service user

Appreciation in serving is also almost the same as politeness. Appreciation can be done by greeting and smiling with service users, providing explanations related to customer needs, and trying to fulfill customer needs. The researcher also observed that the service employees of the East Banjarmasin Sub-District Office all have an attitude of respect for service users. As Sity said:

"Employees here are appreciative. The employee asks me what I need, here, does my job in terms of service and respects me when I speak."

In line with Nazarwati's opinion:

"As far as I have appreciated it well".

The results of interviews conducted by researchers can be concluded that employees are good at serving and appreciating every service user, so that service users feel valued at the East Banjarmasin District Office.

CONCLUSION

Based on the description of the results of research and discussion, it can be concluded as follows:

1. Standard Operational Procedure (SOP) as a performance appraisal tool is oriented towards evaluating internal institutional performance, especially in terms of clarity of



work processes to achieve smooth operational activities and the realization of coordination, facilitation, and control that minimizes overlapping activity processes in the sub-sections of the Banjarmasin Sub-District Office. East of Banjarmasin City. Service standards at the East Banjarmasin Sub-District Office have been implemented in accordance with applicable procedures.

2. The quality of public services at the East Banjarmasin Sub-district Office, Banjarmasin City can be said to be good, but there are indicators that have not run according to community expectations, namely the unfriendliness of service employees in serving service users. So that makes people uncomfortable in taking care of all their needs.

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