

## Coordination of Effectiveness in Implementing Public Services: Study in Sumbergempol District, Tulungagung

<sup>a</sup> Muharsono; <sup>b</sup> Teguh Pramono; <sup>c</sup> Zulfaisya Nurhalimah

<sup>a,c</sup> Faculty of Social Science and Political Science, Tulungagung University, Tulungagung, Indonesia, <sup>b</sup> Faculty of Social Science and Political Science, Kediri University, Kediri, Indonesia

### ABSTRAK

*Penelitian ini bertujuan untuk mengetahui bagaimana efektivitas koordinasi dalam penyelenggaraan pelayanan public khususnya di Kecamatan Sumbergempol Kabupaten Tulungagung. Pelayanan public adalah suatu kegiatan pelayanan yang dilaksanakan oleh aparatur pemerintah yang mempunyai tugas untuk memberikan pelayanan yang terbaik kepada masyarakat guna menciptakan kesejahteraan masyarakat. Penelitian ini menggunakan metode penelitian kualitatif deskriptif. Peneliti menggunakan teknik pengumpulan data berupa wawancara, observasi, dan dokumentasi. Sedangkan analisis dan interpretasi data dilaksanakan dengan proses analisis yaitu reduksi data, display data, dan penarikan simpulan. Hasil penelitian menunjukkan bahwa koordinasi didalam penyelenggaraan pelayanan publik di Kecamatan Sumbergempol secara umum sudah berjalan baik namun hasilnya belum efektif.. dari hasil penelitian ini dapat disimpulkan bahwa pelayanan public di Kecamatan Sumbergempol - Kabupaten Tulungagung perlu adanya perubahan dalam meningkatkan upaya pelayanan public supaya hasilnya lebih efektif.*

### ABSTRACT

This study aims to determine how effective coordination is in the implementation of public services, especially in Sumbergempol District and Tulungagung. Public service refers to a service activity conducted by government officers (apparatus) who must provide the best service to the community to create community welfare. This study used the descriptive-qualitative research method. Researchers use data collection techniques in the form of interviews, observations, and documentation. While data analysis and interpretation are carried out by the analysis process, which is data reduction, data display, and conclusion. The results showed that coordination in the implementation of public services in Sumbergempol District generally has been running well, yet the results have not been effective. From the results of this study, it can be concluded that public services in Sumbergempol District and Tulungagung Regency need changes to improve public service efforts so that the results are more effective.

### ARTICLE HISTORY

Submitted: 03 03 2023

Revised: 29 07 2023

Accepted: 11 08 2023

Published: 22 08 2023

### KATA KUNCI

Efektifitas; Koordinasi;  
Pelayanan Publik

### KEYWORDS

Effectiveness; coordination;  
Public Service

## INTRODUCTION

According to the 1945 Constitution Article 18, the state is divided into Provinces, which are further divided into Regencies and Cities. Each of these entities has its regional government, which is bound by law. The principle of autonomy and co-administration guides regional governments in the regulation and management of their affairs. Provincial governments prefer to be considerably independent, except for affairs that are under the purview of the central government (Askar and Muhammad 2020; Kasan and Adinagoro 2022).

The Regional Government Law of 2014 provides the implementation of regional autonomy, which enables autonomous regions to manage and serve their government affairs in the interests of their communities through statutory regulations (Suherman et al., 2021). Autonomous regions are legal units that have territorial boundaries and the authority to regulate and manage government affairs based on citizen aspirations. This is all within the

framework of the Unitary State of the Republic of Indonesia (Dworkin, 2015). The implementation of extensive autonomy allows particular areas to govern all non-governmental affairs while the government retains control over foreign policy, defense, security, monetary issues, justice, law, and religion. This matter grants regions the power to devise policies for community empowerment, increased participation, and service provision to enhance the public welfare (Suherman et al., 2021). Autonomy is carefully implemented in tandem with maximal independence, ensuring accountability and precision (Nur Wijayanti 2017; Muis 2017). The fundamental belief of absolute autonomy is that the administration of governmental affairs must rely on pre-existing and expanding duties, authorities, and obligations that align with the unique qualities and traits of a particular region. This enables growth, vitality, and development (Muis 2017; Williams 2009). Responsible autonomy is a principle that demands the alignment of autonomy's execution with the primary objective of empowering regions and enhancing the people's livelihood. The core of the national goals is to improve the welfare of the community (citizens), which makes it a critical aspect of responsible autonomy. As stated in regulation number 23 of 2014, the government regulation on sub-districts (Government Regulation No. 19 of 2008) emphasizes the implementation of regional autonomy policies. This has led to notable changes in local government administration, both in structure, function, and culture, with the ultimate aim of empowering regions and improving people's welfare, which is a central national objective (Uddin, 2019).

A significant alteration has occurred in the organization of sub-districts. Previously a regional apparatus under the deconcentration principle, sub-districts have now achieved regional status under decentralization. *Camat*, in fulfilling his/her duties, receives delegated authority and is held accountable to the regent or mayor (Wicaksono & Diamantina, 2019). In its capacity as a regional institution, *Camat* is tasked with overseeing community service as a part of its commission (Satibi et al., 2022). Moreover, the sub-district holds responsibility for carrying out various governmental duties. The sub-district leader doubles as the area head (without the right to exercise authority) due to their involvement in general governmental tasks within the sub-district. These include coordinating government agencies, empowering the community, supervising regional apparatuses, ensuring public order and peace, enforcing laws and regulations, as well as maintaining public service facilities and infrastructure. The Sub-district head has a unique role in overseeing village or sub-district government administration and executing district/city governmental affairs that are not under the purview of regional work units. This sets the position apart from other government agency leaders in the sub-district since they must coordinate their tasks with the sub-district head. The sub-district has been officially designated as a regional apparatus for regional coordination functions and certain simple services of high intensity as stated in regulation No. 23 of 2014 concerning Regional Government and PP No. 18 of 2016 concerning Regional Apparatuses.

Coordination, as a management function, involves directing, balancing, integrating, harmonizing, synchronizing, and linking the efforts of individuals, groups, or work units across or within multiple organizations. In these matters, the goal is to ensure that activities are executed regularly, smoothly, and efficiently to achieve organizational objectives effectively (Ryan et al., 2013). Within the context of government, coordination is a pivotal aspect of management responsible for fostering harmony, balance, and synchronization across various administrative endeavors (Ariana, 2016). According to Handyaningrat (2000), the integration of all government activities is crucial in establishing an effective and efficient government. In the level of *kecamatan*, regulation number 19 of 2008 (article 27, paragraph 2) charges the head of the sub-district by its work units within the sub-district jurisdiction to optimize sub-district performance. This matter of coordination aims to foster harmony, balance, synchronization, and

integration among all government activities at the sub-district level, thereby ensuring efficient and effective sub-district government administration (Sutrisno & Sugiarti, 2021). Article 28 elucidates that activities about government implementation in the sub-district can be coordinated through a range of measures. These include coordination meetings, data submissions and requests, information provision, consultations, and other forms of coordination.

There is still space for improvement in various aspects of the government administration in Sumbergempol District (Abbas et al., 2023). Typically, issues come from the inefficient functioning of the coordinating mechanism within governance (Head & Alford, 2015). Service effectiveness is the act of measuring how well quality, quantity, and timely objectives align with set goals. Its primary focus is to ensure that the community's interests are met expeditiously. The effectiveness of the service is a byproduct of the individuals who work within it and can significantly influence the outcomes of the organization. Addressing the aforementioned concerns, the research investigates how addressing the aforementioned concerns, the research investigates how coordination effectiveness plays a role in delivering public services in the Sumbergempol District. It plays a role in delivering public services in the Sumbergempol District.

Initial observations from a pre-survey suggest that coordination facilities, such as monthly coordination meetings, evaluations, and consultations on government activities in the sub-district, are not being implemented effectively by government work unit (SKPD) heads and vertical agencies in the Sumbergempol District. These agencies are responsible for coordinating, synchronizing, and integrating programs for government activities implementation.

## **Literature Reviews**

### **Effectiveness**

Effectiveness is commonly defined as the degree of accomplishment of both operative and operational objectives (Oghojafor et al., 2012). The degree to which organizational objectives are accomplished is measured by effectiveness (Wood et al., 1990). Effectiveness pertains to the proficiency with which a task is completed, and the degree to which the individual delivers output that aligns with predetermined expectations (Bastaman et al., 2020). The effectiveness of a task lies in its ability to be carried out as planned, irrespective of the time and effort required. However, the effectiveness of implementing regional autonomy policies is measured by the degree to which local government activities can provide services to the community, encourage community participation in decision-making, and tackle developmental and settlement issues that arise. Norman et al., (2022) stated that effectiveness, as posited, pertains to the premeditated use of resources, facilities, and infrastructure to generate goods and services. The degree of success is measured by the attainment of predetermined objectives. When activity outcomes approximate the set target, then the effectiveness is enhanced.

### **Coordination**

Effective leadership in any organization involves the synchronization of the collective efforts of its members toward achieving set objectives (Grabner et al., 2022). When a manager effectively communicates and delegates responsibilities to their team, subordinates will work diligently and with a clear direction under their granted authority. This includes the delivery of concise information and proper communication strategies (Turbanti, 2022). The company's aspirations can only be realized with the

combined efforts of every employee working in harmony towards a common goal (Żerebecki & Opree, 2022). Dupont & Skjold, (2022) argues, coordination, as a management function, entails the harmonization and direction of diverse elements towards achieving organizational objectives. The process involves synchronizing the goals and actions of distinct units, such as departments or functional areas, to promote efficiency and effectiveness in achieving desired outcomes (Handoko, 2003). According to GR Terry in Adil, Syarief, and Najib (2022), The assertion is that coordination involves a well-timed, synchronized effort to achieve predetermined objectives through consistent direction and implementation, resulting in a uniform and harmonious action. Nawawi (1981), an Educational Administration expert, EFL Brech, defines Coordination in his book, *The Principles, and Practice of Management*, as the art of balancing and guiding a team towards a common goal. This involves organizing different components, such as personal methods, materials, suggestions, and ideas, to create a harmonious work environment that supports effective work. Achieve coordination, requires identifying and assigning tasks that are suitable for each team member while ensuring that the activities are carried out harmoniously among the members themselves (Mahsyar and Parawangi 2020; Ruli, Nasir, and Sussanti 2022).

### Public service

In any government institution geared towards public welfare, public service is an indispensable element. This service primarily involves meeting the needs of individuals or communities interested in the organization, through established principles and procedures. The core of governance lies in providing excellent public service. According to the Indonesian dictionary, service can be defined in three ways - first, as the manner and means of assisting; second, as the act of serving others in exchange for compensation; and third, the facilities provided in connection with the sale and purchase of goods and services.

Public service is a multifaceted concept with varying interpretations according to experts. Some believe that public service involves government provision of services either directly or indirectly through privately organized financing services (Damiri, 2019). In essence, it is a service rendered to citizens by the government (Teshome et al., 2020). In Mahmudi's opinion, public service refers to the provision of services by public service providers to satisfy public demands and enforce regulatory legislation (Apriansyah & Salam, 2022).

The previous explanation viewpoint asserts that public service denotes the provision of essential facilities by the government to meet the basic needs of the populace. Furthermore, these services must adhere to appropriate regulations and legislation, serving as a benchmark for their execution. While the government is a prominent provider of public services, non-governmental entities such as private firms and the public may also allocate funds towards this purpose. Nonetheless, it remains undisputable that the government's role in delivering public services to its people is of paramount importance (Damiri, 2019).

### RESEARCH METHODS

This research applies a type of qualitative research with descriptive methods (Miles Matthew et al., 2014; Liamputtong, 2020). To conduct this study, both primary and secondary data will be required. Primary data will be sourced directly from individuals designated as research informants, who will be interviewed. Additionally, information collected by observing phenomena and issues in the field will be recorded as well (Liamputtong, 2020). This data were

collected through various techniques, including observation, interviews, and document and literature studies. Secondary data, sourced from literature books, archives, reports, meeting results, decision letters, pictures, and graphics, were also utilized. Such data collection methods allow for the indirect acquisition of information from the location or research site (Boslaugh, 2007). Meanwhile, the data analysis technique in this study was carried out in stages: (1) data reduction, (2) data display, and (3) congruence drawing (Miles Matthew et al., 2014).

## RESULTS AND DISCUSSIONS

The literature review outlines that coordination is a crucial administrative and managerial function. It involves directing, balancing, integrating, aligning, synchronizing, and linking the activities of individuals, teams, or work units within or across organizations. By doing so, it ensures a smooth, regular, and efficient achievement of goals (Plata, 2022). The art of coordination involves amalgamating diverse skills and priorities together, channeling them towards a shared objective. It is akin to a centralized force in administration, pulling everything toward a common center (Engel, 2023). Efficient and practical productivity can only be achieved through coordination, particularly in activities that involve multiple work units, officials, or agencies. The integration and harmony of all efforts, activities, and resources, including thoughts, funds, and functions of all units, will create a powerful force that overcomes organizational weaknesses. Therefore, coordination is crucial for success (Stone et al., 2020). This analysis assesses the effectiveness of sub-district governance coordination, examining four dimensions of successful coordination that Stoner & Wankel proposed in 1993: communication, cooperation, synchronization, and integration of action. As Stoner and Wankel (2006) note, communication is central to coordination since it involves acquiring, transmitting, and processing information. Meanwhile, coordination is a collaborative effort, making cooperation an absolute prerequisite for effective coordination. Integration or unity of action is also indispensable, creating a harmony that ensures expected results are achieved. Results indicate that communication among work units in Sumbergempol Sub-District is carried out through coordination meetings, both monthly and specific, as well as written information and consultations. However, while the communication dimension isn't optimized, it still performs well. The study conducted on the cooperation, synchronization, and integration of government work units in the Sumbergempol District revealed that although there is mutual support and coordination between units, it is not yet optimal. The synchronization of programs and activities at the planning and implementation stages have been carried out to avoid overlap and support each other. However, this synchronization has not been optimally effective, though it is good enough. Similarly, efforts towards achieving integration and unity of action in implementing government activities have been made through coordination meetings, but this too has not been optimally effective. The study's outcomes indicate that in terms of communication, cooperation, synchronization, and integration/unity of action, the governance coordination in Sumbergempol District is not operating at its full potential. Essentially, this means that the coordination's effectiveness in managing government affairs in the area has not been fully realized. Therefore, it is necessary to improve communication, cooperation, synchronization, and integration or unity of action between government work units in the Sumbergempol Regency to achieve better governance coordination.

## CONCLUSIONS

The coordination of public service delivery in Sumbergempol District, Tulungagung, is deficient in all four coordination dimensions; they are communication, cooperation, synchronization, and integration or unity of action. Despite monthly coordination meetings among leaders, SKPD leaders and vertical agencies have yet to utilize them effectively to communicate their programs

and activities. Additionally, optimal cooperation and mutual support between SKPD and vertical agencies are still unattainable. Efforts to align, connect, and adjust the programs and activities of each agency to avoid overlap and promote compatibility have also not been realized optimally. Consequently, integration and unity of action, which promote harmony in achieving joint outcomes, remain subpar. Overall, the coordination of public service delivery in the district has not been optimally effective, resulting in suboptimal outcomes. The effectiveness of coordination in public service delivery has not been optimal, according to research findings on coordination dimensions. Achieving unity of action and managing efforts in a harmonic way to attain joint results have yet to be fully realized. These findings suggest that public service delivery coordination has not been optimally effective.

## REFERENCES

- Abbas, M., Yusida, E., Sumarsono, H., Rahmawati, F., & Dwiputri, I. (2023). *Assessing the Sustainability of Village-Owned Tourism: A Case Study of Mbalong Kawuk, Tulungagung*. <https://doi.org/10.4108/eai.5-11-2022.2326510>
- Adil, A., Syarief, R., & Najib, M. (2022). Stakeholder Analysis and Prioritization of Sustainable Organic Farming Management: A Case Study of Bogor, Indonesia. *Sustainability*, 14(24), 16706.
- Apriansyah, H., & Salam, R. (2022). Analysis Of The Influence Of Service Quality And Asn Discipline On Community Satisfaction In The Manufacture Family Card (Kk) Online System In Perigi Baru Village. *INFOKUM*, 10(5), 478–486.
- Ariana, R. (2016). *The Government Service Delivery Project: A Case Study of the Push and Pull of Central Government Coordination*. 4, 1–23.
- Askar, & Muhammad, M. (2020). Regional Government Administration: Study of the Concept of Regional Autonomy in Indonesia. *International Journal of Innovation, Creativity, and Change*, 13(7), 1294–1305.
- Bastaman, K., Nawawi, A., & Taharudin, T. (2020). Efektivitas Program Desa Migran Produktif (DESMIGRATIF) Pada Dinas Tenaga Kerja dan Transmigrasi Kabupaten Subang. *The World of Public Administration Journal*, 2(2), 169–191. <https://doi.org/10.37950/wpaj.v2i2.928>
- Boslaugh, S. (2007). An introduction to secondary data analysis. *Secondary Data Sources for Public Health: A Practical Guide*, 2–10.
- Damiri, M. H. M. (2019). Developing An Ideal Leadership Succession Model For The Malaysian Public Service. *Jurnal Manajemen Pelayanan Publik*, 2(2), 107–115.
- Dupont, C., & Skjold, A. (2022). Coordination Conundrum in the United Nations Development System: Solutions from Self-Managed Organizations. *Global Perspectives*, 3(1), 57083.
- Dworkin, G. (2015). The nature of autonomy†. *Nordic Journal of Studies in Educational Policy*, 2015(2). <https://doi.org/10.3402/nstep.v1.28479>
- Engel, J. (2023). *Transforming American Science: Universities, the Government, and the Cold War*. Taylor & Francis.
- Grabner, I., Klein, A., & Speckbacher, G. (2022). Managing the trade-off between autonomy and task interdependence in creative teams: The role of organizational-level cultural control. *Accounting, Organizations and Society*, 101, 101347. <https://doi.org/10.1016/j.aos.2022.101347>
- Handoko, T. H. (2003). Manajemen, edisi ke-2. *Yogyakarta: BPFE*.
- Head, B. W., & Alford, J. (2015). Wicked Problems: Implications for Public Policy and Management. *Administration and Society*, 47(6), 711–739. <https://doi.org/10.1177/0095399713481601>
- Kasan, B., & Adinagoro, B. (2022). *Restructurisation Special Autonomy Policy The Province Of Equity Papua According To Indonesian Constitution*. 1(Uud 1945), 199–210.

- Liamputtong, P. (2020). *Qualitative research methods*.
- Mahsyar, A., & Parawangi, A. (2020). KOORDINASI ANTAR SKPD DALAM MENANGGULANGI PEDAGANG KAKI LIMA YANG MENGGANGGU LALU LINTAS DI KOTA MAKASSAR. *JPPM: Journal of Public Policy and Management*, 2(1), 11–19.
- Miles Matthew, B., Michael, H. A., & Johnny, S. (2014). *Qualitative data analysis: A methods sourcebook*. Sage Publications.
- Muis, D. U. (2017). HAKIKAT OTONOMI DAERAH DALAM SISTEM KETATANEGARAAN DI INDONESIA. 19(2), 1–14.
- Nawawi, H. (1981). *Administrasi pendidikan*. Gunung Agung.
- Norman, E., Paramansyah, A., Abdan, M. S., Laa, N., & Bogor, R. (2022). Dawatuna: Journal of Communication and Islamic Broadcasting The Role of Organizational Culture in the Effectiveness of School Organizations. 2, 254–269. <https://doi.org/10.47476/dawatuna.v2i3.2059>
- Nur Wijayanti, S. (2017). Hubungan Antara Pusat dan Daerah Dalam Negara Kesatuan Republik Indonesia Berdasarkan Undang-Undang Nomor 23 Tahun 2014. *Jurnal Media Hukum*, 23(2), 186–199. <https://doi.org/10.18196/jmh.2016.0079.186-199>
- Oghojafor, B. E. A., Muo, F. I., & Aduloju, S. A. (2012). Organizational Effectiveness: Whom and What Do We Believe? *Advances in Management and Applied Economics*, 2(4), 81–108. <http://search.proquest.com.library.capella.edu/docview/1314732437?accountid=27965> \n [http://wv9lq5ld3p.search.serialssolutions.com.library.capella.edu/?ctx\\_ver=Z39.88-2004&ctx\\_enc=info:ofi/enc:UTF-8&rft\\_id=info:sid/ProQ:abiglobal&rft\\_val\\_fmt=info:ofi/fmt:k](http://wv9lq5ld3p.search.serialssolutions.com.library.capella.edu/?ctx_ver=Z39.88-2004&ctx_enc=info:ofi/enc:UTF-8&rft_id=info:sid/ProQ:abiglobal&rft_val_fmt=info:ofi/fmt:k)
- Plata, A. (2022). *The role of Carsharing in the Sustainable Mobility Puzzle: An analysis of Stockholm's carsharing policy coordination, coherence, and administrative management*.
- Ruli, F., Nasir, M., & Sussanti, S. (2022). Koordinasi pendidikan masyarakat pada pusat kegiatan belajar masyarakat Kana Mapande Kota Palu. *PARADIGMA: Jurnal Administrasi Publik*, 1(2), 109–128.
- Ryan, Cooper, & Tauer. (2013). 済無No Title No Title No Title. *Paper Knowledge. Toward a Media History of Documents*, 12–26.
- Satibi, I., Frengky, A. F. A., & Salamah, U. S. U. (2022). Strategy for the Policy Implementation of Delegating Part of the Authority of the Mayor to the Camat in Bekasi City. *Dialogos*, 206–216. <http://repository.unpas.ac.id/id/eprint/58317>
- Stone, R. J., Cox, A., & Gavin, M. (2020). *Human resource management*. John Wiley & Sons.
- Suherman, D., Sugandi, Y. S., & Alexandri, M. B. (2021). The Expansion of the New Autonomous Region of South Garut Regency as an Alternative to Realize the Effectiveness of Public Services. *Jurnal Manajemen Pelayanan Publik*, 4(2), 196–211.
- Sutrisno, E., & Sugiarti, T. (2021). Management Concept of Integrated Border Areas Through Regional Regulatory Product in Sambas Regency. *Multicultural Education*, 7(5), 291–298. <https://doi.org/10.5281/zenodo.4781360>
- Teshome, Z., Belete, B., Gizaw, G., & Mengiste, M. (2020). Customer Satisfaction and Public Service Delivery: The Case of Dire Dawa Administration. *Public Policy and Administration Research*, 10(7).
- Turbanti, G. (2022). *Classical Theories of Organizations BT - Philosophy of Communication* (G. Turbanti (ed.); pp. 229–248). Springer International Publishing. [https://doi.org/10.1007/978-3-031-12463-1\\_13](https://doi.org/10.1007/978-3-031-12463-1_13)
- Uddin, N. (2019). Empowerment through participation in local governance: the case of Union Parishad in Bangladesh. *Public Administration and Policy*, 22(1), 40–54.
- Wicaksono, I., & Diamantina, A. (2019). Implementation of Attributive and Delegative Authority of Sub District Head in the Local Government Procedures. *Jurnal Hukum Novelty*, 10(2),



179. <https://doi.org/10.26555/novelty.v10i2.a13782>
- Williams, P. D. (2009). *Regional Arrangements and Security Challenges* : 1797(52), 15–38.
- Wood, R., Bandura, A., & Bailey, T. (1990). Mechanisms governing organizational performance in complex decision-making environments. *Organizational Behavior and Human Decision Processes*, 46(2), 181–201. [https://doi.org/10.1016/0749-5978\(90\)90028-8](https://doi.org/10.1016/0749-5978(90)90028-8)
- Żerebecki, B. G., & Oprea, S. J. (2022). The direct and indirect effects of social technology use on children's life satisfaction. *International Journal of Child-Computer Interaction*, 34(1), 74–82. <https://doi.org/10.1016/j.ijcci.2022.100538>