

Core Strategy Analysis for Improving the Quality of Public Services in Pandeglang Sub-District

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ABSTRAK

Penelitian ini bertujuan untuk mengeksplorasi dan menganalisis strategi peningkatan kualitas pelayanan publik di Kecamatan Pandeglang, dengan fokus pada implementasi strategi inti David Osborne. Dengan menggunakan pendekatan kualitatif, penelitian ini melibatkan observasi langsung, wawancara mendalam, dan analisis dokumen yang dilakukan selama dua bulan dari bulan April hingga Mei 2023. Informan utama adalah aparat kecamatan dan warga masyarakat. Temuan-temuan yang ada menunjukkan bahwa walaupun kecamatan telah menetapkan visi dan misi yang jelas untuk memandu pemberian layanan publik, masih terdapat kesenjangan yang signifikan dalam penerapan strategi penting seperti survei kepuasan masyarakat dan penyediaan layanan online. Selain itu, evaluasi kinerja pegawai dan efektivitas program belum mencapai kelengkapan yang diharapkan. Temuan-temuan ini menggarisbawahi perlunya peningkatan penerapan prinsip-prinsip Pelayanan Publik Baru, menekankan kolaborasi masyarakat, penggunaan teknologi informasi secara efektif, dan praktik evaluasi yang ketat untuk meningkatkan hasil pemberian layanan di masa depan..

ABSTRACT

This research aims to explore and analyze strategies for improving the quality of public services in Pandeglang District, focusing on implementing David Osborne's core strategy. Using a qualitative approach, this research involved direct observation, in-depth interviews, and document analysis conducted over two months from April to May 2023. The main informants were sub-district officials and community members. The findings show that although the sub-district has established a clear vision and mission to guide public service delivery, there are still significant gaps in implementing important strategies such as community satisfaction surveys and online service provision. In addition, evaluating employee performance and program effectiveness has not reached the expected completeness. These findings underscore the need for increased implementation of New Public Service principles, emphasizing community collaboration, effective use of information technology, and accurate evaluation practices to improve future service delivery outcomes.

INTRODUCTION

Public service is a fundamental right that must be provided to citizens and is the primary focus of governments in fulfilling this obligation (Alam, 2022). This is crucial to observe because public service is an inseparable component of the government's responsibility and a nation's duty to enhance the welfare of its people (Kurhayadi, 2022). In this context, the urgency of delivering services to the public has two principal aspects: initially, the overall quality of public services can influence and strengthen a nation's competitiveness, and secondly, a nation's public service image reflects and contributes to social capital (Butkus et al., 2023).

The government's commitment to addressing structural and systemic barriers and improving deficiencies in public services is essential to achieve optimal outcomes and meet the holistic expectations and needs of society. Therefore, as providers of public services, governments have a significant responsibility to contribute significantly to service delivery efforts aimed at

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achieving public welfare. In this regard, governments must be willing to ensure the production and/or distribution of public goods and services needed by their citizens (Criado & Villodre, 2021).

However, there are still several shortcomings in the provision of public services that do not fully meet the expectations and aspirations of the majority of the population. These deficiencies can be identified through public complaints, whether expressed directly or through mass media reports. Some of these include the complexity of service systems and procedures, lack of transparency, limited flexibility, as well as inconsistency and inadequacy, which lead to uncertainties regarding legality, time, and costs. Additionally, there are still ongoing practices of unofficial deviations and unauthorized fees (Pertwi & Wibowo, 2022).

Table 1.
Compliance with Public Service Standards

Local Government	Score	Category	Opinion Rating
South Tangerang City Government	88.83	A	Highest Quality
Tangerang Regency Government	88.54	A	Highest Quality
Tangerang City Government	88.47	A	Highest Quality
Pandeglang Regency Government	83.91	B	High Quality
Serang City Government	79.24	B	High Quality
Serang Regency Government	79.01	B	High Quality
Cilegon City Government	77.73	Yellow Zone	Medium Quality
Lebak Regency Government	68.39	Yellow Zone	Medium Quality
Banten Provincial Government	67.18	Yellow Zone	Medium Quality

Source, Ombudsman RI, 2022

The causes of public complaints regarding the provision of public services include the daily tasks aspect and excessive emphasis on formal responsibilities, leading to rigid and slow procedures, as well as a work ethos that resists change. Additionally, complex procedures and service costs often borne by personal interests also contribute to these issues. Consequently, some authorities in public service provision, previously monopolized by the state, have now been partially transferred to the private sector and civil society. However, empirically, this delegation of authority does not automatically guarantee improvements in public service quality that are fair, accessible, and accountable, thus making public service an increasingly problematic issue (Aji et al., 2023).

In response, strategies and efforts are needed in the implementation of public service policies to concretely respond to and anticipate various existing and potential issues. This is closely related to the quality of public service delivery. When services meet or exceed expectations, communities feel happy and satisfied. Conversely, if service satisfaction falls far below expectations, communities will feel disappointed and dissatisfied. Satisfaction with services is a response shown towards the quality of service received.

Strategy is a combination of art and knowledge in planning, implementing, and evaluating cross-sectoral decisions that help organizations achieve their goals (Setyawan et al., 2023). Strategy is a large-scale plan focused on the future, designed to interact with competitive conditions to achieve corporate goals. In the context of market competition, strategy is a series of activities undertaken by companies or individuals to achieve desired goals and objectives, as well as to gain competitive advantages over their competitors. Strategy also directs integrated goals and

manages the use of necessary resources to drive the organization toward those goals. Overall, strategy can be understood as an organization's response to its environment over a specific period.

Research on strategies to improve the quality of public services has been extensively conducted. Ketut conducted research focusing on mindset change and the implementation of excellent service as strategies to enhance public services at the Human Resources Development Agency of Bali Province (Ketut, 2021). Similarly, (Setyawan et al., 2023) analyzed the implementation of strategies at the One-Stop Integrated Investment and Services Agency (DPMPTSP) of Balangan Regency to improve public service quality in licensing matters. Mince Caroline Malohing's research analyzed internal strategies implemented by the Malinau Barat Sub-District Office in the Malinau Regency to improve the quality of its public services (Malohing et al., 2022).

The difference between this research and previous studies lies in the research focus, specifically the approach to strategies used. This study attempts to analyze the enhancement of public service quality from the perspective of New Public Service based on the strategies proposed by David Osborne, known as the 5 strategies (Osborne & Plastrik, 2000). The first strategy is the core strategy, which includes clarity of goals, roles, and direction. The second strategy is the consequence strategy involving competition management, organizational management, and performance management. The third strategy is the customer strategy involving customer selection, competitive selection, and customer quality. The fourth strategy is the control strategy involving organization, employee empowerment, and community empowerment. The fifth strategy is the cultural strategy involving habit change, emotional influence, and mindset change. These five strategies are used considering that aspects included in the fourth strategy are relevant for analyzing public service quality.

Based on the above, the objective of this research is to describe Osborne's strategies used to enhance the quality of public services.

Literature Review

Public service can be defined as activities undertaken by the government to manage all requirements (Eljawati et al., 2021). In this situation, the government's function and its officials serve as public servants responsible for meeting the interests of the community according to applicable rules. Public service can also be seen as a form of trust from the community. The implementation of public service must be responsible and by the applicable provisions and regulations. Accountability in public service can build trust in the quality of service provided. Accountability for the aspects served is part of the effort to fulfill public service while emphasizing community trust. This trust forms the basis for achieving good governance. Services will also be judged by the community, so if the service provided is inadequate, it will result in negative assessments, and vice versa.

Public services are essential components of government responsibility aimed at enhancing social welfare by providing critical services and resources to citizens. These services encompass a wide range of sectors including healthcare, education, transportation, infrastructure, and social protection (Mubangizi & Gray, 2011). By ensuring access to quality healthcare, governments promote public health and well-being, thereby reducing mortality rates and improving overall life expectancy. Similarly, investments in education through public schools and universities empower individuals with knowledge and skills, contributing to economic productivity and social mobility (Pizzi & Hu, 2022).

Moreover, public services play a pivotal role in promoting economic development and reducing inequalities. Infrastructure projects such as roads, bridges, and utilities not only facilitate trade and commerce but also connect remote communities to urban centers, thereby stimulating economic growth in underserved regions. Social protection programs like unemployment benefits, pensions, and welfare subsidies provide a safety net for vulnerable populations, ensuring a minimum standard of living and reducing poverty rates (Aslinda et al., 2022).

In addition to economic benefits, public services foster social cohesion and stability by promoting equal access to opportunities and resources. They uphold principles of fairness and justice by providing services based on need rather than the ability to pay, thereby reducing social disparities and promoting inclusivity (Mubangizi & Gray, 2011). By ensuring public safety through law enforcement and emergency services, governments uphold order and protect citizens from crime and natural disasters, further enhancing social well-being (Banushi, 2019).

Hereafter, effective provision and management of public services are crucial for achieving sustainable development goals and addressing complex societal challenges. Governments must prioritize investment in these sectors to ensure that all citizens have equitable access to essential services, contributing to a more resilient, cohesive, and prosperous society overall.

Approaches to strategy in public services involve various methodologies and techniques designed to enhance the effectiveness, efficiency, and responsiveness of services to the public. These approaches aim to ensure that public services meet the needs and expectations of citizens, as well as support the achievement of social and economic development goals. One of the most well-known approaches is performance management, which focuses on measuring and evaluating the performance of public organizations to ensure accountability and continuous improvement (Malohing et al., 2022).

Performance management in public services often involves the use of Key Performance Indicators (KPIs) to assess the effectiveness of programs and policies. According to research by Banushi, 2019), KPIs can be used to monitor progress, identify areas needing improvement, and inform decision-making. By utilizing accurate and relevant performance data, public organizations can more effectively allocate resources and optimize operational processes.

Another important approach is Total Quality Management (TQM), which emphasizes improving service quality through the involvement of all members of the organization. According to studies by Aqsa et al., (2021), TQM in the public sector involves a systematic approach to identifying and eliminating inefficiencies, as well as promoting a culture of continuous improvement. TQM implementation includes employee training and development, process improvement, and a focus on customer satisfaction as the primary goal.

Furthermore, there are five strategies proposed by Osborne and Plastrik to enhance bureaucratic capabilities to be more effective, efficient, adaptive, and capable of renewing public systems and organizations in delivering public services (Setyawan et al., 2023). These strategies are known as the Five "S".

Table 1.
Five Strategies by Osborne

Strategy	Discussion
Core Strategy	Focusing on the organization's main mission by reducing or eliminating tasks that do not support core objectives. This involves setting clear priorities and cutting unnecessary bureaucracy.
Consequences Strategy	Linking consequences directly to performance through incentive and sanction systems that are fair. This aims to enhance accountability and motivate employees by rewarding good performance and addressing poor performance.
Customer Strategy	Prioritizing customer needs and satisfaction by adopting a more service-oriented approach. This includes listening to feedback from the public and responding quickly and effectively.
Control Strategy	Delegating authority and responsibility to lower levels within the organization to enhance responsiveness and efficiency. This involves decentralizing power and granting greater autonomy to units closer to the community.
Culture Strategy	Building an organizational culture that supports innovation, collaboration, and continuous learning. This includes training and developing employees, as well as promoting positive and adaptive organizational values.

Sources: David Osborne & Plastrik (pg.75)

Each strategy provides a different but interrelated approach in an effort to increase organizational effectiveness, responsiveness and accountability in providing quality public services. The core strategy emphasizes the importance of focusing on the organization's primary mission by reducing unnecessary bureaucracy, which can help the organization allocate resources more efficiently. Meanwhile, the consequence strategy links direct results of performance with a system of incentives and sanctions, creating a work environment that encourages employee accountability and motivation.

On the other hand, customer strategy places customer needs and satisfaction as a top priority, by listening to feedback and responding quickly. Control strategies delegate authority to lower levels in the organization, allowing for quicker response to changes and local needs. Meanwhile, cultural strategy aims to build an organizational culture that supports innovation, collaboration and continuous learning, which can increase organizational adaptability and overall employee performance. Overall, the implementation of these strategies is expected to help public organizations improve their services, improve relationships with the community, and achieve strategic goals more effectively and efficiently.

RESEARCH METHODS

This research is an exploratory study using a qualitative approach which aims to explain the meaning of collecting information through observation. Carried out at the Pandeglang District Office for two months from April to May 2023, this research focuses on strategies for improving online public services based on David Osborne's strategic approach. This research focuses on five main strategies: core strategy, which determines organizational goals and government functions; consequence strategies, which link performance to incentives and sanctions; control strategies, which decentralize decisions; cultural strategy, which establishes organizational values and norms; and customer strategy, which prioritizes the needs and satisfaction of service

users. Research informants included the head of the sub-district office, sub-district secretary, sub-district employees, and service users from the community, a total of eight individuals. Data was collected through direct observation, in-depth interviews, and documentation, then analyzed using NVivo to carry out data reduction, data presentation, verification, and drawing conclusions. Data validity was guaranteed by using triangulation techniques from methods, data sources, and theories to ensure the validity and reliability of the findings.

RESULTS AND DISCUSSIONS

The core strategy is a fundamental element in the implementation of government functions, especially in delivering public services. This is because the core strategy sets clear and well-defined organizational goals. Clear goals in an organization lead to improved performance among its members. Establishing a vision and mission in a government organization is a strategic step to achieve its goals and can create effectiveness in the work of government officials. The performance of government officials becomes more directed and measurable, and this strategy is also an effort to improve steering.

The research findings indicate that the goals of the Pandeglang Sub-District have been established in its vision, which is: "Leading in service towards a prosperous, just, faithful, and pious community." This vision represents the future of the Pandeglang Sub-District and reflects the organization's goals and its role as a significant entity in delivering public services. To achieve this vision, a mission is necessary to identify all aspects that will be generated. Below are the vision and mission of Pandeglang Sub-District:

Table 2.
Vision and Mission of Pandeglang District

Vision	Mission
Leading in service towards a prosperous society with justice, faith, and piety	Improving excellent service to the community
	Improving the community's economy
	Improving order, security, and peace in the sub-district area in general and society in general
	Increasing development in various sectors
	Improving people's welfare

Source: Secondary data, (Pandeglang Regency Strategic Planning Document) 2023

In the framework of the goal clarity approach, the vision and mission illustrated in Table 2 indicate that the Pandeglang Sub-District Government is committed to providing quality public services to achieve justice and prosperity for its community.

Regarding role clarity aspects, this vision strengthens the understanding of the essential roles that must be undertaken by the sub-district government in achieving these goals, such as optimizing public service management and improving service accessibility for all segments of society. The mission illustrated in Table 5 allows for the identification of needs and economic potentials in the Pandeglang Sub-District area, enabling the sub-district government to play a significant role in facilitating local economic development. This includes providing entrepreneurship training, strengthening relationships among business actors, and optimizing local resources. Additionally, the sub-district government also plays a role in maintaining order and security in the area. Thus, the sub-district government can act as a facilitator and coordinator in coordinating efforts to prevent crime, enhance security, and collaborate with

relevant agencies. This mission reflects the sub-district government's role in advancing development and improving community welfare.

In terms of directional clarity, the vision of the Pandeglang Sub-District provides clear guidance for the sub-district government in providing quality public services. Pandeglang Sub-District also has established visions and strategies, providing insights into specific steps that need to be taken to achieve the desired goals.

These statements also indicate that core strategies including goal clarity, directional clarity, and role clarity have been well implemented. However, the successful implementation of these core strategies still requires attention to several performance indicators that can be used to assess the effectiveness of public service delivery. Below are the indicators of success for public services in Pandeglang Sub-District:

Table 3.
Achievement of Pandeglang District 2021 - 2022

No	Program	Implementation	Information
1	Community Satisfaction Survey	Not yet	Not programmed
2	Online Services	Not yet	Programmed
3	Training	Completed	Finished (done)

Source: Data processing results, 2023

The research findings indicate that the achievement of public services in the Pandeglang Sub-District still shows deficiencies in several evaluation aspects outlined in table 3 that have not been optimally implemented. One of these is the absence of a community satisfaction survey program, which should serve as an instrument to measure the level of satisfaction and expectations of the public regarding the services provided.

Furthermore, the implementation of online services has not been carried out, despite its potential to allow the public to access services efficiently, easily, and cost-effectively, without the need for repeated visits to the Sub-District Office. This advantage reduces the energy required by the community to attend the office repeatedly, especially in processes that can be hindered by document completeness.

In terms of evaluating the training that has been conducted, there has been no effective implementation of evaluation to measure the impact and efficiency of the training. This evaluation is crucial for assessing the need for further development or improvement. Additionally, the involvement of training participants in the evaluation process has not been conducted, where direct feedback from participants is important to evaluate the benefits and shortcomings of the training conducted. Comprehensive evaluation at each stage of training in the Pandeglang Sub-District is expected to measure its positive impact on improving the performance of employees in carrying out their duties and responsibilities.

Based on the research results related to core strategies in improving the quality of public services in the Pandeglang Sub-District, their success has not been significantly measured. This success is related to the implementation of the community satisfaction survey, which is an important tool from the perspective of New Public Service (NPS). This survey serves not only as an evaluation instrument to measure the level of satisfaction and expectations of the public regarding public services but also as a mechanism for transparency and accountability in service delivery. In the context of NPS, the government needs to prioritize the active participation of

the community in decision-making processes related to the development of public service programs and policies.

Furthermore, the implementation of online public services aligns with NPS principles that emphasize efficiency, accessibility, and active community participation (Sutardji, 2022). The implementation of online services can save time and energy for the community in obtaining services, as well as improve satisfaction and administrative efficiency. From the perspective of NPS, the government must select appropriate information technology and ensure the security and privacy of public data in developing online public services (Novikova & Liebert, 2021).

Another approach in core strategies is directional clarity, which demands attention from the government towards evaluating employee performance, established programs, and activities related to enhancing human resource quality (Dionysopoulou et al., 2021). This evaluation is crucial to ensure that the programs implemented provide maximum benefits in line with the organization's goals in improving competence and quality of public services. From the perspective of NPS, evaluation also serves as a means to identify further development needs and program improvements in the future (Eljawati et al., 2021).

Overall, the application of principles of collaboration, active community participation, ethics, and accountability in delivering public services aligns with NPS values. By prioritizing community satisfaction surveys, implementing online services, and conducting comprehensive evaluations, Pandeglang Sub-District can intensify its efforts to improve the quality of public services through New Public Service (NPS) standards.

CONCLUSIONS

Based on the research findings, it can be concluded that although the Pandeglang District government has established a clear vision and mission to improve public services, there are significant deficiencies in the implementation of key performance indicators such as community satisfaction surveys. and online service offerings. This gap hampers the ability to effectively measure community satisfaction and optimize service accessibility. Additionally, the lack of comprehensive evaluation of training programs further limits the assessment of their impact on employee performance and service quality.

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