

Dimensions of Public Services Management Program in Increasing Employee Performance to Realize Service Effectiveness (Case Study: Garut Regency Environmental Service)

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Abstract

Public services running so far still have weaknesses; there are still many complaints from the public. Therefore we researched to examine and analyze the influence of government service program management on employee performance in realizing the effectiveness of achieving public services. This research uses an explanatory method with a survey technique. The research population is employees at the Department of the Environment. The sampling technique uses a census. Methods of data collection using observation, interviews, questionnaires, and documentation studies. Methods of data analysis using the method of path analysis (path analysis). The study results indicate that the management of government service programs is not optimal because there are still problems in determining staff, preparing the implementing structure, and distributing tasks. In employee performance, there are still problems of independence in decision making, work speed, and cooperation. On the effectiveness of achieving government services, there are still problems achieving length of service time, quality of service, and completeness of service. Thus, based on the findings in this study, there are several things that the authors suggest, namely: first, the Regional Government Assistants improve guidance to service providers related to service program management. Second, improve coaching for employees to improve employee abilities. Third, employees should be able to improve their ability to use technology and innovate to carry out services quickly. Fourth, increasing the availability of service facilities through proposals to the district government to increase the service budget.

Keywords

program management;
performance; effectiveness



I. Introduction

In improving the welfare of the Indonesian people, the government implements the division of power in government management. As a manifestation of these efforts, one of them is by implementing a decentralized government system through the division and delegation of authority based on regional autonomy, where decentralization and regional autonomy aim to improve services to the community, as well as create an independent, clean and good government (clean and good governance).

Delegation and delegation of authority to local governments as regulated in Law Number 23 of 2014 concerning Regional Government, in article 1 paragraph (6) it is stated that regional autonomy is the right, authority, and obligation of autonomous regions to

regulate and manage their government affairs and the interests of the local community. in the system of the Unitary State of the Republic of Indonesia. Regional autonomy provides regions (districts or cities) flexibility to regulate and manage their regions. The delegation of responsibilities results in regions having great responsibilities to the community and the central government. In this discretion, it is demanded that there be responsibilities followed by rules, equitable use of resources, and the implementation of good governance.

One of the tasks of local government within the framework of regional autonomy is to provide public services. The policy on public service standards is regulated in Law Number 25 of 2009 concerning Public Services, which aims to realize legal certainty in public service delivery activities and regulate the relationship between service providers and the community as service users. The enactment of Law Number 25 of 2009 concerning Public Services is expected to improve the quality of public services, which have been complained about by many parties so that they are by what is desired and expected by the community in getting good public services as expected.

Likewise, the Department of the Environment is one of the regional apparatus organizations, West Java, which provides government services to the community. Based on the geographical location, Garut Regency is a district with a total of 42 sub-districts. The implementation of public services at the Garut Regency Environmental Service becomes one of the highlights and becomes a reference model for implementing public services in Garut Regency.

Based on the initial interview and analysis of the data that has been done, the effectiveness of achieving service programs in the DLH Garut Regency has not been realized optimally. This can be seen from the existence of various shortcomings as seen in the above. Namely, many community members still do not comply with the established procedures, the service time is still slow or not by the service standards that have been set.

In addition, the results of an interview with one of the city's Garut people who happened to be met by researchers who were making UKL/UPL permits stated that the services provided by the Garut City DLH officers were still unsatisfactory. Namely, the service was not fast enough, did not match the promised time; the officers were not friendly and less responsive.

Not yet realized, various factors can cause the effectiveness of public services in the DLH Garut Regency. Theoretically, Steers (in Iskandar, 2018:351) states that the factors affecting effectiveness are organizational characteristics, environment, worker characteristics, management policies, and practices. This theory indicates the ineffectiveness of services in DLH Garut Regency is allegedly due to management practices that have not been optimal, and employee performance has not been maximized. This is supported by the facts found by researchers during preliminary research.

II. Review of Literatures

The basis for public services can be understood as community service activities organized by the government. Public services can be interpreted as providing services (serving) the needs of people or communities who are interested in the organization by the basic rules and procedures established (Deddy et al., 2016:39). Another definition of public service is a state service to fulfill every citizen's basic needs and civil rights for goods, services, and administrative services provided by public service providers (Sujardi, 2011: 7).

Public service is an essential element in the administration of government. According to the Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services, public services is an essential element in the administration of government. According to the Law of

the Republic of Indonesia Number 25 of 2009 concerning Public Services, public services are activities in the context of fulfilling service needs by laws and regulations for every citizen and resident of goods, services, or administrative services provided by public service providers. Meanwhile, according to the Decree of the Minister of State Apparatus Empowerment No/KEP//25/M.PAN/2/2014, it is stated that public services are all implementation activities carried out by public service providers to fulfill service needs and in the context of implementing laws and regulations. It can be concluded that public services are service activities carried out by government institutions either directly or indirectly to the community to meet the community's needs in goods, services, or administrative services. Referring to the opinion above, it is evident that public service is a form of government-provided service to meet the needs of people's lives. Public services must also refer to and be supported by applicable laws or regulations to be a reference in their implementation. Apart from the government, which is the provider of public services, it is also possible that the implementation of public services can be carried out by non-government such as private companies. Public policy was meant as state wisdom, a decision meant to overcome certain problem, to conduct certain activity, or to achieve certain activity, which was done by the authorized institution as part of implementation of state's task and development (Syakur, 2020).

The main task of every government agency is to provide services or organize *public services* in order to realize *public welfare*. According to Tampubolon (2011:139-141), service means, "People who do something good for others ... therefore, a good servant is "to serve, not to be served."

In practice, public services are very varied and depend on the development and capabilities of the community. The terms service and public provide the basic understanding of public service. Roth (in Tampubolon, 2011: 139-141) "*any service available to the public whether provided publicly (as a museum) or privately (as is a restaurant meal).*" Any service, according to Roth, means relating to goods and services in service. Public services in question are all forms of service activities carried out by an organization or individual in the form of goods, services to the community either individually or in groups or organizations.

Widodo (2011:14) suggests, "Public service is defined as providing services (serving) the needs of people or communities who have an interest in the organization by the basic rules and procedures that have been set." Meanwhile, Anwaruddin (Journal of Administrative Sciences Vol 1 No. 1, 2014) said that "Public service can be interpreted as all activities carried out by the government to meet the needs of the community in living the life of the nation and state." Still, in line with the above understanding, Saifullah (2017:11) defines that "Public services are activities carried out by officials in various institutions to provide services to the public, both direct and indirect."

From several definitions of public services that several experts or experts have explained, it can be concluded that public services are a series of activities carried out by officials, state administrators, or the government starting from the central government to sub-districts/villages, in the form of goods and services, directly or indirectly by the laws and regulations. Thus, government officials, both in the central government, regional governments, and village governments, are often called government officials who are in the executive environment have obtained the title "as public servants." In public service activities, the government generally regulates services and goods.

Meanwhile, the term program was put forward by Jones (in Iskandar, 2018:220) "*A program is a collection of interrelated projects designed to harmonize and integrated various actions and activities for achieving average policy objectives.*" carry out harmonious and integral activities to achieve the objectives of the policy as a whole)

According to Jones (in Iskandar, 2018: 220), certain characteristics can help a person to identify an activity as a program or not, namely: (1) Programs tend to require staff, (2). Programs usually have their budget, (3) Programs have their own identity, which can run effectively and be recognized by the public.

Service programs need to be managed properly about service programs so that they can be implemented effectively and efficiently. Management of a program should be done through a management activity. According to Gibson (in Ratminto and Winarsih, 2015: 2), management is the core of an administration because management is the main administration tool. Management is "a process carried out by one or more individuals to coordinate various other activities to achieve results that would not be achieved if one individual acted alone."

While Ratminto (2015:4) service management is a process of applying science and art to develop plans, implement plans, coordinate and complete service activities to achieve firm and customer-friendly service goals, create special interactions and quality control with customers. Customer. The success and failure of an organization to achieve its intended goals depends on the ability of employees to carry out their duties and responsibilities for the assigned tasks to them (Kuswati. 2019).

Public management is often identified with the management of government agencies. Management is an interdisciplinary study of general organizational aspects. It is a combination of management functions such as planning, organizing, and controlling on the one hand, while on the other hand, HR, finance, physical, information, and politics (Safroni, 2012:45). Public service management can also be interpreted as a process of planning and implementing it and directing and coordinating the completion of public service activities to achieve predetermined public service goals.

Good public service management will, of course, affect and provide quality services. Otherwise, the poor quality of public services will affect the level of public trust in the government. From the description above, it can be understood that service is a process. Thus the main object of public service management is the service itself, so public service management is process management, namely the management side that regulates and controls the service process so that the mechanism of service activities can run in an orderly, smooth, and targeted. The satisfying manner for the parties involved served.

To find out the success of the implementation of program management, Terry suggests the dimensions of management based on management principles (in Hasibuan, 2015: 2) are as follows:

- 1) Planning,
- 2) Organizing,
- 3) Implementation and
- 4) Control

The success of management practice cannot be separated from the implementation of these management principles. Another figure, Gullick (in Iskandar, 2018: 239), put forward the management principles known as the POSDCORB acronym as follows:

- 1) *Planning*
- 2) *Organizing*
- 3) *Staffing*
- 4) *Directing*
- 5) *Coordinating*
- 6) *Reporting*
- 7) *Budgeting*

Ratminto (2015:4) suggests that the process of achieving service goals is carried out through a customer-oriented service triangle model, including:

- 1) System,
- 2) Strategy,
- 3) Human Resources

Based on the theory put forward by experts, the researcher chose the model developed by Terry because service management in the sub-district is a subsystem of management in general which has characteristics and characteristics as a public organization that applies general management principles. So that the management principles put forward by Terry can be used to analyze the implementation of service program management in the District, and the model is by the conditions of the object of research, so it is very suitable to be used. Thus the dimensions of government service program management include (1) planning, (2) organizing, (3) implementing, (4) controlling.

III. Research Methods

3.1 Research Design

The design of this study used a quantitative research design. Quantitative research is a process of finding knowledge that uses data in numbers as a tool to analyze information about what you want to know. (Kasiram (2008: 149). The research technique uses survey techniques. Survey techniques are used so that the object of research can be fully disclosed and not only describes data about the object but also intends to interpret it and compare it with certain standard sizes that have been set. Therefore, the survey used in this study is expected to reveal the phenomena studied systematically so that the truth of the problems studied can be obtained.

The method used in this research is the explanatory method. Explanatory research is a study to test a theory or hypothesis. According to Sugiyono (2012: 11), explanatory research intends to explain the position of the variables studied and the relationship between one variable and another.

3.2 Data Analysis Techniques

After the data is collected, the next researcher will perform data processing in the following ways:

- 1) Editing, namely the process of checking/editing activities in the form of research questionnaires collected from respondents, so that the data collected meets the researchers' expectations.
- 2) Coding, namely the process of giving identity by giving codes to the respondent's answer category in the research questionnaire to have a certain meaning when the data is analyzed.
- 3) Tabulating, which is the process of entering or scoring each respondent's answers to each question item in the questionnaire/questionnaire in the tables made for each research variable, so that the total score of respondents' answers on each variable will be obtained. This is done to facilitate data transformation during data analysis.

The purpose of data analysis is to make the raw data collected can be interpreted into meaningful information. In the process of processing, the raw data is solved in groups of categories processed to show meaning to answer the problem under study or test hypotheses.

The data obtained from the questionnaire results are still in the form of ordinal data, while the analysis requires data in intervals. One form of raw research data manipulation with a quantitative approach is to transform ordinal data into interval data through the interval

successive method. This needs to be done considering that it is necessary to understand the minimum measurement scale, namely intervals, in the further analysis process.

The steps for transforming the data are as follows:

- 1) Pay attention to each question item.
- 2) In each question item, several frequency answers are determined, which score 1,2,3,4, and 5.
- 3) Determine the cumulative proportion.
- 4) Calculate the Z value for each cumulative proportion obtained using the normal table.
- 5) Determine the interval value (scale value) for each Z value using the following formula:
- 6) The smallest scale value (the largest negative value) is changed to be equal to (1).
Determination of transformation data using the formula:

$$SV \text{ transformation} = SV - SV_{\text{minimum}} + 1$$

IV. Discussion

The results of interviews with the Secretary of the Environmental Service and other staff regarding the management of service programs at the Garut Regency Environmental Service stated that the management of service programs at the Garut Regency Environmental Service had been carried out through program planning, including through musrenbang, preparation of service standards, preparation of SOP. , etc., whose implementation involves interested parties. Meanwhile, program organization is carried out by distributing duties and authorities to each employee, including the organization of facilities and infrastructure. The implementation of services that are routinely carried out is continuously innovated so that the quality is improved. To ensure the plan carries out services, the leadership always carries out supervision through inherent supervision.

From the results of observations on program management variables, researchers found that program planning had been carried out well. This is based on the planning document that the researcher found in DLH. The observations on the organizational dimensions have also been carried out relatively, as evidenced by a clear organizational structure, and there are TUPOKSI for each employee. In the results of observations on the implementation dimension, the researchers found that the implementation of the service had been going well. Namely, the service was carried out relatively quickly; the officers were quite responsive, the level of service accuracy was also relatively good. The results of observations on the dimension of Control are also relatively good. This can be seen from the regular meetings every Monday to check and evaluate the implementation of services.

To find out a detailed description of the condition of Service Program Management Variables, the results of data processing on each dimension of Service Program Management Variables are presented, including planning, organizing, implementing, and controlling dimensions. The results of the research on each dimension are presented below.

4.1 Planning Dimensions

To determine the condition of the planning dimensions, the researchers took measurements using a questionnaire consisting of 11 questions, each question accompanied by five possible answer options that must be chosen and considered appropriate according to the respondent. The results of data processing on the planning dimension are presented in the following table.

Table 1. Planning Dimensions Assessment Criteria

No	Statement	Total score	%	Criteria
1	Carry out program development activities and determine goals/targets to be achieved	125	83.33	Good
2	Prepare service program planning by setting clear and measurable targets	111	74,00	Good
3	Prepare service program planning by preparing SOPs	118	78.67	Good
4	Prior to thematerials/sources were collected	117	78.00	Good
5	preparation of the service SOP, The preparation of the service SOP was based on the existing policy standards	109	72.67	Good
6	In the preparation of the service SOP, a special team was formed consisting of elements from the sub-district and related agencies	116	77.33	Good
7	The service SOP contains the stages of the service process from the beginning to the end of the process	120	80.00	Good
8	Making service plans, including preparing Service Standards	108	72.00	Good
9	In preparing the Service Standards, a team is formed consisting of sub-district elements and the community	118	78.67	Good
10	Preparation of Service Standards is carried out by first collecting materials from various sources by involving the community, elements of academics, NGOs, and journalists	110	73.33	Good
11	Service Standards contain the stages of the existing process and will be carried out	132	88.00	Very Good
	Total	1284		
	Average	116.73	77.82	Good

Based on the data presented in table 4.1 above, it can be seen that the average respondent's answer to the planning dimension is **good**, which is 77.82% of all questions on that dimension. The indicator with the highest percentage value is "Service Standards containing the stages of the existing process and will be executed" at 88%. At the same time, the indicator with the lowest percentage value is found in the item "Making service planning including preparing Service Standards" by 72%.

4.2 Organizational Dimensions

To determine the condition of the organizing dimension, the researcher took measurements using a questionnaire consisting of 5 questions, each question accompanied by five possible answer options that must be chosen and considered appropriate according to the respondent. The results of data processing on the organizational dimension are presented in the following table.

Table 2. Assessment Criteria for Organizational Dimensions

No	Statement	Total Score	%	Criterion
12	To organize services at the Garut Regency Environmental Service, the leadership compiles and establishes the service organization structure	103	68.67	Good
13	To organize services at the Garut Regency Environmental Service, the leadership selects and assigns staff implementers by the needs in the organizational structure that have been set	101	67.33	Fairly Good
14	To organize services at the Garut Regency Environmental Service, the leadership distributes tasks and functions to all employees evenly	106	70.67	Good
15	To organize services at the Environmental Service Living in Garut Regency, the leadership makes arrangements for the various service facilities needed	112	74.67	Good
16	The service organization is carried out through the preparation of a budget plan	110	73.33	Good
	Total	532		
	Average	106.40	70.93	Good

Based on the data presented in table 4.1 above, it can be seen that the average respondent's answer on the organizing dimension is **good**, which is 70.93% of all questions on that dimension. The indicator with the highest percentage value is "To organize services at the Garut Regency Environmental Service, the leadership makes arrangements for the various service facilities needed," amounting to 74.67%. While the indicator with the lowest percentage value and at the same time a finding of the problem is contained in the item "To organize services at the Garut Regency Environmental Service, the leadership selects and determines the implementing staff according to the needs in the established organizational structure" by 67.33%.

4.3 Dimensions of Implementation

To determine the conditions of the implementation dimensions, the researchers took measurements using a questionnaire consisting of 4 questions, each of which was accompanied by five possible answers that had to be chosen and deemed appropriate according to the respondents. The results of data processing on the implementation dimension are presented in the following table.

Table 3. Assessment Criteria for Implementation Dimensions

No	Statement	Total Score	%	Criteria
17	Implementation of services is carried out using methods by established SOPs and service standards	126	84,00	Very Good
18	Leaders always give instructions to all staff to carry out services correctly	115	76,67	Good
19	Leaders always motivate all staff to carry out the enterprising and the spirit of service with	117	78.00	Good
20	leaders always give guidance to all staff regularly to improve and enhance the quality of service implementation	109	72.67	Good
	Total	467		
	Average	116.75	77.83	Good

Based on the data presented in table 4.3 above, it can be seen that the average respondent's answer to the implementation dimension is **good**, which is 77.83% of all questions on that dimension. The indicator with the highest percentage value is in the item "Service implementation is carried out using methods according to SOPs and service standards that have been set" at 84%. While the indicator with the lowest percentage value and at the same time is a finding of problems is contained in the item "Leadership always provides regular guidance to all staff as an effort to improve and improve the quality of service implementation" of 72.67%.

4.4 Dimension of Control

To find out the condition of the dimension of Control, the researcher took measurements using a questionnaire consisting of 4 questions, each question accompanied by five possible answer options that must be chosen and considered appropriate according to the respondent. The results of data processing on the control dimension are presented in the following table.

Table 4. Assessment Criteria Dimensions of Control

No	Statement	Total Score	%	Criteria
21	Leaders always supervise employees who carry out service activities	116	77.33	Good
22	Leaders always control services by monitoring the implementation of all service activities	120	80.00	Good
23	Leaders always carry out service control by constantly evaluating all service implementation activities that have been carried out	108	72.00	Good
24	Leaders always control service by requesting a report on the implementation of each service activity and checking it carefully	122	81.33	Good
	Total	466		
	Average	116.50	77.67	

Based on the data presented in table 4.4 above, it can be seen that the average respondent's answer on the control dimension is **good**, which is 77.67% of all questions on that dimension. The indicator with the highest percentage value is in the item "Leadership always controls services by asking for a report on the implementation of each service activity and checking it carefully," amounting to 81.33%. While the indicator with the lowest percentage value and at the same time is a finding of problems is contained in the item "Leadership always controls services by always carrying out evaluations of all service implementation activities that have been carried out" by 72%.

The results showed that the average respondents' answers to the service program management variable at the Garut Regency Environmental Service were relatively good. The respondents' answers indicate that the management of the government service program has been running well; that is, it has been carried out based on management principles, namely planning, organizing, implementing, and controlling.

The dimension that received the highest response was the implementation dimension, and the lowest was the organizing dimension. This reflects that of the five dimensions of service program management implemented by the Garut City Environmental Service. The implementation dimension is relatively best done compared to the other dimensions, namely planning, organizing, and controlling. At the same time, the organizational dimension is the lowest dimension of all dimensions on the service program management variable. It requires attention and improvement so that in the future, it can be more optimal.

The indicator with the highest percentage value in the service program management variable, namely the item "Service Standards contains the stages of the existing process and will be carried out," indicates that the Garut Regency Environmental Service has succeeded in compiling service standards that include all stages or processes to be carried out. This is a positive condition for implementing services because service standards function as standards or references for employees in carrying out services so that the performance of the services provided can be measured.

a. The Effect of Service Program Management on Employee Performance

The results of hypothesis testing indicate that Service Program Management has a significant effect on Employee Performance. The results of this test further strengthen the theory put forward by Simanjuntak (2011:36), which suggests that there are 3 factors that affect employee performance: individual factors, organizational support factors, and management factors. The management factors in question include planning, organizing, implementing, and controlling. Thus, it can be stated that optimal service program management support implemented through planning, organizing, implementing, and controlling will increase employee performance.

Besides being influenced by service program management factors, employee performance is also influenced by other factors not studied (epsilon). Other factors that are thought to affect the employee's performance include individual factors and organizational support factors.

b. The Influence of Service Program Management on the Effectiveness of Government Service Achievement

The results of hypothesis testing indicate that service program management has a significant effect on the effectiveness of government service achievement. This test further strengthens the theory put forward by Steers (in Iskandar, 2015: 215), which says that four factors influence effectiveness, namely organizational characteristics, employee characteristics, environment, management policies, and practices. Management practices referred to in sub-district services include planning, organizing, implementing services, and controlling services that affect the effectiveness of achieving government services. The relationship of service program management variables to the efficacy of achieving government services is positive so that the improvement of service program management will automatically improve employee performance.

However, the effectiveness of achieving government services is not only influenced by the management of service programs, but other influences are not investigated (epsilon). The other variables are thought to include organizational characteristics, employee characteristics, environment, and policies.

c. The Effect of Employee Performance on the Effectiveness of Government Service Achievement

The results of hypothesis testing indicate that Service Program Management has a significant effect on the effectiveness of Government Service Achievement. This test further strengthens the theory put forward by Steers (in Iskandar, 2015: 215), which says that four factors influence effectiveness, namely organizational characteristics, employee characteristics, environment, management policies, and practices. Employee performance is nothing but part of employee characteristics. Employee performance in sub-district services includes work quality, punctuality in work, self-initiative, ability, and service communication that affect the effectiveness of government services. The relationship between employee performance variables on the effectiveness of achieving government services is positive, so that increasing employee performance will automatically increase the effectiveness of achieving government services.

However, the effectiveness of achieving government services is not only influenced by employee performance, but other influencing factors are not examined (epsilon). The other variables are suspected, among others, namely the organization's characteristics, environment, policies, and management practices.

V. Conclusion

5.1 Conclusion

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

1. Conclusions from the results of the descriptive analysis are as follows:
 - a. The Government Service Program Management shows criteria well. The indicator with the highest percentage value is on the item "There are Standard Operating procedures in implementing policies." The indicator with the highest percentage value is in the item "Service Standards containing the stages of the existing process and will be executed. While the lowest percentage is found in the item "To organize services at the Garut Regency Environmental Service, the leadership selects and assigns implementing staff according to the needs in the established organizational structure."
 - b. Employee performance shows good criteria. The indicator with the highest percentage value is found in the items "Implementing services always according to the set time" and "Always trying to find ideas to work more effectively." While the lowest percentage is on the item "Always able to work together and establish good communication with colleagues."
 - c. The effectiveness of the achievement of government services shows criteria good, the indicator with the highest percentage value is found in the item "All communities are treated equally in services (no discrimination in services)." While the lowest percentage is found in the items "Achievement of service quality organized by the sub-district" and "Achievement of community compliance with service rules."
2. The results of sub-hypothesis testing show that:
 - a. Government Service Program Management has a positive and significant effect on Employee Performance to realize the Effectiveness of Government Service Achievement.
 - b. Government Service Program Management has a positive and significant effect on employee performance.
 - c. Government Service Program Management has a positive and significant effect on the Effectiveness of Achievement of Government Services.
 - d. Employee performance has a positive and significant effect on the Effectiveness of Achievement of Government Services.

In addition to the results of these tests, there are also findings of other important problems in this study. In the Management of Government Service Programs, the problem of determining staff, preparing the implementing structure, and distributing tasks. On employee performance, among others, is the problem of independence in decision making, work speed, and cooperation. On the Effectiveness of Achievement of Government Services, among others, the problem of achieving length of service time, quality of service, and completeness of service.

5.2 Suggestions

The study results found that the problem of less than optimal service program management was caused by the determination of staff who were not by management principles. The implementing structure was not yet flexible, and the distribution of tasks was not evenly distributed. To overcome these problems, efforts are needed to optimize the management of service programs through improvements in the determination of service staff, developing flexible implementing structures, and more equitable distribution of tasks. These efforts can be made through:

- a. The Government of Garut Regency improves the development of service program management improvement, namely accuracy in determining service implementing staff by conducting an assessment of the aspects of the position and job description required for each service implementing position, then adjusting it with track records employee, educational background and expertise by with the available evidence. In its implementation, it must be carried out objectively and transparently.
- b. Evaluate the effectiveness of the service organization structure and then improve it by taking into account its flexibility. The organizational structure should not be rigid. When needed, other officers can help carry out services, especially when services are booming. In addition, the organizational structure should be prepared by taking into account the lines of coordination that allow each unit to coordinate well.
- c. The Garut Regency Government provides guidance on the pattern and distribution system of service tasks, which is to give tasks evenly to each employee. Do not let it happen that there are units with few tasks, and there are units with heavy and many jobs. Therefore, it is necessary to reassess the implementation of the functions of each employee and match it with the workload of the service so that later the workload can be divided evenly among each employee. Even if there is a situation that requires service assistance, other employees can provide energy assistance.

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