Strategy for Improving Community Services Regarding Public Services in Lambangsari Village Government Based on Minimum Service Standards and Service Quality

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A R T I C L E   I N F O

ABSTRACT

This research aims to explore and analyze strategies that can be adopted by the Lambangsari Village Government, Tambun Selatan District, and Bekasi Regency, which is only 21 km from the center of Jakarta City. This research aims to respond to the need for equitable public services throughout the region, especially in villages in the middle of urban areas with intense interaction with the city center. This research also aims to identify specific problems in public services in Lambangsari Village and explore strategies that can be implemented to improve the quality of services to residents. This research design will use the Service Quality approach as the main conceptual framework. The research methodology will include an analysis of tiered service structures from the national to village level, focusing on applying theory and practice contained in the Regulation of the Minister of State Apparatus. This approach will help evaluate the effectiveness of public services at the village level, focusing on factors that influence the successful implementation of service strategies. The findings from this research will provide in-depth insight into the success or failure of the service strategy implemented by the Lambangsari Village Government. These findings can involve operational efficiency, responsiveness to residents' needs, and community satisfaction with village services. Limitations of this research include limited resources, time, and the complexity of local community dynamics.

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1. INTRODUCTION

Along with the times and the development of areas in Bekasi Regency, West Java Province, during the New Order Government, Lambangsari Village was formed on October 10, 1982/1983. Lambangsari Village is a division of Lambangjaya Village, Tambun District; at that time, the name Lambangsari was chosen from its parent village, Lambangjaya Village, to reflect and remain able to maintain the noble values of existing customs and culture. It is hoped that each other will maintain these values and culture well. It is hoped that the people of both parties, Lambangjaya and Lambangsari Villages, can establish good family relationships. The location of Lambangsari Village is 21 km from DKI Jakarta with regional boundaries. To the north of Lambangsari Village is Setiadarma Village, which borders Kalimalang and Bekasi. To the east is Lambangjaya Village, with

a drainage channel to Rawa Cibereum, Bekasi; to the south are Cimuning Village and Mustikajaya Village, Bekasi. To the west is Jatimulya Village with the border of Kalijambe, Bekasi

Public service is one of the things that is very important for the sustainability of government and the interests of society. In improving the quality of public services, many efforts have been made by the government, one of which is by referring to the Minimum Service Standards set by the Ministry of PAN. (Minister for Administrative Reform, 2004). The Lambangsari village government is no exception in paying attention to the importance of public services for the community. Therefore, the Lambangsari village government carries out various strategies to improve community services regarding the public services provided by the village government.

The Minimum Service Standards the Ministry of PAN sets contain several things the government must fulfill to provide public services. By paying attention to these minimum service standards, the Lambangsari village government can improve public service quality. Service Quality is also an essential factor in improving the quality of public services. Service Quality refers to the level of customer satisfaction with the services provided. Therefore, the Lambangsari village government also pays attention to the level of Service Quality in providing public services.

The strategy to improve public services in the Lambangsari village government is essential so that the community can receive quality public services that meet their expectations. In this case, the Lambangsari village government must carry out various strategies to improve community services regarding the public services provided. The Lambangsari village government has made various efforts to improve the quality of public services, including optimizing the use of technology, improving service systems and procedures, and conducting surveys and evaluations of the public services provided.

By carrying out these various efforts, the Lambangsari village government can improve community services regarding the public services provided. So that people can get quality public services that meet their expectations. Regarding strategies to improve appropriate services, measuring tools are needed to assess the extent of services provided and current achievements, how the public accepts services, and what needs improvement.

Service quality, put, quality means "conformity to customer specifications." Quality does not meet several criteria set by the company/agency; on the contrary, quality meets the criteria set by the customer. Therefore, the key to achieving this type of quality is knowing who the customer is and what they want. Service quality needs to be measured for at least three reasons, namely:

Measurement results can be used to make comparisons between before and after changes occur in an organization
1. Measurements are needed to find the location of problems related to quality
2. Measurement results are needed to establish quality service standards.

The method often used to assess a service is Service Quality (ServQual). The servqual method is a questionnaire used to measure service quality. This method was developed in the 1980s (A. Parasuraman, Leonard L. Berry, 1991), and has been used to ease various service qualities. With this questionnaire, we can find out how big the gap is between customer perceptions and customer expectations of a service company. The servqual questionnaire can be changed (adjusted) to suit different service industries (for example, banks, restaurants, or telecommunications companies).

The Servqual method measures service quality from each dimension's attributes so that a gap value, which is the difference between the consumer's perception of the service they have received and their expectations of what they will receive, will be obtained. This method measures the quality of service from the attributes of each dimension so that a gap value, which is the difference between the consumer's perception of the service received and the consumer's expectations of the service they will receive, will be obtained. However, there is generally no uniform definition regarding service quality (servqual). Some expert opinions regarding the servqual concept include:
1. Christopher Lovelock, in his book "Product Plus: How Product + Service Competitive Advantage" (Khodijah et al., 2023), states that there is an exciting idea, namely about how a product, when added to service, will produce a powerful force. It can provide benefits for the company in gaining profits.

2. Lovelock describes the vulnerable points in service in a diagram of the petals of a flower consisting of information (information), consultation (consultation), order taking (confidence), hospitality (hospitality), caretaking (care), exceptions (exceptions), billing (administrative transactions), and payment (payment).

The servqual method has two perspectives, namely an internal perspective and an external perspective. An external perspective is used to understand what consumers expect, feel, and satisfaction. The measurement uses the service method. According to Dyke, ServQual is a tool for measuring the quality of service using information from service providers. Meanwhile, the internal perspective is identified as error-free (zero defects), doing it right the first time and adapting to demand. The Six Sigma method measures an error-free (zero defect) internal perspective related to service quality. Six Sigma is a set of tools used to identify, analyze, and eliminate sources of variation in processes. (Sulistiyowati et al., 2011)

In the government system of the Republic of Indonesia, assessing a service provided to citizens is covered by law, among others.
1. Law Number 25 of 2009 concerning Public Services;
2. Law Number 14 of 2008 concerning Openness of Public Information;
3. Law Number 39 of 1999 concerning Human Rights;
4. Law Number 13 of 2008 concerning Consumer Protection;
5. Law Number 28 of 1999 concerns the Administration of a Clean and Free State from Corruption, Collusion, and Nepotism.

The provisions in this law regulate public service standards, citizens' rights in receiving public services, procedures for customer complaints, and prevention of discriminatory practices in public services, especially state officials. The Ministry of State Apparatus Empowerment and Bureaucratic Reform issues regulations for minimum service standards (PANRB Ministerial Regulation 19, 2021), including:
1. Minister of PAN Decree Number: 63/KEP/M.PAN/7/2003;
2. PANRB Ministerial Regulation Number 12 of 2011.

The rules above are regulations relating to Minimum Service Standards (SPM) in public services in Indonesia. PANRB Ministerial Decree Number 63/KEP/M.PAN/7/2003 contains minimum service standards that were in effect in 2003, while (Minister et al., 2011) PANRB Ministerial Regulation Number 12 of 2011 is a regulation that regulates applicable minimum service standards in 2011 and beyond. These two regulations are related because they regulate minimum service standards that citizens must receive in public services. The regulation updates and replaces the Ministerial Decree (PANRB Ministerial Regulation, 2003) Number 63/KEP/M.PAN/7/2003, which was previously in effect. Research is carried out on current conditions based on the methods and regulations above. It proposes strategies that need to be carried out by the Lambangsari Government to improve services to residents.

2. RESEARCH METHOD

In this research, the Lambangsari Village office in the South Tambu District, Bekasi Regency, specifically provides services to the community. In developing this research, two main methods of data collection were adopted. The first method is the collection of Primary Data, involving several research instruments. First, respondents, including government staff and community members, were asked to fill out a questionnaire designed to measure their perceptions of public services in Lambangsari Village. The questionnaire included questions aimed at evaluating satisfaction levels, expectations, and experiences in interacting with public services. Furthermore, in-depth interviews were conducted by the researcher with relevant parties at the Lambangsari Village Office, including service officers and the village head. This approach aimed to gain a deeper understanding of internal perspectives on public services and to identify potential issues or barriers that may arise in the provision of these services. Through direct observation, the researcher had the opportunity to monitor the real-time process of service delivery at the Lambangsari Village office. This provided better insights into how the service process unfolded, whether there were constraints or bottlenecks, and how interactions between staff and the community occurred.

Reviewing the previous discussion, there are several common methods used to measure satisfaction, including:

1. Servqual Method, this method measures the quality of service in each dimension, resulting in a gap value that represents the difference between consumer perceptions of the service received and their expectations. The measurement involves assessing the service quality attributes in each dimension to calculate the gap between consumer perceptions and expectations.
2. Net Promoter Score (NPS), this popular method assesses customer satisfaction and loyalty by asking customers to rate, on a scale of 0 to 10, how likely they are to recommend a company's product or service to others. The NPS is then calculated by subtracting the percentage of customers who rate 0-6 from the percentage who rate 9-10.
3. Customer Effort Score (CES), this method aims to measure how much effort customers need to exert to achieve a specific goal, such as resolving a complaint or obtaining support. Customers are asked to rate their effort on a scale of 1 to 5 or 1 to 7, depending on the version of CES used.
4. Customer Satisfaction Score (CSAT), this method measures customer satisfaction by asking them to rate a specific experience or interaction, usually on a scale of 1 to 5 or 1 to 7.
5. Complaint and Complaint Analysis Method, companies can gather data from customer complaints to identify recurring issues. By understanding these problems, companies can take corrective actions to improve customer satisfaction.
6. Mystery Shopping Method, in this method, companies use individuals who pose as regular customers to directly experience their services or products. They then provide reports on their experiences, helping identify potential issues and areas for improvement.
7. Social Media Monitoring, monitoring and analyzing customer conversations on social media platforms and online forums can provide insights into their views on the company and products, as well assess their satisfaction levels.

From the seven methods mentioned, the researcher believes that the most appropriate method for the Lambangsari Village Government Office regarding service is the Servqual Method. This method allows for the measurement of service quality in each dimension, resulting in gap values that represent the disparity between consumer perceptions of the received service and their expectations, aligning with the perspectives of Tangibles, Reliability, Responsiveness, Assurance, and Empathy.

The second method involved the collection of Secondary Data, which included an analysis of literature related to public services, minimum service standards, and the concept of service quality. Secondary data helped provide a strong theoretical basis for assessing service quality and contextualizing the findings discovered during the research. After successfully collecting data, qualitative analysis was conducted to identify specific findings and patterns. The results of this analysis formed the basis for strategic recommendations to improve community services at the Lambangsari Village Government. Factors such as understanding minimum service standards, evaluating service quality, and the effectiveness of service processes became the main focus in designing relevant improvement strategies.

3.   RESULTS AND DISCUSSIONS
Overview of Lambangsari Village

Lambangsari Village, with an area of 365,200 hectares and a population of 19,907 people, exhibits diverse and multifaceted demographics, with various activities among its residents. Based on gender, the population of Lambangsari is relatively balanced between males and females, with a slightly higher number of females than males in the village. The male population is 9,818, while the female population is 10,089. Furthermore, regarding the occupational profile, the top three occupations in Lambangsari are dominated by private employees, students, and housewives, with these three professions constituting nearly 80% of the total population of Lambangsari.

In terms of education levels, the majority of the Lambangsari population has completed high school or its equivalent, accounting for 38.4% or 7,639 individuals out of the total population. Additionally, based on the typology of the Lambangsari Village area, residential areas cover 270,456 hectares of the total area of 365,200 hectares, or approximately 74%. The data presented above

reflects that the residents of Lambangsari Village are part of an urban population residing outside the city center but engaging in various activities, primarily as employees. There is a relatively small percentage engaged in farming, which is typical for villages in general.

Measurement Results using the Servqual Method

To find out the opinions of the residents of Simbolsari Village regarding the services provided according to the parameters by distributing a questionnaire containing questions regarding opinions regarding current conditions and the hopes that residents want to obtain. Unsatisfactory service to citizens can make citizens avoid dealing with public services and look for other ways to still get these services by paying more to officers. However, this makes citizens need to understand the flow and process that must be gone through. Hence, the researchers conducted this research with the following results. Following by using the SERVQUAL (Service Quality) Method in Lambangsari Village.

Table 1. Data Processing Results

No	Attribute	Gap	Rank
1	Condition of cleanliness, tidiness and orderliness of the Lambangsari Village office service area	-0.04	1
2	The Lambang Sari Village office staff are neat and polite in serving residents	-0.36	19
3	The material or information presented in the public space of the Lambangsari Village office is easy for all residents to understand and understand	-0.08	2
4	The facilities and equipment available at the Village office meet user needs, such as toilets and waiting chairs	-0.12	3
5	Speed and accuracy of response from Lambangsari Village office employees when problems or complaints occur	-0.24	9
6	Accuracy of service schedules (opening and closing hours of service offices) provided by the Lambangsari Village office	-0.28	13
7	The ability of Lambangsari Village office employees to answer residents' questions and mastery of a problem	-0.16	5

Table 2. Advanced Data Processing Results

No	Attribute	Gap	Rank
8	Timely service to Lambangsari residents	-0.32	14
9	Apologies from the Sari Symbol office staff if there was misinformation to residents	-0.32	15
10	The speed of the Simbolsari office employees in serving every information need from citizens	-0.20	6
11	The friendliness of Simbolsari office employees when providing services	-0.32	16
12	Suggestions and recommendations provided by Simbolsari employees for every problem faced by residents regarding administration	-0.20	7
13	The ability of Simbolsari office employees regarding their competencies in providing services	-0.36	20
14	Kemangsari office employees maintain the confidentiality of sensitive matters belonging to residents	-0.24	10
15	Simbolsari office employees provide clear and detailed explanations about the services provided	-0.12	4
16	Ease of understanding the information or policies issued by Lambangsari Village for residents	-0.32	17
17	Simbolsari employees who pay attention to the needs and desires of residents	-0.24	11
18	Simbolsari employees who provide emotional support to residents (also understand problems and complaints)	-0.32	18
19	Kemangsari office employees show empathy for residents who need special services (elderly, disabled) etc	-0.28	12
20	Simbolsari office employees follow up on input, criticism and suggestions provided by residents	-0.20	8

Source: Processed Primary Data, 2023

There are five dimensions of service quality, namely (A. Parasuraman, Leonard L. Berry, 1991):

1. **Physical Facilities (Tangibles)** There are 4 questions related to the Physical Facilities (Tangibles) indicators, including:
   a) Condition of cleanliness, tidiness, and orderliness of the Lambangsari Village office service area. Based on the results of the analysis of attributes. The average perception value was 4.28, and the average expectation value was 4.32, with a difference between the two -0.04, and a GAP ranking of 1 shows that people are delighted with this attribute.
   b) The Lambang Sari Village office staff are neat and polite in serving residents. Based on the results of the analysis of attributes. Obtained an average perception value of 4.08 and an average expectation value of 4.44 with a difference between the two -0.036, and a GAP ranking of 19 shows that the community is not very dissatisfied with this attribute.
   c) The material or information presented in the public space of the Lambangsari Village office is accessible for all residents to understand. Based on the results of the analysis of attributes. The average perception value was 4.04, and the average expectation value was 4.12, with a difference between the two -0.08, and a GAP ranking of 2 shows that the community is delighted with this attribute.
   d) The facilities and equipment available at the Village office meet user needs, such as toilets and waiting chairs. Based on the results of the analysis of attributes. An average perception value of 4.2 and an average expectation value of 4.32, with a difference between the two -0.12, and a GAP ranking 3 shows that people are delighted with this attribute.

2. *Reliable*- Refers to the ability to provide promised services accurately and reliably; there are 4 questions related to this indicator, including:
   a) Speed and accuracy of response from Lambangsari Village office employees when problems or complaints occur.Based on the results of the analysis of attributes. The average perception value was 4.2, and the average expectation value was 4.36, with a difference between the two -0.24, and a GAP ranking of 9 shows that people are satisfied with this attribute.
   b) Accuracy of service schedules (opening and closing hours of service offices) provided. Based on the results of the analysis of attributes. An average perception value of 4 was obtained, an average expectation value of 4.28 with a difference between the two -0.28, and a GAP ranking of 13 shows that people are unsatisfied with this attribute.
   c) The ability of Lambangsari Village office employees to answer residents' questions and master a problem.Based on the results of the analysis of attributes. The average perception value was 4.08, and the average expectation value was 4.24, with a difference between the two -0.16, and a GAP ranking of 5 shows that people are very satisfied with this attribute.
   d) Timely service to Lambangsari residents. Based on the results of the attributes analysis, an average perception value of 4.16 was obtained and an average expectation value of 4.48, with the difference between the two being -0.32 and a GAP ranking of 14, indicating that people are very dissatisfied with this attribute.

3. *Responsiveness*- willingness to help residents and provide appropriate attention, There are 4 questions related to this indicator, including:
   a) Apologies from the Sari Symbol office staff if there was misinformation to residents. Based on the results of the attributes analysis, an average perception value of 4.04 was obtained and an average expectation value of 4.36, with the difference between the two being -0.32 and a GAP ranking of 15, indicating that people are very dissatisfied with this attribute.
   b) The speed of the Simbolsari office employees in serving every information need from citizens. Based on the results of the attributes analysis, an average perception value of 4.12 was obtained and an average expectation value of 4.32, with the difference between the two being -0.2 and a GAP ranking of 6, indicating that people are satisfied with this attribute.
   c) The friendliness of Simbolsari office employees when providing services. Based on the results of the attributes analysis, an average perception value of 4.08 was obtained and an

average expectation value of 4.4 with a difference between the two -0.32, and a GAP ranking of 16 shows that the public is very dissatisfied with this attribute.

d) Suggestions and recommendations provided by Simbolsari employees for every problem residents face regarding administration. Based on the results of the attributes analysis, an average perception value of 3.92 was obtained and an average expectation value of 4.12, with the difference between the two being -0.12 and a GAP ranking of 7, indicating that the public is satisfied with this attribute.

4. Assurance- polite and knowledgeable Symbolsari office employees who provide a sense of trust and confidence; there are 4 questions related to this indicator, including:

a) Simbolsari office employees' ability to provide services. Based on the results of the attributes analysis, an average perception value of 3.92 was obtained and an average expectation value of 4.28 with a difference of -0.36, and a GAP ranking of 20 shows that people are very dissatisfied with this attribute.

b) Kemangsari office employees maintain the confidentiality of sensitive matters belonging to residents. Based on the results of the attributes analysis, an average perception value of 4.08 and an average expectation value of 4.32 were obtained, with the difference between the two being -0.24 and a GAP ranking of 10, indicating that people are satisfied with this attribute.

c) Simbolsari office employees provide clear and detailed explanations about the services provided. Based on the results of the attributes analysis, an average perception value of 4.16 was obtained, an average expectation value of 4.28 was obtained with a difference between the two -0.12, and a GAP ranking of 4 shows that the community is delighted with this attribute.

d) Ease of understanding the information or policies issued by Lambangsari Village for residents. Based on the results of the attributes analysis, an average perception value was obtained of 4.04 and an average expectation value of 4.36, with the difference between the two being -0.32 and a GAP ranking of 17, indicating that the public is very dissatisfied with this attribute.

5. Empathy- care and personal attention given to the residents of Lambangsari; there are 4 questions related to this indicator, including:

a) Simbolsari employees who pay attention to the needs and desires of residents. Based on the results of the attributes analysis, the average perception value was 4.2, and the average expectation value was 4.44, with the difference between the two being -0.24 and a GAP ranking of 11, indicating that the public was not satisfied with this attribute.

b) Simbolsari employees who provide emotional support to residents (help understand problems and complaints). Based on the results of the attributes analysis, an average perception value of 4.0 was obtained and an average expectation value of 4.32, with the difference between the two being -0.32 and a GAP ranking of 18, indicating that the public is very dissatisfied with this attribute.

c) Kemangsari office employees empathize with residents who need special services (elderly, disabled, etc.). Based on the results of the attributes analysis, the average perception value was 4.24, and the average expectation value was 4.52, with the difference between the two being -0.28 and a GAP ranking of 12, indicating that the public was not satisfied with this attribute.

d) Simbolsari office employees follow up on input, criticism, and suggestions residents provide. Based on the results of the attributes analysis, an average perception value of 4.08 was obtained, an average expectation value of 4.28 with a difference of -0.2, and a GAP ranking of 8 shows that people are satisfied with this attribute.

4. CONCLUSION

Based on the evaluation results of the five service dimensions, namely Tangible, Reliability, Responsiveness, Assurance, and Empathy, there is variation in values for each indicator without

absolute scores indicating satisfaction or dissatisfaction of the community with a particular dimension. This condition signifies the need for improvement and maintenance in both dimension and indicator aspects. The enhancement of public services in the Government of Lambangsari Village, based on the Minimal Service Standards, requires focus on several aspects, Maintain (Already Very Satisfied) are cleanliness, tidiness, and arrangement of the service area in the Lambangsari Village office, material or information presented in the public space of the Lambangsari Village office that is easy to understand, facilities and equipment that meet the needs of users, clear and detailed explanations from employees about the services, employees' ability to answer residents' questions. Develop (Increase Satisfaction) are speed of information service from employees, suggestions and recommendations related to administration, follow-up on input, criticism, and suggestions from residents, speed and accuracy of responses to issues or complaints, employee maintenance of the confidentiality of sensitive information.

Need Development (Minimal to be Satisfied) are employees paying attention to the needs and desires of residents, employees showing empathy to residents in need of special services, accuracy of the schedule of Lambangsari Village office services. Timely service to Lambangsari residents and apologies from employees in case of misinformation. Critical Development (From Dissatisfaction to Satisfaction) are friendliness of employees when providing services, information or policies issued by Lambangsari Village, employees providing emotional support to residents, neat and courteous appearance of employees, employees' ability to provide services.

In this regard, a specific program is required for point 4, involving various activities such as Soft Skill training for Lambangsari Village employees, including effective communication, customer service, role-playing, empathy, conflict resolution, business etiquette, and understanding of current products and laws. Additionally, periodic evaluations through satisfaction surveys and reviews by the leaders of the Lambangsari Village office, as well as input from local RW and RT administrators, are crucial steps in the effort to improve and develop services.

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