



IMPLEMENTATION OF EXCELLENT SERVICE TO THE COMMUNITY AT THE KOTANOPAN SUBDISTRICT OFFICE, MANDAILING NATAL REGENCY

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ABSTRACT

Excellent service is one of the important pillars in improving the quality of public services that are oriented toward community satisfaction. The Subdistrict Office, as the frontline of government services at the subdistrict level, has a strategic role in meeting community needs in a fast, accurate, and transparent manner. However, in practice, the implementation of services at the subdistrict level still faces various constraints, both those originating from human resources, facilities and infrastructure, and the service system used. This study aims to analyze the implementation of excellent service to the community at the Kotanopan Subdistrict Office, Mandailing Natal Regency, as well as to identify the factors that influence it. The research method used is a qualitative approach with data collection techniques through interviews, observations, and documentation. The research informants consisted of the Subdistrict Head, subdistrict officials, and the community as service users. Data analysis was conducted using the interactive model of Miles and Huberman, which includes data reduction, data presentation, and drawing meaning. The results of the study indicate that the implementation of excellent service at the Kotanopan Subdistrict Office has been carried out, especially in terms of the attitude of the officers in serving the community. However, the quality of service has not yet been fully optimal, particularly in terms of service facilities, timeliness, and the responsiveness of officers in meeting community needs.

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1. INTRODUCTION

Public service is the main function of government in meeting the basic needs of the community and ensuring the fulfillment of citizens' rights. In the context of regional government, the subdistrict (kecamatan) plays a strategic role as the frontline of service delivery because it is the government unit that interacts directly with the community. The quality of services provided by the subdistrict office greatly determines public perceptions of overall government performance. Therefore, the implementation of excellent service has become an unavoidable demand in the delivery of public services at the subdistrict level.

According to Sinambela (2011), public service is the fulfillment of the needs and desires of the community by state administrators with the aim of improving public welfare. Furthermore, Sinambela emphasizes that the success of public service is largely determined by the ability of officials to provide services that are fast, accurate, and satisfactory. This is in line with Law Number 25 of 2009 on Public Services, which states that public service is an activity or a series of activities carried out to fulfill service needs in accordance with statutory regulations for every citizen.

The concept of excellent service emphasizes that service is not merely about fulfilling administrative procedures, but must be oriented toward the satisfaction of the community as service users. Parasuraman, Zeithaml, and Berry (1988) explain that service quality can be measured through five dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. These five dimensions describe how services should be delivered in a professional, friendly, timely, and trustworthy manner to the public.

In practice, the implementation of excellent service at the subdistrict level often faces various constraints. Dwiyanto (2015) states that the main problem in public services in Indonesia is the persistence of a bureaucratic culture that is oriented toward procedures rather than community needs. This causes services to be slow, unresponsive, and less transparent. This condition is also reinforced by limitations in human resources, facilities and infrastructure, and the suboptimal use of information technology, especially in regional areas.

The Kotanopan Subdistrict Office in Mandailing Natal Regency, as one of the public service units at the subdistrict level, has a major responsibility in providing administrative services to the community, such as the issuance of certificates, permits, and population administration services. However, based on initial observations and various public complaints, there are still problems such as long service times, lack of procedural certainty, and limited supporting facilities. This condition indicates that the implementation of excellent service has not yet been fully optimal.

These findings are in line with previous studies. Apriansyah et al. (2024), in their study on the quality of one-stop integrated services in Sumbawa Subdistrict, found that although services generally run quite well, there are still constraints in physical facilities and service speed. This shows that tangibles and the responsiveness of officials are important factors in determining community satisfaction.

Another study by Ismayanti (2015) on the effectiveness of one-stop integrated services in Malang Regency concluded that service success is strongly influenced by a controlled system, clear time standards, and the work culture of officials. If one of these elements is weak, service quality will decline and affect the level of public trust.

Furthermore, Harsono (2019), in his research on the quality of public services at the One-Stop Integrated Service Office (PTSP) of Johar Baru Subdistrict, Central Jakarta, found that limited human resources and a high workload caused services to become slow and less friendly, resulting in public dissatisfaction. This finding reinforces that the quality of officials and the work system greatly determine the success of excellent service.

Based on the theoretical framework and previous research findings, it can be understood that the implementation of excellent service does not depend solely on rules and policies, but is also strongly influenced by the quality of officials, the availability of facilities, and the service system applied. Therefore, this study is important to analyze in depth how excellent service is implemented for the community at the Kotanopan Subdistrict Office, Mandailing Natal Regency, as well as the factors that influence it.

2. RESEARCH METHODS

This study uses a qualitative approach with a descriptive research design to describe in depth the implementation of excellent service to the community at the Kotanopan Subdistrict Office, Mandailing Natal Regency. This approach was chosen because it is able to reveal the realities and service processes based on the experiences of officials and the community as service users.

The research was conducted at the Kotanopan Subdistrict Office, Mandailing Natal Regency. The research informants were selected purposively, namely based on their involvement and understanding of the service process. The informants consisted of the Subdistrict Head, service officers, and members of the community who receive services. Data were collected through interviews, observations, and documentation. Interviews were used to obtain in-depth information regarding the implementation of services and the obstacles encountered, observations were conducted to directly examine the service process, and documentation was used to complement the data in the form of service records and reports.

Data analysis was carried out using the interactive model of Miles and Huberman, which includes data reduction, data display, and drawing meaning. To ensure the validity of the data, this study employed triangulation of sources, techniques, and time, so that the data obtained are reliable and reflect actual conditions.

3. RESULT AND ANALYSIS

Implementation of Excellent Service to the Community at the Kotanopan Subdistrict Office Mandailing Natal Regency Introduction

The implementation of excellent service is an important indicator in assessing the quality of public services at the subdistrict level. The Kotanopan Subdistrict Office, as a government service unit that directly interacts with the community, is required to provide services that are fast, accurate, transparent, and fair. To measure the implementation of excellent service, this study uses five service quality indicators based on the SERVQUAL model proposed by Parasuraman, Zeithaml, and Berry (1988), namely tangibles, reliability, responsiveness, assurance, and empathy.

Tangibles

According to Parasuraman, Zeithaml, and Berry (1988), tangibles refer to all forms of facilities, equipment, communication tools, and the appearance of officers used in the service process. Tangibles create the first impression that shapes the public's perception of service quality.

The results of the study show that the Kotanopan Subdistrict Office has basic facilities such as service rooms, service counters, and computer equipment. However, these facilities are not yet fully adequate. The waiting room is still limited, room arrangement is not well organized, and the use of information technology is not yet optimal, so most service processes are still carried out manually. This condition affects the comfort and efficiency of services experienced by the community.

Reliability

According to Parasuraman et al. (1988), reliability is the ability of officers to provide services as promised accurately and dependably. Reliability reflects consistency and certainty in service delivery.

The findings indicate that the officers of the Kotanopan Subdistrict Office have attempted to provide services in accordance with applicable procedures. However, in practice, there are still delays in completing several types of services. These delays are generally caused by the limited number of staff and the high volume of public service requests, so service reliability has not yet been fully optimal.

Responsiveness

Parasuraman et al. (1988) define responsiveness as the willingness and ability of officers to help the community and provide prompt service. Responsiveness reflects how proactive officers are in serving the public.

The results show that officers are relatively responsive in serving the community, especially in providing information and assisting with administrative processes. However, under certain conditions, such as when the number of applicants increases, officers experience limitations in providing prompt services, which leads to longer waiting times for the community.

Assurance

Assurance, according to Parasuraman et al. (1988), relates to the knowledge, courtesy, and ability of officers to inspire trust and a sense of security among the public.

The findings show that the officers of the Kotanopan Subdistrict Office are generally polite and friendly to the community, which helps build trust in the services provided. However, there are still limitations in competence, particularly in the use of technology and in understanding the latest procedures, which affects the smoothness of service delivery.

Empathy

Empathy, according to Parasuraman et al. (1988), refers to the attention and concern shown by officers toward the individual needs of the community.

The results indicate that officers show attention to the community, especially to elderly citizens and those who do not fully understand service procedures. Officers are willing to provide direct explanations and assist the public in completing administrative matters, so that people feel respected and cared for.

Factors Affecting the Implementation of Excellent Service

Based on the research findings, several factors influence the implementation of excellent service at the Kotanopan Subdistrict Office. The first factor is human resources, including the limited number and competence of officers. The second factor is facilities and infrastructure, particularly the limitations of physical facilities and information technology. The third factor is the service system and procedures, which have not yet been fully integrated and do not operate effectively. The fourth factor is workload, namely the high number of public service requests that must be handled by officers within a limited time.

4. CONCLUSION

The implementation of excellent service to the community at the Kotanopan Subdistrict Office, Mandailing Natal Regency has basically been carried out and shows the commitment of officers to provide friendly, polite, and community-oriented services. This can be seen from the empathetic attitude of the officers and their ability to provide a sense of security and trust to the community during the service process.

However, when viewed based on the five dimensions of service quality, the implementation of excellent service has not yet been fully optimal. The dimensions of tangibles, reliability, and responsiveness still face various limitations, particularly related to the condition of facilities and infrastructure, the timeliness of service completion, and the speed of officers in responding to community needs.

The factors influencing these conditions include limitations in human resources, both in terms of the number and competence of officers, limitations in service-supporting facilities and technology, service systems and procedures that have not been operating optimally, as well as a high workload due to the large number of public service requests.

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