

MANAGEMENT OF THE REGIONAL GOVERNMENT PUBLIC SERVICE DEVELOPMENT STRATEGY WITHIN THE REGIONAL SECRETARIAT OF SUBANG REGENCY

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ABSTRACT

This study seeks to analyze the regional secretariat of Subang Regency's strategy for the development of local government public services. This study employs a qualitative approach and descriptive methodology. Data was collected by conducting in-depth interviews with relevant officials and analyzing public services and regional strategic plans documents. The results of the study indicate that the management of the strategy for developing public services within the regional secretariat of Subang Regency has been implemented through multiple efforts, including a strategy for developing a structure, a strategy for developing or streamlining a procedural system, a strategy for developing infrastructure, a strategy for developing culture, and a strategy for developing entrepreneurship. On the basis of the findings of this analysis, it is recommended that the Subang Regency secretariat improve coordination between work units in implementing the public service development strategy, involve all existing stakeholders more actively in preparing strategic plans, and seek additional funding sources to support the implementation of the strategy. Development of public services within the Subang Regional Secretariat.

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1. INTRODUCTION

Decentralization has implications for changes in regional development planning, one of which is the granting of broader authority in the administration of several areas of government including public services (Kusuma, 2014). Along with the expansion of this authority, it is hoped that regional governments can be innovative in managing and providing better public services according to the needs of their people (Abbas & Sadat, 2020).

Today, the development of public services is of utmost importance, as the demand for quick, simple, and inexpensive public services is on the rise (Wibowo & Kertati, 2022). Modern society places increasing demands on the character of public services, particularly in terms of swiftness, precision, and accessibility. Therefore, the government must prioritize the development of public services as one of its primary responsibilities (Suparman, 2017).

The development of public services can also increase community involvement in the development process. Participation of the community is essential to enhancing the quality and accountability of public services. (Abadi et al., 2014) People who actively partake in public services will provide positive input and feedback to the government in order to improve the quality of public services.

In the period of digitalization, the development of public services is also crucial for accelerating the digital transformation of the government. Utilizing information and communication technology in public services can expedite the delivery of services and facilitate community access. (Aprianty, 2016) The government must monitor technological advancements and integrate them into the development of public services.

Because the development of public services cannot be carried out in a haphazard or random manner, strategic management assumes a position of utmost importance in this process. According to Shaleh and Firman (2018), in order to realize the objectives that are set for the development of public services, it is necessary to have a well-organized and well-structured strategy. According to Pramudita and Meirinawati (2022), strategic management can provide assistance to the government in the process of establishing a strategy plan for the development of adequate and measurable public services. The identification of challenges and possibilities in the provision of public services can also be facilitated by the application of strategic management to the growth of public services by the government. The government is able to design

Management of the Regional Government Public Service Development Strategy within the Regional Secretariat of Subang Regency. Arip Rahman Sudrajat

appropriate and successful action plans to improve the quality of public services if it first determines the issues that exist as well as the possibilities that exist. According to Hefniy and Fairus (2019), strategic management may also assist the government in effectively and efficiently allocating the resources that are already available in order to fulfill the goals that have been set.

Strategic management can also assist the government in measuring the performance of public service development. By having clear and measurable performance indicators, the government can evaluate the performance of public service development objectively and correct ineffective or less successful action plans. In addition, strategic management can also assist the government in monitoring and evaluating the development of public services that have been implemented (Taufik, 2013).

Referring to the service function, the Government of Subang Regency as one of the local governments in Indonesia is obliged to provide maximum public services to its people. Public services provided by the Government of Subang Regency must be comprehensive in the government structure, both in agencies, agencies and offices. As part of the Regional Government of Subang Regency, the Regional Secretariat is obliged to provide maximum public services, especially its role in dealing with all government interests, so the services provided must be optimal.

However, what happened was not what was expected, this was based on the initial data obtained, which showed that many employees were undisciplined, namely entering and leaving the office that were not on time, the service work mechanism was convoluted, and based on initial observations of administrative services within the secretariat area, takes two to three days, no transparency. Based on the background containing the expectations and reality above, a more in-depth study was carried out regarding the local government's strategy in improving public services, with the title Management Strategy for the Development of Local Government Public Services in the Regional Secretariat of Subang Regency.

2. LITERATURE REVIEWS

A. Public service

Angung Kurniawan (2005) defines public service as "the provision of services (serving) the needs of other people or people who have an interest in the organization in accordance with basic rules and procedures that have been determined." According to Ratminto (2005) and Achmad (2023), all services that are in principle the responsibility of and are carried out by central government agencies, regional government agencies, and state-owned enterprises or business entities are considered public services. As part of the larger effort to meet local demands and as part of carrying out legal mandates, regionally owned enterprises are a key component.

Meanwhile, according to Sinambela (2008), "service" refers to "any activity carried out by the government in any profitable activity in any group or unit," regardless of whether the result is tangible or not. Furthermore, the definition of public service has been laid out in Decree of the Minister of Administrative Reform Number 63 of 2003, which states that all service activities carried out by public service providers in an effort to fulfill the needs of service recipients and the implementation of statutory requirements constitute public service.

B. Strategic Management

Management strategy, according to Hariadi (2005), is "a process designed systematically by management to formulate strategies, implement strategies, and evaluate strategies in order to provide the best values for all customers and realize the vision of the organization." Strategic management is the process through which a company's leadership builds up the company's resources so that they may more effectively pursue and capitalize on opportunities in the market. For example: (Suwarsono, 1996; Freddy et al., 2022).

Strategic Management is a decision-making process to utilize organizational resources effectively and efficiently in a constantly changing corporate environment (Sofyan, 2015). The definition of Strategic Management is strategic management consisting of analysis, decisions and actions taken by the organization to create and maintain competitive advantage (Yunus, 2016). From the description above, the Management Strategy is a plan that has been established by the company to develop an organization that utilizes organizational resources effectively and efficiently to achieve an organizational vision that cannot be known by other people and that is different from other organizations.

3. METHODS

This research is considered to be qualitative research due to the methodology and the type of data that was collected. As a result, it will create descriptive data that is expressed in the form of words. In

Management of the Regional Government Public Service Development Strategy within the Regional Secretariat of Subang Regency. Arip Rahman Sudrajat

contrast to quantitative research, the data that are studied in this type of study are presented in a descriptive format. According to Arikunto (1998), the purpose of qualitative research is to gather information on the status of an existent symptom (Yulianah (2022)). More specifically, the condition of the symptoms in relation to what they were at the time the research was carried out is what the researcher is interested in. As a result, qualitative research might provide light on phenomena related to a topic that you are interested in investigating in further detail.

4. RESULTS AND DISCUSSION

A. Public Service Development Strategy

Developing public services there are many factors that need to be considered. These efforts will have a fairly broad influence, especially on the overall organizational culture. The following are several strategies to improve the quality of public services:

- a) Identifying the key service quality/services factors Each agency endeavors to provide the highest quality customer service possible. Consequently, the initial stage for agencies is to conduct research to identify the determinants of services for the target market.
- b) Managing client anticipations Every agency should avoid exaggerating its customer communication messages so that the promises made to consumers do not become unfulfilled expectations. The offered guarantee becomes an opportunity to fulfill the customer's expectations.
- c) Managing service quality evidence in relation to services/services. Because services/services are agency performance and cannot be perceived as service products, management of service quality evidence seeks to improve customer perceptions of previous and ongoing services or services provided by agencies.
- d) Informing consumers/customers about services/services Assisting customers in comprehending a service or service is one endeavor made to communicate the quality of the service or services. Customers who are well-informed will be able to make wiser choices.
- e) Developing a culture of excellence A quality culture is an organizational value system that facilitates the establishment and continual enhancement of quality. Philosophy; Beliefs, attitudes, norms, values, traditions, procedures, and expectations make up a quality culture. To establish a high-quality culture, the participation of all organization members is necessary. In addition, a culture of quality is comprised of eight interconnected programs: individual development, management training, human resource planning, work standards, career development, opinion surveys, equitable treatment, and profit sharing or profit sharing.
- f) Creating Quality Automation. The presence of human automation can mitigate resource-related variations in the grade of service/services. However, prior to implementing automation, agencies must conduct research to determine which tasks require human intervention and which can be automated. It is essential to avoid automating the entirety of a service.
- g) After-Sales Services / Services. Following up on services can assist in isolating aspects of the service that require refinement. Agencies must initiate contact with some or all consumers in order to determine the level of customer satisfaction and perceptions of the services provided.
- h) Create a service-quality information system and associated services. A system that compiles and disseminates information about service quality for decision making. The required information encompasses all aspects, including current and historical data, quantitative and qualitative information, internal and external data, agency and customer information.

B. Management of the Regional Government Public Service Development Strategy within the Regional Secretariat of Subang Regency

The Regional Secretariat Office of Subang Regency is one of the service provider organizations actively involved in enhancing the integrity of public services in the field of local government administration. The efforts made are strategic management by agencies; in this instance, utilizing the five strategies of Osborne and Plastrik (2001) and Soeradi et al (2023) in a bureaucratic setting, namely:

a) Structure Development Strategy

The strategy for developing structures in the development of local government public services within the regional secretariat of Subang Regency aims to optimize the organizational structure and work mechanisms involved in the delivery of public services. In this context, the development of the structure seeks to improve the effectiveness and efficiency of local governments' provision of public services.

In the structure development strategy, local governments can make several efforts, including conducting an analysis and evaluation of the existing organizational structure. By conducting analysis and

evaluation, local governments can identify weaknesses and strengths in the existing organizational structure, as well as evaluate the performance of each work unit in administering public services. From this analysis and evaluation, local governments can make improvements or changes to the existing organizational structure to improve the quality of public services.

In addition to conducting analysis and evaluation, local governments can also prepare new organizational structures or develop existing organizational structures. In this case, local governments can consider the needs and objectives of public service delivery, as well as pay attention to aspects of effectiveness and efficiency in preparing a new organizational structure or developing an existing organizational structure. Thus, local governments can develop appropriate and effective organizational structures to support the delivery of public services.

Local governments can also make efforts to improve working mechanisms within the existing organizational structure. This can be done by optimizing the use of information and communication technology, improving work procedures, and increasing coordination and synergy between work units. By improving the work mechanism in the existing organizational structure, local governments can increase the effectiveness and efficiency of public service delivery.

The structure development strategy is an important effort in the development of local government public services within the regional secretariat of Subang Regency. In the structure development strategy, local governments can carry out analysis and evaluation of existing organizational structures, develop new organizational structures or develop existing organizational structures, as well as improve working mechanisms in existing organizational structures. Thus, the structure development strategy can increase effectiveness and efficiency

b) Procedure System Development or Simplification Strategy

The procedural system regulates in detail the stages of service, so this procedural system is often the source of the cause of the service system being convoluted, rigid, inefficient, and ineffective. The trigger factor is often based on a sense of dishonesty in employees, an unsatisfactory level of service. To prevent bribery from occurring, a strategy for developing or simplifying the procedural system is needed.

In the strategy of developing or simplifying the procedural system, local governments can make several efforts, including conducting an analysis and evaluation of existing systems and procedures. By conducting analysis and evaluation, local governments can identify the weaknesses and strengths of the systems and procedures used in the delivery of public services. From this analysis and evaluation, local governments can make improvements or simplifications to existing systems and procedures to improve the quality of public services.

In addition, local governments can also develop systems and procedures that are more transparent and accountable. This can be done by involving the community in the process of developing systems and procedures, so that the community can provide useful input and suggestions in the development of new systems and procedures.

Finally, local governments can improve supervision and control over the implementation of established systems and procedures. This can be done by imposing strict sanctions on employees who are proven to have committed acts of bribery or other violations in the administration of public services.

c) Infrastructure Development Strategy

Improving the quality of public services requires the provision of service facilities and infrastructure that facilitate the delivery of services that are safer, more comfortable, faster, more accurate, simple, and reliable. This includes the provision of physical facilities, the creation of novel service models, and the implementation of information technology (telematics).

In order to enhance the quality of public services, local governments must implement suitable infrastructure development strategies. One of the strategies that can be implemented is analyzing the needs of extant public service infrastructure and planning infrastructure development accordingly.

In addition, local administrations can develop innovative and efficient new service models. This can be accomplished by focusing on the community's requirements and expectations in obtaining high-quality public services. It is anticipated that significant improvements in the delivery of public services will result from the creation of innovative and efficient new service models.

Utilizing information technology (telematics) is also crucial for enhancing the efficacy of public services. Local governments can provide public services that are faster, more accurate, and more readily accessible to the public by utilizing the appropriate information technology. Public service delivery can also be made more efficient and effective through the use of information technology.

Appropriate infrastructure development strategies are crucial for enhancing the caliber of government services. Local governments can analyze the requirements of existing public service infrastructure, develop more innovative and effective service models, and utilize information technology (telematics) to improve the quality of public services under this strategy. Thus, an appropriate infrastructure development strategy can increase the efficacy and effectiveness of public service delivery and enhance the quality of the public services provided.

d) Culture Development Strategy

The process of changing the character and mindset of an employee in serving the community is very important to create good and quality public services. The Regional Secretariat of Sumedang district has understood this and formed an organized institutional concept to regulate all procedures and systems in it, including the behavior of employees in serving the community.

In this institutional concept, there are guidelines regarding values, norms, rules, codes of ethics, and culture that must be obeyed by every individual in carrying out their duties. Awareness of each individual is one of the important cultural development strategies to create a good corporate image and provide positive value for the individual himself.

With the existence of an organized institutional concept and individual awareness in implementing it, it is hoped that the performance of employees in providing public services can increase and create public trust in these institutions. In addition, by having a good culture, agencies can also attract prospective employees who are qualified and have high integrity.

Therefore, changes in the character and mindset of an employee must be the focus in developing public services in every government agency. In this case, the concept of an organized institution and individual awareness in applying it becomes an important strategy to achieve this goal.

e) Entrepreneurship Development Strategy

Entrepreneurship development strategies in government agencies are becoming increasingly important today. This is related to the increasing demands of the community for fast, effective and efficient services. Along with that, government agencies are also required to improve the quality of public services and maintain financial sustainability and stability in the long term.

In this case, it is important for employees to have an entrepreneurial spirit that can increase the productivity of goods services and the value of agency services. Improving the productivity and creativity of employees can contribute to achieving the goals of government agencies to provide better services to the community.

In addition, entrepreneurship development can also open space and opportunities to explore sources of income. Government agencies can take advantage of existing business and business opportunities in their surroundings, such as establishing cooperation with local business actors, expanding their network, and developing new products or services.

In order to achieve the goal of developing entrepreneurship, government agencies can also provide training or entrepreneurship development programs to employees, either through formal or non-formal education. This can help employees to improve their skills and competencies in developing new ideas and taking advantage of business opportunities that exist around the agency.

With the existence of an entrepreneurship development strategy, government agencies can build a positive image in the eyes of the public, improve the quality of public services, and encourage efforts to streamline services that can be implemented in an efficient and effective manner.

5. CONCLUSION

Development of public services in local government agencies is very important in the present. This is due to the increasingly complex demands and needs of the community for fast, easy and effective public services. To achieve this goal, well-planned and well-coordinated strategic management is needed. One of the strategies for developing public services is to develop a structure to optimize the organizational structure and work mechanisms in the delivery of public services and to develop or simplify a system of procedures aimed at preventing acts of bribery and increasing efficiency and effectiveness in the delivery of public services. In addition, infrastructure development is also an important factor in improving the quality of public services. In this case, it is necessary to provide facilities and infrastructure that support services to make them safer, more comfortable, fast, accurate, easy and reliable. Furthermore, the importance of developing the character and mindset of an employee also cannot be ignored. The concept of an organized institution and awareness of each individual is one of the cultural development strategies

that can build the image of the institution and provide positive value for the individual himself. Finally, entrepreneurship development is also an important factor in increasing the productivity of goods services and the value of agency services. This aims to improve the quality of public services and encourage efforts to streamline services that can be implemented in an efficient and effective manner. By implementing the various public service development strategies above, it is hoped that local government agencies can provide better public services and be responsive to community needs.

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