



## Head of Gresik Sub-District Strategy in Serving the Community

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### ABSTRACT

Less maximal and dissatisfaction with the public services provided by government officials to the community can be seen from the opinion of Dwiyanto, et al. regions do not worsen the quality of public services. "In general, the practice of public service delivery is still far from the principles of good governance (Good Governance). The existing public service procedures in each region certainly have an impact on each district /city, especially the sub-district which is an extension of the district, where the sub-district is an administrative area that provides services to the community directly. This research was conducted in Gresik Subdistrict, Gresik Regency with the aim of knowing the strategy of the sub-district head in public services, using a qualitative method where the research informants were the Camat, the Head of Government, Community, Leaders, religious figures, and society, as well as parties directly related to services from the district government. The results showed that the leadership of the sub-district head in public services in Gresik District was quite good, namely by implementing a one-stop service mechanism, in addition to taking a direct approach or touching the community at the lowest level to access services directly. The supporting factors for the success of the camat strategy are not only in quality human resources but also with supporting tools to realize good governance by the camat, from the research focus set on the public service process, there are still problems in the sub-district office including time discipline and discipline. The processing process is time consuming as it should be.

**Keywords:** Regent, Role, Service, Public

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### 1. INTRODUCTION

In Indonesia, the sub-district government is a regional apparatus that assists the Regional Head and DPRD in administering government affairs which fall under the authority of the region and the District can take care of all sectoral matters in their region. However, it can also have minimal affairs, namely the general administration of government as an extension of the regent/mayor.

Since regional autonomy was implemented in Indonesia, the Regent / Mayor has enormous powers. Most of the government affairs delegated by the central government to local governments. The regents / mayors responded to this by dividing authority in the regions and forming Regional Apparatus Organizations (OPD) in accordance with applicable regulations. The Gresik regional government regulates this in the Gresik Regent Regulation Number 70 of 2016 concerning the Position, Organizational Structure, Duties, Functions and Work Procedures of the Gresik Regency District.

Most districts / cities in Indonesia only function as sub-districts in a minimal role as routine administrators of general administration. Among them are coordination, guidance, supervision and facilitation. Most of the public service affairs are assigned to sectoral offices without meaningful involvement from the kecamatan. In fact, if we examine it more deeply, the sub-district must be the spearhead of public services provided by the district / city government.

Strengthening the role of the sub-district office, among others, through the delegation of more authority to the sub-districts, distribution and improvement of professional human resources for civil servants, strengthening budgets and fulfilling adequate facilities and infrastructure. Thus, the impression that so far appears that the kecamatan in public services seems weak due to lack of optimization.

Through the implementation of service synergies in the sub-district government that is running, it is able to encourage the running of government, especially in the sub-districts to be more performance-based, improve coordination and work integration between government officials at the sub-district level in an

effort to improve the quality of public services and in the end, public services can be improved and satisfy the community as parties that must be served by the government.

As part of the sub-district ranks in Gresik Regency, Gresik District is one of the sub-districts that is in a central position because it is in the city center. Gresik Subdistrict has been trying to improve the quality of service to the community both through the provision and improvement of facilities and infrastructure to support public services, improving the quality of human resources services, increasing coordination with stakeholders related to government administration, making various innovations and easiness of services as well as budget management accountable.

The district is expected to be able to run services properly with the authority that has been given as a strength in implementing policies and answering community needs optimally. Strengthening the role of this sub-district is through the delegation of more authority to the sub-district, including the authority to implement PATEN (PIntegrated District Administration services), which is set in Gresik Regent Regulation Number 12 of 2018 concerning the Delegation of Part of the Authority of the Regent to the Camat in the context of implementing Integrated District Administration Services.

The reality in the field shows that the implementation of non-licensing public services at the Gresik sub-district office is still not optimal, this is because the availability of facilities and technology to support service mechanisms is still far from expectations. In addition, the legal product as a legal force in carrying out a more massive and practical mechanism can be said to be still very new, for example, the new Public Service Procedure Standard Operating Procedure was published and implemented in the last one year, so its implementation is not yet mature.

## **2. LITERATURE REVIEW**

### **Public Policy**

There are many definitions of public policy according to experts, including:

According to Parker, "public policy is a particular area or area of government actions as the subject of a comparative and critical study, which includes, among other things, the various actions and principles that exist and carefully analyze possible cause and effect relationships in a context certain thinking disciplines such as economics, science and politics." (Wahab, 2011).

The definition of public policy according to Sadhana, who argues that: "Public policy is a product of interaction between policy actors who directly or indirectly influence or are influenced by public policies. The interaction among the many policy actors is in understanding the problematic situation in society and in formulating appropriate public actions to address public problems." (Sadhana, 2012). The meaning of public policy that the author considers unique is the opinion of Edwards and Sharkansky, that:

The meaning of public policy which the author considers unique is the opinion of Edwards and Sharkansky, that "public policy is what the government says and does or does not do... it is the goals or objectives of the programs ... implementation of intentions and regulations." (Wahab, 2011).

From the definitions above, it can be said that public policy is an act or legal product that is carried out or produced by the Government to overcome various problems faced by the public or society. These goals and objectives are planned to be achieved through the implementation of various programs stated in the regulations."

In the context of this research, the intended legal product or policy is Gresik Regent Regulation Number 12 of 2018 concerning the Delegation of Part of the Authority of the Regent to the Camat in the context of implementing Integrated District Administration Services.

### **Public Policy Implementation**

Van Meter and Van Horn in Sadhana (2014) define public policy implementation as: "Actions taken by public organizations aimed at achieving the goals set out in previous decisions. These actions include efforts to convert decisions into operational actions within a certain period of time as well as in order to continue efforts to achieve the major and minor changes created by policy decisions."

Another understanding of the implementation of public policy was conveyed by Tachjan, that: public policy implementation is a process of administrative activities carried out after the policy is determined/ approved. This activity lies between policy formulation and policy evaluation. Policy implementation contains top-down logic, which means reducing / interpreting alternatives that are still abstract or macro into concrete or micro alternatives. Meanwhile, policy formulation contains bottom-up logic, in the sense that this process begins with mapping public needs or accommodating environmental demands, followed by searching for and selecting alternative solutions, which are then proposed to be determined." (Tachjan, 2006).

Van Meter and Van Horn (1975) as quoted by Leo Agustino (2008: 139), argue that: "The definition of public policy implementation is the actions taken by individuals or officials or government or private groups that are directed at achieving the goals outlined in policy decisions."

In principle, the implementation of public policy is an effort in the form of actions by government organizations in implementing provisions to achieve state goals. In the context of this research, the Gresik District Government as the implementor must be able to carry out it Gresik Regent Regulation Number 12 of 2018 concerning the Delegation of Part of the Authority of the Regent to the Camat in the context of implementing Integrated District Administration Services.

### **Factors that influence the implementation of public policies**

The theory put forward by George Edwards III in Sadhana (2012) states that: "Implementation can be started from an abstract condition and a question about what are the conditions for successful policy implementation. According to Edwards III, there are four variables in public policy, namely Communications, Resources, attitudes and bureaucratic structures. The four factors above must be implemented simultaneously because one another has close relationship. The aim is to increase understanding of policy implementation. Simplification of understanding by breaking down (derived) through the implementation explanation into the principle components. Policy implementation is a dynamic process which includes the interaction of many factors. Sub-categories of fundamental factors are presented so that the effect on implementation can be seen. George Edward III in emphasizing that the main problem of public administration is lack of attention to implementation. He said, without effective implementation the decision of policymakers will not be carried out successfully. Edward suggests paying attention to four main issues so that policy implementation is effective, namely communication, resources, disposition or attitudes, and bureaucratic structures." Furthermore, George Edwards III in Sadhana (2012), also said that: "Communication is concerned with how policies are communicated to the organization and / or the public, the availability of resources to implement the policies, the attitudes and responses of the parties involved, and how the organizational structure of implementing the policies." Resources with regard to the availability of supporting resources, especially human resources. This is related to the ability of public policy implementers to carry out policies effectively. Disposition regarding the willingness of the implementers to carry out the public policy, capability alone is not sufficient, without willingness and commitment to implement the policy. The bureaucratic structure relates to the suitability of the bureaucratic organization that organizes public policy implementation.

### **Public Service Concept**

Epistemologically, the concept of Public Service According to Ratminto & Winarsih (2007) is: as all forms of services, both in the form of public goods and public services, which in principle are the responsibility of and carried out by government agencies at the central, regional, and in the environment of State-Owned Enterprises or Regional-Owned Enterprises, in an effort to meet the needs of the community and in the framework of implementing the provisions of laws and regulations.

Another definition according to Hardiyansyah (2011) the definition of public service is: Serving the needs of people or communities or organizations that have an interest in the organization, in accordance with the basic rules and procedures that are determined and aimed at providing satisfaction to service recipients.

Public service according to Sinambela (in Pasolong, 2013) is as any activity carried out by the government against a number of humans who have every profitable activity in a collection or unit, and offer satisfaction even though the results are not tied to a physical product. Kurniawan (in Pasolong 2013) said that public service is the provision of services (serving) the needs of other people or people who have an interest in the organization in accordance with the basic rules and procedures that have been determined.

The definition of public service according to Kepmen PAN Number 25 of 2004 is all service activities carried out by public service providers as an effort to meet the needs of service recipients, as well as in the context of implementing the provisions of laws and regulations. Meanwhile, Kepmen PAN Number 58 Year 2002 classifies three services from agencies as well as BUMN/BUMD. The grouping of these types of services is based on the characteristics and nature of the activities and service products produced, namely (1) administrative services, (2) goods services, and (3) services.

The type of administrative service is the type of service provided by the service unit in the form of recording, research, decision making, documentation and other administrative activities which as a whole produce birth products in the form of documents, for example certificates, permits, recommendations, information and others. For example, types of services for land certificates, shipping, IMB, population administration services (KTP, NTCR, birth certificates and death certificates).

The prime service variables include: (1) Government in charge of serving; (2) Communities served by the government; (3) Policies that are used as the basis for public services; (4) Sophisticated equipment / service facilities; (5) Resources available to be mixed in service activities; (6) The quality of service that satisfies the community is in accordance with the standards and principles of community service; (7) Management and leadership and community service organizations; (8) Behavior involved in community service: officials and society, whether each of them carry out their function. (SESPANAS LAN, 2000).

### **3. METHODS**

This study uses a qualitative research approach, which is the approach used in this study in order to study and reveal research problems in depth, detail and accurately. "Qualitative research is descriptive research and tends to use analysis with an inductive approach. In qualitative research, researchers have the freedom to determine the steps in the research process (not tied to the original plan)" (Jamaluddin, 2015: 47-48). This study seeks to explain the public play strategy by the Gresik sub-district government, based on facts or problems that appear to be studied in depth, interpreted and analyzed qualitatively to obtain conclusions that will be disclosed or described clearly and in detail.

There are several methods or data collection techniques such as interviews, observation and documentation. The three techniques the writer uses in this study, (Hamidi, 2004, p. 71). The informants in this study are officials who have an important role and are responsible for implementing public service policies at the Gresik Sub-district Office. Data were analyzed using several steps according to the theory of Miles, Huberman and Saldana (2014), namely analyzing data in the following steps: data collection, data condensation, presenting data (data display), and drawing conclusions or verification (conclusion drawing and verification). Data condensation refers to the process of selecting, focusing, simplifying, abstracting, and transforming data (transforming).

### **4. RESULTS AND DISCUSSION**

The Gresik District Government places great emphasis on Integrated District Administration Services (PATEN) and strives for the best strategy in implementing these services. The implementation of PATEN in Gresik District has indeed met the substantive requirements and has been supported by Gresik Regent Regulation Number 12 of 2018 concerning the Delegation of Part of the Authority of the Regent to the Camat in the context of implementing Integrated District Administration Services, but in its implementation still not optimal, indicated by the state of parking and counters available for services not in accordance with what has been regulated in the Minister of Home Affairs Regulation Number 4 of 2010 and has not been able to meet the technical implementation aspects as contained in the Regulation of the Minister of Home Affairs Number 4 of 2010 Article 11.

The Gresik District Government seeks to implement PATEN with a mechanism that is short, simple, easy, cheap and maximum, so that people are satisfied with getting government services. Gresik Subdistrict in implementing PATEN becomes the official organizing PATEN consisting of the Camat, the secretary of the Camat and all sections. The Gresik Regency APBD is the source of the budget for the implementation of the Gresik District PATEN, while the revenues obtained from the PATEN implementation are put into the regional treasury. In implementing PATEN in Gresik District, technical training has been carried out with a different focus each year for the implementation of PATEN. The focus of the training that has been carried out includes the technical implementation, infrastructure, performance improvement, services expected by the community. Although PATEN in Gresik sub-district has only been held with integrated mechanism in this year, the community has made it easier in terms of cost, energy and time. Services that were previously charged, now free of charge after the existence of the PATEN. Likewise with administrative costs that were once expensive, now they are free. Previously, you had to queue long and long, now you don't have to wait long.

In the context of organizing PATEN, Gresik District has a strategy to bring services closer to the community. Gresik Subdistrict provides integrated services to village heads who are located far from the Gresik District office. In this activity, Gresik District collaborates with agencies to provide these services. This activity has brought services closer to the community and provides higher quality services. This strategy is well implemented due to several factors, including:

#### **Coordination and Communication Skills**

Gresik Subdistrict has delivered information and provided understanding of PATEN. The delivery of information and providing understanding of PATEN is carried out through outreach to village heads, brochures, banners and pictures in Gresik District.

### **Implementer quality**

In the implementation of PATEN in Gresik District, staff and facilities are components that still seem to be hampering. Gresik Subdistrict in implementing PATEN has a lack of quantity and quality of staff. Apart from that, the facility also hinders the implementation of PATEN in Gresik District. The existing facilities in Gresik Subdistrict in implementing PATEN still have shortcomings.

### **The attitude of the implementers**

The staff in Gresik Subdistrict are aware of the program implementation because the staff in Gresik District already understand their duties, either their own duties or the duties of other sections and there is no resistance in carrying out their duties. Regarding the attitude of the officers in providing services, the public thinks that the attitude of the officers is good and friendly when providing services.

### **Bureaucratic Structure**

Gresik Subdistrict can manage licensing and non-licensing with the limits set in Gresik Regent Regulation Number 12 of 2018 concerning the Delegation of Part of the Authority of the Regent to the Camat in the context of implementing Integrated District Administration Services. This shows that there is a trimming of the bureaucratic structure where the community makes it easier to get services and can bring services closer to the community. The community is facilitated because to obtain services, it is enough to come to Gresik District to take care of permits and non-permits which are carried out in one place and there is no need to administer them in another place because they can be managed in the sub-district and are not bothered by bureaucracy.

## **5. CONCLUSION**

The strategy of the Gresik District government in implementing Integrated District Administration Services (PATEN) in Gresik District, Gresik Regency has been going well. The Gresik Subdistrict Government has met the requirements according to the policy, has service standards and provides infrastructure and technical implementers but still lacks in infrastructure and technical implementers. PATEN administrators in Gresik District are the sub-district head, the sub-district secretary and all sections in the Gresik District. In implementing the PATEN policy in Gresik District, funds are obtained from the APBD. Then, in implementing PATEN in Gresik District, training has been carried out so that the implementation is maximized. After the existence of PATEN in Gresik District, the community received better services, especially in terms of time, energy and cost. Then, Gresik District has a strategy to provide integrated services to villages that are located far from the Gresik District office and cooperate with agencies. This activity can bring services closer to the community and improve service quality in accordance with the objectives of PATEN. The strategy for implementing PATEN in Gresik District is well organized because of good coordination in Gresik District. The District Government transmits and provides an understanding of PATEN to the community. The staff in Gresik Subdistrict already understand their duties and there is no resistance in carrying out their duties. Then, the community felt that the officers' attitude in providing service was good. A good bureaucratic structure also supports the implementation of this strategy well, because of the trimming of the bureaucratic structure where the community is facilitated in obtaining services by being able to take care of licensing and non-licensing in the sub-district according to the criteria set out in Gresik Regent Regulation Number 12 of 2018 concerning the Delegation of Part of the Authority of the Regent to the Camat in the context of implementing Integrated District Administration Services. This also shows that PATEN can bring services closer to the community.

A policy made by the sub-district head is needed to provide integrated services to villages that are located far from the Gresik District office by making a fixed schedule for providing integrated services. This is because there are villages that are far from the Gresik District office, making it difficult to access services. Activities related to PATEN in each village so that the public knows more about PATEN, such as seminars and other forms of socialization. Staff in Gresik Subdistrict can be rewarded for staff who carry out their duties well and provide good service. This is done so that staff are more motivated and enthusiastic in carrying out their duties and providing good service. Furthermore, regarding the bureaucratic structure, Gresik District is expected to be able to manage both licensing and non-licensing properly as appropriate Gresik Regent Regulation Number 12 of 2018 concerning the Delegation of Part of the Authority of the Regent to the Camat in the context of implementing Integrated District Administration Services.

## Proceedings

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