

IMPLEMENTATION OF PUBLIC SERVICES IMPLEMENTATION POLICY AT PUSKESMAS GEDONG PANJANG, SUKABUMI CITY

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ABSTRACT

This study aims to describe the implementation of public service delivery policies at the Gedong Panjang Public Health Center, Sukabumi City, and also to identify the factors that drive and hinder it. This study uses a qualitative method, which aims to describe certain circumstances. This study focuses on compliance and duties and functions as well as the factors that influence the implementation of public service delivery policies at the Gedong Panjang Public Health Center, Sukabumi City.

The results showed that the implementation of Perda no. 9 of 2019 concerning the Implementation of Public Services at the Gedong Panjang Public Health Center, Sukabumi City is quite going well, seen from the dimensions of compliance and routine functions, namely the availability of service standards that are a reference in providing services to the public and the Gedong Panjang Health Center officials have understood and carried out their main duties and functions. . Although there is still no provision for the fulfillment of service obligations and publication of the results of the community satisfaction survey and there are no adequate facilities/facilities to support performance.

Meanwhile, the driving factors for the implementation of public service delivery policies are consistent with policy content messages in policy delivery, information on how to work, appointment/placement of staff according to competence, and standard procedures for implementing policies. Furthermore, several factors that hinder the process of implementing public service delivery policies are lack of socialization, limited diversity in communication channels, inadequate number of human resources, and inadequate supporting facilities.

Keywords: Implementation of Public Service Implementation Policy, Factors Influencing Policy.

INTRODUCTION

Policy implementation over the last three decades has become the focus of attention of social scientists, especially political science and state administration, both in developed/industrialized and developing countries. The problem of policy implementation (development) attracts attention because based on experience in developed and developing countries, it shows that there are various factors, both simple and complex. The implementation of government policies is the subject of attention from all parties including those involved in the process of formulating and implementing policies because it is closely related to the growing awareness that government policies in several fields are less effective, especially due to problems that arise in their implementation. The focus of attention on policy implementation is to understand what should happen after a policy is declared valid to have an effect and can achieve the goals that have been set.

One of the important indicators in good governance is related to public services which have always been a strategic and interesting issue to pay attention to, this is because the conditions for changing the desired service have not been following public expectations. People always demand quality public services from bureaucrats, even though these demands

are often not in line with expectations. If you pay attention to the various problems in the implementation of public services in Indonesia, the main problem of public services today is related to improving the quality of the service itself. According to (Mahsyar, 2011) the quality of public services is the result of the interaction of various aspects, namely the service system, human resources of service providers, strategies, and customers. And still according to (Mahsyar, 2011) states that quality service is very dependent on aspects such as how the pattern of implementation, human resource support, and institutions that manage it.

Various efforts have been made by the government in improving effective public services by making various policies as the basis for services such as the enactment of the Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services; Government Regulation of the Republic of Indonesia Number 96 of 2012 concerning Implementation of Law Number 25 of 2009 concerning Public Services; and Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 15 of 2014 concerning Guidelines for Service Standards.

Based on several surveys showing reports of poor public services in Indonesia, such as the Global Competitiveness Index (GCI) released in 2021, Indonesia is in position 45 out of 64 countries with an overall score of 64. Then the World Bank or the World Bank released the index. The ease of doing business (Ease of Doing Business / EODB) Indonesia ranks 70th in 2020 which is carried out in the largest business city in 190 countries. Based on the results of a compliance survey on public services conducted by the Ombudsman of the Republic of Indonesia in 2019 that the evaluation of public services is the low level of partiality or concern for public service providers towards the accessibility of service users with special needs (people with disabilities). In addition, the level of availability of information and procedures for submitting complaints is still low.

The implementation of public services in the City of Sukabumi is regulated by the Regional Regulation of the City of Sukabumi Number 9 of 2019. The Regional Regulation is an effort to improve the quality and guarantee the provision of public services following the general principles of good governance and provide protection for every citizen and resident from abuse of authority. In carrying out public services, it is necessary to have legal arrangements that support it. This Regional Regulation is expected to provide clarity and regulation regarding public services. Based on the results of the performance assessment of the unit providing public services within the Sukabumi City government, shows that it has not been evenly distributed with good results. This can be seen in the achievements of the Public Service Index, which is an index used to measure the performance of public services within the Sukabumi City Government based on aspects of service policy, aspects of human resource professionals, aspects of infrastructure, aspects of public service information systems, aspects of consultation and complaints, and innovation aspect. From the results of the performance assessment on 28 public service units within the Sukabumi City Government in 2020, the average value of the Public Service Index of public service units within the Sukabumi City Government was 2.93. Based on the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2017 concerning Guidelines for Performance Assessment of Public Service Providers, the value of 2.93 above falls into the range of 2.51 – 3.00 with category C which means Enough. Although the achievement of this value meets the target of the 2020 Public Service Index which has been set at 2.61.

Although there are regional regulations governing the implementation of public services in Sukabumi City, the results of the assessment show that there are still several aspects that have not been optimally met. This shows that the implementation of the regional regulations means that there are still obstacles. From the author's observations, it turns out

that there is a phenomenon, namely in Regional Regulation No. 9 of 2019 Sukabumi City regarding the implementation of public services, the purpose of the regional regulation is an effort to improve the quality and guarantee the provision of public services with the hope that this regional regulation provides clarity and regulation regarding public services. But, based on the results of the evaluation of the performance of public services in Sukabumi City, there are still 10 units of public service providers, namely puskesmas with category C or adequate performance achievements and category D or poor. This shows that the implementation of public services has not run well evenly in all units of public service providers, the facilities and infrastructure needed are still limited.

Likewise, the results of the 2020 community satisfaction survey on 28 public service units, although in general, show an average IKM value of 3.16 on a scale of 4 or with a conversion value of 79 on a scale of 100 with good service quality, there are still 9 units public services at health centers that have poor service quality.

One of the units providing public services is the Gedong Panjang Public Health Center which shows that the assessment of the public service index provided by the Gedong Panjang health center is still weak in aspects of HR professionalism, infrastructure, public service information systems, consultation, and complaints and innovation aspects. This is also what the author is interested in doing research. From the various data above, the main problems in the implementation of public services at the Gedong Panjang Public Health Center are as follows:

- 1). Not yet optimal fulfillment of service standardization
- 2). Unfulfilled public service facilities and infrastructure

This study aims to determine the implementation and the factors that drive and hinder the implementation of public service delivery policies at the Gedong Panjang Public Health Center, Sukabumi City.

METHODS

The methodology is the use of methods as a scientific step in technical research which can be started with data collection, analysis, data presentation, and conclusions. The information collected related to the observed phenomena is not enough just through observation but must use the triangulation method. The method used in this research is qualitative with a descriptive model, which aims to describe, and summarize various conditions, various situations, or various phenomena of reality. The qualitative approach was chosen because this study seeks to describe the views, and perceptions of researchers as a whole and seeks to reveal in-depth about the phenomena that occur in the field.

The focus of the research is on the implementation of public service delivery policies on compliance with service standards, service announcements, and publication of the results of community satisfaction surveys and the factors that influence policy implementation. Determination of research informants was carried out by purposive procedures using key persons. The basic key to using this procedure is the mastery of information from informants and that these key figures are involved or related to the thing being researched. Informants consist of structural officials starting from the secretary of service, head of a division, head of sub-section, head of the Puskesmas, and the head of the TU sub-division.

DISCUSSION

In analyzing the implementation of public service delivery policies at the Gedong Panjang Health Center, the authors can convey as follows:

1). Compliance with the Implementation of Policies for the Implementation of Public Services

In implementing the policies for providing public services as stated in Regional Regulation number 9 of 2019 concerning the implementation of public services at the Gedong Panjang Health Center, compliance with the contents of the policy is one of the important things and must be owned by all officers as service providers. To measure the level of compliance with the contents of the policy of Perda no. 9 of 2019 is the management of public services including service standard indicators, service announcements, and community satisfaction surveys.

The service standard is a benchmark used as a guideline for service delivery and a reference for evaluating service quality as an obligation and promise of the Operator to the community in the context of quality, fast, easy, affordable, and measurable services, as stated in the Minister of Administrative and Bureaucratic Reform No. 15 of 2014 concerning Guidelines for Service Standards. Based on the results of interviews with informants in the field, it was conveyed that compliance with the provisions of the provision of public services that have been regulated in Perda no. 9 of 2019 for some provisions that have gone well but there are still provisions that have not gone well.

Service standards are contained in Article 23 of Regional Regulation No. 9 of 2019, it is explained that service standards must be compiled, determined, and applied by the organizers by taking into account the ability to administer, community needs, and environmental conditions. In compiling and setting Service Standards, the organizers are obliged to involve the community and related parties. The service announcement is contained in Article 25 of the Regional Regulation 9 of 2019 which states that the service announcement must be compiled and determined by the organizer in carrying out services under service standards. The implementor said that there is a rotation process for employees within the health office which often occurs in a short time so that no adjustments have been made to the preparation of changes to the notice of service.

Likewise, the implementation of the community satisfaction survey is contained in Article 40 of the Regional Regulation No. 9 of 2019, it is explained that a community satisfaction survey must be carried out by service providers to service users to improve the quality of public service delivery.

From some of these articles, it is observed that the implementor understands and complies well with the preparation of service standards that have been determined but still does not understand well the preparation of service announcements and publication of the results of the community satisfaction survey.

2). Smooth Functional Routines

In carrying out the policy of setting service standards, service announcements, and conducting community satisfaction surveys, the implementation of routine functions of the Gedong Panjang Health Center apparatus must continue to be carried out smoothly. The indicators that can measure the smooth implementation of routine functions are a) understanding of the implementor of the main tasks and functions, b) the smooth implementation of the duties of the implementor. The factors that influence the implementation of the Regional Regulation No. 9 of 2019 at the Gedong Panjang Health Center the author uses the theory of George C. Edward III. According to Edward III, four factors can influence the implementation of a policy, the four factors are communication, resources, disposition, and bureaucratic structure.

1). *Communication*

The communication factor that is the driving factor is that there is consistency in the delivery of policy messages/orders. Meanwhile, the communication factors that become the inhibiting factor are 1) lack of socialization, 2) limited diversity in communication channels.

2). *Resources*

Resources are factors that play a very important role in influencing the successful implementation of a policy. Several things drive the resource factor, namely 1) the presence of adequate staff resources, 2) the existence of information on how to work, 3) the existence of authority received. While the obstacles to the resource factor are 1) the number of human resources is inadequate, 2) the supporting facilities are still lacking.

3). *Disposition*

In the disposition factor, there are also things as a driving factor, namely the appointment/placement of officials. Meanwhile, this disposition factor was not found to be a significant inhibiting factor, because everything was running as it should.

4). *Bureaucratic Structure* The bureaucratic

structure factor also affects the success of policy implementation. The driving factor in this bureaucratic structure is the existence of standard policy implementation procedures. While the bureaucratic structure factor was not found to be a significant inhibiting factor, because everything was running as it should.

CONCLUSION

Based on the results of the analysis and discussion, the following conclusions can be drawn:

First, the implementation of policies for the implementation of public services, both the availability of service standards as a reference in the provision of services and determined according to the provisions of applicable laws and regulations, based on the dimensions, it can be seen that the implementor's compliance with these indicators is as follow provisions that have been regulated in the Regional Regulation. No. 9 of 2019 concerning the Implementation of Public Services has gone quite well. However, the indicators for the availability of service announcements and information on community satisfaction surveys have not gone well.

Second, in carrying out the policy of implementing public services in carrying out routine functions, the Gedong Panjang Health Center apparatus as the implementer is still carried out well and smoothly. This is based on the results of interviews with informants on two indicators of this dimension, namely (the implementor's understanding of the main tasks and duties of the implementor). 9 of 2019 concerning the Implementation of Public Services at the Gedong Panjang Health Center can be said to be going well.

Furthermore, for the factors that influence the implementation of public service delivery policies at the Gedong Panjang Health Center, it can be concluded that:

First, for the communication factor, the driving factors are 1) the existence of socialization, 2) there is consistency in the delivery of policy messages/orders. Meanwhile, the inhibiting factor is that there is no diversity in communication channels.

Second, for the resource factor, the driving factors are 1) the existence of information on how to work and comply 2) the authority received. While the inhibiting factors are 1) the number of employees is inadequate, and 2) the supporting facilities are still lacking.

Third, for the disposition factor, the driving factors are 1) the appointment/placement of bureaucrats/officials. For this disposition factor, no significant inhibiting factor was found, because everything worked as it should, and.

Fourth, for the bureaucratic structure factor, the driving factor is the existence of standard policy implementation procedures. As for the bureaucratic structure factor, the inhibiting factor was not found.

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