

## **Analysis Of Public Service Quality At The Teluk Ambon District Office In Ambon City**

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### **Abstract**

*This study aims to analyze and explain the mechanism of implementation, factors, strategies and optimization of public service quality at the Teluk Ambon Sub-District Office, Ambon City. This research uses phenomenological method and qualitative descriptive approach. Data collection was conducted by interview, questionnaire, and documentation, with data analysis using triangulation and quantitative methods. The results showed that the community generally perceived services at the sub-district office to be running well, with a Community Satisfaction Index (SMI) of 3.15. However, the assessment of the sub-district office shows that (1) the service mechanism is in accordance with the standard operating procedures (SOP) set by the Ambon City Government, supported by the IKM assessment at priority III. (2) Factors affecting public service delivery, including professionalism, leadership, and discretion, show that the Camat and village officials act professionally in carrying out their roles, but still lack technical human resources and certain equipment (3) Strategies to improve the quality of public services are not fully effective due to this centralized authority. Priorities for improvement include delegation of authority and discretion, as indicated by the ISP ratings.*

**Keywords:** *Analysis, Quality, Public Service, Teluk Ambon District, Office In Ambon City*

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### **INTRODUCTION**

The paradigm of public policy in the era of regional autonomy is a crucial and continuously evolving aspect of governance in various regions worldwide (XU et al., 2015). Regional autonomy has brought significant changes in how local governments provide public services and interact with their communities (Pike et al., 2016) The paradigm of local government has shifted from a "rule government" approach, which focuses on procedures and regulations, to a "good governance" approach that emphasizes values such as inclusivity, transparency, accountability, fairness, equality, and the rule of law (Wood & Gough, 2006)

One critical aspect of this transformation is the increased focus on customer or community satisfaction. Local governments are now expected to provide services that satisfy the communities they serve. This means that local governments must understand the needs and expectations of their communities and strive to meet them (Stubbs\*, 2008) With this change, the "customer-driven" paradigm has become the foundation for delivering public services (Hadian, 2017; Hambleton & Howard, 2013)

Public service is the primary duty and responsibility of government, and it must be community-oriented. In this context, the government is considered a servant of the community, with the goal of creating conditions that support the community's well-

being. Therefore, the quality of public service is of utmost importance .(Langergaard, 2011) Quality encompasses various aspects, including the attitude and conduct of employees when serving customers (Setiawan & Hadi, 2007) The government must be responsible for providing good and professional service.

Local governments play a vital role in this transformation, especially in the context of regional autonomy. Regional autonomy grants local governments more authority to provide public services and meet the needs of their communities (Firman, 2009) owever, with that authority comes the responsibility to provide high-quality and satisfactory services (Hartono, 2020). In striving for good governance, transparency is a key factor. Local governments are expected to provide transparent services, where the community has broad access to information related to service processes and public policies (Hamdan, 2018; Kusumasari & Alam, 2012) lear and measurable service standards are also essential in ensuring the quality of service.

In the context of globalization, where competition and community demands are increasing, local governments are challenged to provide effective and efficient services (Sahid et al., n.d.).This means that a shift in the paradigm of public service and an improvement in service quality are crucial for meeting community expectations and creating conditions that support well-being.

To achieve this change, local governments need to continuously improve their performance and public services as an integral part of regional autonomy (Hutagalung & Hermawan, 2018; Sompa, 2019) Thus, a paradigm shift and enhancements in public service delivery are essential steps in achieving the common goal of providing satisfactory services and creating conditions that support community well-being in the modern era.The Ambon City Government has emphasized the importance of transparency in public service delivery. This aligns with the demands of the times, where nothing can be concealed or hidden from the public. The principle of transparency is a crucial step in implementing good governance and preventing potential deviations in public services.

However, at the district level, especially in the Teluk Ambon District, there is a failure to realize this principle of transparency. This results in ineffectiveness and inefficiency in public service delivery. One consequence is that all administrative service matters are concentrated in the Population and Civil Registration Agency (Dinas Kependudukan dan Pencatatan Sipil), which disrupts the service process.

In Ambon City, the Population and Civil Registration Agency handles administrative services like e-ID card registration. However, the issue arises when these administrative services are not distributed to the district level or below, as is the case in other cities. This means that the public has to go to the district office, and even to the village level, to handle various administrative matters. With this condition, public service in Ambon City becomes suboptimal, particularly concerning administration. Ideally, officials in the Teluk Ambon District should provide services according to established procedures, including having skilled technicians, adequate recording equipment, a robust internet network, and timely service completion. Additionally, the

responsibility for e-ID card printing should be delegated to the district level to enhance efficiency.

The research findings indicate complex issues in the provision of services to the community in the Teluk Ambon District. One of the main problems is the lack of complete delegation of authority in administrative service matters. As a result, public complaints continue to arise when handling various administrative documents. This district also serves residents from other districts in Ambon City, especially regarding e-ID card registration, even though the number of officials in the Teluk Ambon District is not proportionate to the population they serve.

Despite the existence of standard operating procedures (SOP) in the Teluk Ambon District Office, which require them to serve the public interest, the quality of public service provided by the organizers and implementers in this district has not reached a good and optimal condition. Several factors influence the poor quality of public service in the district office. Currently, the Teluk Ambon District not only serves its own residents but also those from other districts in Ambon City, especially in e-ID card registration. However, the number of officials in the Teluk Ambon District is not commensurate with the population they serve. Therefore, it is essential to understand the constraints and issues in the provision of public services in this district.

#### **MATERIAL AND METHODS**

This research was conducted at the Teluk Ambon Sub-district Office, Ambon City, with a focus on the sub-district government and stakeholders related to the quality of public services in the area. The research method used was descriptive qualitative research, which aims to identify issues and phenomena related to the quality of public services in Teluk Ambon Sub-district. The research approach used is a phenomenological qualitative approach, which aims to explain human behavior and experiences in understanding a concept or phenomenon. In the context of this research, the phenomenological approach is used to describe and analyze individual experiences, phenomena, or conditions related to the quality of public services in Teluk Ambon Sub-district. Data collection in this study used several techniques, namely interviews, observation, and documentation. In data analysis, two techniques were used, namely quantitative categorical analysis and qualitative analysis with a data simplification approach and data triangulation. Quantitative categorical analysis was conducted by calculating the percentage of respondents' support for the statements used as guidelines. The percentage was categorized as very weak, weak, moderate, strong, or very strong. The Index of Choice Status (ICS) formula was then used to determine priorities based on the data support received. Meanwhile, qualitative analysis was conducted through various stages, including data collection, data simplification, data presentation, conclusion drawing, and data verification. The data analysis model used is the interactive model of Miles, Huberman, and Saldana, which includes data collection, data simplification, data presentation, conclusion drawing, and data verification to achieve validity and reliability of the research results.

## RESULT AND DISSCUSION

### **The mechanism for providing public services at the Teluk Ambon Sub-District Office, Ambon City.**

Based on the principles of regional government as outlined in Law Number 23 of 2014 concerning Regional Governments. The primary focus of regional government efforts is to accelerate the welfare of the public through the enhancement of public services. This paradigm requires local government officials, particularly at the sub-district level, to deliver optimal services to the community. Public service is a primary duty of state officials who act as servants of the state and the people. This duty is explicitly mandated in the Preamble of the 1945 Constitution of the Republic of Indonesia, which encompasses protecting the entire nation and all Indonesian bloodlines, improving the general welfare, and promoting the intellectual development of the nation.

Apptly states that "public services and the basic rights of citizens and human rights are interconnected and cannot be separated This statement aligns with Sarundajang who states that "the government has two fundamental functions, namely the Regulation Function and the Service Function." Effective public service is considered achieved when citizens can easily access services through simple procedures, affordable costs, speed, accuracy, and satisfaction.

Furthermore, the Ambon City government, in accordance with Government Regulation Number 18 of 2016 regarding the Organization of Provincial and Regency/City Regional Devices, undertook an organizational transformation. The establishment of the Ambon City Regional Devices, as stipulated in the Ambon City Regional Regulation (PERDA) Number 4 of 2016 regarding the Formation and Structure of Ambon City Regional Devices, and Ambon City Mayor Regulation Number 4 of 2016 concerning its Organization and Work Procedures, was taken as a step towards improving public services and accelerating community welfare.

The impact of organizing regional devices is a change in administration. In line with this, as stated in (PALIEMA et al., 2016) that organizational management will have an impact on the administration of public services. Administration represents enhancements in the regulation of processes and methods of managing the organization. Various instruments such as written communication media, work facilities, job procedures, SOP (Standard Operating Procedures), minimum public service standards, and others, must be well regulated and managed to ensure that the organization achieves its established goals.

Consistent with these principles, the research findings indicate that service procedures at the Teluk Ambon Sub-District Office are in accordance with the Standard Operating Procedures (SOPs) set by the Ambon City Government. For example, when citizens need to process their e-KTP (Electronic Identification Card) or other documentations like birth certificates, death certificates, land certificates, Business Permit (SIUP), and Building Permit (IMB), they must follow the following procedure: 1) Request a domicile certificate from the neighborhood leader (RT) of their residence; 2) Bring the certificate from the RT to the Sub-Village/Desa office to obtain an endorsement letter to the Civil Registry Office; 3) The Civil Registry Office issues a digitally registered Family Card

(KK) in coordination with the Ministry of Home Affairs; 4) Bring the Family Card (KK) to the Sub-District Office for e-KTP registration; 5) After registration, return to the Civil Registry Office to collect the e-KTP. According to Batinggi & Ahmad, setting public service standards involves the following steps:

**A. Clear understanding of the services provided.**

The research results show that government officials at the Teluk Ambon Sub-District Office have provided public services well, with a strong understanding of the needs of the community when they come to the sub-district office for their affairs. They also have a very clear understanding of the requirements that citizens must meet when applying for e-KTP and similar services.

This is consistent with (Tiaji & Tiaji, 2019) on the Quality of e-KTP (Electronic Identification Card) Service in the Department of Population Registration Services at the Sindangkasih Sub-District Office, Ciamis Regency (Tiaji & Tiaji, 2019) The research found that the quality of e-KTP service at the Sindangkasih Sub-District Office was insufficient. There were errors in the implementation of e-KTP services, and many complaints from citizens who applied. The obstacles involved human resources, funding, facilities, and infrastructure at the Sindangkasih Sub-District Office, Ciamis Regency. To address these issues, efforts were made by requesting additional staff and optimizing the use of existing resources.

**B. Birth and Death Certificates**

With regard to birth and death certificate services, the procedures that must be followed include the following 1) Citizens request a certificate from the neighborhood head (RT), which is signed by two witnesses, one from the neighborhood and one from the RT, accompanied by the witnesses' e-ID cards., 2) They bring the certificate from the RT to the Sub-Village/Desa Office. 3) The Sub-Village/Desa Office issues a certificate to be taken to the Civil Registration Office. 4) The Civil Registration Office issues the Birth Certificate/Death Certificate. 5) If the Birth Certificate/Death Certificate will be used for further administrative procedures, it is photocopied and taken to the Sub-District Office for validation by the local Sub-District Head at the resident's location.

**C. Land Certificate**

With regard to services for land titles, the procedures to be followed include the following: 1) Citizens report to the neighborhood head (RT) with a copy of the agreement from the first and second parties, 2) They bring the certificate from the RT to the Sub-Village/Desa Office, along with the agreement document, and Sub-Village/Desa officials will visit the location to conduct land measurements, 3) The certificate from the Sub-Village/Desa Office is taken to the Sub-District Office for validation by the local Sub-District Head, 4) These documents are then taken to the National Land Agency (Badan Pertanahan Nasional) in the city to issue the Land Certificate.

**D. Business Permit (SIUP)**

There are several things related to service procedures in terms of applying for a trading license, namely as follows, 1) Citizens request a certificate from the local neighborhood head (RT), 2) The certificate is taken to the Sub-Village/Desa Office, 3) The certificate is

validated by the Sub-District Head, 4) The certificate is then taken to the Department of Industry and Trade to issue a Business Permit.

#### **E. Building Permit (IMB)**

As for several things related to service procedures in terms of building permit applications, namely as follows; 1) They request a certificate from the local neighborhood head (RT), 2) The certificate is brought to the Sub-Village/Desa Office, 3) The certificate from the Sub-Village/Desa Office is validated at the Sub-District Office, 4) The certificate is then taken to the City's Urban Planning Department, and officials will conduct an inspection at the construction site. After the inspection is complete, the Building Permit (IMB) is issued by the City of Ambon.

The results showed that Teluk Ambon Sub-district has implemented various strategies to improve public services to the community. One of the measures used is an effective awareness campaign through the use of stickers and billboards in various strategic locations, including the Sub-district office, Kelurahan, Village, and Adat Community. according to Susilo and Prayudi in (Ahmad, 2020) that using various media can be used as a strategy in conveying goals and messages to the audience. the public service strategy carried out in Teluk Ambon Sub-district aims to ensure that the entire community is informed about the programs offered by the Teluk Ambon Sub-district Office and the various public services available there. In addition, efforts to improve the accessibility of public services are also made through the provision of a free ambulance service that can be accessed by the community of Teluk Ambon Sub-district at any time. Contact numbers provided by the Sub-district Head, Sub-district Secretary, Head of Facilities and Infrastructure Section, as well as the ambulance driver, ensure that the community can easily reach this service when needed. This is in line with the understanding that one of the functions of government is to provide services to the community.

In the implementation of public service, the research reveals that government officials in the Teluk Ambon Sub-District have adopted the motto "smile, greet, be friendly, and sincere" as a guiding principle in their service. They carry out their service duties without charging fees, and all divisions and sections operate in line with their respective responsibilities. The application of this principle has enabled efficient and effective services to the public, contributing to a positive perception of the local government by the community. However, despite significant efforts to enhance public services, there are still challenges affecting the optimization of these services. One of these challenges is the absence of full delegation of authority from the Ambon City Government to the Teluk Ambon Sub-District concerning public service. Delegation of some authority to Sub-district is an effort to organize authority so that there is clarity in division of authority for the implementation of regional autonomy well. (Hadijaya, 2018)

This is in line with other research that suggests that the dominant role of the government in public service has not undergone significant change. In addressing citizen complaints related to services, the Teluk Ambon Sub-District demonstrates a

quick and efficient response. Each complaint must be promptly addressed by the implementing units, and resolution should not exceed two hours. The Sub-District Head of Teluk Ambon also emphasizes the importance of assisting the community in overcoming administrative obstacles in handling various documents at the Sub-District. This aligns with other research that shows that the quality of public service can only be achieved if all necessary requirements are met, including adequate infrastructure and responsive human resources to meet community needs. The monitoring of public service delivery in the Teluk Ambon Sub-District is regulated in accordance with the Public Service Law.

External oversight is conducted by various parties, including the community, the Ombudsman, the National Parliament (DPR RI), the Provincial Regional Parliament (DPRD Provinsi), and the District/City Regional Parliament (DPRD Kabupaten/Kota). Periodic reports on public service results are submitted by the Sub-Villages and the Sub-District to the Mayor, as stipulated by the Public Service Law. This reflects the commitment of the Teluk Ambon Sub-District to uphold performance accountability and provide the best public service to the community. Despite the challenges related to the delegation of authority and certain areas that require improvement, the implementation of the "smile, greet, be friendly, and sincere" principle and proactive steps in addressing complaints have contributed to the enhancement of public services in the Teluk Ambon Sub-District. With rigorous oversight and regular reporting, the local government strives to maintain service quality and ensure the well-being of the local community.

### **Factors Affecting the Quality of Public Services at the Teluk Ambon Sub-District Office in Ambon City**

Public service delivery and the implementation of Government Regulation No. 96 of 2012 regarding the Implementation of Law No. 25 of 2009 on Public Services present significant challenges in improving the quality of services provided to the community (Handayani et al., 2015). One crucial aspect of public service is the granting of permits to citizens who are applicants. This service must provide maximum satisfaction to the community, ensure an efficient process, and avoid lengthy timelines and high costs. Often, citizens complain about complex procedures, convoluted bureaucracy, and time-consuming processes. These are the challenges faced in public service.

The professionalism of government officials is key to overcoming these challenges. Professionalism reflects the level of skills and knowledge possessed by government employees, and this can be effective when supported by the alignment of educational levels with their job responsibilities. Additionally, professionalism also includes behavioral aspects, such as loyalty, innovation, productivity, and creativity. One of the major challenges faced by government officials is the ability to uphold professionalism, work with a strong work ethic, achieve competitive excellence, and adhere to bureaucratic ethics in carrying out their duties in line with the aspirations of the community. This involves providing services free from practices of Corruption, Collusion, and Nepotism (KKN).

Research results show that civil servants (ASN) serving in the Teluk Ambon Sub-District, as well as in the Sub-Villages (Kelurahan) and Villages (Desa) within the Teluk Ambon Sub-District, have carried out their duties with a high level of professionalism. They are ready to provide services to the community, even outside working hours, when necessary. This reflects their commitment to serving the community.

Although efforts have been made to enhance professionalism, weaknesses persist in public service. Some common issues include unresponsiveness to community needs, lack of clear information, difficulty in accessing services, lack of coordination, and time-consuming bureaucratic procedures. The community often feels that public service is reluctant to listen to their complaints, suggestions, or aspirations. This issue is also evident in public service in the Teluk Ambon Sub-District, where convoluted procedures often consume a significant amount of the community's time, resulting in a heavy workload for government officials.

This is where leadership plays a vital role. Leaders in the Teluk Ambon Sub-District must listen to and understand the perspectives of others, whether from subordinates or the community receiving services. Listening to the complaints, suggestions, and input from the community is a crucial step in improving the quality of public service. Alongside this, leaders need to be sensitive to the issues faced by the community in accessing services, including services provided outside of regular working hours. Leaders also need to be ready to take responsibility in public service. They must ensure that every activity performed in public service adheres to the established schedule. Additionally, communication with the community should be promptly conducted if anything requires notification. The leaders responsible for public service or appointed officials are accountable for public service delivery and the resolution of complaints or issues that may arise in the course of public service delivery.

One key to improving public service is through discretion. Discretion is the ability and policy granted to government officials to take action or make decisions in addressing specific situations not covered by existing regulations or laws. It is an important tool for efficient and effective public service delivery. However, the use of discretion should be based on wise judgment and for the public good. Legal certainty is a crucial factor in the use of discretion. All decisions made using discretion should be within the framework of established laws. This is an essential step to ensure that discretion is used to achieve justice and the public good, not for personal or specific group interests. Carefulness in using discretion is also a critical factor. Discretion should be used carefully and in line with the duties and responsibilities of each official. Delegating discretion to subordinates should be done cautiously to ensure they understand the limits and do not harm the community receiving services. Transparency is a vital aspect of improving the quality of public service. Transparent public service can enhance public trust and provide better access to information and services provided by the government. Trust is a key factor in ensuring that public service runs smoothly. Impartiality is an important principle in public service. Public service must be fair and not favor any specific party. Decisions and actions should be based on the public interest, not personal or specific group preferences (Antoni et al., 2018)



### **Strategies to Improve the Quality of Public Services at the Teluk Ambon Sub-District Office in Ambon City**

To enhance the quality of public services at the Teluk Ambon Sub-District Office in Ambon City, a carefully crafted set of strategies needs to be adopted. In the provision of public services, the primary task of government officials is to provide services that are effective, efficient, and just. Service efficiency involves optimizing the ratio between service inputs and outputs. In other words, a service can be considered efficient when the cost and time of service are managed in a way that provides convenience to service users. Service effectiveness, on the other hand, encompasses success in achieving the government organization's goals in delivering high-quality public services, especially in terms of cost and time. To ensure that public services run efficiently, effectively, and fairly for the community, there needs to be (Bovaird, 2007) . further attention to the existing authority structure.

From the findings of this research, it is evident that constraints in the implementation of these strategies include limitations on authority at the sub-district level, which hinder the local government officials' ability to make broader policy decisions. In the prevailing government bureaucracy, decisions are top-down and must receive approval from higher levels. However, there are several strategies proposed by David Osborne and Platrik, known as the "Five C," which can be applied in public service delivery to enhance its quality. These five strategies include core strategy, consequence strategy, customer strategy, control strategy, and culture strategy.

The Teluk Ambon Sub-District Office has implemented most of these strategies, although there are some challenges related to the limitations on authority at the sub-district level. Nonetheless, efforts to improve the quality of public services through the implementation of the "Five C" strategies have resulted in significant improvements in the public services provided to the community. Optimizing the Quality of Public Services at the Teluk Ambon Sub-District Office in Ambon City Research focused on optimizing the quality of public services at the Teluk Ambon Sub-District Office in Ambon City has identified key aspects relevant to the five dimensions of RATER, namely Reliability, Assurance, Tangibles, Empathy, and Responsiveness. In the Reliability dimension, the research indicates that the officials in this office demonstrate precision in serving customers. For instance, they have implemented the "JEMPOL" (Jemput Pelanggan Orang Lansia) program, reflecting a positive initiative to assist senior citizens in processing various administrative documents. Additionally, they use clear Standard Operating Procedures (SOP) as service guidelines. However, there are weaknesses in the officials' ability to repair recording equipment, which could potentially slow down the service process in case of malfunctions.

The Assurance dimension pertains to the guarantees provided to customers regarding timeliness, costs, and the legality of services. Research findings show that these guarantees are prioritized in task execution, starting from the Sub-District Head (Camat) down to the smallest units below. These services are provided free of charge, except for the issuance of Building Permits (IMB), which incurs fees. Regarding the Tangibles dimension, the research reflects an improvement in the quality of staff appearance, the comfort of

service locations, service process convenience, staff discipline in providing services, and the availability of adequate facilities. Staff members' compliance with government protocols and the provision of comfortable customer facilities create an environment conducive to good public service. However, there are some issues that require attention, such as the lack of additional recording equipment and computer procurement, which are essential tools in today's information technology era. Additionally, the issue of authority delegation results in customers having to go back and forth between multiple offices for document processing, incurring significant time and costs.

Empathy, the next dimension, involves good treatment, concern for customers' interests, as well as a friendly and polite attitude in service. Research findings indicate that officials at the Teluk Ambon Sub-District demonstrate empathy in serving customers. They prioritize customers' interests and respond to complaints effectively, without discrimination. The use of queue numbers in service also helps avoid unfair treatment.

Lastly, the Responsiveness dimension highlights the speed of service. Research results indicate that officials in this office respond quickly to every service user seeking assistance. Particularly in the issuance of e-KTP and the use of the 24-hour ambulance service, services are conducted promptly and accurately. While the research results reflect the commitment of the Teluk Ambon Sub-District Office in enhancing the quality of public services, there are still areas that require improvement, especially concerning the delegation of authority from the Ambon city government. This study provides valuable insights into how public services can continue to be enhanced to meet the needs of the community and create a more efficient and effective service environment in the future.

This research has identified several challenges encountered at the Teluk Ambon Sub-District Office in Ambon City. Some of the issues faced include limitations in recording equipment, a shortage of computers, the absence of technical personnel, and the very limited workspace, where a single room measuring 3x4 meters is used by two sections divided into four cubicles. This is partly because some of the space is allocated for the Integrated Sub-District Administration Service (PATEN), which requires the sub-district to adhere to legal regulations for the sake of public service efficiency and effectiveness. However, the implementation of PATEN still faces challenges due to the lack of full delegation of authority from the Mayor of Ambon to the Sub-District Head (Camat) in administrative services.

This has led to complaints from the public regarding the time, location, and costs required for administrative procedures. Therefore, the proposed solution is to implement a one-stop service, with bureaucratic representation from each sub-district in public services, allowing each sub-district to be represented in handling administrative affairs. This would help improve efficiency in public services, especially for residents in remote areas. The "JEMPOL" (Jemput Pelanggan Orang Lansia) program is one innovation that reflects a high level of empathy between the community and the bureaucracy of the Teluk Ambon Sub-District, where officials provide direct assistance to residents having difficulty accessing the sub-district office, even providing a 24-hour free ambulance service for those in need. These

findings pave the way for the "LAPOR CEPAT" (Quick Report) innovation with the "JEMPOL ABG" (Youth) spirit.

### CONCLUSIONS

Based on the discussion and research findings, it can be concluded the community generally perceived services at the sub-district office as running smoothly, with a Community Satisfaction Index (CSI) of 3.15. However, the assessment of the sub-district office revealed that (1) the service mechanism met the standard operating procedures (SOP) set by the Ambon city government, supported by an ISP assessment of priority III. (2) Factors affecting public services, including professionalism, leadership, and discretion, showed that the Sub-District Head and village officials acted professionally in their roles, but lacked technical human resources and certain equipment, such as e-KTP recording devices. The Teluk Ambon Sub-district office's efficiency was hindered by the centralized authority held by the Ambon city government, preventing the Camat from making crucial decisions. (3) Strategies for improving public service quality were not fully effective due to this centralized authority. Nonetheless, officials at sub-districts, villages, and sub-village levels displayed reliability, responsiveness, and empathy when providing services, particularly in administrative areas. Priorities for improvement included delegation of authority and discretion, as indicated by ISP rankings. Recommendations in increasing the effectiveness of public services can be increased through the implementation of delegation of authority and coordination and organized organization arrangements in accordance with the provisions of public service administration.

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