

Quality Public Service In Service Public Mal Aceh Tengah Regency

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ABSTRACT

Almost every day, in various mass media, especially in newspapers, it is found that there are so many complaints and unsatisfactory from the community, as the customer, towards the current implementation of public service. This complaints and unsatisfactory from the community, as customer service, at least can describe how bad the quality of the current public service is that enjoyed by the community. Perhaps, it is the right time for the community to be treated as citizen, who later will have rights and give priority to their rights for being served. They are not anymore being considered as *client* who previously have no any choice in choosing and have no choice to determine what kind of service that they really want to. There are so many results from research, seminar and writings that are worked by experts in which their works are talking about the implementation of a good and qualified public service. As far as this present day, however, the qualified public service has not yet implemented as should have been. The implementation of public service still acts as however it please to be and only emphasize on its own interest without considering the consumer's importance as the party who really should be served as well as possible. For this reason, a research, which is done in Service Public Mal of the Aceh Tengah Regency, tries to find out any factors that affecting quality of the public service. The main core of the public service implementation is the quality of norm of the service executor. The matter that should be realized is that the executor is the person who should serve for the community and the community is the one who should be served as well as possible.

Keyword : Quality, Public Service, Citizen

1. INTRODUCTION

The principle of market-oriented government organizations should be understood as emphasizing that the services provided by the government (officials) should prioritize service to the community. Similarly, the principle of a catalytic government implies that government officials should act as catalysts rather than obstacles to development activities, including expediting public services. In this context, the government's role is more focused on being a regulator rather than an implementer or service provider. As the balance, the government needs to empower the community groups themselves as providers implementers of public services. In other words, the government's task is to empower individuals to become self-sufficient and self-reliant (helping people to help themselves). This is what is truly meant by the principle of self-help or steering rather than rowing.

The establishment of the Public Service Agency (MPP) as an institution specifically tasked with providing direct services to the community, can basically be

said to be a new breakthrough or innovation in regional government management. This means that the formation of this organization has tangibly delivered outcomes, results in the form of increasing the productivity of public services at least quantitatively. In the context of Reinventing Government theory, the establishment of Public Service Agency (MPP) has embodied the meaning of community owned, mission driven, result oriented, customer oriented, and anticipatory government.

Therefore, the innovation of establishing the Public Service Agency (MPP) needs to be further developed with new discoveries in the practice of local government management. One opportunity that can be explored in this regard is the provision of service options with varying qualities. Services of higher qualitative standards can be charged at a relatively higher cost, while standard services can be charged at a standard rate. Revenue generated from the relatively more expensive services can be used to subsidize the cost of cheaper services through a cross-subsidy mechanism. This way, there is an expectation that the institution can finance its operational needs without compromising its primary function of service provision.

Furthermore, the phenomenon above also indicates that the segment of the population that remains underserved is still larger than those who have already received services. This fact is due not only to geographic factors but also to the suboptimal performance of officials, both administratively and technically. Therefore, the Public Service Agency (MPP) as the implementing organization must improve the quality of service to customers, as fundamentally, quality is determined solely by the customers (Coupet in Osborne and Gaebler, 1992).

From the above description, it has been mentioned that the existence of the Public Service Agency (MPP) has empirically succeeded in boosting the efficiency and productivity of public services. However, it is important to emphasize that, aside from the Identity Card (KTP) services, the actual function of the Public Service Agency (MPP) is no more than being the front liner in the provision of certain services. This means that the Public Service Agency (MPP) functions as a 'counter' for receiving applications that will then be processed by their respective functional Departments/Agencies. In this context, the establishment of the Public Service Agency (MPP) can be perceived as adding an extra layer of bureaucracy in serving the public. Based on the above description, the author intends to present a research with the title: "Quality of Public Services in the Public Service Agency (MPP) of Central Aceh Regency."

2. LITERATURE REVIEW AND HYPOTHESIS

Public Service

As previously stated, governance is fundamentally a service to the community. It is not established to serve itself but to serve the community and create conditions that enable every member of society to develop their abilities and creativity in order to achieve common goals (Rasyid, 2018). Therefore, public bureaucracy is obligated and responsible for providing good and professional services.

Professional public service refers to public service characterized by accountability and responsibility from the service provider (government officials). It has the following characteristics::

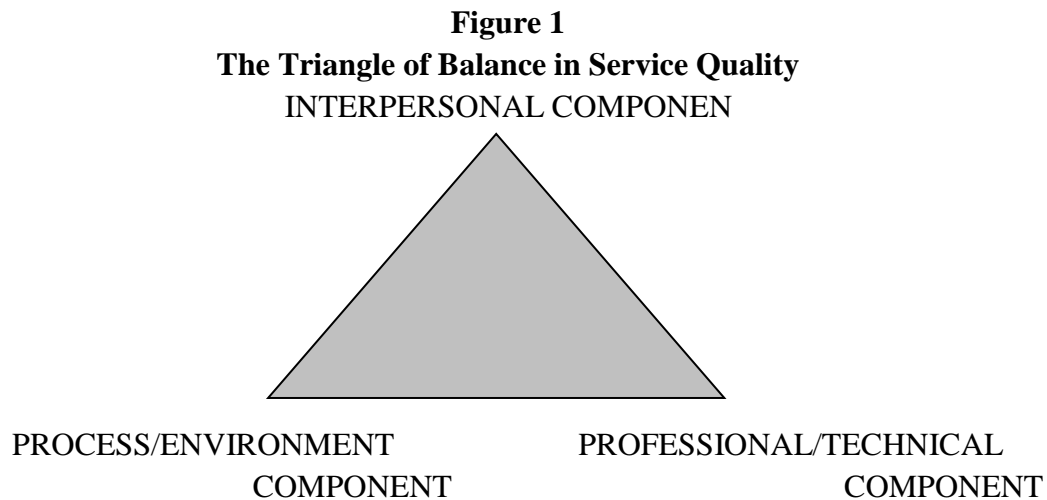
1. Effectiveness, prioritizing the achievement of goals and objectives;
2. Simplicity, meaning that service procedures are easy, quick, precise, straightforward, understandable, and easily carried out by the requesting public.;
3. Clarity and certainty (transparency), which includes clarity and certainty regarding:
 - a. Service procedures;
 - b. Service requirements, both technical and administrative;
 - c. Units or officials authorized and responsible for providing the service;
 - d. Service fees/tariffs and payment methods;
 - e. Service completion schedules.
4. Openness, which means that service procedures, requirements, responsible units/officials, completion times, fee details, and other related service processes must be openly communicated for easy access and understanding by the public, whether requested or not;
5. Efficiency, which includes:
 - a. Limiting service requirements to matters directly related to achieving service goals while ensuring integration between requirements and related service products;
 - b. Preventing the duplication of requirement fulfillment, in cases where the service process requires completeness of requirements from other government units/agencies.
6. Timeliness, meaning that public service implementation can be completed within specified timeframes;
7. Responsiveness, focusing on responsiveness and quick response to the issues, needs, and aspirations of the served community;
8. Adaptability, quickly adapting to the demands, desires, and evolving aspirations of the served community.

The characteristics of services, as Gasperz mentioned earlier, clearly differentiate services from goods, even though both serve as means of fulfilling needs. As an intangible product, services have different dimensions compared to tangible goods. The final product of a service does not possess physical characteristics as goods do. The ultimate outcome of a service greatly depends on the interaction process that occurs between the service and the consumer.

In the book "Delivering Quality Services" by Zeithaml, Valarie A. (et al.) from 1990, which discusses how customers perceive and expect services they receive, whether they are goods or services. In this context, the general goal of public services is to prepare the desired or needed public services and to communicate them accurately to the public, along with the choices and access methods planned and provided by the government.

Starting from the question of public satisfaction with what is provided by the service provider, in this case, public administration, it is the government itself that considers what the public expects, meaning to what extent the public hopes for what they ultimately receive.

Essentially, there are three (3) fundamental criteria for assessing the quality of public services, as illustrated in the following Figure 1:



Reference : Warsito Utomo, 2017

From Figure 1, it is explained that in assessing the quality of public services, it is essential to consider a balance between:

1. The interpersonal aspects involved (Interpersonal Component);
2. The processes and the environment that influence them (Process and Environment Component);
3. The professional and technical elements used (Professional and Technical Component).

Public Service Quality

Quality is a dynamic condition related to products, services, people, processes, and environments that meet or exceed expectations. The term "quality" itself encompasses various meanings. Some examples of quality definitions according to Fandy Tjiptono (2015) are:

1. Conformity to requirements;
2. Suitability for use;
3. Continuous improvement;
4. Freedom from defects;
5. Meeting customer needs from the outset and at all times;
6. Doing everything correctly;
7. Something that can delight customers.

To assess the extent of the quality of public services provided by government officials, criteria are needed to determine whether a public service can be considered good or bad. Zeithaml (2010) suggests that in supporting this, there are 10 dimensions to be considered in measuring the quality of public services, as follows:

1. Tangible, including physical facilities, equipment, personnel, and communication;
2. Reliable, consisting of the ability of the service unit to deliver the promised service accurately;
3. Responsiveness, the willingness to assist customers and take responsibility for the quality of service provided;
4. Competence, the demand for good knowledge and skills by officials in providing services;
5. Courtesy, a friendly, approachable, responsive attitude towards customer wishes, and a willingness to engage in personal contact;
6. Credibility, honesty in every effort to gain the trust of the public;
7. Security, service should be free from various dangers and risks;
8. Access, ease of contact and approach;
9. Communication, the willingness of service providers to listen to the voices, desires, or aspirations of customers, as well as their willingness to provide new information to the public;
10. Understanding the customer, making every effort to understand customer needs.

Government Officials' Abilities

"Government officials" refer to a group of individuals who serve the interests of the state and government and hold positions as civil servants

(Tayibnapsis, 2013). According to Moerdiono (2018), government officials encompass all the government implementing officials who receive their authority based on delegation from the President of the Republic of Indonesia.

In other words, state apparatus or government officials are the individuals responsible for carrying out activities and processes in the administration of the state. This includes those working within the three branches of executive, legislative, and judicial, as well as those in the military (TNI) and civil servants at the central and regional levels as determined by government regulations.

From government officials or the state apparatus, there is an expectation and demand for adequate abilities, including knowledge, skills, and behavioral attitudes, in line with the current requirements of service and development (Handayaningrat, 2016). Meanwhile, another concept defines ability as an inherent or learned trait that enables a person to perform mental or physical tasks (Bibson, 2011), while skills are capabilities related to specific tasks (Soetopo, 2019).

Service System

In definition, a system is defined as a network of interconnected elements according to a structured scheme or pattern that is worked together to perform a primary function within an endeavor or affair (Prajudi, 2015). It can also be understood as a complex, organized entirety, consisting of a combination of elements or parts that form a coherent whole (Pamudji, 2012).

In the context of service systems, it is essential to consider whether there are service guidelines, clear service requirements, time limits, costs or tariffs, procedures, guidebooks, integrated information media, and mutual respect among relevant units or units related to the community that requires the service.

The Interrelationship Between Organizational Structure, Government Officials' Abilities, Service Systems, and the Quality of Public Service

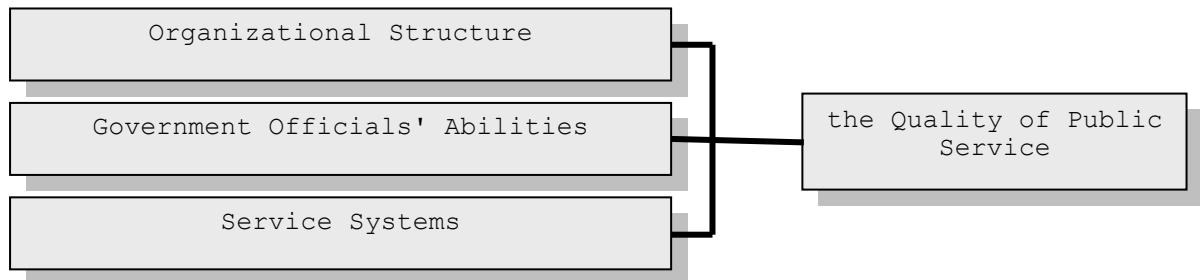
Based on the above description, it can be concluded that the quality of public service is greatly influenced by the factors of organizational structure, government officials' abilities, and service systems. These three factors are interrelated and cannot be separated in determining the excellence or deficiency of a service provided by the government.

The quality of public service is indicated by timeliness, ease of application, service accuracy free from errors, and service costs. These factors are strongly influenced by the organizational structure, government officials' abilities, and service systems.

The better the organizational structure, government officials' abilities, and service systems, the higher the quality of public service, leading to greater

satisfaction among the public as service users. Therefore, high-quality public service can be achieved. This can be observed in Figure 2 as follows:

Figure 2
Concept of Factors Influencing
the Quality of Public Service



Reference : Analysis Result

3. RESEARCH AND METHOD

The method used is a descriptive method, which can be defined as a problem-solving process that investigates by depicting the current state of the subjects and objects of research based on visible facts or as they are (Hadari Nawawi, 2020). In general, descriptive research is non-hypothesis research, so there is no need to formulate hypotheses in the research process (Suharsimi Arikunto, 2016). The descriptive research method is used to obtain an accurate overall picture of the research object.

This research involves respondents from the community of Central Aceh Regency who are concerned with the existence of the Public Service Agency (MPP) and key informants in the research area, specifically in the Public Service Agency (MPP) of Central Aceh Regency. Respondents were selected by taking key respondents. The number of samples obtained is equal to the number of respondents.

The key persons in this research are as follows:

1. Coordinator of the Public Service Agency (MPP) of Central Aceh Regency.;
2. Officials of the Public Service Agency (MPP) of Central Aceh Regency;
3. The community of Central Aceh Regency in need of services at the Public Service Agency (MPP) of Central Aceh Regency.

Data analysis method

During the research process, data analysis can be carried out concurrently with the observation process, allowing for immediate analysis of the data as it is collected.

According to the research method and data collection techniques used in this study, the data collected from the field will be analyzed using descriptive analysis. Through this technique, all data or facts obtained will be described by developing

relevant categories aligned with the research objectives, and interpretations of the results will be guided by appropriate theories.

Furthermore, this data analysis will be conducted inductively, meaning that conclusions will be drawn from the specific data collected and generalized to the broader context. It involves reasoning to reach a conclusion about all the elements of the research that were not examined or studied in the research on the quality of public service at the Public Service Agency (MPP) of Central Aceh Regency after investigating only a portion of these elements in accordance with the predetermined research sample.

4. RESULTS AND DISCUSSION

Quality of Public Service

One of the indicators to achieve good quality public service is the timeliness of service related to waiting and processing times. The faster and more timely the service process, the more satisfied the service users will be.

The completion time for each matter varies depending on the responsible institution. Here is a list of matter completion times.

Table 1
Service Completion Time

Service Type	Completion Time	Agency
1. Building Construction Permit (IMB)	14 days	Licensing Department
2. Business Location Permit (SITU) and Business License (HO)	35 days	Licensing Department
3. Identity Card (KTP)	1 days	Population Office
4. Civil Registration Certificates	1 days	Population Office
5. Permit for Installation of Banners, Banners, and Billboards	10 days	Economic Section
6. SIPA and Transportation Route Permits	7 days	Transportation Department
7. Ijin Penggilingan Padi, Huller dan Penyosohan Beras	10 days	Food Department

Reference : Public Service Agency (MPP) of Central Aceh Regency

From the interview results, upon careful examination, it can be observed that the residents of Central Aceh Regency who are dissatisfied with the timeliness of

service at the Public Service Agency (MPP) of Central Aceh Regency are those who experience delays exceeding 1 (one) week from the list of service completion times.

The following table presents the delays in service completion times at the Public Service Agency (MPP) of Central Aceh Regency that typically occur :

Table 2
Service Delayed Time

Service Type	Delayed Time	Completion Time
1. Building Construction Permit (IMB)	2 week	1 month
2. Business Location Permit (SITU) and Business License (HO)	1 month	2 month
3. Identity Card (KTP)	1 week	3 week
4. Civil Registration Certificates	1 week	2 week
5. Permit for Installation of Banners, Banners, and Billboards	1 week	2 week
6. SIPA and Transportation Route Permits	1 month	2 month
7. Milling Permit for Rice, Huller, and Rice Processing		

Source: Analysis Results

The public service process can be manipulated due to the lack of computerization. Various files and documents related to public affairs will not be well-controlled and may even get lost, making it impossible to be held accountable to the public. In this case, the public is the most affected party due to the absence of a systematic system. Therefore, the need for computerization is essential for every public service bureaucracy to provide services to the public in a more effective and efficient manner.

The earlier description further explains that in the submission of requests and administrative requirements at the Public Service Agency (MPP) of Central Aceh Regency, there is a requirement for complete documentation. This is supported by clear instructions on every request form.

When it comes to the ease of public service delivery, it is often misunderstood. This is because there is often a lack of alignment between the perceptions of the service users and the bureaucratic authorities regarding the types and quality of public services. The need for efficient, transparent, certain, and fair services is not yet fully understood by the bureaucratic authorities. In many cases,

discrimination in public service is experienced by marginalized groups in society, such as the poor and minorities, even though the principle of public service is not to favor any individual or group. Public services should be open and managed from the perspective of service users, implying a close relationship between service users and service providers.

If public services provided by the government have to be expensive, then the relevant government agencies are obligated to give the public the opportunity to participate in their provision. Therefore, the cost of services at the Public Service Agency (MPP) of Central Aceh Regency is considered reasonable and adequate by the public. The following is the magnitude of the service fees at the Public Service Agency (MPP) of Central Aceh Regency::

Table 3
The Amount of Service Fees

Service Type	Amount of Fee
1. Building Construction Permit (IMB)	Rp 550.000,00
2. Business Location Permit (SITU) and Business License (HO)	Rp 7.500,00 – Rp 25.000,00 (depending on size) Rp 3.000,00
3. Identity Card (KTP)	Rp 4.000,00
4. Civil Registration Certificates	Rp 780.000,00
5. Permit for Installation of Banners, Banners, and Billboards	Rp 240.000,00 – Rp 300.000,00
6. SIPA and Transportation Route Permits	Rp 100.000,00
7. Milling Permit for Rice, Huller, and Rice Processing	

Reference : Public Service Agency (MPP) of Central Aceh Regency

However, in reality, the service fees applied at the Public Service Center (MPP) of Central Aceh Regency exceed the predetermined rates. This is because some people choose to use brokers who are widely available at the MPP of Central Aceh Regency, or the officials at the MPP of Central Aceh Regency attempt to profit from the public. Here is the discrepancy in service fees at the Public Service Center (MPP) of Central Aceh Regency that do not comply with regulations:

Table 4
Discrepancy in Service Fees

Types of Services	Difference in Fees	Difference in Fees
1. Building Construction Permit (IMB)	Rp 400.000,00 Rp 75.000,00	Rp 550.000,00 Rp 100.000,00
2. Business Place Permit (SITU) and Business License (HO)	Rp 7.000,00	Rp 10.000,00
3. Identity Card (KTP)	Rp 6.000,00	Rp 10.000,00
4. Civil Registry Certificates	Rp 140.000,00	Rp 200.000,00
5. Advertising, Banners, and Billboards Installation Permit	Rp 200.000,00	Rp 500.000,00
6. SIPA and Transportation Route Permit	Rp 50.000,00	Rp 150.000,00
7. Rice Milling, Hulling, and Rice Processing Permit		

Source: Analysis Results

In addition to the reasons mentioned above, the determination of the service fees is adjusted based on the qualitative nature of the service. Better-quality services can justify higher fees, while standard services have standard fees. Revenue generated from relatively expensive services can be used to subsidize cheaper services through a cross-subsidy mechanism. This way, it is hoped that the Public Service Agency (MPP) Central Aceh Regency can fund its operational needs without compromising its primary service functions.

Organizational Structure

The ideal organizational structure at present is one that is lean (with fewer bureaucratic layers) but has many functions. However, in reality, there is still an increase in bureaucratic layers within the Public Service Center (MPP) of Central Aceh Regency because the MPP only acts as a receiving "counter," while the actual processing takes place in the relevant institutions (see Table 3).

Based on this, when looking at the Public Service Center (MPP) of Central Aceh's organizational structure in terms of task division, there is clear task division. In its day-to-day operations, the personnel working at the MPP Kabupaten Central Aceh amount to only 10 individuals, consisting of:

1. 1 administrative staff member;
2. 8 service counter officers;
3. 1 general affairs staff member.

Among these 10 staff members, a noticeable weakness is that none of them have the status of Civil Servants (PNS); they are contract employees or, more commonly known as honorary employees. The Coordinator of the that the Public Service Agency (MPP) Central Aceh Regency only occasionally visits to oversee the service process. Furthermore, while the clarity of task execution among agencies is generally maintained, it becomes a hindrance in expediting service times because each service request is only processed once several application forms have been collected and then taken to the relevant institutions.

Regarding the level of relationship between superiors and subordinates, a significant influence of Eastern culture is observed. This culture, called paternalism, views superiors as individuals to be respected by their subordinates, and on the other hand, subordinates are seen as tools to execute their superiors' orders. There is a tendency for bureaucrats who have become leaders to maintain their positions because they are perceived to provide financial and social benefits.

The consequence of this is that bureaucrats work slowly because those within tend to obey and defer to their superiors without taking the initiative to develop themselves. Subordinates become dependent and do not dare to make decisions even when urgent matters are at stake.

The relationship between superiors and subordinates at that the Public Service Agency (MPP) Central Aceh Regency lacks harmony. If this continues, it will affect the quality of service provided to the public, resulting in a decrease in service quality.

The lack of authority delegation to subordinates is critical because subordinates are the ones who are most aware of the public's needs. Service personnel are the closest to the issues and opportunities. They know what is happening from hour to hour and day to day, and if supported by leaders, they can create the best solutions to improve the organization as a whole. If leaders trust their subordinates to make important decisions, it means they value their employees.

Delegating authority to subordinates stimulates the emergence of innovation that arises from employees who carry out the work and interact with customers. The impact is higher employee morale, greater commitment, and increased productivity. Besides being given authority, subordinates must also be protected because not all leaders want their subordinates to interfere in decision-making.

Civil Servants' Abilities

In serving the needs of service users, the abilities of the officials or civil servants responsible for service become very important. The same applies to the abilities of officials or civil servants at the Public Service Agency (MPP) Central Aceh Regency. These officials or employees are the frontline in providing services.

One crucial factor in the abilities of officials or civil servants at the Public Service Agency (MPP) Central Aceh Regency is their level of education. When broken down individually, it can be seen in Table 5 as follows:

Table 5
Civil Servants' Abilities

Position	Education Level
1. Coordinator of UPT (Public Service Agency)	Bachelor's Degree (S-1) Bachelor's Degree (S-1) 6 individuals with Bachelor's
2. Administrative Staff	Degrees (S-1), 2 individuals
3. Service counter staff	with High School Diplomas (SMA)
4. General Affairs	High School Diploma (SMA)

Reference : Public Service Agency (MPP) of Central Aceh Regency

From the composition of the education levels of the personnel as shown in the table above, it can be seen that the competence of the personnel in the Public Service Agency (MPP) of Central Aceh Regency is considered good. This is evidenced by their high educational qualifications (bachelor's degrees), with only 3 (three) individuals having a high school education.

The complaints from one of the service desk officers at Public Service Agency (MPP) of Central Aceh Regency can actually be understood. It's regrettable because the existing capabilities cannot be fully utilized. However, in this case, there is no one to blame. Upon further examination, it is revealed that their employment status is still as honorary staff. Thus, it's challenging for the officer to demand more, especially if the local government conducts new employee recruitments or offers civil servant positions. In such a case, their knowledge and skills can be more effectively utilized.

Another indicator in the variable of personnel capability is the ability to complete tasks according to schedules. In this context, it means that when it comes to completing public service requests, the Public Service Agency (MPP) of Central Aceh Regency strives to process each application in a timely manner to the best of their ability.

For this, a good level of cooperation among institutions is required to enhance the quality of public services. In a bureaucracy, this encompasses a series of actions performed by service personnel, representing a service based on their capabilities to efficiently serve the public, rather than rigidly following regulations and guidelines. The issue of cooperation capabilities in the Public Service Agency

(MPP) of Central Aceh Regency still appears to be a constraint, and cooperation between superiors and subordinates is not well established.

Achieving success in providing public services at the Public Service Agency (MPP) of Central Aceh Regency necessitates active participation in training or courses relevant to their specific roles. Prioritizing the enhancement of human resources (HR) quality should be a fundamental component of employee development initiatives.

Additionally, by involving employees in training programs covering the basics of organizational management, leadership, and the implementation of adaptive organizations, it is expected to enhance their mastery of concepts related to good public service. The number of functional technical training sessions that have been attended:

Table 6
Functional Technical Training Sessions That Have Been Attended

Types of Training	Number of participants attended
1. Excellent Service	All
2. Public Management	5 individuals
3. Local Finance	3 individuals
4. Strategy and Quality Management	5 individuals
5. Leadership	2 individuals

Reference: Public Service Agency (MPP) of Central Aceh Regency

From the above description, it can be said that the officers at the Public Service Agency (MPP) of Central Aceh Regency already understand how to provide services to the public. It's now a matter of putting it into practice in the field.

Service System

The service system is a complete and interconnected series of elements that work together to provide the best service to the public as users of public services. To achieve the best quality of service, the Public Service Agency (MPP) of Central Aceh Regency must pay attention to the demands of consumers as users of the public services it provides.

According to the organization's objectives in the Public Service Agency (MPP) of Central Aceh Regency, one significant requirement to consider for the success of public service quality is the comfort in receiving services related to the location of the service. However, the reality in the: Public Service Agency (MPP) of

Central Aceh Regency shows that the factor of comfort for the public is not well taken care of. This can be observed from the condition of the service area, which does not meet standard comfort criteria. There have been complaints from the public about the services provided in: Public Service Agency (MPP) of Central Aceh Regency.

In supporting the service system, the Public Service Agency (MPP) of Central Aceh Regency also provides clear information about the public services it offers. Information is conveyed to the public through banners placed on main roads. In addition, special communication channels (hotlines) have been established to connect the Coordinator of the Public Service Agency (MPP) of Central Aceh Regency with the service users, allowing them to report issues related to public services easily. This hotline is a toll-free telephone number that can be easily reached by service users.

Regarding the protection against the impact of service outcomes, as mentioned earlier, the Public Service Agency (MPP) of Central Aceh Regency guarantees and provides protection to consumers in case of errors. To ensure consumer protection, the Public Service Agency (MPP) of Central Aceh Regency conducts periodic evaluations to provide an overall assessment. In addition, the public is also involved in providing feedback through user meetings to gather complaints, suggestions, and criticisms from the community.

Based on all of these aspects, to establish the best service system, the key is to implement the best practices in providing high-quality services. The quality of public services in the Public Service Agency (MPP) of Central Aceh Regency still needs improvement and enhancement. Thus, the initial question in the problem statement has been answered.

Factors Affecting the Quality of Public Services

In examining the relationship between variables in this study, which are the independent variables and the dependent variable, we will clarify the existing connections, illustrating how these variables impact the quality of public services.

Organizational Structure

In discussing the organizational structure, it will begin with the concept that the organizational structure in this research is the arrangement of parts that have interconnected tasks and functions, along with responsibilities and authorities in public service.

From the research results, it is found that a more efficient organizational structure will influence the quality of public services. What is meant here is to return the function of the Public Service Agency (MPP) not only as a service counter but fundamentally as a one-stop service unit, where each unit from various agencies is

located in the MPP location, so that every service request can be processed directly. This will further enhance the quality of service at the Public Service Agency (MPP) of Central Aceh Regency.

Abilities Aparatus

When addressing the competence of public servants, we will begin with the concept that competence, in this study, refers to the condition that demonstrates the knowledge, abilities, and willingness of officials to carry out their duties in order to facilitate the organization's goals.

The research findings indicate that higher and better competence among officials will have a positive esponsab service quality, resulting in better service. However, in the case of Kabupaten Central Aceh, the indicator of the officials' education level does not align with the existing concept. According to the concept, higher education among officials should lead to better competence. However, in Kabupaten Central Aceh, the level of education among officials does not significantly influence their competence in terms of service quality.

Therefore, with the aim of improving service quality, the competence of officials, who are esponsible for providing these services, should also be enhanced.

Service System

When delving into the service system, it will commence by considering the notion that the service system is a holistic and interrelated sequence designed to deliver optimal services to the community in alignment with organizational goals.

From the research findings, it is evident that the service system at the Public Service Agency (MPP) of Central Aceh Regency still needs improvement to enhance service quality. This is because a better service system results in an improved quality of service provided to consumers or service users.

5. CONCLUSION

Based on the analysis and interpretation of the data, several conclusions can be drawn as follows:

- 1). The quality of public services at the Public Service Agency (MPP) of Central Aceh Regency can be considered low, which is attributed to the following factors:
 - a. Inconsistency between waiting time and service completion time for customers.
 - b. Lack of online computerized systems connected to relevant agencies.
 - c. Flexibility in setting administrative requirements, although some discrimination in public service delivery exists.
 - d. The service fees set are reasonable and within the means of the community.

- 2). The organizational structure at the Public Service Agency (MPP) of Central Aceh Regency is not functioning as expected due to:
 - a. An organizational structure that does not exhibit favorable conditions.
 - b. A lack of harmonious relationships between superiors and subordinates in carrying out their tasks.
 - c. The MPP Coordinator, acting as a superior, does not adequately delegate authority to subordinates.
- 3). The competence of officials at the Public Service Agency (MPP) of Central Aceh Regency is considered relatively good, attributed to:
 - a. A high level of education among officials, as they all have educational backgrounds.
 - b. Responsiveness and promptness in serving the public, although initiative and creativity are lacking, with procedures being too rigid.
 - c. Superiors showing insufficient responsiveness to subordinates.
 - d. Regular reporting of activities, especially financial reports, to the Head of the Central Aceh Finance Office.
 - e. Regular participation in functional technical training to enhance their expertise.
- 4). Regarding the service system at the Public Service Agency (MPP) of Central Aceh Regency, it is currently rated as low due to the following factors:
 - a. The service area is often untidy, and comfort for customers is not prioritized.
 - b. Information about the services offered is effectively disseminated, involving the mass media for easy public access.
 - c. Provision of protection for any errors in the services provided, ensuring that mistakes are rectified with replacements when necessary.

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