



Public Service Performance in Gianyar during The Covid-19 Pandemic: Time and Handling of Complaints Needs Special Attention

Kadek Dwita Apriani^a, Ni Made Ras Amanda Gelgel^b, Richard Togaranta Ginting^{c*}

^{abc}Universitas Udayana, Indonesia

Information Article

History Article

Submission : 07-June-2021

Revision : 21-March-2022

Accepted : 28-April-2022

DOI Article:

[10.24905/jip.6.2.2021.17-25](https://doi.org/10.24905/jip.6.2.2021.17-25)

ABSTRACT

This paper is the result of a survey research conducted during the Covid-19 pandemic. Gianyar Regency as one of the areas severely affected in Bali due to the pandemic was trying to optimally improve the government's performance on public services. This study aims to determine the development trend of community satisfaction with the performance of the Gianyar Regency government, especially health services and social welfare services in the Covid-19 pandemic. Survey research conducted on the Gianyar community regarding the Community Satisfaction Index on the performance of the Gianyar Regency government. This study uses measurement tools and indicators of the Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 14 Tahun 2017 concerning Guidelines for Community Satisfaction Surveys on the Implementation of Public Services. The results showed that the indicators of time and complaint handling showed a low trend compared to other elements. The time indicator shows a score of 3.015 and the complaint handling indicator shows a score of 3.04. In general, the Public Satisfaction Index on Government Performance is good with an average score of 78.29.

Keyword: Government Performance, Public Services, Covid-19 Pandemic, Gianyar, Bali

Acknowledgment

© 2022 Published by Governmental Studies. Selection and/or peer-review under responsibility of JIP.

* Corresponding author

E-mail address: kadek88@gmail.com

1. Introduction

Gianyar Regency is one of the areas in Bali Province that is trying to improve public services to the community through various innovations, especially now during the Covid-19 pandemic. This is important in making breakthroughs in improving quality and encouraging public satisfaction. Because during the pandemic the policies issued by the government always seem negative in society, especially in developing countries, this is also the case in Peru in the quarantine phenomenon. (Carreras et al., 2021) because the impact of quarantine has had a profound effect on the economy of individuals and families, not a few oppose the policy (Diehl & Wolter, 2021) not to mention the issue of covid-19 conspiracies like the one in America, which adds to the bad image of the government almost in the middle of the world. (Stecula & Pickup, 2021). Although in 2020 America also successfully held a presidential election. (Kousser et al., 2021)

As a district in the province of Bali which has a large and diverse population character, it is certainly a formidable challenge in creating equitable services. To obtain a scientific description of public services in Gianyar Regency, it is necessary to study the perceptions of service users in Gianyar Regency. The people of Gianyar Regency certainly have various perspectives in assessing the public services that have been carried out. This will be an evaluation for changes or improvements in service quality that prioritize the satisfaction of service users, namely the community. Of course, not all service sectors in Gianyar Regency can be analyzed, due to various considerations. The selection of service fields to be analyzed is based on scientific considerations and their urgency for Gianyar Regency. It is quite difficult to measure and determine the level of public satisfaction in public services with different sizes and categories. (Indrayathi et al., 2022) There must be a good strategy to improve the supremacy of public services, such as a good communication strategy. (Jin et al., 2021)

Through covid-19 public services were forced to transform to digitalization. (Agostino et al.,

2020) But it must be understood, public service is a concrete expression of the values of society and participation in a value-based framework. (Osborne & Strokosch, 2022) In carrying out services, especially in the time of Covid-19, strong leadership and the right quality of public services are needed, such as to the community. (Eljawati et al., 2021)

Based on the Focus Group Discussion conducted with several stakeholders, it was agreed that this study focused on three services that were in the spotlight during the Covid-19 pandemic, namely education services, health services and social welfare services, especially the distribution of social assistance. However, in this paper only focuses on health services and social welfare services, especially the distribution of social assistance.

Benefits, Objectives and Targets

The benefits of this study are to determine community satisfaction with public services provided by the Gianyar Regency Government, especially health services and social welfare services, especially the distribution of social assistance. The purpose of this study is to determine the index of community satisfaction as users of public services in Gianyar Regency and of course to provide recommendations in an effort to improve the quality of public services, especially in related agencies that carry out health services and social welfare services, especially the distribution of social assistance. The targets in this study to obtain factual and comprehensive data include: Community satisfaction index data in Gianyar Regency; Evaluation of the quality of public services carried out; Recommendations for improving the service quality of the Gianyar Regency Government.

New Public Management and New Public Service

New Public Management focuses on improving the bureaucracy from within the organization by making the necessary changes. With the doctrine stated by Rhodes, adopting Hood's opinion Hughes (1998) as follows: first,

focusing on management activities not on policy activities, performance appraisal and efficiency; second, the breakdown of the public bureaucracy into small and simple bodies that are directly related to the basic interests of service users (user-pay bases); third, using the 'quasi market' and throwing it into the market (contracting out) as a driving force for competition; fourth, cutting costs; fifth, management patterns that emphasize, among others, output targets, time limits on contracts, financial incentives and freedom of management. The New Public Service paradigm was introduced by Janet V. Dernhart and Robert B. Dernhart through their book entitled "The New Public Service, Serving not Steering" which was published in 2003. This book begins with the sentence "Government shouldn't be run like a business; it should be run like a democracy". Government (state administration) should not be driven like a business (Hondeghem & Vandenabeele, 2007). Running the government is the same as moving the democratic order. If the paradigm Old Public Administration (which emphasizes economic-rational values) raises a counter paradigm for The New Public Administration, then The New Public Service Dernhart and Dernhart's has the same purpose, namely as a counter paradigm or it can be said that they want to 'deconstruct' the principles of principles, New Public Management especially the principles set Osborne and Gaebler (White, 2012).

Concept of Public Service

Every public service must have a clear measure so that it has a reference for the success of a service. The current dynamics demand the best public services and are truly felt by all levels of society without exception (Houston, 2000). Public services do not create disparities because of limited public access to them. Assessment of service quality can be seen from several different points of view such as Evans & Lindsay (1997), for example in terms of:

1. Product-based, in which service quality is described as a feature with various

measurement variables based on product characteristics.

2. User-based, in which the degree of service adherence to the customer's wishes determines the quality of service.
3. Value-based, which is concerned with the use of the product or the price satisfaction. When it depends on different types of gaps, the standard of this service can be seen.

Gibson, Ivancevich and Donnely (2012) include the time dimension, namely using short, medium and long term measures in assessing the performance of public organizations, namely:

1. Production is a metric that demonstrates an organization's ability to achieve the performance needed by its surroundings.
2. Quality refers to an organization's ability to fulfill consumer and client needs.
3. Efficiency is defined as the best ratio of output (output) to input (input) (input)
4. Flexibility is a metric that demonstrates an organization's ability to react to both internal and external demands.
5. Employee satisfaction reflects how they feel about their work and positions in the company.
6. The role of an organization in relation to other similar organizations is referred to as competition.
7. Development is a metric that represents an organization's willingness and obligation to increase its capacity and potential for growth by investing capital.
8. An individual's ability to survive is referred to as their "survival ability."

Indicators and Instruments of

Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Community Satisfaction Surveys (Wakhid, 2017). The scope of public services as contained in the PERMENPANRB consists of nine elements, namely:

1. Prerequisites

Requirements are both technological and administrative requirements that must be fulfilled when administering a form of service.

2. Procedure

Procedures for service providers and recipients are uniform service procedures.

3. Service time

The time it takes to complete the entire service phase for and form of service is referred to as service time.

4. Fees/ Tariffs

Charges/ Tariffs are fees charged to service recipients in managing and / or obtaining services from the operator, the amount of which is determined based on an agreement between the organizer and the community.

5. Product Specifications Type of Service

The outcomes of services rendered and obtained in compliance with predetermined provisions are the product specifications for service forms. Each form of service specification has resulted in this service product.

6. Implementing Competencies

Implementing Competencies are abilities that must be possessed by executors including knowledge, expertise, skills and experience.

7. Implementing Behavior Executing

behavior is the attitude of officers in providing services.

8. Handling of Complaints, Suggestions and Inputs

Handling of complaints, suggestions and input is the procedure for handling complaints and follow-up actions.

9. Facilities and Infrastructure

As a type of public service delivery, facilities are used by service providers and facilities are given to service users.

Community Satisfaction

According to Supranto (1997), satisfaction is the level of a person's feelings after comparing the perceived performance or results with his expectations (Dwiyanto, 2014). Community satisfaction is a feeling of pleasure or disappointment as a result of the comparison

between perceived and expected achievements or products (Bourgon, 2008). According to (Lupiyoadi Rambat, 2006) the main determining factor for community satisfaction is the perception of service quality, (Mahsyar, 2011). including in inland tribes in Indonesia, not just in cities. (Sakir et al., 2019) When viewed further, the achievement of community satisfaction through service quality can be improved with the following approaches:

1. Closing the distance between management and the general public
2. Public institutions must be able to develop a common vision in order to improve service processes.
3. Create a system for the public to send complaints by creating a recommendation and criticism system.
4. Developing programs to meet the needs and demands of the community.

Based on the above definitions, there is a common definition of satisfaction, which concerns the satisfaction component (expectations and perceived performance results). Generally, expectations are estimates or people's beliefs about what they will receive if they buy or consume a product (goods and services). Meanwhile, perceived performance is the perception of what it receives after consuming the purchased product and to create community satisfaction, public organizations must create and manage systems to obtain more customers and the ability to defend society.

2. Method

This research is a quantitative type of research, which tests the population on a particular sample. Data collection in this study used a survey method, so that the data was obtained from primary data sources, namely those who are people who receive direct services from the Gianyar regency government, especially health services and social welfare services, especially the distribution of social assistance. The sampling technique applied was simple random sampling. Quantitative data analysis uses descriptive statistics in the form of frequency

data and index calculations in accordance with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Community Satisfaction Surveys.

This method was chosen because the purpose of this study was to see several things, such as the profile of public service users in Gianyar, the opinion of service users regarding various aspects of public services, and the needs of service users who have not been accommodated in the current administration of Gianyar public services, the aspirations of service users themselves towards the performance of the Gianyar regency pmerintah, satisfaction with the services provided, and expectations or service improvement proposals (Dwiyanto, 2005: 338). From these data, evaluation of public services can be carried out, so that the quality of public services of the Gianyar Regency Government can be improved in the following years.

3. Result & Discussion

Respondent Profile

For the health sector survey, selected 100 respondents who have used services at Payangan Hospital. Respondents consisted of 62% female and 38% male. For the Social Assistance sector survey, 200 respondents who had received Social Assistance during the Covid-19 pandemic were selected. Respondents consisted of 92% male and 8% female. Most of the Health Service respondents were from the age group 46-55 years, namely as much as 30%. Only a small proportion (3%) of respondents aged <17 years. Most of the respondents came from a variety of educational backgrounds, mostly from SD / Ibtidaiyah education background (31%). Only a handful of respondents (1%) admit that they have not graduated from elementary school. Most social assistance respondents were from the age group 46-55 years, namely as much as 39%. Only a small proportion (2%) of respondents aged <17 years. Most of the respondents came from a variety of educational backgrounds, mostly from high school / equivalent education background

(31%). Only a handful of respondents (3%) claim to have a bachelor's education background. Most of the respondents work as farmers (32%) and have various educational backgrounds. Only a handful of respondents (1%) admit that they have a job as a housewife.

Health Service Index

Data processing of survey results for Health service users aimed at the Payangan Hospital analysis unit shows that all elements of service in this health service still have an average value above 3. Six elements, namely requirements, procedures, costs, service specifications, the executor's competence and implementer behavior have an average score of 3 with high thresholds ranging from 3.15-3.38. Meanwhile, the three other service elements with an average score of 3 with a low threshold, namely time, handling of complaints and inputs, and facilities and infrastructure have a smaller score, namely in the range 3.08-3.14.

Table 1. Health Services Index Gianyar Regency Government

Service Element	Average Score
Requirement	3,15
Procedure	3,18
Time	3,08
Charges	3,23
Service Spesification	3,22
Implementation Competency	3,35
Implementation Behaviour	3,38
Handling Complaints and Input	3,14
Facilities and Infrastructure	3,14
Score IKM	79,3
Categorized Service	B (Good)

The community satisfaction index with health service performance is in the range of 79.3. This figure is included in category B (good) in terms of service quality. Increasing the quality of service through improving various elements of service is still needed by the offices that provide this service so that the public feels the optimization of the presence of the Gianyar regency government in the form of good public services.

Social Welfare Sector Service Index (Social Assistance)

The processing of survey data on social assistance recipients shows that all elements of service in this health service still have an average score above 3. Seven elements, namely requirements, procedures, costs, service specifications, implementing competence and the behavior of the implementer and infrastructure has an average score of 3 with a high threshold of more than 3.1, namely in the range of 3.10-3.33. Meanwhile, the other two service elements with an average score of 3 with a low threshold, time and treatment, have a smaller score below 3.1, namely in the range 3.01-3.04.

Table 2. Service Index for Social Welfare Sector Gianyar Regency Government

Service Element	Average Score
Requirement	3,13
Procedure	3,15
Time	3,01
Charges	3,33
Service Spesification	3,12
Implementation Competency	3,10
Implementation Behaviour	3,20
Handling Complaints and Input	3,04
Facilities and Infrastructure	3,17
Score IKM	77,78
Categorized Service	B (Good)

The community satisfaction index with health service performance is in the range of 77.78. This figure is included in category B (good) in terms of service quality. Increasing the quality of service through improving various elements of service is still needed by the offices that provide this service so that the public feels the optimization of the presence of the Gianyar regency government in the form of good public services.

Timing and Handling of Complaints Becomes a Spotlight

Public services in the Gianyar district health office that provide Health services at Payangan Hospital have been included in category B (good) in terms of service quality. Public services in the Gianyar regency social service that provide social welfare services in distributing social assistance are included in category B (good) in terms of service quality. Improvement of service quality must be carried out by giving priority to improving service elements that still receive an average score below the threshold, namely the time and handling of complaints. Current public service trends are expected to focus on service effectiveness and efficiency. Public service innovation is something that must be done by every local government in the dynamics of problems in society. The government is required to be able to produce relevant public service innovations in overcoming existing public problems.

Survey-based research related to satisfaction with the performance of the Gianyar Regency Government, provides an overview and explains public perceptions through selected respondents. This research is based on service performance that has been carried out based on public perceptions or users of education services, health services and social welfare services during the Covid-19 pandemic in Gianyar district. Based on the data obtained, it provides various data. The researcher analyzes related to the advantages of the performance aspects that have been carried out by the Gianyar Regency Government.

The first advantage is related to the performance of services that have been carried out based on public perceptions or users of education services, health services and social welfare services during the Covid-19 pandemic in Gianyar district. Services related to education costs related to the distribution of learning quota recipients during the Covid-19 pandemic, then with friendly health services and cost administration services when distributing social assistance during the Covid-19 pandemic.

The other side is related to weaknesses in the performance of the Gianyar Regency Government. This is based on the data obtained related to respondents' perceptions, so there are several weaknesses that later need recommendations to overcome them. The weaknesses in question are as follows:

First, public services at the Gianyar district health office that provide health services at Payangan Hospital have been included in category B (good) in terms of service quality. Public services at the Gianyar district social service which provide social welfare services in distributing social assistance have been included in category B (good) in terms of service quality. Improvements in service quality must be carried out by giving priority to improving service elements that still get an average score below the threshold, namely time and complaint handling. The current trend of public services is expected to focus on service effectiveness and efficiency. Public service innovation is something that every local government must do in the dynamics of problems in the community. The government is required to be able to produce relevant public service innovations in overcoming existing public problems.

4. Conclusion

Based on the analysis of the results of the satisfaction survey service recipients first, it is necessary to improve the quality of services at Payangan Hospital, especially in the indicators of time, handling complaints, and infrastructure. Second, It is necessary to improve the quality of services in social welfare services, especially in indicators of time and handling of complaints

References

- Agostino, D., Arnaboldi, M., & Lema, M. D. (2020). New development: COVID-19 as an accelerator of digital transformation in public service delivery. *Public Money and Management*, 1–4. [[Crossref](#)]
- Bourgon, J. (2008). The future of public service: A search for a new balance: Keynote address to the 2008 IPAA national conference, Sydney, NSW, June 2008.: KEY SPEECH. *Australian Journal of Public Administration*, 67(4), 390–404. [[Crossref](#)]
- Carreras, M., Vera, S., & Visconti, G. (2021). Does issue framing shape support for COVID-19 lockdown measures? Evidence from a survey experiment in Peru. *Research and Politics*, 8(2). [[Crossref](#)]
- Diehl, C., & Wolter, F. (2021). Attitudes about containment measures during the 2020/2021 coronavirus pandemic: self-interest, or broader political orientations? *Research and Politics*, 8(3). [[Crossref](#)]
- Dwiyanto, A. (2014). *Mewujudkan Good Governance melalui Pelayanan Publik.pdf* (pp. 190–219).
- Eljawati, E., Tefa, G., Susilawati, S., Suwanda, S. N., & Suwanda, D. (2021). Leadership in the quality public service improvement. *Linguistics and Culture Review*, 6, 252–263. [[Crossref](#)]
- Evans, J.R. and Lindsay, W.M. (1996), *The Management and Control of Quality*, West Publishing Company, Minneapolis, MN.
- Hondeghem, A., & Vandenabeele, W. (2007). *New Public Service*. In *Encyclopedia of Public Administration and Public Policy*, Second Edition (Print Version). [[Crossref](#)]
- Houston, D. J. (2000). Public-Service Motivation: A Multivariate Test. *Journal of Public Administration Research and Theory*, 10(4), 713–727. [[Crossref](#)]
- Hughes, Owen. (1998). *Public Management and Administration: An Introduction*. London, Macmillan Press Ltd.
- Indrayathi, P. A., Pradnyani, P. E., Saptiaryati, N. L., Putu, L., Ulandari, S., & Kolozsvari, L. R. (2022). PERCEIVED QUALITY OF CARE DURING COVID-19 AT SANJIWANI HOSPITAL GIANYAR,

BALI. In OISAA Journal of Indonesia Emas OISAA JIE (Vol. 2022).

- Jin, Q., Raza, S. H., Yousaf, M., Zaman, U., & Siang, J. M. L. D. (2021). Can communication strategies combat covid-19 vaccine hesitancy with trade-off between public service messages and public skepticism? *Experimental evidence from Pakistan. Vaccines*, 9(7). [[Crossref](#)]
- Kousser, T., Hill, S., Lockhart, M., Merolla, J. L., & Romero, M. (2021). How do Americans want elections to be run during the COVID-19 crisis? *Research and Politics*, 8(2). [[Crossref](#)]
- Lupiyoadi Rambat, H. A. (2006). *Manajemen Pemasaran Jasa*. PT Salemba Empat.
- Mahsyar, A. (2011). Masalah Pelayanan Publik di Indonesia Dalam Perspektif Administrasi Publik. *Otoritas : Jurnal Ilmu Pemerintahan*, 1(2), 81–90. [[Crossref](#)]
- Osborne, S. P., & Strokosch, K. (2022). Participation: Add-on or core component of public service delivery? *Australian Journal of Public Administration*, 81(1), 181–200. [[Crossref](#)]
- Sakir, Habibullah, A., & Nurfaishal, D. M. (2019). Kualitas Pelayanan Kesehatan Pada Masyarakat Adat Terasing (Studi Kasus Pada Suku Tengger Desa Ranu Pane).
- Stecula, D. A., & Pickup, M. (2021). How populism and conservative media fuel conspiracy beliefs about COVID-19 and what it means for COVID-19 behaviors. *Research and Politics*, 8(1). [[Crossref](#)]
- Supranto, J. 1997. *Pengukuran Tingkat Kepuasan Pelanggan : Untuk Menaikkan Pangsa Pasar*. Jakarta : Rineka Cipta
- Wakhid, A. A. (2017). Reformasi Pelayanan Publik Di Indonesia. *Jurnal TAPIs*, 01(14), 53–59.
- White, K. (2012). New public management. *The Sage Dictionary of Health and Society*, 1992, 52–53. [[Crossref](#)]

AUTHOR PROFILE

Richard Togaranta Ginting

Last education obtained a Masters degree from the University Indonesia. Teaching and research focus on information culture, preservation and conservation as well as bibliometrics. Apart from focusing on education and research activities, he is also active in community service activities by making improvements to libraries and reading gardens around Bali. In addition, he is also active as a presenter in scientific meetings in the library field at both the national and international levels. Among them are the International Conference on Science Mapping and Development of Science Gadjah Mada University, 2nd International Conference on Record and Library (ICRL) Airlangga University, 5th International Conference of Asian Special Libraries (ICoASL) UIN Sunan Kalijaga, The 1st International Conference on Library and Information Science Sukhothai Thammathirat Open University, Thailand. Open Society Conference of the Jakarta Open University and the 11th Indonesian Digital Library Conference.

Ni Made Ras Amanda Gelgel

obtained a bachelor's and master's degree in communication science from the University of Indonesia. He earned his doctoral degree at the age of 34, at Cultural Studies, Udayana University. Being a lecturer is his profession of choice after more than 7 years as a journalist. He was a journalist at the Presidential Palace between President Megawati and President Susilo Bambang Yudhoyono. In addition to teaching, he has conducted research in collaboration with KPI, Regency / City KPU, Press Council, TVRI and several regencies / cities in Bali. He is now focusing on digital literacy and journalism in the new media era. He is involved in various organizations / networks such as ISKI, ASPIKOM, APJIKI, JAPELIDI to PERHUMAS.

Kadek Dwita Apriani

is a lecturer in the political science study program, FISIP UNUD. He completed his undergraduate to doctoral education at the political science department of the University of Indonesia and earned cum laude honors at three levels. He has more than 10 years of experience in political surveying, and has served as research director at the national

survey institute, Cirus Surveyors Group. Experience working as a team of experts in politics and government in the National Development Planning Agency (BAPPENAS) and several districts / cities in Bali. Her research interests are political parties, elections, local politics and gender. His best works have been published in various books, journals and mass media.