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The factor of public service organizations (the study of service quality)

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Abstract

This study identified factors affecting public services organization which contribute to the highest and lowest on public services. This study used a quantitative design explanatory survey to explain the causal relationship between the variables through hypothesis testing. The results of the organizational factors affect the quality of public services, where the organizational factor of all valid indicator, the most dominant indicator in measuring organizational factors are indicators, procedures, policies and division of labor. In conclusion, the tasks specialization needs to be improved in order to upgrade organizational performance as well as the skills, duties and responsibilities each employee.

Keywords: Public, Service, Organizations, Palembang.

El factor de las organizaciones de servicio público (el estudio de la calidad del servicio)

Resumen

Este estudio identificó los factores que afectan a la organización de servicios públicos que contribuyen a los servicios públicos más

altos y más bajos. Este estudio utilizó una encuesta explicativa de diseño cuantitativo para explicar la relación causal entre las variables a través de la prueba de hipótesis. Los resultados de los factores organizacionales afectan la calidad de los servicios públicos, donde el factor organizativo de todos los indicadores válidos, el indicador más dominante en la medición de los factores organizacionales, son los indicadores, procedimientos, políticas y división del trabajo. En conclusión, la especialización de tareas debe mejorarse para mejorar el desempeño organizacional, así como las habilidades, deberes y responsabilidades de cada empleado.

Palabras clave: Público, Servicio, Organizaciones, Palembang.

1. INTRODUCTION

The low quality of public services in Indonesia has long been public complaints. It is characterized by complex and high prices of services, as well as the difficulty to gain access to public services. Such conditions are not in line with a government effort to realize the excellent service to the community. The quality service is a service that can give you the satisfaction of all parties, from providers up to the community. The substance of the law has led to the embodiments of the quality service desired by all stakeholders. However, a common problem is not in the regulations but sometimes arise from the implementation.

In Indonesia, public service is one of the government tasks to be held. The problem statement in this research was the quality of public services in Palembang has not shown good quality. Referring to the statement of the problem, then the question of the research is whether the organizational factors affect the quality of public services.

The purpose of this research was 1) to identify the factors that affect the organization of the quality service at City Planning Office Palembang; 2) to determine the amount of factor in the organization that affects the quality of public services at Palembang.

2. THE CONCEPT OF QUALITY OF SERVICE

The significance of public services is to create a clean government, democracy, human rights and social justice. According to Denhardt and Denhardt (2007) the paradigm of New Public Service (NPS) is very different from the Old paradigm of Public Administration (OPA), which emphasizes the role of government as rowing, and the paradigm of New Public Management (NPM) as the steering, while the paradigm of New Public Service (NPS) role of government as serving. Assumptions on the motivation of employees and administrators on the paradigm of New Public Service (NPS) is a public service to serve the community desires.

In line with the development of this paradigm, improving the quality of public servants is the duty of the government to realize. Services provided by the government to the people, relatively still far from satisfactory, it was presented by Moenir (1995) people are still positioned as the helpless and marginalized within the framework of the service. Supposedly Moenir (1995) says service is the process of fulfillment through other people directly.

3. ORGANIZATIONAL FACTORS IN PUBLIC SERVICE

The organization is defined as a union entity consciously coordinated social, with a relatively identifiable boundary working as relatively to achieve a common goal. The word implies manageable coordination. While the word social unity means that the units were made up of individuals or groups who interact with each other. Because the organization is a social unity, the pattern of interaction of its members must be balanced and harmonized. An organization has a relatively identifiable boundary, although there is a change in a specified period. Limits must be declared by the class, to be able to distinguish who belongs and who is not a member.

Organizations can also be viewed from two angles as a container and as a process. As an organization, it is static, where each organization has a basic pattern of organizational structure relatively permanent nature. While the organization as a process of paying attention and highlight the interaction between members of the organization. Moenir (1995) states that the organizational structure specifies how tasks are divided, to whom to report, formal coordination and interaction that will be followed.

Robbins also said that the organizational structure has three components 1) complexity means that the organizational structure considering the level of differentiation in the degree of specialization, the number of levels in the organization as well as the degree to which organizational units are spread geographically; 2) the formalization of

the organizational structure means that the load on the procedure or procedures on how an activity is carried out (standard operating procedures), what you can and cannot do; 2) centralization means the decision making authority, whether centralized or decentralized. Public service organizations have the feature of public accountability which means every citizen has the right to evaluate the quality of care they receive.

The organizational structure is one of the factors that affect the performance of public organizations, as said (Goggin, 1990; Higgins, 1985; Joedono, 1974; Jones, 1995). Numberi (2000) states that the organizational structure is a very important element because the organizational structure will be explained how the position, duties, and functions allocated in the organization. This has a significant impact on the way people do their job. Further Numberi (2000) explains that when the direction and strategy of the organization as a whole as well as an organizational structure have been designed, the thing to note is how the organization's activities, duties, and functions.

Moenir (1995) states that the policies and strategies have been assigned implemented within the organizational context. The organization is a vehicle and the container through and in which the various activities carried out. There are two terms that usually get the spotlight in discussing the organization in relation to the implementation of policy and strategy that structures and processes. The structure is a formal relationship between the roles and tasks that must be played and performed, a delegation of authority, the flow of

information both vertically and horizontally, unity of direction, unity of command, delineation of duties and responsibilities are clear. Further Siagian explained that the organizational structure that is not in accordance with the operational demands may be an obstacle to the smooth implementation. Steers (1985) argues that the factors supporting the quality of service are as characteristics of the organization; characteristics of the environment; characteristics of workers; and the policy and practice of management.

In general, a pyramid-shaped organizational structure as it is an illustration of how the managers to delegate authority within the organization. Referring to the organizational structure according to Moenir (1995), the organizational structure of the organization is rooted in the recognition of the need to coordinate the interaction patterns are formally members of the organization. The organizational structure set out how the task will be divided, who reports to whom, and formal coordination mechanisms and patterns of interaction that will be followed. The organization is a phenomenon that has played a major role in the modern world. The organization was formed to achieve the goals cannot be achieved individually.

Gibson (1995) states that the Organization was founded as an organization can achieve specific goals and objectives and cannot be achieved individually. This is including the organizational perspective of a rational approach because the organization is seen as an instrument to achieve the goals (Stephen, 1996).

Previous research was done by Parliament, Monday and Ogotan by the title *Effect of Organizational Structure of the Quality of Public Services (A Study On Population and Civil Registration Office of North Halmahera District)*, the journal *Public Administration* 2016. The results concluded the organizational structure of the department of population and civil registration in Halmahera North as respondent's answer is in the category medium or simply support the achievement of quality public services, while the quality of public services, according to respondents' element employees perceive higher than respondents' elements of service recipients who only perceive being or medium. The positive organization influence on the quality of public services. It means that if the organizational structure optimally managed, it will boost the quality of public services, particularly in the Department of Population and Civil North Halmahera. Thus, it can be concluded that the hypothesis that the organizational structure and significant positive effect on the quality of public services in the Department of Population and Civil North Halmahera.

Further research conducted by Egetan (2015) entitled *Structure Influence in the Organization of the Public Service in Manado*, *Journal of Public Administration Research* 2016 concluded policy of public services in Manado as a breakthrough effort in the development of public services based on the principles of good governance in its implementation has not gone well because of the factors that do not support such an organizational structure. Aspects of the organizational structure led to the public service to become less qualified. Lack of implementation of specialization in work and expertise followed by a

lack of clarity in the procedures and limited authority led to the formalization of the organization to be low.

Besides, the centralization lead officers to participate less and are not involved in the decision to impact the licensing service delivery to the public. Further related to this research undertake an analysis of organizational factors from the aspect of organizational structure Moenir (1995) 1) complexity refers to the degree of differentiation that exists in an organization; 2) formalization refers to the degree to which jobs within the organization standardized; 3) centralized refers to the degree to which decision making is concentrated at a single point in an organization.

4. RESEARCH METHODS

This study uses a quantitative explanatory survey to explain the causal relationship between the variables through hypothesis testing. This design is associated with the object of which is to analyze the factors or dimensions that influence the latent variables which each of the dimensions are measured by a set of related indicators. Analysis unit in this research is the individual, the employee at the City Planning Office Palembang. The population in this study consisted of 61 people which is the total number of units of analysis of data collection in this study did not use sampling methods, but they use the census method.

Data collection techniques used in this study were 1) library studies (documentation), literature study done by studying the literature, such as, theoretical books, journals, scientific papers, documents and reports, including the various regulations related to the study variables; 2) observation is done through direct observation in the study site. The main purpose is to describe events or observations of certain behavior as occurred and examined the relationship between the various symptoms based on parameters of the theory and concepts; 3) questionnaire is the main data collection techniques used in this study. To obtain data on the variables of this research is to do with a list of questions that will be answered by the respondent. The questionnaire used to have or gradation level based on a Likert scale, which is positive for the question or statement has a gradation 1, 2, 3, 4, 5. For questions or negative statements have gradations of 5, 4, 3, 2, 1. The location of this research at the City Planning Office Palembang of South Sumatera.

5. RESULTS AND DISCUSSION

To prove the hypothesis of the study, the authors used a technique Confirmatory Factor Analysis (CFA) order with respect to two, with the model order to the order model is reflective and the second is a formative model. This confirmatory analysis of the model is a special case of structural equation modeling (SEM). The author uses the method of Partial Least Square (PLS) for the estimation of model parameters of the CFA. After exploratory research data on these

indicators, the organizational factor loading value was 0.50 and above, there is some invalid indicator with a value of less than 0:50 in the table below:

Table 1: Initial Validity Analysis

Factor	Indicator	The validity coefficient		Information
Organization	The nature of tasks performed	X1.1	0217	Invalid
	Skills	X1.2	0672	valid
	Task specialization	X1.3	0680	valid
	Division of work	X1.4	0791	valid
	Organizational structure	x1.5	-0521	Invalid
	Full range	X1.6	0351	Invalid
	Policy	X1.7	0795	valid
	Procedure	X1.8	0826	valid
	The decision-making levels	X1.9	0658	valid

To view the results of the organizational factors that affect the quality of public services in the Office of City Planning Palembang as in the following table:

Table 2: Organizational Factors Measurement Model

Indicator	Loading factor	R2	Error variance
Skills	X1.2	0703	0494
Task specialization	X1.3	0689	0475
Division of work	X1.4	0759	0576
Policy	X1.7	0847	0717
Procedure	X1.8	0880	0774

The decision-making levels	X1.9	0604	0365	0635
composite Reliability variance Extracted			0886	0567

All the valid indicator, the most dominant indicator in measuring organizational factors are indicators, procedures, policies, and division of labor. These results demonstrate the quality of the organization reflected aspects, procedures, policies and division of labor. The procedure can be used as guidelines that guide every person to carry out the work in accordance with existing standards. The absence of impact procedures works overlapping or inefficiency in achieving goals. For another thing, the design needs to be made in such a way as to create a form of employment (job context), regulatory and labor relations, increase productivity, operational efficiency and quality of services and provide convenience for each individual in the attainment of its work. The policies governing the service conceived as a limitation conception tied to a time factor to generate rules.

Therefore, in constructing the service policies should meet the expectations of society that allows the realization of more responsive service standards in line with the development of society. Your organizational policy may provide some functions that can be used in providing the service organization 1) the policy provides instructions for routine decision making by employees; 2) The policy could boost coordination unit; 3) policies to improve the sustainability of action in the course of time by utilizing past experiences to avoid making the

same policy; 4) policies to minimize the possibility of a recurrence of past mistakes through the establishment of procedures and improvements (Khalil et al, 2019).

To produce policy-oriented services to the public interest, it must involve the elements associated with the service. This means that the process of formulation and determination of development policy should be more autonomous services are not concentrated at one point, which is better known as the centralization of policy. The autonomous policy is able to absorb the aspirations of the staff who directly provide services to the public.

Further on organizational factors, which are other indicators that have the lowest graduation is the level of decision-making. Decision-making (decision making) plays an important role because of decisions taken by the leadership is the result of a final thought to be carried out by his subordinates or led organizations. Leadership's decision is very important because it involved all aspects. Errors in taking the decision could be detrimental to the organization, ranging from loss of image to the loss of money. Decision-making is a process of thinking in problem-solving to get results that will be implemented.

Decision-making in the organization is the process of selecting among alternatives. The main issue in the decision is the extent to which leaders engage subordinates to participate in decisions that affect their work. The democratic decision is an attempt to decentralize authority and influence throughout the organization, generally that

actions involving subordinates in decision making will improve the quality of decisions, increasing the responsibility of subordinates in the decision, increasing the satisfaction of subordinates for his involvement. Effect of increased participation of subordinates in decision making leads to achievement and satisfaction. So thus the democratic decision-making can be a marginally useful tool to facilitate the achievement of organizational goals within a specified time. However, its application must be preceded by a careful analysis of the situation faced by the organization.

6. CONCLUSION

From the research analysis of the factors that affect the quality of services and research hypothesis testing, it can be concluded organizational factor where the indicator has a high value is a procedure (0.880); policies (0.847); the division of labor (0.759). The organizational factors where indicators that have a low value is the decision-making level (0.604); specialization of tasks (0.689) and skills (0,703).

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