

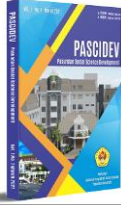
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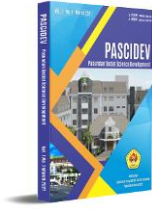
FOREWORD

Pasundan Social Science Development (PASCIDEV) is a journal that publishes the results of research work related to Social Sciences which publishes two publications each year which go through a substantial process to produce quality scientific works.

On behalf of the journal manager, we would like to thank the authors, reviewers, editors and all stakeholders of Pasundan Social Science Development (PASCIDEV) in Doctoral Program of Social Science Pasundan University journal who have contributed to this publication.

Bandung, 25 November 2021

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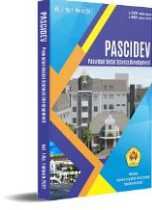
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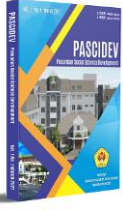


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Factors Affecting The Policy of Labor Placement in Cirebon City

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ABSTRACT

This research aimed to analyze and find out the extend to which the implementation of the employment placement policy performed by Regional Office of Manpower of Cirebon City and find out the factors affecting the employment placement policy effectively; This research used qualitative descriptive method in which the data sources in this research were obtained through direct observation by the researcher and guided interview with the implementing officers or apparatus carrying out the policy in Regional Office of Manpower of Cirebon City. The findings showed that the implementation of the employment placement policy in Cirebon City had not performed effectively. The factors which needed to be considered in the employment placement were: (1) Education: Public had not had the competence and the education quality was still in low level, (2) Occupational knowledge; Labors must still complete a series of Academic Achievement tests, (3) Occupational skill; Labors were still not ready with the skills needed by companies, (4) Work experience; Labors still needed to be given the Orientation Program and Human Resources Development Program by Regional Office of Manpower. The factors affecting the implementation of the employment placement policy; from the five theoretical concepts of Rondonelli and Chabeer Cheema's opinion used in analyzing this research, they could also be seen that they could test the implementation of the employment placement policy, namely: (1) Environmental conditions that public had not completely had adequate skills, (2) Employment relationship among organizations; Good coordination was needed between Regional Office of Manpower and D.KISS related to valid data regarding the number of labors, (3) Availability of Resources; Funds available in APBD of Cirebon City for Regional Office of Manpower had not reflected the existence of budget leading to specific activities for the employment placement, (4) Characteristics of implementing agencies; It had not depicted the overall activities of Regional Office of Manpower especially the job introductory officer and labor distributor were not clear organizationally, (5) Performance and impact; Regional Office of Manpower had not fully had the authority in the employment placement, only limited to recommending labors with various dimensions. It turned out that the result was that Regional Office of Manpower of Cirebon City had not been effective in its implementations, so it affected the minimum or only few labors who had registered with labor users in companies or agencies that needed them. Based on the results of the discussion that had been stated, it could be said that the novelty of this research was it could found the weaknesses of Rondonelli and Chabeer Cheema's theory used to analyze the implementation of the policy, namely: (1) Clarity of Regulation; there had been no Regional Regulation regulating Manpower, (2) Local wisdom, it had not considered the local culture, (3) Strategy; there had been no strategy, so it needed to be combined with a SWOT analysis formulating a strategy by considering strengths, weaknesses, threats, and opportunities

Keywords: Policy, Placement, Labor

INTRODUCTION

Currently, Unemployment is still a major problem in development. Especially in Indonesia, the problem of unemployment is a classic problem that has not been resolved for a long time. In 2013, the number of national unemployment increased compared to the previous year. In general, unemployment and poverty rates in Indonesia are still high. The percentage is still above the provincial and central average. Then the percentage of poverty and unemployment rates in the provinces and the center is relatively low on average.

The purpose of the research the author formulated was to determine the implementation of workforce placement in the city of Cirebon including education, work knowledge, work skills and work experience and to identify and describe factors of environmental conditions, relationships between organizations, available resources and characteristics as well as performance and impacts. affect the implementation of labor placement policies in the city of Cirebon.

Factors Influencing the Implementation of Manpower Placement Policy in Cirebon City.

The problem of this research the authors formulate as follows:

- a. How is the implementation of workforce placement which includes education, work knowledge, work skills and work experience?
- b. What is the description of environmental conditions, inter-organizational relationships, available resources and characteristics as well as performance and impacts that affect the implementation of the Manpower Placement Policy in Cirebon City?

METHODS

The research method used is descriptive qualitative method. Bogdan and Taylor in Moleong (2009: 4) say that qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. The research strategy in the qualitative approach that the author uses is a case study strategy. Stake, (1995), in John W. Creswell, suggests that: "The case study strategy in qualitative research is where the researcher investigates carefully a program, event, activity, process or group of individuals. Cases are limited by time and activity, and the researcher collects complete information using various data collection procedures based on the allotted time.

The steps of the case study research that the author did are as follows: Research preparation, Determining what is known, Determining the research design, Collecting information and data through interviews, Collecting data through observation, Formulating and interpreting data, Compiling research reports (Hancock and Algozzine: 2006) Data collection techniques are as follows: Observation (observation), in depth interview (in-depth interview) and documentation study.

The aspects of the study in this research are: Implementation of employment policies. Aspects of this study were analyzed using the theory of policy implementation proposed by Rondinelli and Shabbir Cheema (1983). The data in this study consisted of: Primary data, namely data obtained directly from data sources or from first hand and secondary data, namely data obtained and written sources relevant to the problems studied.

In this study, the author uses qualitative data analysis techniques by analyzing in depth descriptive data in the form of oral and written information from informants, as well as facts and symptoms from observations. According to Miles and Huberman (1992:16), explaining that qualitative data analysis consists of three streams of activities that occur simultaneously, namely: data reduction, data presentation and verification and drawing conclusions.

In order to obtain valid (valid/accurate) data, the authors test the validity (validity/accuracy) of the data. Moleong (2009:327) mentions 10 validity testing techniques. Of the ten validity testing techniques, the authors tested the validity of the research data with triangulation techniques.

According to Moleong (2009: 330), triangulation is a technique of checking the validity of data that utilizes something other than the data for checking purposes or as a comparison against the data. The triangulation technique used in this research is an examination technique that utilizes the use of sources such as interviews, library research and archives.

The research location is the Cirebon City Manpower Office. The research objects that become informants and key informants include: the Head of the Manpower Office of Cirebon City as a key informant and key informant, several stakeholders and related agencies such as the cultural, youth and sports services as supporting informants and the general public who are indicated to be unemployed as supporting informants.

RESULTS

Cirebon City is one of the cities in the eastern part of West Java Province. The city's population is 301,720 people, consisting of 151,273 men and 150,447 women (2012 population census). Cirebon city is a very strategic city because it is located at the intersection of traffic flow between the provinces of West Java and Central Java. This condition makes Cirebon City experience dynamic development from year to year, especially in the fields of economy, trade and services.

In this regard, Sastrohadiwiryono (2002: 162) the placement of workers is a process of dividing tasks and jobs to workers who pass the selection to be carried out in accordance with the predetermined scope and are able to take responsibility for all risks and possibilities that occur on tasks and work. authority and responsibility. The definition above shows that the placement of employees is done after the employee has passed the selection. This does not only apply to new employees but also to the placement of old employees, either promotions or job transfers or demotions. It is said so because just like new employees, old employees also need to be recruited internally, selected and placed, also undergo an introduction program before they are assigned to new positions and do new jobs.

DISCUSSION

This section will describe the discussion of Factors affecting the policy of labor placement in Cirebon as explained in the previous chapter, namely; Cirebon City Overview, Implementation of Workforce Placement in Cirebon City, Influencing Factors in the Implementation of Manpower Placement Policy, Recommendations Adaptation of Rondinelli and Cheema Decentralization Policy Implementation model.

1. Cirebon City Overview

Cirebon City is one of the cities in the eastern part of West Java Province. The city's population is 301,720 people, consisting of 151,273 men and 150,447 women (2012 population census). Cirebon city is a very strategic city because it is located at the intersection of traffic flow between the provinces of West Java and Central Java. This condition makes Cirebon City experience dynamic development from year to year, especially in the fields of economy, trade and services.

2. Implementation of Workforce Placement in Cirebon City

In this regard, Sastrohadiwiryono (2002: 162) the placement of workers is a process of dividing tasks and jobs to workers who pass the selection to be carried out in accordance with the predetermined scope and are able to take responsibility for all risks and possibilities that occur on tasks and work. authority and responsibility.

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The Manpower Office requires that in order to get a Yellow card, one must have the latest high school diploma and additional skills such as courses or trainings so that companies looking for

prospective workers who meet the required criteria are immediately placed. So it can be concluded that the required education is high school level or equivalent.

Prospective Workers register and will receive a yellow card as the identity of prospective workers who need work. Furthermore, the Department of Manpower also has the "Cirebon Lunga" Web, as a place of registration for companies that need job seekers to work for the company in question. Then the Manpower Office conducts a series of ability tests to see the abilities of a prospective worker and is carried out through interviews. From the results of an interview with the Head of the Manpower Office, Mr. Agus Sukmanjaya. "A prospective manpower is asked through an interview what he needs, what skills he has, what abilities he wants, it will be facilitated by the Manpower Office with the existing equipment and tutorials."

Then the job requirements needed in a company or organization will determine what kind of employee should occupy that position. The results of an interview with the Head of the Service, Mr. Agus Sukmanjaya., S.Sos: "Companies that open job vacancies must first fill out the "Cirebon Lunga" web then prospective workers can fill positions with the required requirements"

In a prospective workforce, intellectual abilities can be known through their academic achievements, the academic achievements referred to here are academic achievements that have been achieved by employees during the education level from elementary school to the last education, combined with academic achievements obtained based on the results the selection that has been made to the employee concerned, so that it can be expected to get input in placing the right employee in the right position as well (Yuniarsih, 2008;117). Likewise, the Department of Manpower certainly pays attention to this academic achievement, this is confirmed by Mr. Agus Sukmanjaya., S.Sos. "Every time there is a vacancy and the company wants a manpower we need, we do an Academic Ability Test to strengthen the prospective workforce and are reliable in their fields, for example there is an Internship Program to Japan we conduct a series of tests, one of which is this academic achievement test"

3. Influencing Factors in the Implementation of Manpower Placement Policy

a. Environmental conditions (environmental conditions) in the placement of workers.

Politics in employment policy looks at the decisions of the implementers in implementing existing government policies and carrying out according to what is outlined. The Manpower Office has implemented the existing regulations but the condition of the people who do not fully have adequate skills, the Manpower Office approaches related companies to monitor existing job vacancies and then place them in accordance with the skills of the workers involved. have registered with the Department of Manpower who subsequently received a yellow card.

The Policy Making Process in Law Number 13 of 2003 concerning Manpower Article 31 states that "Every worker has the same rights and opportunities to choose, get or change jobs and earn income at home or abroad". Likewise, Article 32 states the following: 1) The placement of workers is carried out based on the principles of being open, free, objective, fair and equal without discrimination. 2) The placement of workers is directed at placing workers in positions that are in accordance with their expertise, skills, talents, , interest and legal protection. 3). The placement of workers is carried out by taking into account the distribution of employment opportunities and the provision of workers in accordance with the needs of the national program national and regional.

4. Recommendations Adaptation of Rondinelli and Cheema Decentralization Policy Implementation model

a. Regulatory Transparency

This problem the author recommends the need for regulatory clarity to realize the successful implementation of the policy on manpower placement. The absence of clear regulations can be a factor inhibiting the success of the implementation of the main tasks and functions of the Manpower Office in order to maximize the implementation of the policy on manpower placement. It is no less important to note that the clarity of regulations in the form of

Perda or Perwali opens a wider public space in order to create order in work and people who need work become more aware of their roles and how to implement these regulations.

b. Revitalization of Local Wisdom

The definition of local wisdom in the dictionary of John M. Echols and Hssan Sadily is that in general local wisdom can be understood as local ideas that are wise, full of wisdom, of good value. Embedded and recognized by members of the community. According to Carolina Nyamai-kisia (2010), local wisdom is a source of knowledge that is dynamically organized, developed and passed on by certain populations who are integrated with their understanding of nature and the surrounding culture. Local wisdom can be the basis for policy making at various levels in life, resource management and development. In local wisdom, there is also local cultural wisdom, which is local knowledge that has been so integrated with belief systems, norms and culture and is expressed in tradition. Thus, local wisdom can be defined as a wealth of local culture that contains a life policy, a way of life that accommodates wisdom and life wisdom.

Especially in Cirebon City, which is called the guardian city because of the presence of Sunan Gunung Jati in the history of the spread of Islam and the Islamic kingdom in Cirebon City, there are several local wisdoms that have the potential to become a driving factor and basis for policy making in the Cirebon City Government. The local wisdom includes the will of Sunan Gunung Jati: "Insun leave tajug and poor people" (I entrust the prayer room/mosque and the poor). This will as local wisdom contains two great meanings that can be a driving force for local government policy makers and implementers, with the aim of improving a decent life and welfare for local people.

First, insun entrusted tajug (I entrusted the prayer room/mosque). This will implies that the people of Cirebon City, must be a religious society, religious and obedient in carrying out their beliefs and religion. The most basic values and norms, fundamental for the people of Cirebon City to uphold religious values and norms and implement them in everyday life. This sentence has been implemented by the Cirebon city government in the form of regional regulations, including a regional regulation on the circulation of alcoholic beverages and a regional regulation on the obligation of madrasah diniyah schools for children who will enter junior high school.

Second, the Cirebon language is attached to the website of the Manpower Office, namely "Cirebon lunga" which is the original product of the Manpower Office which uses the Cirebon language. This must be stipulated in a regional regulation that strengthens local wisdom. On the Cirebon Lunga website, it can bring together job seekers and employers (organizations, companies) and can also update data that provides information about job vacancies or information about the number of vacancies that guarantee the skills and skills needed. So what is needed is a regional regulation that includes: First, every time there is a job vacancy or company that will open, you must fill out the "Cirebon Lunga" application for free or free of charge. Second, opening up space in companies for apprenticeships for job seekers. Third, policies that are positioned in favor of the wider community.

Based on this realistic concern, the author proposes an adaptation of the model for implementing the employment placement policy proposed by Rondinelli and Cheema by adding local wisdom and regulatory transparency factors.

CONCLUSION

This results of the research and discussion that have been described can be concluded as follows:

1. The implementation of the manpower placement policy by the Manpower Office of Cirebon City is still not optimal, marked by a problem that the data required from

the relevant agencies that provide data is still incomplete, for example the D KISS office, the Trade Office as well as related companies that require skilled workers according to their needs. . The product forms for implementing the employment placement policy are: trainings or workshops, settlement of industrial relations cases, licensing of skills education institutions, permits for foreign workers, recommending workers to get BPJS for employment, recommending making passports for job seekers abroad.

2. According to Rondinelli and Cheema, the factors that influence labor placement policies are environmental conditions, inter-organizational relationships, available resorts and characteristics of implementing agencies.

- a. Environmental Conditions

The environmental condition factor of the Manpower Office involves elements and political structures in the area, both formally and informally.

To absorb and aggregate the interests of the community regarding the placement of workers by the Manpower Office of the City of Cirebon, it has a weakness in the implementation of the first policy related to stakeholder involvement related to inter-organizational relations to compile KISS office data and data from the relevant statistical agencies registered. The second lies in the analysis of public policies in the process of placing the Cirebon City workforce because the main task of the Cirebon City manpower offices is only to recommend workers to be placed at both the local and national and international levels.

- b. Inter-Organizational Relationships

Cooperation has been carried out with BPS (Central Statistics Agency) D KISS (Information and Communication Service) as well as the population service, namely SIAK (Population Administration Information System), to find out data such as the number of residents in the form of the workforce aged 15-65 years, how many who are already working and those who are still in school as well as the agricultural trade office, namely to find out how many vacancies or business actors in the city of Cirebon. Thus, it can be concluded that inter-institutional interaction and coordination is very influential on the process of implementing manpower placement policies, well-established interaction and coordination with related organizations will determine the effectiveness of policy implementation.

- c. Availability of Resources (Available Resources)

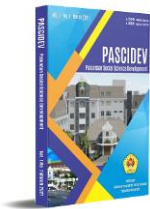
In the APBN and the city APBD there is already a budget for manpower, only in the 2018 provincial APBD there is not yet one. f it is analyzed that the availability of a budget is very necessary in the placement of workers to provide training to the community, especially job seekers regarding the competencies needed by the company.

- d. Characteristics of Implementing Agencies

The Manpower Office of Cirebon City, implementing the policy of manpower placement involves several parties, namely. Information and Communication Service (D KISS), Population and Civil Registration Service, Cirebon City Government in the field of law and legislation, Immigration Service, kelurahan and sub-district, one-stop capital service office (DPM PTSP), Provincial Manpower Office, UPT labor inspector who oversees violations companies.

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Service Quality Improvement Strategy in Library Management at Tadulako University

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ABSTRACT

This study wants to examine how the Tadulako University library can improve its services to users through the development of a strategic plan. It aims to: (1) study and analyze the quality of services using Tangible dimensions measurement methods (physical appearance), Reliability, Responsiveness, Assurance, and Empathy in the management of services at the University Tadulako; and (2) find strategies to improve the quality of services in the Tadulako University library management. The quantitative and qualitative (mix method) approaches are used in this study to obtain comprehensive, valid, reliable and objective data. The service quality model uses the Servqual by Zeitham et al. In addition, a descriptive analysis approach is used to provides a description of the research subjects based on variable data. The number of samples are 397 people determined using the Slovin formula, with proportional sampling techniques. The data analysis technique used is the Mathew B. Miles and A. Michael Huberman analysis model. The data validity techniques used include (1) extension of participation; (2) perseverance/grace; and (3) triangulation. Testing research data through validity testing uses product moment correlation, while reliability testing uses the Alpha-Cronbach method. Data collection techniques used are questionnaire, participant observation, in-depth interviews, documentation, and triangulation. The results of this study show that to improve the quality of service it needs to consider five dimensions of Servqual such as facilities and infrastructure that support service performance, reliability, and responsiveness of officers in serving and helping users who need information quickly and accurately. Providing guarantees of ease in the service process and security guarantees in the library building. The strategy for developing the external environment is done by giving library staff the opportunity to participate in education and training on libraries, collaboration with other universities, improving the quality of IT-based services and making libraries as centers of information for users. While the development of the internal environment is done by improving the quality of library service systems, optimizing the addition of facilities and infrastructure such as update collections, and providing the appropriate formation of human resources in the library so that service can be optimized. A research novelty is an information packaging dimension that supports the improvement of online-based library service quality systems.

Keywords: *Service Quality, Library Management, Service Strategy*

INTRODUCTION

Public services are all activities in order to meet the basic needs of every citizen and society for goods, services or services provided by the government, which should always be oriented to the community by applying the concept of community-oriented services. Public demands regarding the need to implement improvements to the performance of the public service bureaucracy have become an interesting discourse to date. In line with the enactment of the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia No. 14 of 2017 which aims to measure community satisfaction as service users and improve the quality of public service delivery, is expected to have a broad real impact on improving services to the

community, thus enabling the availability of data and information that can be analyzed and utilized quickly, accurately and safely. The main problem of public services is basically related to improving the quality of the service itself. Quality services are highly dependent on various aspects, namely how the pattern of implementation (management) and the support of human resources and institutions. One of the efforts that must be made in improving public services is to conduct a satisfaction survey of service users. Considering that public service units are very diverse, to obtain a Public Service Index (IPP) nationally, conducting a Community Satisfaction Survey requires a uniform survey method as stipulated in the Minister of Administrative Reform Bureaucratic Reform No. 14 of 2017 concerning Guidelines for Compiling a Community Satisfaction Survey for Public Service Delivery Units. The purpose of this regulation is to measure the level of community satisfaction as service users and to improve the quality of public service delivery.

Damayanti (2006:27) suggests that, "quality is a description of how good the product or service (service), especially how good it is in terms of adapting and meeting the needs of its users and free from things that cause user dissatisfaction". Meanwhile, Nurkertamanda and Pandu (2009: 142) state that the quality and value of a library is traditionally measured by size indicators, namely: the number of collections, budget, expenditure, and staff which are inputs to assess the potential of the library in meeting the needs of users. . Nasution (2004) reveals several factors to improve service quality that need to be considered by service providers in this case libraries are managing user expectations, managing evidence of service quality, developing a quality culture, developing service quality information systems, identifying the main determinants of service quality, the main determinants of service quality. , educate consumers and follow up services, as well as to create quality automatically. Quality is not the result of a combination of accidental factors, therefore quality must be defined, designed, planned, and implemented appropriately, where customer satisfaction can create customer loyalty or loyalty to companies that provide satisfactory quality (Tjiptono and Anastasia, 2003). The development of information today always demands the existence of an information provider institution that is able to improve the information service system quickly, precisely and is able to fulfill information for users. Therefore, the government as a service provider apparatus is required to improve public services in the information and education service sector. Efforts to realize good public services require the government to form an information service provider institution that aims to serve the community. One of the agencies formed by the government to provide information services is the library.

The library as one of the public service institutions, the library must be managed properly, systematically and structured, especially with regard to planning, policy and strategy as well as operational development in the field of libraries and information. Libraries as a source of information in universities, the Tadulako University library really needs to pay attention to the quality of services it provides to users. The quality of this service can make a good contribution, both for universities, libraries and library users. As one of the public service institutions, the library must be managed properly, systematically and structured, especially with regard to planning, policy and strategy as well as development operations in the field of libraries and information. For this reason, all efforts and efforts towards collecting and compiling information need attention, especially in responding to the dynamics of changes in the strategic environment both on a regional, national and global scale with the aim that information can be utilized by users appropriately, quickly and accurately.

Rahayuningsih (2013: 86) states that the characteristics of quality library services can be seen from:

1. Collection
 - a. Quantity is related to the number of collections owned by the library.
 - b. Quality is related to the quality, up-to-date, completeness of the collection.
2. Facilities
 - a. Completeness, regarding the scope of services and the availability of supporting facilities and other complementary services.

- b. Convenience of obtaining services, related to location, room, instructions, availability of information, cleanliness and others
- 3. Human resources
 - a. The politeness and friendliness of the officers provide services, especially for officers who interact directly with visitors.
 - b. Responsibilities in serving library users.
 - c. Empathy, fair and fair in solving problems and handling user complaints.
 - d. Professionalism The professionalism of the librarian in the user service section is reflected in the officers who have a SMART spirit, namely Ready to prioritize service, Fun and interesting, Enthusiastic/proud of, Friendly and appreciative of service users, Resilience in the midst of difficulties.

Based on the above, it is necessary to measure service quality so that employees can measure themselves in carrying out their duties, this is in accordance with the theory of Zeithaml, et al. (1990) in Pasolong (2017:155) to find out the quality of service that is really felt by consumers, there are indicators of consumer satisfaction measures which lie in the five dimensions of service quality according to what consumers say. The five dimensions of servqual are; (1) tangible: service quality in the form of office physical facilities, computerized administration, waiting room, information area; (2) reliability: the ability and reliability to provide reliable services; (3) responsiveness: the ability to help and provide services quickly and accurately, as well as responsive to consumer desires; (4) assurance: the ability and friendliness and courtesy of employees in ensuring consumer confidence; (5) empathy: firm but attentive attitude of employees towards consumers.

The formulation of the problem in this study is as follows: (1) how is the quality of service with tangible dimensions (physical appearance), reliability (reliability), responsiveness (responsiveness), assurance (guarantee), empathy (empathy) in the management of library services at Tadulako University ; (2) what is the strategy for improving the quality of library services in library management at Tadulako University?

The aims of this study are: (1) to examine and analyze service quality using the Tangible dimension servqual measurement method (physical appearance), Reliability (trustworthiness), Responsiveness (responsiveness), Assurance (guarantee), Empathy (empathy) in the management of library services. at Tadulako University; (2) find a strategy to improve the quality of library services in library management at Tadulako University. The literature review in this research, begins with the main theory (grand theory), namely the theory of public administration, because the concepts used in this study are rooted in that theory. This study uses a literature review approach consisting of public management theory and public service as a middle range theory. And as an applied theory, the author uses several theories to express the conception of the variables studied, namely service quality and service strategy based on the theoretical exposure of each of these variables.

METHODS

The method used by the author is a research method by combining two approaches, namely quantitative and qualitative (Mix Method). According to Sugiyono (2017: 404) a combination research method or mix method is a research method that combines or combines quantitative methods and qualitative methods to be used together in a research activity in order to obtain more comprehensive, valid, reliable and objective data.

The design of this study uses a sequential explanatory model. Sugiyono (2011: 409) states that the sequential explanatory design research model is characterized by collecting data and analyzing quantitative data in the first stage, followed by qualitative data collection and analysis in the second stage, in order to strengthen the results of quantitative research conducted in the first stage.

The population in this study were active members of the Tadulako University library in 2017 totaling 24,387 people who used library services. While determining the minimum number of samples using the Slovin formula with N = total population and a = 5% error level, with a proportional sampling calculation technique from the population for each faculty library unit taken as a sample. Then the number of samples obtained is 397 samples

RESULTS

Based on the results of data processing, the results of the validity and reliability tests are as follows:

Table 1. Recapitulation of Validity and Reliability Test Results of Research Questionnaires

Statement Items	r	r _{critical}	Description
Item 1	0,387	0,30	Valid
Item 2	0,310	0,30	Valid
Item 3	0,409	0,30	Valid
Item 4	0,566	0,30	Valid
Item 5	0,518	0,30	Valid
Item 6	0,623	0,30	Valid
Item 7	0,580	0,30	Valid
Item 8	0,607	0,30	Valid
Item 9	0,513	0,30	Valid
Item 10	0,587	0,30	Valid
Item 11	0,601	0,30	Valid
Item 12	0,562	0,30	Valid
Item 13	0,540	0,30	Valid
Item 14	0,623	0,30	Valid
Item 15	0,562	0,30	Valid
Item 16	0,600	0,30	Valid
Item 17	0,650	0,30	Valid
Item 18	0,629	0,30	Valid
Item 19	0,619	0,30	Valid
Item 20	0,653	0,30	Valid
Item 21	0,661	0,30	Valid
Item 22	0,570	0,30	Valid
Item 23	0,587	0,30	Valid
Item 24	0,379	0,30	Valid
Item 25	0,572	0,30	Valid
Item 26	0,627	0,30	Valid
Reliability coefficient (Cronbach's Alpha) = 0,928			

In table 1, it can be seen that the correlation coefficient (r) of each statement item is greater than the critical value of 0.30 and is declared valid. Then the reliability coefficient of 0.928 is greater than 0.70 indicating that the statement items used to measure service quality at the Tadulako University Library are reliable.

DISCUSSION

1. Quantitative Description

a. Description of Service Quality

In the following, the average score of respondents' responses to each statement item in each dimension is presented which is the result of quantitative research from the questionnaire.

Physical Facilities (Tangible)

Table 3 Distribution of Respondents' Responses Regarding Physical Facilities

Alternative Answers	Weight	P1	P2	P3	P4	P5	Overall
Strongly agree	5	214	68	216	104	137	739
Agree	4	172	269	165	237	243	1086
Disagree	3	11	46	16	44	17	134
Do not agree	2	0	13	0	11	0	24
Strongly Disagree	1	0	1	0	1	0	2
Total (n)		397	397	397	397	397	1985
Total score		1791	1581	1788	1623	1708	8491
Average Score		4,51	3,98	4,50	4,09	4,30	4,28

Source: research results (questionnaire data) 2019

Based on table 6, the average score of respondents' responses to all statement items on the assurance dimension is 4.17 and can be said to be high.

2. Reliability (Reliability)

Table 4. Distribution of Respondents' Responses Regarding Service Reliability

Alternative Answers	Weight	P6	P7	P8	P9	P10	Overall
Strongly agree	5	128	131	111	102	126	598
Agree	4	231	230	252	278	247	1238
Disagree	3	33	26	33	13	21	126
Do not agree	2	4	6	1	4	3	18
Strongly Disagree	1	1	4	0	0	0	5
Total (n)		397	397	397	397	397	1985
Total score		1672	1669	1664	1669	1687	8361
Average Score		4,21	4,20	4,19	4,20	4,25	4,21

Source: research results (questionnaire data) 2019

Based on table 4, the average score of respondents' responses to all statement items on the reliability dimension of 4.21 is said to be reliable.

3. Responsiveness

Table 5. Distribution of Respondents' Responses Regarding Service Response

Alternative Answers	Weight	P11	P12	P13	P14	P15	P16	Overall
Strongly agree	5	107	122	118	126	128	117	718
Agree	4	224	248	246	246	243	229	1436
Disagree	3	56	21	23	22	17	42	181
Do not agree	2	6	6	7	2	8	7	36
Strongly Disagree	1	4	0	3	1	1	2	11
Total (n)		397	397	397	397	397	397	2382
Total score		1615	1677	1660	1685	1680	1643	9960
Average Score		4,07	4,22	4,18	4,24	4,23	4,14	4,18

Source: research results (questionnaire data) 2019

4. Guarantee

Table 6. Distribution of Respondents' Responses Regarding Service Guarantee

Alternative Answers	Weight	P17	P18	P19	P20	P21	Overall
Strongly agree	5	105	125	156	133	108	627
Agree	4	238	234	228	227	185	1112
Disagree	3	47	32	12	33	82	206
Do not agree	2	5	5	0	1	19	30
Strongly Disagree	1	2	1	1	3	3	10
Total (n)		397	397	397	397	397	1985
Total score		1630	1668	1729	1677	1567	8271
Average Score		4,11	4,20	4,36	4,22	3,95	4,17

Source: research results (questionnaire data) 2019

Based on table 6, the average score of respondents' responses to all statement items on the assurance dimension is 4.17 and can be said to be high.

5. Empathy

Table 7. Distribution of Respondents' Responses Regarding Service

Alternative Answers	Weigth	P22	P23	P24	P25	P26	Overall
Strongly agree	5	105	116	79	91	129	520
Agree	4	234	237	184	260	238	1153
Disagree	3	51	41	95	43	29	259
Do not agree	2	6	0	28	2	0	36
Strongly Disagree	1	1	3	11	1	1	17
Total (n)		397	397	397	397	397	1985
Total score		1627	1654	1483	1629	1685	8078
Average Score		4,10	4,17	3,74	4,10	4,24	4,07

Source: research results (questionnaire data) 2019

Based on table 7 the average score of respondents' responses to all statement items on the empathy dimension is 4.07 and can be said to be high.

6. Qualitative Description

a. Service Quality of Servqual Model in Library Management

The quality of service in library management at Tadulako University uses the servqual model with the dimensions Tangible (physical appearance), Reliability (trustworthiness), Responsiveness (responsiveness), Assurance (guarantee), Empaty (empathy) proposed by Zeithaml, et al. (1990) in Pasolong (2017:155). There are five discussions in this study adapted to the research focus, namely physical evidence, reliability, responsiveness, assurance and empathy along with the indicators used to see the quality of service in management at the Tadulako University Library. The triangulation technique used in data collection is through observation, interviews, and documentation.

Based on the research data, the researcher made observations and asked questions through interviews with informants and resource persons as well as conducting observations and triangulation. Overall, the quality of service at Tadulako University can be said to be adequate, although there are still some shortcomings that need to be improved. According to the Indonesian National Standard (SNI), the library must provide at least 0.5 m² of space for each student, with the use of a 45% collection area consisting of a book collection room, multimedia room, and scientific

magazine collection room. While the library staff room area of 25% consists of a processing room, a binding room, a meeting room, a storage room for newly received books, a kitchen and a toilet.

RI Government Regulation no. 24 2014 Implementation of Law No. 43 of 2007 concerning Libraries article 19 that; (1) the standard of facilities and infrastructure contains at least criteria regarding land, buildings, furniture and equipment; (2) the facilities and infrastructure as referred to in paragraph 1 must meet the aspects of technology, construction, ergonomics, environment, adequacy, efficiency and effectiveness. In chapter IX 38 of Law no. 43 of 2007 states that (1) Every library organizer provides facilities and infrastructure according to the national library standards; (2) The facilities and infrastructure as referred to in paragraph 1 are utilized and developed in accordance with advances in information and communication technology. To improve the quality of human resource management in libraries, it must be carried out properly and professionally in order to create a balance between the needs of human resources and the demands and progress of the library.

Hasibuan (2000:3) states that human resources are all humans involved in an organization in seeking the realization of organizational goals. Therefore, human resource management means the preparation and implementation of a coordinated plan to ensure that existing human resources can be utilized as well as possible to achieve the goals of the organization.

This series of research ends with a discussion, the time coincides with the routine meeting of the Tadulako University Librarians Group, located in the Meeting Room of the Central Library Building, Lt. 2 on February 8, 2019 with the theme "Evaluating Library Management in Improving the Quality of Library Services and Optimizing Management" and "Raising the Rank and Position of Functional Librarians and Administrative Staff in Supporting Quality Services at Tadulako University Libraries".

Based on the results of interviews, observations, discussions and triangulation, the Tadulako University library needs to pay attention to the five dimensions of service quality: (1) Tangible (Physical Evidence). It is still necessary to improve physical facilities and complete adequate infrastructure so that users are more satisfied with the services provided. This is in accordance with one of the service principles stated in the Decree of the Minister of Administrative Reform No.63/KEP/M.PAN/7/2003, namely the availability of adequate work facilities and infrastructure and other supporting facilities, including providers of telecommunications and information technology facilities and Law No. . 25 of 2009 it is explained that the provision of adequate service facilities and infrastructure by public service providers; (2) Reliability (Reliability). One form of good public service is the creation of fast and precise service. Internet access is fast enough, but sometimes the network is slow when visitors or users are busy using internet network access; (3) Responsiveness (responsiveness). Tadulako University librarian can already be relied on in assisting and serving users quickly and accurately and responding to requests for information on user needs; (4) Assurance (Guarantee). Tadulako University Library has guaranteed the ease of requirements in making membership cards or other important letters needed by users; (5) Empathy (Empathy). Harmonious communication is established when serving visitors, officers are friendly, considerate, polite and gentle in serving visitors. The friendliness of the officers is also carried out in response to criticism and suggestions from visitors.

b. Analysis of Service Quality Improvement Strategies in Library Management at Tadulako University

The library is a place where the community, students, and students can obtain information and study independently in order to improve its quality. As an information center, the library is not only limited to buildings and books. Modern libraries have the task and function of searching, collecting, organizing, documenting and presenting information to users both in printed and electronic form. quality service, the library is required to meet the needs of its stakeholders. Not only the fulfillment of information sources but also need to pay attention to physical facilities, service quality, and technology that can assist the service process so as to achieve user satisfaction.

Based on the above, a strategy is needed to improve the quality of service in library management at Tadulako University. Strategy is an action that is incremental (always increasing) and continuously so it is carried out based on the point of view of what customers expect in the future. The service quality strategy in library management uses SWOT analysis. This SWOT analysis strategy is used in order to find out the strengths, weaknesses, opportunities and threats for the library, which is known together with the main activities of the library focusing on information services, documentation, and other types of literature aimed at the needs of its users.

c. Tadulako University Library SWOT Analysis Results

In this study, the strategy to improve service quality in library management uses a SWOT analysis to find out what are the threats (threats) and what are the opportunities (opportunities) for the library. The external environmental factors of the library and the internal environment of the Tadulako University library are discussed below.

Table 8. Matrix of Internal Factor Evaluation

No	Internal Factors	Weight	Rating	weightxRating
Strength				
1	Service System	0,4	4	1,6
2	Facilities and infrastructure	0,2	3	0,6
3	Human Resources (HR)	0,4	4	1,6
Total		1		3,8
Weakness				
1	Collection	0,35	2	0,7
2	Budget Limitations	0,45	1	0,45
3	Library Building Condition	0,2	2	0,4
Total		1		1,55

Source: 2019 data processing results

Table 9. External Factor Evaluation Matrix

No	External Factors	weight	Rating	weightx Rating
Opportunity				
1	Development Cooperation	0,30	2	0,60
2	Libraries with other PTN and PTS	0,32	2	0,64
3	IT and communication development	0,23	2	0,46
4	University Policy	0,15	2	0,30
Total		1		2,00
Threat				
1	The emergence of new information centers	0,55	3	1,65
2	The number of opportunities to take part in the Indonesian National Library of Indonesia Training and Education	0,45	2	0,90
Total		1		2,55

Source: 2019 research data results

Furthermore, to determine the magnitude of internal and external factors, the following calculations are carried out:

$$\begin{aligned}
 &\text{Strength +Weakness} \\
 &= 3,8 + (-1,5) \\
 &= 2,25
 \end{aligned}$$

$$\begin{aligned}
 &\text{Opportunity + Threat} \\
 &= 2 + (-2,55) \\
 &= -0,55
 \end{aligned}$$

From the results of the analysis, the results of the calculation of Strength Weakness (SW) are 2.25. and Opportunity Threat (OT) is -0.55, then the position is in quadrant II. The location of the strategic points can be seen in Figure 2 with the choice of a service diversification strategy, namely a strategy that focuses on optimizing the use of force to reduce threats, because in dealing with threats, the Tadulako University library still has strength. The following is Figure 2 Map of the Strategic Position of Service Quality Improvement in Management at the Tadulako University Library:

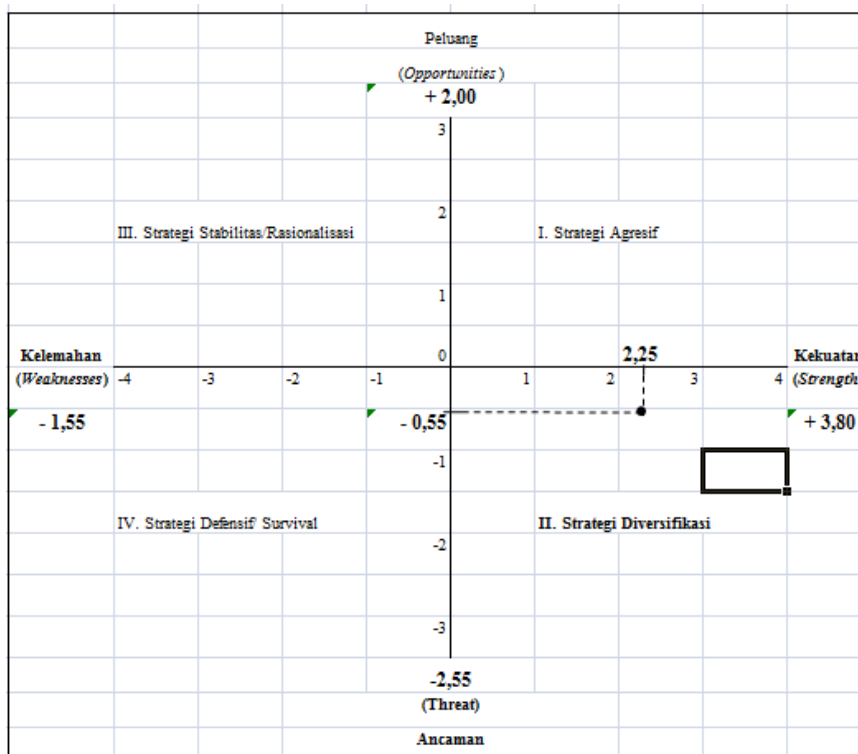


Figure 2. Map of the Position of Service Quality Improvement Strategies in Library Management at Tadulako Universitas University Library

As picture 2. map of strategic position 2.25 improvement of service quality in library management indicates that the implementation of service quality at Tadukalo University Library uses an online-based service system (IT) so as to support performance in library service management. Where the strength possessed by the Tadulako University Library at this time is to provide online-based network strengthening and a maximum library service system in order to meet the needs of users, adding online-based facilities and infrastructure, socialization and fundraising, so that for the next implementation this can be overcome. By empowering the library to its full potential, the library can develop its activities and services in all aspects, especially in the field of online-based technology as a policy material in the context of developing the library itself.

The strategies used in improving the online-based service quality system (IT) in the library include: (1) Preparing human resources in accordance with the library service development program; (2) training of library staff in the use of information technology (IT); (3) Directing library service officers to be responsible and skilled in serving library users; (4) Procurement of service facilities and information retrieval as well as service process systems to users based on information technology (IT) for ease of service; (5) Development of improved Wifi/hot spots to improve existing internet services.

The efforts or strategies carried out by the Tadulako University Library are due to the fact that currently users prefer to use internet access because of the increasing number of library formats in electronic (digital) form and information packaging which causes changes in the library service

system in all aspects. Meanwhile, based on the internal and external factors above, then identify the library's internal and external factors in the form of strengths, weaknesses, opportunities and threats, then a classification of internal factor analysis and classification of external factor analysis can be summarized in table 10 SWOT matrix as follows:

Table 10. SWOT Analysis Matrix

Internal Factors Eksternal Factors	POWER(S)	WEAKNESSES (W)
	1. Service System 2. Facilities and Infrastructure 3. HR	1. Collection 2. Limitations budget 3. Building Condition
OPPORTUNITY (O) 1. Cooperation Development Library With PTN & other PTS 2. IT developments and Communication 3. Development of study programs encourage improvement number of related collections 4. University Policy	SO STRATEGY 1. Opening cooperation with PTN and PTS others in order development library (S 1,, 3; O 1) 2. Improve implementation IT is like a virtual library and e-learning (S 1; O 2) 3. Promote development encouraging study program increase the number of collections related, and work same with publishers, institutions other or other institutions (S2;O3)	WO STRATEGY 1. Opening cooperation with PTN and PTS others in order development library (W 1) 2. Boost program development study push increase in number related collections, and cooperate with publishers, other institutions or other institutions (W2, ;O3) 3. Support and Unit Related (W3; O 4)

Based on the SWOT matrix above, the Tadulako University Library in order to optimize service quality in the management of the Tadulako University Library can be explained as follows:

1. Improving the quality of library human resources.
2. Build a library building that
3. Improve the service quality system with information technology in the library
4. Build cooperation to overcome the shortage of facilities and infrastructure as well as increase the library budget.

3.3.4.1 Novelty Service Quality Improvement in Library Management at Tadulako University

Of the five dimensions of the servqual model of service quality, tangible (physical appearance), reliability (reliability), responsiveness (responsiveness), assurance (guarantee) and empathy, one other dimension must be added, namely the dimension of "information packaging" whose purpose is to support the library service system in the form of digital.

This information packaging is an effort from a library or information center to bring users closer to sources of information that are relevant, accurate, easy and accessible quickly to improve the quality system of digital-based library services (virtual library). Improving the quality of service coupled with the application of information with a library network system shows that so many conveniences are provided to users to access digital information in the library, because in this digital era, the challenges of conventional libraries are increasing. Currently, the facts show that users prefer

to use access to libraries via the internet because of the increasing number of library formats in electronic (digital) form, causing changes to the library service system in all aspects. This fact is supported by the sophistication of information technology which is increasingly widely used and tends to be cheaper.

Based on the above, the information package provided must have a "value in which the information can support the implementation of library service activities effectively and efficiently, therefore the information package must be made in accordance with the information needs of the user or its users.

CONCLUSION

Service quality using the servqual model in management at the Tadulako University Library:

1. Tangible dimensions (physical facilities) obtained the results that the comfort of the library room is very comfortable.

2. From the dimension of Reliability (Reliability). The service of the librarian is quite reliable in dealing with user problems and informing every service.

3. Based on the Responsiveness dimension (responsiveness.). The librarian responds to every user's request to obtain the information needed, although sometimes there are some officers who are slow in providing information to the user.

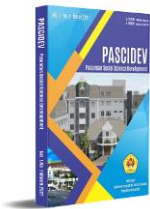
4. Dimension Assurance (Guarantee). Officers have guaranteed ease of service for users who will borrow books, guaranteed safe storage of user items in lockers and provided corridor corridors for people with disabilities to visit the library.

5. Seen from the dimension of Empathy (Empathy). Librarians provide good service and establish harmonious communication apart from having equal attention to every user regardless of race, ethnicity, religion, status, education.

Strategy to Improve Service Quality in Management at Tadulako University Libraries

Based on the results of research that has been carried out by researchers, there are several conclusions that can be drawn from the results of this study, namely: SO strategy (Strenghts opportunities) consists of: (1) opening cooperation with other state and private universities in the context of developing the quality of library services; (2) improve IT implementation such as virtual library, e learning. The internet network system is very influential on the progress of the library service system, so that with a maximum network system, users will be more interested in finding the information they need; (3) improve the development of study programs encouraging an increase in the number of related collections, whether in collaboration with publishers, other agencies or other institutions. WO (Weakness Opportunity) Strategy The strategies carried out are: (1) opening cooperation with other state and private universities in the context of developing the quality of library services; (2) improve the development of the study program to encourage an increase in the number of related collections, adjusted to the curriculum, courses and collection needs of proposals from each department in each faculty by distributing book catalogs from publishers and adapted to the needs of each faculty. In addition to cooperating with other agencies or institutions; (3) support from the unit proposing policies to the university leadership for the construction of a new library building in accordance with established rules and regulations. ST strategy (Strenghts Treats). This strategy includes: (1) improving the library service system that has been integrated with the faculty; (2) increasing competition for library human resources by providing opportunities to improve the quality of library human resources through training, seminars and other activities in the field of library science.

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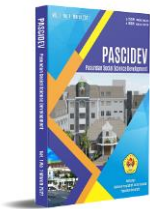
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Strategies of Improving The Quality of Public Service at The Investment and Services Office Integrated One Door of Banjar City West Java Province

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ABSTRACT

There are still people's views that think that the implementation of public services is still very slow and inefficient in responding to changes and does not adapt to changes in the development paradigm. The number of complaints submitted by the community, especially the business community in receiving public services from the government bureaucracy, among others: complicated procedures, no clarity about the time to solve problems, and no clarity about the amount of costs to be incurred, coupled with low quality of service. The method used in this study is a qualitative research method, while the type of approach in this study is descriptive analysis. Analysis of the data used is data analysis according to Miles and Hubberman with a qualitative approach. The results of the study indicate that the gap between the quality of public services and public expectations still occurs, therefore there must be improvement in service performance related to elements of service procedures, cost certainty, officer certainty, and service speed. In services that are currently considered good by the community, they are able to encourage investment activities in Banjar City, because they are able to create cheap, fast and transparent services. There has been an increase in the transparency of public services. Based on the results of the study, it can be concluded that the Banjar City DPMPTSP must continue to improve the quality of services with high commitment, consistency, and the need for legal certainty. Improving service quality needs to be accompanied by a program to simplify service procedures so as to increase the speed of service, create a conducive work environment, and strengthen institutions as providers of licensing service activities can run effectively and efficiently through strengthening information and communication technology.

Keywords: *Quality of Public Service.*

INTRODUCTION

The implementation of broad, real, and responsible regional autonomy at the beginning of the reform cannot be separated from the desire to create a democratic governance structure, a governance structure that gives more authority to the regions and the people to manage and solve their regional problems. Since the issuance of Law Number 22 of 1999 concerning Regional Government, which was later revised by Law Number 32 of 2004 and now revised again with the issuance of Law Number 23 of 2014 concerning Regional Government, continuously improving public services.

In an effort to improve public services, local governments are given greater flexibility to design and determine the types of services needed by the community themselves. Along with this, people's demands for quality services continue to increase from time to time. These demands are growing along with the growing awareness that citizens have the right to be served and the obligations of local governments to be able to provide services.

The challenges faced in public services are not only creating an efficient service, but also how services can be carried out without discriminating against the status of the people served. One of the philosophies of regional autonomy is to bring services closer to the community, therefore to be able

to provide good service to the community, it is necessary to first know the problems faced by the community. After the public service problems are inventoried and analyzed, it is necessary to implement an effective service strategy and in accordance with the characteristics of the region and its population.

Efforts to improve the quality of licensing services at the Banjar City DPMPSTP are an important agenda and are expected to be able to answer problems in terms of licensing services, one of which is by making innovative breakthroughs in bringing services closer to the community, as well as simplifying the flow or licensing procedures. This is to support the realization of the Banjar City Vision, namely "With Faith and Taqwa We Create Religious, Independent and Prosperous People of Banjar City Towards An Agropolitan Banjar" as stated in the Banjar City Regional Regulation Number 4 of 2014 concerning the City's Medium-Term Regional Development Plan (RPJMD). Banjar 2014-2018. One of the missions to achieve this vision is to increase awareness and legal compliance and professional governance to ensure the creation of good governance and clean government.

The essence of public service is the provision of excellent service to the community which is the embodiment of the obligations of government employees as public servants. In addition, the important thing that is often used as an argument for the need for regional autonomy is that the dimensions of public services are increasingly decentralized at the local level. This is in line with the main functions of local government, namely, first, the public service function which consists of environmental services and personal services. Second, the function of implementing development. Third, the protection function. To carry out these functions, local government employees must be able to describe the implementation of services to the community according to the functions of each service unit. To create good public services, various innovations are needed. Five types of innovation according to Prasajo et. al. , (2007:88) includes innovations related to:

- a). Strategies or policies such as new missions, goals, strategies and considerations;
- b). Services/products, for example changes in service features and design;
- c). Service delivery, for example changes or new ways of delivering services;
- d). Processes, such as internal procedures, policies and new organizational forms;
- e). Interaction systems include new or knowledge-based improvements in interacting with other actors as well as changes in the way government is run.

In relation to quality service, customer or community satisfaction as the key to getting long-term results and still giving pleasure to customers is everyone's business. The quality of services provided by the government in the eyes of the community as consumers can be seen from the accuracy of production (services produced, hospitality, attention and responsiveness provided as well as facilities/performance). Meanwhile, according to Sugiarto (2006:99), the service is said to be of high quality if it fulfills the following elements:

- a). Fast; This means that the fulfillment of needs is carried out quickly
- b). Appropriate; what is given or done is right about what is needed
- c). Inexpensive; people get what they want at a low cost
- d). Friendly; the service or relationship between the apparatus and the community is carried out in a polite and friendly manner.

If the service received or perceived is in accordance with what is expected, the quality of service is perceived as an ideal quality but on the contrary if the service received is lower than expected, then the service quality is perceived as bad, for that the quality of service depends on the ability of the service provider to meet the expectations of its customers. accurately and quickly. To measure the quality of services in the public sector according to Tjiptono (2012: 70) there are 5 (five) dimensions, namely:

- a). Direct evidence, including physical facilities, equipment, employees, and means of communication.
- b). Depth, namely the ability to provide the promised service promptly, accurately, and satisfactorily.

c). Responsiveness, namely the desire of staff to help customers and provide responsive service.

d). Assurance, covering the knowledge, ability, courtesy and trustworthiness of the staff free from danger, risk or doubt.

e). Empathy, including the ease of making good communication relationships, personal attention, and understanding the needs of customers.

In a good public service quality strategy, there is coordination of work teams, having a vision and mission, to identify supporting factors that are in accordance with the principles of implementing ideas rationally, efficiently in funding and having tactics to achieve goals effectively. Without a strategy, the quality of public services will not run optimally. According to Ibrahim (2008:79), a successful public service quality strategy contains 7 important factors:

- a). Self-esteem, (self-esteem)
- b). Meet expectations (except expectations)
- c). Improvement and rediscovery in various ways
- d). Foresight (vision),
- e). Continuous improvement (improving)
- f). Attentive (care, empathy)
- g). Empowerment

Strategy is distinguished by tactics that have a narrower scope and shorter time. Without a strategy, the quality of public services will not run optimally. Researchers in measuring problems related to the strategy of the quality of public services at the Office of Investment and One Stop Integrated Services in Banjar City use Ibrahim's theory (2008:79) with consideration of the parameters that exist in the theory according to the characteristics of the problems that occur in the field, besides that theory This is still considered not widely used by other researchers.

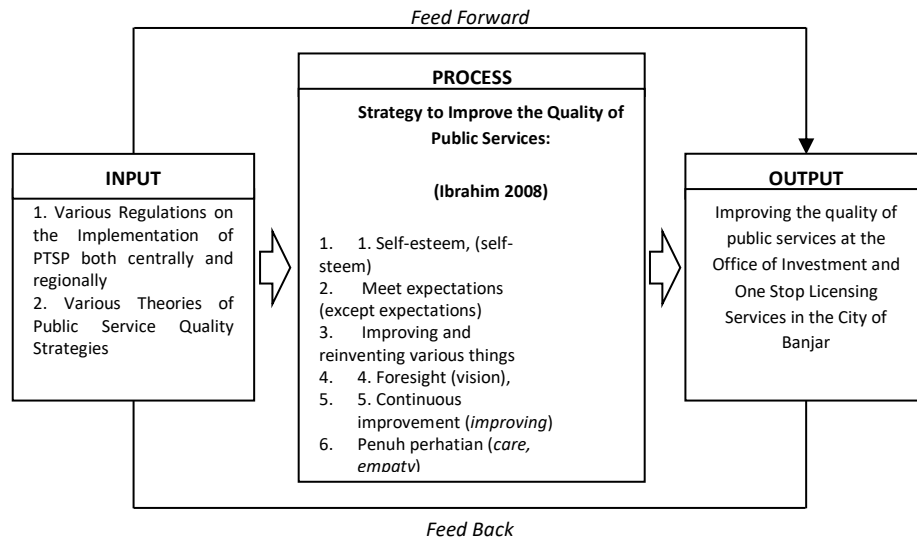


Figure 1 Research Thinking Paradigm

METHODS

Metode penelitian yang digunakan adalah dekriptif analisis, sedangkan jenis pendekatan dalam penelitian ini adalah kualitatif. Menurut Moleong (2009:3) bahwa "penelitian kualitatif sebagai prosedur penelitian yang menghasilkan data deskriptif berupa kata-kata tertulis atau lisan dari orang-orang dan perilaku yang dapat diamati". Pendekatan kualitatif dipilih dengan

pertimbangan bahwa metode ini diharapkan dapat diperoleh data yang sebenar-benarnya dan mampu mengkaji masalah penelitian secara mendalam sehingga dapat diperoleh hasil yang diharapkan. Penggunaan pendekatan penelitian kualitatif ini dirasakan sangat tepat dalam studi ilmu administrasi publik, terutama penelitian yang mencoba untuk mengkaji dan memahami suatu masyarakat. Melalui pendekatan ini, permasalahan penelitian ingin menghubungkan suatu peristiwa dengan peristiwa lainnya dan dapat memberikan informasi penting dalam bentuk deskripsi ilmiah bagi pembuat keputusan/kebijakan berkaitan dengan kualitas pelayanan publik pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu di Kota Banjar Provinsi Jawa Barat

RESULTS

Factors in Improving the Quality of Public Services at the Investment Service and One Stop Service. Strategy is an overall approach related to the implementation of ideas, planning, and execution of an activity within a certain period of time. A good strategy consists of coordinating work teams, having a vision and mission, to identify supporting factors that are in accordance with the principles of implementing ideas rationally, efficiently in funding and having tactics to achieve goals effectively. Strategy is distinguished by tactics that have a narrower scope and shorter time. Without a strategy, services will not run optimally. Thus, a strategy in an organization is needed.

Based on the service strategy theory above, researchers can explain the results of research researchers from various information that researchers obtain from informants as follows:

1). Self-esteem (Self Steem)

Self-esteem is the first parameter of a public service quality strategy which means that service does not mean submission, judged by leadership and exemplary, placing officers or service officials according to their expertise, setting service tasks that reach the future (futurist) guided by tomorrow's success instead of tomorrow. only today. The indicators of this parameter are having exemplary, service officers according to their expertise and guided by success.

a. Exemplary in providing public services

Based on the results of this study, it can be explained that every public service bureaucracy is required to have mental attitudes and behaviors that reflect the superiority of character, nobility and ethical principles. They are obliged to develop themselves so that they truly understand, appreciate and apply various ethical principles that are rooted in moral virtues, especially justice in the actions of their positions. In general, moral values can be seen from the six great values known as the six great ideas (Denhardt, KG. 1988), namely: the value of truth (truth), goodness (goodness), freedom (liberty), equality (equality), and justice. (justice). In social life, a person is often judged from his speech, attitudes and behavior in line with these values or not. Likewise with the provision of public services, the words, attitudes and behavior of service providers are often used as objects of assessment where these great values are used as a measure.

Ethics is defined as a moral philosophy or value and is called professional standards (code of ethics) or right rules of conduct (rules of right behavior) that should be obeyed by public service providers. ideas (Denhardt, KG. 1988). A code of ethics defines what actions, which behaviors, and what attitudes must be carried out or avoided by service providers. The application of ethics and morals in practice can be seen from the code of ethics owned by the public bureaucracy. The code of ethics is still limited to some circles, such as legal and medical experts. There is still no code of ethics for other professions, although many argue that the religious values and moral ethics of Pancasila are actually sufficient to guide their work or behavior and the real problem is how to implement these values. This opinion is not wrong, but it must be admitted that the absence of this code of ethics provides an opportunity for service providers to override the public interest. The presence of the code of ethics itself functions more as a direct control of attitudes and behavior at work, considering that not all aspects of work are fully regulated through rules or regulations that exist in a public service organization.

b. Expertise in providing public services

Bureaucratic professionalism is an absolute requirement to realize good governance (Tjokowinoto, 2001:3). Efforts to realize good governance require an element of professionalism from government officials in providing public services. Professionalism here emphasizes the ability, skills and expertise of government officials in providing responsive, transparent, effective and efficient public services.

In order for the bureaucracy to provide good services, among the ten principles of good governance, there are 3 (three) basic administrative and managerial values, namely: effectiveness, efficiency and professionalism (Widodo, 2005:315). However, good governance can become a reality, if it is supported by highly professional apparatus that prioritizes the fulfillment of transparency, accountability and public responsibility, namely by suppressing as little as possible the waste of the use of government (state) financial resources and at the same time strengthening the government's financial resources. applicable laws and regulations as the foundation for carrying out tasks (Islami, 1998:3).

c. Guided by success in providing public services

People in the reform era like today want all management to be faster, more effective, and efficient. That is why the implementation of public services is required to be able to provide excellent service. To realize this, the government is required to improve as a form of responsibility to the community. However, this change, it turns out, cannot change instantly, it takes time for the government to implement it. This is because the quality of public services is influenced by several things. To find out more, the following factors affect the level of quality of public services:

2). Meet expectations (except expectations)

a. Public services are provided according to the changing expectations of society

The government as a state apparatus must be able to provide good public services to the community. Governments who are familiarly called bureaucracies, including local governments, have tended to get negative evaluations from the public. Licensing in its development must be played as an instrument to keep the balance of interests proportionally. With the predicate of Indonesia as a licensing country (een vergunning gelland), the position of the licensing sector is a key sector.

The procedure carried out by the Banjar City DPMPTSP has provided convenience to the service recipients/community, where in the established procedure the community only needs to come 2 times to the Banjar City DPMPTSP. People only come to register, then come back to take the permit issued by the Banjar City DPMPTSP.

b. Public services provided according to the expectations of today's society

The provision of public services to the community that has been carried out by DPMPTSP in terms of facilities is in accordance with the expectations of the community. The problem is if the submission requirements must include a recommendation from another technical agency or service, the making of this recommendation cannot predict the completion time, in this case an SOP is needed submission of complete recommendations with completion of recommendations from DPMPTSP for technical services in Banjar City.

For services at the sub-district level, according to the Secretary of the Langensari Sub-district, he stated that: Breakthroughs or innovations created by the Banjar City DPMPTSP must pay attention to regional characteristics, taking into account different topography and geography. The point is that the community wants public services, in this case licensing services, to be in their respective sub-districts by optimizing the PATEN (Sub-District Integrated Administrative Service) program, so as to save costs and time.

3). Improvement and rediscovery in various ways

a. Community complaints as a challenge

Next, improvement and rediscovery in various ways is the third parameter, meaning that customer complaints are considered as challenges, overcome them, gather information about the development of customer desires, arrange trials of the latest service standards, listen to 360-degree

feedback for further improvements. The indicator for this parameter is to make community complaints a challenge and overcome community desires and collect information on the development of community desires.

The Regional Spatial Plan will have an impact on the licensing process issued by the DPMPTSP. Licensing documents issued by DPMPTSP are very much determined by the Regulation on RTRW, so the permits issued by DPMPTSP are in accordance with the Regional Regulation on RTRW. The Complaint Mechanism for the implementation of Licensing services as stated in the Banjar Mayor Regulation Number 65 of 2009 concerning the Complaint Mechanism at the Banjar City Integrated Investment and Licensing Agency, complaints that are often faced by Banjar City DPMPTSP service officers are regarding making recommendations for licensing.

b. Addressing people's wishes

Standard Operating Procedures (SOPs) for each technical team are needed to maintain work consistency for each officer, employee, team, and all work units, clarify the flow of duties, authorities, and responsibilities of each work unit and facilitate the process of assigning tasks and responsibilities to employees who run it. People express their opinions about their wishes and expectations.

Based on the information from the DPMPTSP employee who explains the mechanism or process for the TDP and SIUP services, they must be able to see and understand what and how the people want as applicants, both at the front office and at the back office. The unclear mechanism for the licensing service process at the DPMPTSP office has an impact on the community of applicants who will carry out the licensing application process. The flow or SOP for making permits at DPMPTSP still requires improvement and rediscovery of various things, so that it can overcome community complaints and wishes by collecting information on the development of community desires, not much different from other people who also have opinions:

c. Gathering information on the development of people's desires

In order to collect information on the development of people's desires and overcome the wishes of the community, it is necessary to build an emotional relationship between the user community and the licensing officer, so that good communication is built. who came to ask for service.

Good communication is a skill that must be possessed by every employee, because it will affect the process of completing the work of an employee. Because every employee will try to understand, serve, and appreciate the various people they meet every day. So that this will help in improving the quality of services provided to the community.

4). foresight (vision)

a. Future ideal planning

Vision is the next parameter, namely imagining the ideal future planning, utilizing technology as much as possible, providing services that are in accordance with the demands of the future. The indicators for this parameter are the ideal future planning, the use of technology and services according to future demands, in responding to the statement. The plan for reactivation of the Banjar – Pangandaran Railway will have a positive impact on investment in Banjar City. This will increase regional income from the licensing sector which of course also has a positive impact on the community's economy. The investment potential, which is supported by the Banjar City Investment Forum, is a step by the Banjar City Government in opening up investment opportunities that are beneficial to the residents of the City of Banjar.

One of the purposes of planning is to see programs that will be implemented to increase the possibility of achieving development goals in the future. Organizational planning must be active, dynamic, sustainable and creative, so that management does not only react to its environment, but is more of an active participant in looking ahead. One of the ideal plans for the future is the provision of services by utilizing technology.

The licensing process can be accelerated by utilizing the OSS Online Single Sub Mission application, and already has a help desk, so that the public can access the licensing process faster.

Some people in Banjar City who come to the DPMPTSP Office have utilized the Online Single Sub Mission technology so that the licensing service process can be processed faster.

b. Technology utilization

The Online Single Submission (OSS) system, whose implementation is regulated in Government Regulation Number 24 of 2018, is the government's effort to simplify business licensing and create an integrated licensing service model that is fast and inexpensive, as well as providing certainty. The Electronically Integrated Business Licensing Service (PBTSE), which is more easily referred to by the generic name OSS, is present in the context of business licensing services that apply to all Ministries, Institutions, and Local Governments throughout Indonesia, which so far have been carried out through One Stop Licensing (One Stop Integrated Licensing). PTSP).

c. Services according to future demands

The development of human civilization is accompanied by the development of ways of delivering information (hereinafter known as Information Technology). Starting from the meaningless pictures on cave walls, laying milestones in the form of inscriptions to the introduction of the world of information flow which became known as the INTERNET. The information conveyed is also growing, but the development with the existence of this online media has its negative and positive sides. It can be seen that the use of Information Technology has not been able to convince the public of a fast, precise, easy licensing service process. The obstacle is the public's interest in using the application which is still not optimal. Some people who use licensing services still use the human licensing application process which is considered more effective and efficient.

Based on the description above for licensing management by looking ahead, the service user community at DPMPTSP Banjar City has not fully used licensing management by utilizing online technology even though the services provided by DPMPTSP are in accordance with future demands by using OSS but seeing the heterogeneity For the people of Banjar City, the parameters of the future view can still not be implemented optimally because there is still a lot of data that must be signed directly by service users.

5). Continuous improvement (improving)

a. Continuous improvement/creative

The fifth parameter of the quality of this public service is continuous improvement (creative), adapting to changes, involving all members of the organization in the pulse of change (creativity), investing in human resources on an ongoing basis (learning organization training, benchmarking and so on) creating a conducive environment (good organizational work climate), creating excellent service standards that are always responsive. The indicator of this parameter is continuous/creative improvement, adapting to changes and creating excellent service, many things have been done by DPMPTSP in providing quality services.

b. Adapting to changes

Continuous improvements made by DPMPTSP to provide licensing services that satisfy the service user community have been carried out by issuing several programs even though their implementation is not as expected because they conflict with the SOP of the technical team needed as a recommendation provider, relating to recommendations.

Based on the information provided by one of the community leaders, it can be seen that the existing SOP in DPMPSTP has become a permanent process that must be carried out by all employees within the scope of the Banjar City DPMPSTP, so that the behavior of people who ask for help in the licensing application process can be served well, even though the public do not understand and know what and how things should be prepared and implemented. Some people who come to the DPMPSTP Banjar City still do not understand what and how things must be prepared and implemented. Looks like a person who does not understand at all about the licensing process with a one-door service mechanism.

c. Creating excellent service

The statement above shows that the improvements made by the Banjar City DPMPTSP in providing licensing services have been good, only in their implementation they encounter

difficulties so that the results are not optimal. So that it can be said that a good public service has prepared everything, so it is not an excuse when the leader is not there, the licensing process is hampered. All forms of negligence in the licensing process must be anticipated by the entire community. In the licensing process at the Banjar City DPMPSTP, people under certain conditions sometimes have not completed all stages of the licensing process. This is due to the element of leadership being negligent in anticipating.

6). Attentive (care, empathy)

a. Prioritizing community satisfaction

Next is the attentive parameter (care, empathy) of the service system that reflects customer or community satisfaction, always maintains a positive image and excellent quality, applies benchmarks that are always right, the indicators of this parameter are always prioritizing community satisfaction, maintaining a positive image of prime quality and apply benchmarks that are always right.

It can be seen that all employees in DPMPSTP have professional employees, have sufficient education. Employees at DPMPSTP, both civil servants and non-civil servants, have their own work professionalism. Overall, they have had their respective work professionalism. Paying attention to the statement submitted by the Secretary of the DPMPSTP Service, there are still many honorary workers who help in the service, but the working principle of officers is to prioritize community satisfaction by maintaining a positive image of prime quality, only in applying benchmarks that are always right, especially in terms of issuing recommendations, DPMPSTP is still facing challenges. obstacles.

b. Maintain a positive image of prime quality

Standard Operating Procedures (SOPs) are documents related to procedures carried out chronologically to complete a job that aims to obtain the most effective work results from workers at the lowest possible cost. From this description, we can see that the licensing process at DPMPSTP involves all Technical SKPDs involved in the licensing process. DPMPSTP has coordinated with all relevant stakeholders contained in the licensing process as proposed by the applicant.

c. Applying benchmarks that are always right

There are several events that make the licensing process awkward due to the lack of good coordination as conveyed by the service user community.

According to this information, the community hopes that in improving public services in the licensing sector, they always carry out socialization to the entire community as permit applicants, so what and how important is the licensing service and the conditions that must be followed. DPMPSTP has coordinated with various parties or related technical agencies as organizations that have technical authority to provide recommendations for the licensing process.

7). Empowerment

a. Always learning experience

Empowerment is the seventh parameter in making a public service quality strategy, which means continuously empowering members in the service unit, always learning from experience, providing sincere recognition and appreciation stimuli, indicators of this parameter are always learning from experience, giving sincere recognition and appreciation. sincere,

Based on the explanation above, it can be seen that in developing employee knowledge at DPMPSTP Banjar City, Education and Training is always carried out as well as developing a collaborative process between employees through outbound activities to increase employee motivation so that they can further improve services to the community.

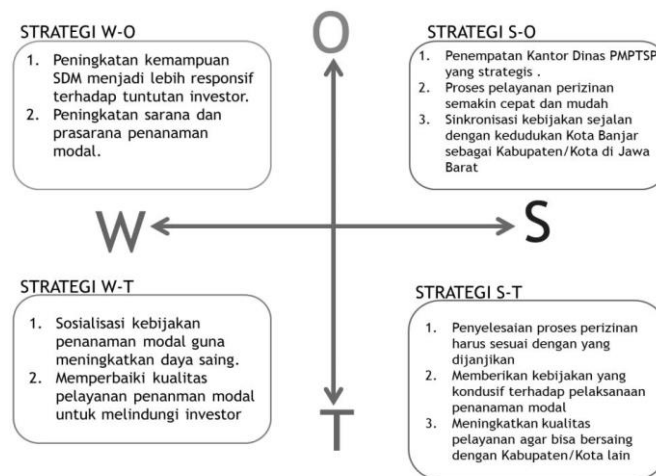
b. Give a sincere confession

DPMPSTP empowers as one of the strategies for the quality of public services, namely by always learning from previous experiences and giving sincere recognition and appreciation to officers who have assisted in providing services to people who need services.

From the description above, we can see that the professionalism of DPMPTSP employees in providing services is part of Public Service Management to increase government accountability in the field of licensing services.

DISCUSSION

Strategy in Improving the Quality of Public Services at the Investment and One Stop Service Office. In brief, the description of SWOT (Strength-Weakness-Opportunities-Threat), has a function to analyze the strengths and weaknesses of an organization which is carried out through a study of internal conditions, as well as an analysis of the opportunities and threats faced by an organization which is carried out through a study of the conditions external



The matching stage of the strategy formulation framework proposes a strength-weakness-opportunity-threat (SWOT) matrix technique. This SWOT matrix relies on information derived from the input stage to match external opportunities and threats with internal strengths and weaknesses.

- 1). S-O is used internal strength to take advantage of external opportunities;
- 2). W-O, namely on weaknesses by taking advantage of external opportunities;
- 3). S-T i.e. use internal strength to reduce or avoid the impact of external threats;
- 4). W-T is to reduce internal weaknesses and avoid external threats.

Table 1 SWOT Strategy Formulation

	<i>Strength/Kekuatan</i>		<i>Weakness/Kelemahan</i>	
	<i>Internal</i>		<i>Eksternal</i>	
	(S1)	Lokasi kantor DPMPTSP	(W1)	Kemampuan SDM yang masih kurang
	(S2)	Ketepatan, Kecepatan dan Kepastian Proses Perizinan	(W2)	Kurangnya sarana dan prasarana
	(S3)	Kebijakan dan dukungan Pimpinan	(W3)	Kurangnya penyalpaian Kebijakan penanaman modal.
<i>Opportunities/Peluang</i>		STRATEGI S-O		STRATEGI W-O

(O1) Kedudukan Kota Banjar sebagai Kabupaten/Kota di Jawa Barat.	9. Penempatan Kantor Dinas PMPTSP yang strategis (S1, S3, O2, O3, S2, O3)	1. Peningkatan kemampuan SDM menjadi lebih responsif terhadap tuntutan investor (W1, O1, O3)
(O2) Infrastruktur yang relatif lengkap	10. Proses pelayanan perizinan semakin cepat dan mudah (S2, O1, O3)	2. Peningkatan sarana dan Prasarana penanaman modal. (W2, O1, O3)
(O3) Otonomi Daerah	11. Sinkronisasi kebijakan sejalan dengan kedudukan Kota Banjar sebagai Kabupaten/Kota di Jawa Barat (S1, S2, S3, O1, O2)	
Threats / Ancaman	STRATEGI S-T	STRATEGI W-T
(T1) Kurangnya rasa aman	1. Penyelesaian proses perizinan harus sesuai dengan yang dijanjikan (S2, S3, T1)	1. Sosialisasi kebijakan penanaman modal guna meningkatkan daya saing. (W3, T1, T2, T3)
(T2) Tidak ada kepastian Hukum	2. Memberikan kebijakan yang kondusif terhadap pelaksanaan penanaman modal (S3, T1, T3)	2. Memperbaiki kualitas pelayanan penanaman modal untuk melindungi investor (W1, W2, W3, T1, T2).
(T3) Kesempatan investasi di Kabupaten/Kota Lain	3. Meningkatkan kualitas pelayanan agar bisa bersaing dengan Kabupaten/Kota lain. (S2, T3)	

1). Strategy Strengths – Opportunities

Based on table 4. 2 the researcher can explain the formulation of the SWOT strategy formulation as follows: The S-O strategy is a strategy that uses internal strengths to take advantage of external opportunities to gain profits in the implementation of efforts to develop Investment and One Stop Integrated Services in Banjar City.

The resulting alternatives are:

a). Strategic placement of the Banjar City DPMPSTP office.

This strategy is formulated to use internal strengths such as the strategic location of the Banjar City DPMPSTP office with the opportunities it has, namely the position of Banjar City as a Regency / City in West Java with complete infrastructure support in line with the implementation of regional autonomy;

b). The licensing service process is getting faster and easier.

This strategy is formulated to use internal strengths such as speed, accuracy, and certainty of the licensing process, with the opportunities it has, namely the role of Banjar City as a City in West Java Province and also the implementation of regional autonomy in a better direction.

c). Policy synchronization is in line with the position of Banjar City as a Regency/City in West Java Province.

This strategy is formulated to use internal strengths such as support from the leadership of the City of Banjar with combined opportunities, namely the position of Banjar City as a Regency / City in West Java Province.

2). Strategy Weakness - Opportunities (W – O)

The W-O strategy is a strategy that uses internal weaknesses to take advantage of external opportunities to gain advantages in implementing DPMPTSP development efforts in Banjar Regency. The alternatives are:

a). Increasing the capacity of human resources to be more responsive to the demands of investors. This strategy is formulated to overcome existing weaknesses, namely the lack of human resources capabilities by using the opportunities they have, the position of Banjar City as a Regency / City in West Java Province and also in line with the implementation of regional autonomy.

b). Improvement of investment facilities and infrastructure.

This strategy is formulated to overcome weaknesses, namely the lack of facilities and infrastructure by using the opportunities it has, namely the position of Banjar City as a Regency / City in West Java Province and also in line with the implementation of regional autonomy.

c). Improvement of investment facilities and infrastructure.

This strategy is formulated to overcome its weaknesses, namely the lack of facilities and infrastructure by using the opportunities it has, namely the position of Banjar City as a Regency / City in West Java Province and also in line with the implementation of regional autonomy.

d). Information on investment in Banjar City is available on the internet.

This strategy is formulated to overcome existing weaknesses, namely the lack of investment information with the strengths of DPMPTSP with relatively complete infrastructure support that is relatively complete and in line with the implementation of regional autonomy.

3). Strategy Strength – Theats (S-T)

The ST strategy is a strategy that uses internal strengths to reduce or avoid the impact of external threats for the development of PTSP investment efforts. The resulting alternatives are:

a). Completion of the licensing process must be as promised.

This strategy is formulated to use the internal strengths of accuracy, speed and certainty of the licensing process by reducing the threat of lack of legal certainty.

b). Provide a conducive policy towards the implementation of investment.

This strategy is formulated to use the internal strength of leadership support and commitment to reduce the threat of an uncomfortable investment climate and legal certainty.

c). Improving service quality that can compete with other countries.

This strategy is formulated to use the internal strengths of accuracy, speed and certainty of the licensing process completely

4). Weakness – Thereats (W-T) Strategy

W-T strategy is a proposed strategy to reduce internal weaknesses and avoid existing external threats. The recommended alternative W-T strategies are as follows:

a). Dissemination of investment policies to increase competitiveness. This strategy is formulated to reduce the weakness of the lack of information on investment implementation by avoiding the lack of security and legal uncertainty available to be able to involve staff/officers in the framework of training/courses to improve the capacity of existing human resources;

b). Improving the quality of investment services to protect investors.

This strategy is formulated to reduce the weakness of the lack of human resource capacity and the delivery of investment information by avoiding legal uncertainty, lack of security and better opportunities in other areas. Osborne and Gaebler's ideas on Reinventing Government include 10 principles for entrepreneurial bureaucracy. The 10 principles are: First, catalytic governance: directing rather than pedaling. That is, if the government is like a boat, then the government's role should be as a driver who directs the boat, not as a rower who pedals to make the boat move. Entrepreneurial government should concentrate more on making strategic policies (directing) rather than on technical matters of service (pedalling). Second, government belongs to the people: giving authority rather than serving. That is, the government bureaucracy that concentrates on services produces dependence from the people. Therefore, the service approach must be replaced by growing their own initiative. Third, competitive governance: inject competition into service delivery. That is, trying to provide all services not only causes

government resources to be depleted, but also causes the services that must be provided to grow beyond the government's capacity. Fourth, mission-driven governance: changing rule-driven organizations. Fifth, results-oriented governance: finance results, not inputs. Sixth, customer-oriented government: meet customer needs, not bureaucracy. Seventh, entrepreneurial government: earn rather than spend. So that in this way the government is able to create added value and guarantee results. Eighth, anticipatory governance: prevent rather than cure. Ninth, decentralized governance: from hierarchy to participation and work teams. Cooperation between the government sector, business sector, and civil society sector needs to be encouraged to form work teams in public services. Tenth, market-oriented government: driving change through the market. So the strategy used is to create an environment to operate efficiently and ensure the same quality of life and economic opportunities.

In order to improve services and answer the gap problem, the Banjar City Government is committed to how to be able to provide excellent service quality to stakeholders, namely the community, entrepreneurs, social institutions, and the world of education. The form of the Banjar City Government's commitment is to form an institution that manages all activities related to the licensing service process in Banjar City, namely the Investment Service and One Stop Integrated Service as a form of service bureaucratic reform, so that a fast, cheap, integrated form of public service will be created, and have high accountability.

To support the creation of the above, it is necessary to implement:

- a). The existence of a technical team as permanent employees at the Banjar City DPMPTSP;
- b). Regulatory certainty from the central level;
- c). Employee recruitment is carried out periodically;
- d). Implementing capacity building for licensing administrators;
- e). Support of adequate facilities and infrastructure;
- f). Special incentives for licensing agencies;
- g). Availability of investment potential opportunities in Banjar City

CONCLUSION

Based on the results of the research and discussion as described in the previous chapter, the researcher can provide the following conclusions:

A. There are factors that can improve the quality of public services at the Office of Investment and One Stop Integrated Services (DPMPTSP) of Banjar City, namely:

- 1). The organizational structure factor, that the quality of public services at the Banjar City DPMPTSP as a whole is still not optimal. This is as a result of the implementation of the tasks mandated by Regional Regulation 21 of 2011 has not been carried out optimally by the DPMPTSP as a result, the nomenclature of regional apparatuses in the investment sector is always changing. Changes in organizational structure are also the impact of too fast changes in legislation, new regulations related to Presidential Regulation 91 of 2017 and the issuance of PP 24 of 2018 as well as other regulations regarding norms, standards, procedures and criteria in order to improve the pro-business investment climate in order to facilitate business activities. that have not been adjusted in the regions and inter-sectoral understanding.
- 2). The apparatus/public service factor, that the implementation of activities and processes of government administration is supported by the ability of the government apparatus, because this also plays an important role in determining the level of quality of government public services.
- 3). The strategy so that the quality of public services at the Office of Investment and One Stop Integrated Services in Banjar City runs effectively, one of which is through improving the performance of management of counseling counseling to the community which is still low. Improving the performance of the management of counseling and consulting services as regulated in the Ministerial Regulation and RB No. 30 of 2014 concerning Guidelines for Yanlik Innovation, Minister of Administrative Reform and Bureaucratic Reform No. 35 of 2012 concerning Guidelines for SOPs for Government Administration. The results of the study show that the qualifications and

quantity of implementing human resources are still lacking and there are inadequate working facilities, especially service rooms that have not fully provided comfort for investors/licensed applicants as well as in the operational side of implementing internal tasks in supporting improving the performance of the apparatus. This shows that there is no coordination and equalization of perceptions with central agencies, Provincial and Regency/City Technical OPDs.

4). The factor of the public service system is that to provide good public services for the community, an organized system is needed. The results of the study indicate that not all types of permits that are managed can be informed because the licensing mechanisms and procedures have not been prepared, especially permits that are strategic in nature. The technology characteristics of IT that are cross cutting and global, as well as their ability to store, search, sort, filter, distribute and share information without limits can increase efficiency and improve communication/information exchange to strengthen and create new economic and social networks in improving the business climate. conducive environment, and has not been used optimally in terms of promotion, partnership and other developments in the investment sector.

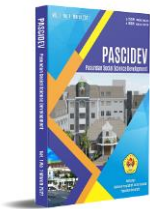
B. The strategy to improve the quality of public services at the Office of Investment and One Stop Licensing Services in Banjar City is carried out through the following steps:

- 1). Mengembangkan potensi dan peluang investasi dengan melibatkan seluruh stakeholder;
- 2). Memberikan kemudahan berinvestasi di Kota Banjar dan di Jawa Barat dengan meningkatkan kepastian hukum dan penyederhanaan prosedur perizinan dan non perizinan bagi calon investor (*ease of doing business*);
- 3). Meningkatkan efektivitas strategi dan upaya promosi investasi yang lebih efisien dan efektif guna mendorong pemerataan investasi di Kabupaten/ Kota dengan mempertimbangkan karakter dan kondisi geografis daerah;
- 4). Menciptakan iklim investasi dan iklim usaha yang kondusif bagi pelaku usaha dan investor dengan melaksanakan pembinaan, pengawasan dan fasilitasi penanganan permasalahan investasi bagi perusahaan PMA/PMDN;
- 5). Making technical regulations for the implementation of strategic permit management services to speed up service processes and sectoral control accuracy;
- 6). Implementing an online system pattern with assistance in providing licensing services to the public to encourage investment in online licensing applications;
- 7). Improving the quality of the PTSP apparatus in serving the community as an effort to encourage institutional strengthening and human resources of the PMPTSP Service;
- 8). Increase synergy with regional technical apparatus so as to increase time capacity and credibility of licensing services.

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Collaborative Governance Model in Quik Wins Program Implementation Traffic Sector in Bandung

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ABSTRACT

Collaborative governance between institutions or stakeholders on the Collaborative Governance model in the implementation of the Quick Wins program in the field of traffic in the city of Bandung. still less effective. with indicators that communication is not going well, coordination is not sustainable, cooperation is not carried out, and agency sectoral egos. This study uses the Mix Method Research method with a concurrent embedded strategy, namely mixed research methods with qualitative data collection and analysis, quantitative carried out sequentially. Results of implementation effectiveness research Quick Wins program in the field of traffic, researchers examined 6 (six) effectiveness criteria, namely: 1) Standards/targets: stakeholder participation is still less involved 2). Community group network support resources have not fully participated 3). Communication: active information relations are still lacking, both formal and informal, 4). Implementing organizations are still lacking in involving all community groups, 5) Characteristics of implementing agents The attitudes and behavior of implementing agents are still not able to increase empowerment 6) The environment is still lacking support because people say business Traffic order is a matter for the Police and the Department of Transportation. ineffectiveness was found in 2 (two) criteria, namely Human Resources (49.38 %) and Communication. (47.61%). It is concluded that the effectiveness of the implementation of the Quick Wins program in the field of traffic in the city of Bandung is currently running quite well but is still not effective. The influencing factors are: 1) Commitment and consistency of the apparatus. 2) The seriousness and firmness of the apparatus, 3) Clear regulatory standards, 4) Support from community groups, 5). Quality and Quantity of Human Resources 6) The intensity of communication activities. Collaborative Governance model in the implementation of the Quick Wins program in the field of traffic in the city of Bandung, researchers examined 6 (six) principles/elements or dimensions of Collaborative Governance according to Horizon (2004:230). geared towards collaboration. 2) Institutional capacity: Community network support is not balanced enough to collaborate. 3) Collaborative leadership: building trust in public information disclosure is less institutionalized, the initiative to carry out leadership roles still relies on leader figures (Mayor or Kasat then). 4) Role as facilitator: Community elements are less involved in forums that do not represent various elements of interest, 5) Role of education and training: Less done within the framework of empowerment. 6) Institutional design: does not improve the quality of collaboration because the forum is still in the form of coordination and consultation. The Collaborative Governance model (Ansell & Gash 2007) needs modification by adding 3 (three) aspects to the collaboration process, namely: 1). Community empowerment, 2). Local community culture (local wisdom) 3). leadership (leadership) as a figure / role model. So that the Collaborative Governance model is recommended for a traffic board forum in the form of collaboration between stakeholders within the scope of the City of Bandung with duties and roles according to their respective functions and supported by private elements, experts/academics, observers, elements of.

Keywords: Collaborative Governance, Quick Wins program, Traffic Board

INTRODUCTION

Orderly traffic is the dream of all of us because irregular traffic will be detrimental and cause traffic problems such as: Traffic jams that waste time, energy & energy, and traffic accidents that take many lives, both dead and injured. The city of Bandung, almost all main roads (87 roads) often experience traffic jams, as well as traffic accidents (in 2017) the number of traffic accidents was 623

with 193 people killed and 758 people injured (Data from Bandung Traffic Police Unit) , it is no less interesting that the number of traffic violations ticketed by Polantas in 2017 amounted to 144,692 violators.

The problem of orderly traffic in the city of Bandung is an interesting phenomenon to study because Bandung with an area of 176.37 Km², divided into 30 sub-districts and 151 urban villages with a population of 2,940,622 people (0.3% population growth per year) while the means of traffic are 1,236.48 roads. Km, and the number of motorized vehicles going back and forth on the streets of Bandung are motorcycles (wheel 2) totaling 1,250,880, and cars (wheel 4) totaling 465,618 (motor vehicle growth 3% per year).

POLRI in elaborating the policy of the President of the Republic of Indonesia regarding Nawacita, namely that "the State must be present in the midst of the community" therefore in the 2015/2019 POLRI Strategic Plan through the Strive of Excellent strategy "towards a POLRI which is a "Promoter" has issued an action plan of 8 quick wins programs and and 2 (two) of the Polri quick wins program are the quick wins program in the traffic sector, namely:

1. Realizing the Posture of the National Police in uniform (Polantas) as a driver of mental revolution and a pioneer of social order in the public sphere.

2. Realizing Corruption-free Public Services through Transparent Information Technology.

This quick wins program in the field of traffic aims to realize the Posture of Polantas as a Pioneer of Mental Revolution and Pioneer of Social Order in the Public Space, meaning that Polantas must be able and become a Pioneer of Traffic Order for himself and for the community where the Polantas is in charge,

Collaborative Governance in the implementation of the qucik wins program in the field of traffic is an innovative step in public services and can help Polantas at the Bandung Polretasbes Satlantas in carrying out their duties as a pioneer of social order in public spaces, despite the high number of violations, accidents and traffic jams in the city of Bandung.

The implementation of the quick wins program in the field of traffic to create an orderly traffic in the city of Bandung will be examined by the collaborative governance model carried out by the Bandung Traffic Police Unit and the Bandung City Government and other stakeholders.

Horison at.el (2004), Innes, Booher (2004) the involvement of all stakeholders will encourage and form a common consensus to achieve goals. Therefore, the main elements of collaborative governance are mentioned: 1) Inclusive stakeholder involvement, 2) Institutional capacity 3) Leadership collaborative 4) The role of the government as a facilitator. 5) The role of education and training. 6) Institutional design

The collaborative governance modeling carried out in the city of Bandung, such as collaboration in dealing with the current traffic order problem, is carried out through the Road Transport Traffic Forum, (FLAJ). Mayor of Bandung Decree No. 551/Kep.510-Dishub/2016), another modeling forum called the Pokja for road, highway, vehicle safety, rule enforcement, post-traffic accident handling, (initiated by the Bloomberg Initiative for global road safety) and forum collaboratively in handling traffic accident victims between the Traffic Police of PT Jasa Raharja and the Hospital.

Identifying collaborative governance modeling carried out in the city of Bandung as mentioned above, researchers will use the collaborative governance model from Ansell & Gash (2007: 129), among others: 1) Initial conditions. 2) Intkitutional design, 3) Collaborative process. 4) Facilitative leadership. 5) Results.

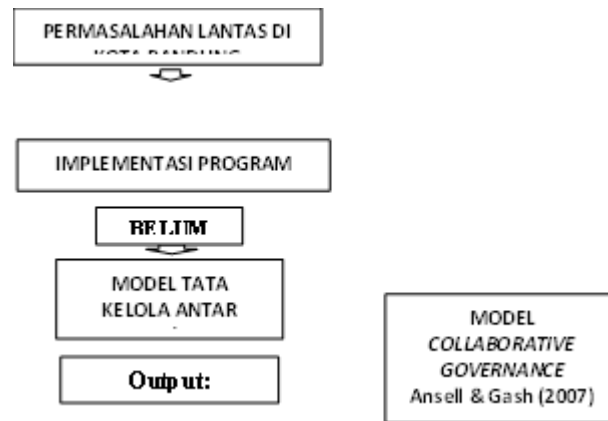


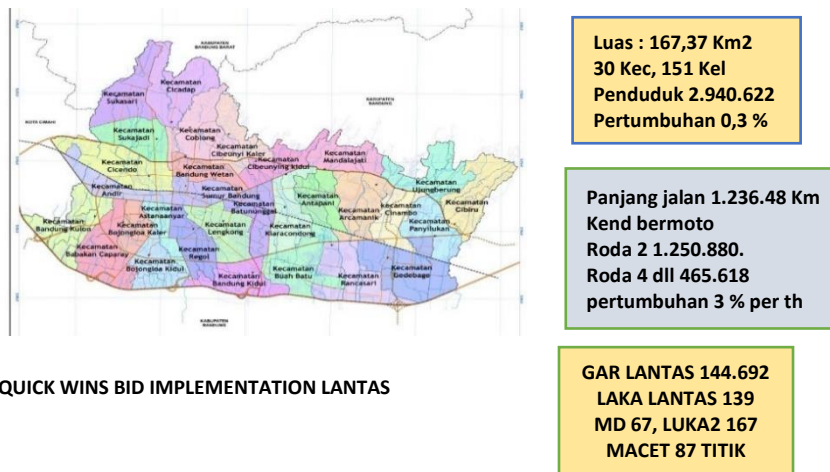
Figure 1. : Research Framework for Collaborative Governance Model Source: Research Methodology Study Results 2018

proposition.

1. There is an ineffective implementation of the quick wins program in the field of traffic carried out by the Bandung Satlantas Polrestabes in realizing traffic order.
2. Factors that are not effective in implementing quick wins in the field of traffic, such as: standards/targets, resources, implementing organization, attitude of implementing agents, social, economic and political environment that are carried out, will result in not realizing traffic order in the city of Bandung.
3. Modification of the collaborative governance model Ansell & Gash (2007) in the implementation of the quik wins program in the field of traffic carried out by Polantas Polrestabes Bandung can realize traffic order in the city of Bandung

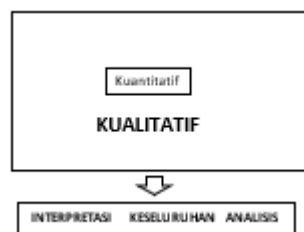
Object of research.

Implementation of the quick wins program in Traffic by Satlantas Polrestabes Bandung & other stakeholders in the Bandung City Government.



METHODS

The research method is Mix Methlod with Concurrent Embedded Strategy, which is a mixed method of inductive deductive reasoning carried out in one stage of collecting qualitative and quantitative data at the same time.



Data collection and analysis methods.

1). Qualitative data collection methods were carried out by library research and interviews, as well as involved observation. While the quantitative data collection through the distribution of questionnaires. to the respondent.

2) Qualitative data analysis method using the theory of policy program implementation and collaborative governance. Meanwhile, quantitative data analysis uses a Liker scale (weighting, rating and influence).

RESULTS

Research results The implementation of the quick wins program in the traffic sector carried out by the Bandung Traffic Police & stakeholders such as the Bandung City Government (Pemda Kota Bandung) has been going well but has not been effective with the following indicators:

- Standards/targets, Stakeholder participation has not been fully involved & Equality of power is still not evenly distributed.
- Resources, support network/community groups have not fully participated, budget & infrastructure is still limited.
- Communication, Active information relations have not been fully established either formally or informally.
- Implementers, have not been able to involve all community groups who love traffic order.
- Characteristics of implementing agents, attitudes & behavior of implementing agents still cannot increase community empowerment.
- The environment is still not supportive, what currently exists is only a forum for coordination, consultation, and information.

The overall results of quantitative research conducted through the distribution of questionnaires, the results can be seen in the following table:

No	Dimension	Percentage
1	Standards / goals	67.38 %
2	Resource	49.38 %
3	Communication	47.61 %
4	Policy implementer	58.57 %
5	Karak Executing agent	63.92 %
6	Ling ek, sauce, politics	59.52 %
	Average %	57.73 %

Source: The results of data processing on 6 (six) factors in the implementation of the quick wins program in the traffic sector

DISCUSSION

The factors that influence the collaborative governance model in the implementation of the quick wins program in the traffic sector in Bandung City are:

No	Factor	weight	Rating	weightx Rating
1	Apparatus' commitment and consistency	1.384	2.79	3.86
2	The sincerity and firmness of the apparatus	1.402	2.71	3.80
3	Clear regulatory standards and targets	1.153	3.04	3.50
4	Community support for regulation	1.217	2.57	3.13
5	Adequate quantity and quality of human resources	1.210	2.46	2.98
6	Intensity of communication activities	1.052	2.75	2.89
7	Consistency in implementing regulations	1.122	2.57	2.89
8	Easy-to-understand information content	1.016	2.82	2.87
9	Adequate facilities and infrastructure	0.908	2.89	2.63
10	Public understanding of regulations	1.166	2.21	2.58
11	SOP that serves as a guide	0.861	2.96	2.55
12	Effective communication method	0.874	2.82	2.47
13	Adequate communication media	0.769	2.71	2.09
14	Adequate bureaucratic structure	0.845	2.39	2.02
15	Adequate budget	0.812	2.39	1.94
16	Local Government Support	0.630	2.86	1.80
17	Collaboration with stakeholders	0.579	2.25	1.30

1. The most influential factors

1) Apparatus commitment & consistency 2) Apparatus strength & firmness 3) Clear regulatory standards 4) Community group support 5) Adequate quality & quantity of human resources 6) Active communication intensity.

2. Less influential factors:

1) Consistency of implementing regulations 2) Content of information that is easy to understand 3) Adequate facilities & infrastructure 4) Public understanding of regulations 5) SOPs that serve as guidelines 6) Effective communication methods.

Model Collaborative Governance in the implementation of the quick wins program in the field of traffic to realize traffic order in the city of Bandung.

1. Implementation of the current collaborative governance model.

- Inclusive stakeholder engagement:

1), Not all stakeholders have participated in collaborating because the forum design has not been directed to collaboration.

2), there is no equality of power because the private sector elements & community groups of service users do not have the authority to become initiators & coordination facilitators.

- Institutional capacity:

1) Community network support has not been matched to facilitate the learning process & routine dialogue in collaboration forums

2) The learning process is still partial & not sustainable.

- Stakeholder collaborative leadership:

1). Initiatives to build public trust, through information disclosure, have not been institutionalized by all stakeholder actors

2) The initiative to carry out leadership still relies on leadership figures (Mayor, Kasat then

- Role as facilitator:

1) Not all elements of the community have been involved in meeting forums or communication forums with funds or between stakeholders in handling traffic order

2) The forum has been initiated and does not yet represent various elements of the interests of the traffic orderly-loving community group.

- Role of Education and training:

1). Community education has not been carried out within the framework of Empowerment

2). The characteristics and form of the program are still in one direction, not yet in an effort to improve the competence of empowering the community to participate, the impact of which is that the knowledge possessed is not spread evenly.

- Collaborative institutional design

1). Collaborative institutional design has not been able to improve the quality of collaboration between stakeholders

2). The existing forum is only a forum for coordination and consultation between traffic organizers.

2 Modeling collaborative governance.

- Initial conditions: quite supportive, there is a history of collaboration along with issues & problems that need to be addressed.

- Institutional designs are in the form of forums and then road transportation,

- Facilitative leadership: Focused on the figure, must be a role model to be able to work together with a firm & courageous character,

- Collaborative process: Authentic dialogue has not been carried out, building trust is low, there is no commitment to be together, there is no shared vision,

- Results: according to agreement & certain issues / sectors

Modification of the collaborative governance model from Ansell & Gash

- Collaborative process: Need for additional community empowerment (empowerment), local community culture (local wisdom) and role models, have character as future leaders. Responsible can work together, dare to take risks.

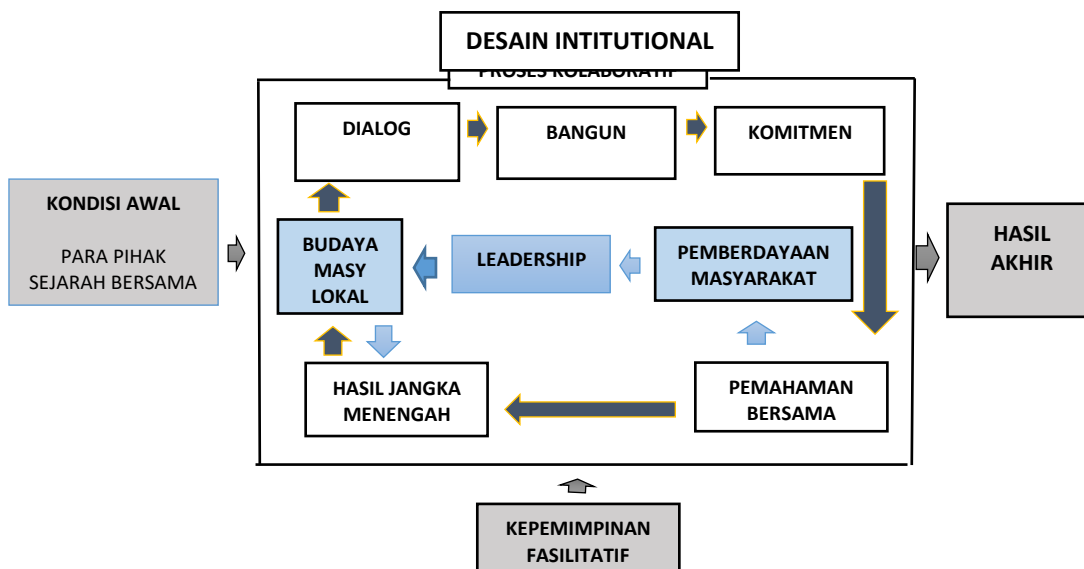


Figure 4: Modification of the collaborative governance model in the implementation of the quick wins program in the field of traffic

Institutional Model.

Regarding the institutional model, Talitha and Hudalah (2014: 199) have identified 4 (four) alternative collaboration forum models that can be applied and are in accordance with applicable

regulations and are in accordance with the characteristics of the Greater Bandung Metropolitan, namely: joint agreement, jointly-formed authorities, intercommunity, and a forum for coordination. The results of Talitha and Hudalah's (2014) research recommend the management of the transportation and traffic system in the Greater Bandung Metropolitan using the jointly-formed authorities model, because it is more likely to be implemented using human resources from each stakeholder element. This model is more likely to be implemented because it emphasizes the principles of participation and equality from each stakeholder so that planning can be more synergistic and coordination will be better. In addition, this model also has a legal framework to regulate the division of tasks and authorities.

This model requires a focus from the elements of the government agencies involved, considering that currently each agency also has several tasks outside of traffic and transportation matters. Then there is also the possibility of overlapping main tasks and functions with other institutions, if there is no good work plan.

Based on the research findings, it is still necessary to increase the participation of the private sector and elements of the community in a formal and institutionalized manner in every collaboration process, to improve the quality of the collaboration forums formed. This supports what was stated by Ansel and Gash (2007) which set 6 important criteria in the Collaborative Governance implementation model as follows:

- a. Forums are initiated by public bodies
- b. Forum participants include non-governmental organizations
- c. Participants are involved in policy making.
- d. The forum is formal and is a joint meeting.
- e. The forum aims to find consensus on policies.
- f. The focus of collaboration is public policy and public management.

Based on the results of the presentation of the aspects of the institutional model presented in table 4.20, the proposed organizational structure framework of the institution is as follows:

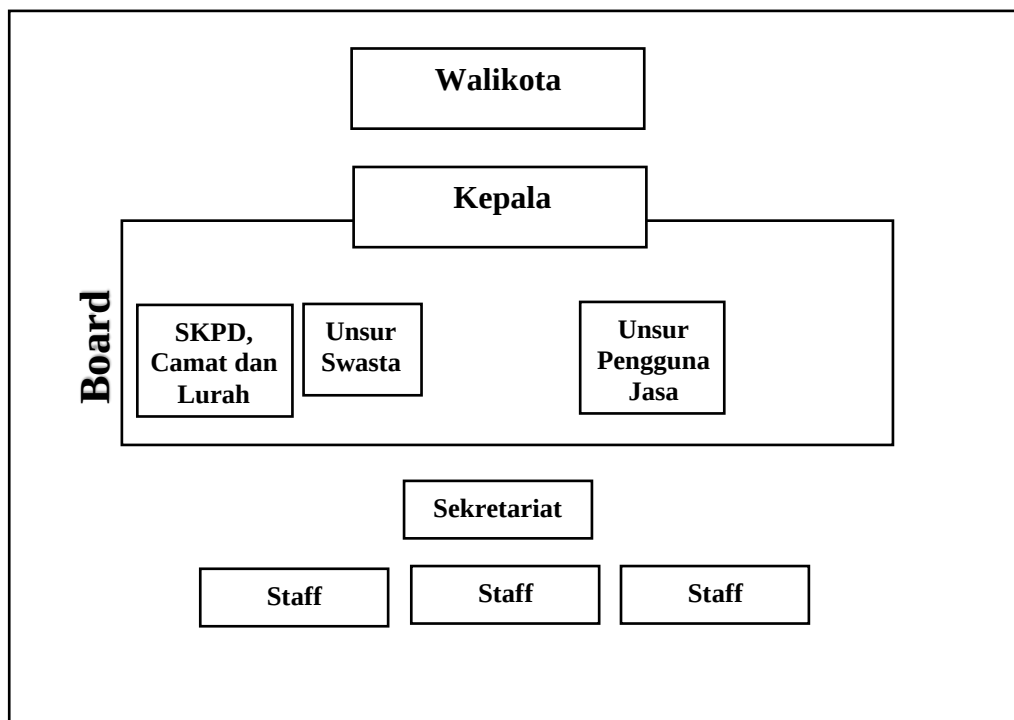


Figure 5 Framework for Governance Structure Between Stakeholders to Realize Orderly Traffic in the City of Bandung
(Source: Researcher Analysis Results, 2019)

This institutional model must be in accordance with the principles of Collaborative Governance and consider the following important things:

- The model of cooperation must be able to facilitate the disclosure of information, transparency and accountability of performance to the public.
- The cooperation model must be able to facilitate the various interests of all stakeholders who cooperate. In this case, related parties from various levels of local government (City, POLRI, private sector, service users and experts) should have an equal level of participation.
- The cooperation model must be within the formal legal umbrella, so that it has more legitimacy and binding power for each member and for the wider community, and can minimize conflicts of interest.
- Network model forum (Traffic Board) cooperation between stakeholders in



Picture : 6 Bandung City traffic board network

Source: Result of research analysis.

CONCLUSION

Effectiveness The implementation of the quick wins program in the traffic sector by Polantas Satlantas Polrestabes Bandung, has been going well but not yet effective, it can be seen from the results of research conducted that: Standards/targets with clear targets, but not all stakeholders are involved, Resources, namely network/group participation community still needs to be improved, limited budget & infrastructure, Communication Not yet able to improve formal & informal relationships in exchanging information, Program implementers as facilitators have not been able to involve all elements to participate, Program implementing agents, Not yet able to increase community empowerment. The environment lacks support, and the forum is only a place for coordination and consultation,

2). The influencing factors are:

- The most influential factors 1) Commitment & consistency of apparatus 2) Strength & firmness of apparatus 3) Clear regulatory standards 4) Support of community groups 5) Adequate quality & quantity of human resources 6) Intensity of active communication.

b Factors that are less influential: 1) Consistency of implementers 2) Content of information that is easy to understand 3) Adequate facilities & infrastructure 4) Public understanding of regulations 5) SOPs that serve as guidelines 6) Effective communication methods.

Collaborative governance model in the implementation of quick wins in the field of traffic in the city of Bandung.

a Implementation of the current collaborative governance model

Stakeholder involvement: not fully involved. Institutional capacity: the network of community groups is not fully supported. Collaborative Leadership: no initiative yet, still relying on leader figures. The role of the government as a facilitator has not been fully involved, especially the private sector. The role of education & training: partial one-way socialization. Institutional design: in the form of a coordination & consultation forum.

b. Collaborative governance modeling.

Initial conditions: quite supportive, there is a history of collaboration along with issues & problems that need to be addressed. There are institutional designs in the form of direct forums & road transportation. Facilitative leadership: Focused on figures, must be role models who can work together, communicate well, have firm character, can be trusted and are responsible, dare to take risks. Collaboration process: Authentic dialogue has not been carried out, building trust is low, there is no commitment to be together, there is no shared vision, Results: according to agreement & certain issues / sector

c Modification of the collaborative governance model from Ansell & Gash

Collaborative process: need for additional community empowerment (empowerment), local community culture (local wisdom) and exemplary leaders, have character as future leaders. Responsible to work together, dare to take risks

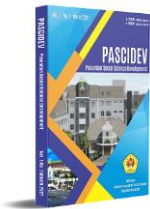
d Alternative models of collaborative governance.

The collaboration of all parties, both elements of the Bandung City Government and the participation of the private sector, experts, community groups, the collaboration mechanism refers to the Jointly-Formed Authorities format, the division of roles of government, POLRI, private sector, experts, academics & society.

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Analysis of The Effect Of Employee Compensation and Employee Career Development on Employee Performance at The Regional General Hospital of Ciamis District

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ABSTRACT

This research starts from the fundamental problems of low performance of employees at the Ciamis District Regional General Hospital. Its thought to have been came by Employee Compensation and Employee Career Development towards Employee Performance at the Ciamis District Regional General Hospital, not yet implemented. The approach in this study refers to the context of the theory of Employee Compensation and Employee Career Development also Employee Performance as part of the scope of Public Administration. The method of research used explanatory survey with technical analysis Structural Equation Modeling (SEM), while the population of Ciamis District General Hospital. The results of the study showed the need for further research on the optimization of the increasing influence of Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District Regional General Hospital, viewed from the perspective of Public Administration. This is indicated by the existence of other variables that influence the Employee Performance at the Ciamis District Regional General Hospital.

Keywords: *Public Administration, Employee Compensation, Employee Career Development, Employee Performance*

INTRODUCTION

Indonesia is currently navigating global challenges, especially with regard to human resource development, including the state apparatus, which is directed to meet global competency standards. Therefore, today's government apparatus must appear strong, tough, innovative and professional and efficient, especially in providing services to the community. In addition, the government apparatus is also to improve knowledge and expertise continuously, for the creation of comfortable, reliable and satisfying services for all stakeholders.

The state apparatus, currently in the era of the free market, must be able to compete competitively in order to face the public, so that public servants can truly become public servants who truly serve the people with full sincerity and sincerity. The state apparatus as state servants must be a reliable and trusted resource who is currently faced with service quality to see professional experience and excel in carrying out various jobs, both routine and total work.

Creator of reliable and professional human resources, a high imbalance is needed as a reward for the effort to present the results of the work shown to the employees of the premises. Employees often feel that services can be perceived as a means of fulfilling various needs of their lives to meet all the needs needed in order to live properly or meet the needs of the environment. To meet these needs, employees must work as hard as possible to improve their abilities. Likewise, the agency where the employee works must devote energy t`o paying attention to all the needs of the employee's life by providing compensation in accordance with the services issued by the employee.

Employee compensation is related to all income, either in the form of money or goods, which are directly or indirectly received by the employee in return for services provided to the institution

where they work. Reciprocity from employees to this agency is in the form of an interest in being able to achieve goals that allow the institution where they work not only to maintain their existence, but also to grow and develop with all their potential and resources.

Appropriate compensation is a system that is able to guarantee employee morale which then the organization will obtain employees with positive attitudes and behaviors and work productively to achieve common goals. In essence, this compensation is an expense and expense for the organization, with the intention that employees get paid compensation to obtain compensation in accordance with work performance that is greater than the work they do. Dharma (1994: 141) expressed his opinion on this compensation, among others as follows: "Compensation or remuneration is intended as a direct or indirect award in the form of financial and non-financial that is fair and appropriate to employees for their contribution in achieving organizational goals".

The above understanding can be interpreted that compensation is an important factor that affects the level of work of employees in an organization to obtain compensation for services. In this case, organizational leaders must create a competitive situation in their work environment by employing, while paying attention to and rewarding services so that employee performance increases. Goals and objectives are to achieve a brighter future, besides that employees can grow and develop towards the future by achieving a higher career.

The intended career is related to the development of individual employees in the level of position or rank that can be achieved during a certain term of office in occupying a position or position in an organization. Position is the duty, responsibility and authority as well as the rights of an employee in a series of organizational structures. Meanwhile, rank is a position that shows the level of an employee in the staffing structure that is used as the basis for salary based on status or position. The purpose of this position and rank is to further develop policies and work methods, so that the organization develops effectively and for further employee career development.

Career development as a manifestation of employee progress must be realized individually, while organizationally it is an activity of human resource management. According to Samsudin (2006: 141), "career development is a condition that indicates an increase in a person's status in an organization on a career path that has been determined in the organization concerned". This career development process is intended as an activity to satisfy employees to get satisfactory work results in increasing income. Career development is also a direction and choice that will give employees to develop their careers in the workplace as long as those directions reflect their goals and abilities at work.

Everyone has the right and even the obligation to achieve a better career, because that achievement is part of the ideals of every employee. Perceptions and views in people's lives, that everyone who is successful and successful in his career, when has a high position in the position and rank in the institution where he works. With this assumption, recognition and appreciation become positive opinions in the work environment, family and even society. With the development of employee careers, the organization will develop rapidly and encourage the acceleration of employee performance effectively.

Employee performance is related to the completion of work accompanied by high quality standards, timeliness and quantity of adequate work according to the expected target. Mangkunegara (2000: 76), states that: "employee performance is the result of work shown by each employee on a job, which becomes the duties of an employee in an organization or place of work". How to measure it many opinions from various experts. According to Rasul (2000: 9) which states that: "Employee performance is a description of the level of achievement of the implementation of an activity or the achievement of the implementation of a program activity or policy in realizing the goals, objectives, vision and mission of the organization contained in the formulation of strategic planning".

The picture above shows that the employee's performance is related to the achievement of the activities set out in the work program or policies that have been determined by the organization

which is structured and formulated in the planning of the organization. The size of this employee performance standard according to Sutrisno (2010: 176) includes:

1. Effectiveness and efficiency. Effectiveness where the work has achieved the goal, while efficient when the work is satisfying to push the goal.
2. Authority and responsibility. A good organization has delegated authority and responsibility to avoid overlapping tasks.
3. Discipline. Awareness of employees to be aware of existing regulations because they must be carried out on duty.
4. Initiative. Improvement with creative thinking in the form of ideas and planning something within the organization.

The opinion above shows the standard for measuring employee performance in achieving organizational goals. If these standards can be understood by employees and implemented properly, it is very possible for the goals, objectives, vision and mission of the organization to be fully achieved, including the performance of employees in the Ciamis District General Hospital.

The Regional General Hospital of Ciamis Regency, was established based on the Ciamis Regency Regional Regulation Number 14 of 2014 concerning the Organization of the Ciamis Regency Regional Apparatus. The Ciamis Regency Regional General Hospital is owned by the Ciamis Regency government, this type of hospital is Type C. Since 1994 the Ciamis Regency Regional General Hospital was inaugurated as Type C with the Decree of the Minister of Health Number 97/Menkes/SK/II/94 concerning Class Improvement The Ciamis Regional General Hospital belongs to the Level II Regional Government of Ciamis Regency. Based on the Hospital Accreditation Certificate established by the Hospital Accreditation Commission (KARS) Number: KARS-SERT/420/II/2012, since February 17, 2012, Ciamis Hospital has met hospital service standards covering twelve services with accreditation status of Advanced Graduate.

Various efforts were made to regulate and manage hospitals continuously to meet the needs and quality of appropriate and quality services by means of facility development, human resource development and specific development, such as infrastructure and budget management towards a healthy business to create a hospital. The Regional General of Ciamis Regency as a professional and accountable government institution. In the implementation of its services, there has never been a perfect government agency, always faced with obstacles that hinder the implementation of services, this is due to the limited human resources, including limited facilities and infrastructure, which causes employee performance to not match the expectations and demands for perfect services. Further understanding of the various obstacles faced by the Ciamis District General Hospital, the researchers tried to uncover the various shortcomings and tried to provide reasons for conducting research at the Ciamis District General Hospital, including: (1) Trying to find solutions to various management constraints. by examining the theoretical variables to be developed in this study, (2) uncovering and looking for problem points that become obstacles in the implementation of health services as a whole, and (3) making the object of this research attractive for researchers to develop this hospital into a hospital as expected to provide health services to the community.

The practice of public administration can be carried out effectively if it is balanced with complete and accurate sources of proper public administration functions. The form of the implementation of the function of public administration, namely reviewing employee compensation, employee career development and employee performance. Public administration in this study is the main source of theory as a scientific tree through empowering human resources which covers the study of employee compensation and career development as well as employee performance which is categorized as an operational theory model.

Employee compensation is related to meeting the needs of employees in relation to the task as a state remuneration to employees for the work carried out and their responsibilities in carrying out state duties. This employee compensation activity in its implementation provides enthusiasm for achieving a better job as an attitude of responsibility given by employees to the organization. In the opinion of Rivai (2009: 357), who argues that: "The provision of employee compensation is one of

the implementations of the Human Resource Management function related to all types of individual awarding as an exchange in carrying out organizational tasks".

Based on the above background, the problem statement (Problem Statement) is: Employee performance at the Ciamis District General Hospital is still low. It is suspected that employee compensation and career development have not been carried out on employee performance at the Ciamis Regency General Hospital. From the statement of the problem and the causes of the problem, the following research questions can be formulated:

1. How big is the influence of Employee Compensation which is determined by the Salary Component, Wage Component, Incentive Component and Indirect Compensation Component, on Employee Performance at the Ciamis District General Hospital?
2. How big is the influence of Employee Career Development which is determined by the superior's attitude factor, experience factor, education factor, achievement factor and fate factor, on employee performance at the Ciamis Regency General Hospital?
3. How much influence does employee compensation and career development have on employee performance at the Ciamis District General Hospital?
4. What are the findings in this study in addition to Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District General Hospital?

METHODS

The research method used in this research is an explanatory survey. The population in this study is the Regional General Hospital of Ciamis Regency with a target population of 382 people. The number of respondents who were taken based on Simple Random Sampling was 196 people.

Data collection techniques used in carrying out this research are: (1) Literature Study, namely collection techniques by studying data such as books, documents, reports and others that have relevance to the problem to be studied; (2) Observation, namely data collection techniques carried out by conducting direct observations in the field and noting important phenomena that have relevance to the problem being studied; (3) Interviews, namely data collection techniques by holding questions and answers to the Director of the Ciamis District General Hospital; (4) Questionnaire, namely the primary data collection technique proposed to the research respondents.

Before the questionnaire is used in data collection, the validity and reliability of the research measuring instrument (questionnaire) will be tested first. The validity test was carried out by correlating the score for each item with the total score through the Person correlation formula, while the reliability test used the Cronbach alpha coefficient formula. The data analysis technique used to test the model and the hypothesis used is the Structural Equation Model (SEM) analysis.

RESULTS

The results of the validity and reliability tests show that each questionnaire has shown good validity and reliability. This is indicated by the value of r or the correlation value between the item scores and the total, which shows a significant coefficient and has a reliable reliability value. The results of SEM data analysis which includes evaluation of the measurement model and structural model. Evaluation of the measurement model includes: (1) evaluation of the validity of the measurement model by looking at the t -value of factor loadings greater than the critical value (≥ 1.96 or if rounded 2) and the standardized factor load value (standardized). factor loading) 0.30; and (2) evaluation of the reliability of the measurement model using the CR (composite reliability measure) and VR (variance extracted measure) values with the following requirements: CR 0.70 and VR 0.50. Briefly, the results of the evaluation are stated as follows:

Table 1
Evaluation of the Validity of the Measurement Model.

X_1	SLF*	t -value**	Validity
X_{1-1}	0,53	6,62	Valid

X ₁₋₂	0,30	2,20	Valid
X ₁₋₃	0,72	8,73	Valid
X ₁₋₄	0,65	7,98	Valid
X ₂	SLF*	t-value**	Validity
X ₂₋₁	0,56	7,73	Valid
X ₂₋₂	0,60	8,35	Valid
X ₂₋₃	0,44	5,92	Valid
X ₂₋₄	0,46	6,27	Valid
X ₂₋₅	0,37	3,52	Valid
Y	SLF*	t-value**	Validity
Y ₁	0,36	3,05	Valid
Y ₂	0,44	3,09	Valid
Y ₃	0,69	3,39	Valid
Y ₄	0,42	3,04	Valid
Y ₅	0,82	3,46	Valid
Y ₆	0,79	3,45	Valid

*SLF (Standardized Loading Factors), Target SLF 0.30.

**t-value, Target t-value 2.

The reliability of the model in the SEM data analysis technique is based on the results of the CR (composite reliability measure) and VR (variance extracted measure) calculations which are summarized in the following table:

Table 2
Measurement Model Reliability Evaluation

Variable	CR	VE	Reliability
Bureaucratic Reform	0,82 ≥ 0,70	0,71 ≥ 0,50	Reliable
Apparatus Competence	0,75 ≥ 0,70	0,60 ≥ 0,50	Reliable
Organizational Performance	0,87 ≥ 0,70	0,77 ≥ 0,50	Reliable

Source: Data Analysis Results, 2018.

After evaluating the next measurement model based on SEM data analysis techniques, an evaluation of the structural model is carried out as follows:

1. T-value of each variable:
 - a. Employee Compensation (X1) on Employee Performance (Y): 2.11 is greater than 2, has a significant effect.
 - b. Employee Career Development (X2) on Employee Performance (Y): 3.28 is smaller than 2, has a significant effect.
2. Value of standard loading factor (SLF):
 - a. Employee Compensation (X1) on Employee Performance (Y): 0.36, positive effect.
 - b. Employee Career Development (X2) on Employee Performance (Y): 1.12, positive effect.
3. Coefficient of determination (R²):

Employee Compensation and Employee Career Development on Employee Performance: 0.82, meaning that the Employee Compensation variable (X1) and the Employee Career Development variable (X2) are able to explain the Employee Performance variable (Y) of 82%.

Furthermore, to see the results of the evaluation of the structural model in this study and its relation to the research hypotheses that were built previously, they are summarized in the following table:

Table 3
Evaluation of the Structural Model and its Relation to the Hypothesis

Hi potesis	Hubungan	SLF	T - Value	R ²	Kesimpulan
1	X1→Y	0,36	2,11	-	Positif dan Signifikan (Hipotesis 1 diterima)
2	X2→Y	1,12	3,28	-	Positif dan Signifikan (Hipotesis 2 diterima)
3	X1 dan X2→Y	-	-	0,95	Positif dan Signifikan (Hipotesis 3 diterima)

Source: Data Analysis Results, 2018.

DISCUSSION

Partial Effect of Employee Compensation on Employee Performance at the Ciamis District General Hospital

Departing from the Sub-Structure of the Standardized Solution Model, the variable X1 determined by X1-1 to X1-4 has an effect on Y, that the standard value of the loading factor of Employee Compensation on Employee Performance is 0.36. Based on this value, the Employee Compensation Variable which consists of Salary Component, Wage Component, Incentive Component and Compensation Component has an indirect positive effect on Employee Performance at the Ciamis Regency General Hospital. Judging from the t-value, the value of Employee Compensation on Employee Performance is 2.11. This value indicates that the Employee Compensation variable which consists of Salary Component, Wage Component, Incentive Component and Compensation Component does not directly have a significant effect on Employee Performance at the Ciamis District General Hospital.

The influence of the salary component in measuring employee compensation at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain 0.53. Meanwhile, seen from the t-value, the value of the salary component is 6.62. In this case, the Salary Component is the right component to measure Employee Compensation at the Ciamis District General Hospital. Salary component consisting of indicators: monthly salary, annual salary, monthly chess salary, weekly salary and daily salary, has been implemented by the Director of the Ciamis District General Hospital, so as to improve employee performance at the Ciamis District General Hospital as a whole.

The influence of the Wage Component in measuring Employee Compensation at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain 0.30. Meanwhile, seen from the t-value, the value of the wage component is 2.20. This means that the Wage Component is a component that has not been proven to be appropriate for measuring Employee Compensation at the Ciamis Regency General Hospital. Wage component consisting of indicators: Count of working hours, number of jobs achieved, type of service achievement, job attractiveness and skill improvement, have not been fully implemented by the Ciamis Regency General Hospital, so that it has not improved employee performance at the Ciamis Regency General Hospital as a whole.

The effect of the Incentive Component in measuring Employee Compensation at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain 0.72. Meanwhile, seen from the t-value, the value of the incentive component is 8.73, meaning that the Incentive Component is the right component to measure Employee Compensation at the Ciamis Regency General Hospital. The Incentive component which consists of indicators: Encouraging active work, Productive work, Working more

creatively, Increasing responsibility and work discipline, has been carried out by the Director of the Ciamis Regency General Hospital, so as to improve employee performance at the Ciamis Regency General Hospital as a whole.

The effect of indirect compensation components in measuring employee compensation at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain 0.65. Meanwhile, judging from the t-value, the value of the indirect compensation component is 7.98, meaning that the indirect compensation component is the right component to measure employee compensation at the Ciamis Regency General Hospital. The indirect compensation component which consists of indicators: Health insurance, job security, housing assistance, holiday gifts and family compensation, has been implemented by the Ciamis Regency General Hospital, so as to improve employee performance at the Ciamis Regency General Hospital as a whole.

Discussion of the Partial Effect of Employee Career Development on Employee Performance at the Ciamis District General Hospital

Departing from the Sub-Structure of the Standardized Solution Model, the variable X1 determined by X1-1 to X1-5 has an effect on Y, that the standard value of loading the Employee Career Development factor on Employee Performance is 1.12. Based on this value, the Employee Career Development Variable which consists of the Supervisor's Attitude Factor, the Experience Factor, the Education Factor, the Achievement Factor and the Fate Factor have a positive effect on employee performance at the Ciamis District General Hospital. Judging from the t-value, the value of Employee Career Development on Employee Performance is 3.28. This value indicates that the Employee Career Development variable which consists of the Supervisor's Attitude Factor, Experience Factor, Education Factor, Achievement Factor and Fate Factor has a significant effect on employee performance at the Ciamis Regency General Hospital.

The influence of the superior's attitude factor in measuring the career development of employees at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain the career development variable of 0.56. Meanwhile, seen from the t-value, the value of the salary component is 7.73. The figures above have stated that the Supervisor's Attitude Factor is the right component to measure Employee Career Development at the Ciamis District General Hospital. The supervisor's attitude factor which consists of indicators: Loyalty to superiors, Focus on work, Smart and precise, Having a work ethic and following orders from superiors, has been implemented by the Ciamis District General Hospital, so as to improve employee performance at the Ciamis District General Hospital overall.

The influence of the Experience Factor in measuring Employee Career Development at the Ciamis District General Hospital refers to the results of data collection through a questionnaire represented by 196 respondents who were able to explain career development of 0.60. Meanwhile, seen from the t-value, the value of the experience factor is 8.35. This shows that the Experience Factor is the right component to measure Employee Career Development at the Ciamis District General Hospital. This Experience factor consists of indicators: Prioritizing seniors, Respecting juniors, Consideration of work experience, Careful and careful and Paying attention to expertise, has been carried out by the Ciamis Regency General Hospital, so as to improve employee performance at the Ciamis Regency General Hospital as a whole.

The influence of the education factor in measuring the career development of employees at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain the education factor of 0.44. Meanwhile, seen from the t-value, the value of the education factor is 5.92. In this case, the Education Factor is the right component to measure the Career Development of Employees at the Ciamis District General Hospital. Educational factors consisting of indicators: Developing independence, emotional stability, respect for work, respect for fellow employees and a sense of responsibility, have been

implemented by the Ciamis District General Hospital, so as to improve employee performance at the Ciamis District General Hospital as a whole.

The influence of the Achievement Factor in measuring Employee Career Development at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain career development of 0.46. Meanwhile, seen from the t-value, the value of the achievement factor is 6.27. In this case the Achievement Factor is the right component to measure Employee Career Development at the Ciamis District General Hospital. Achievement factors which consist of indicators: Quality work results, Work according to rules, Skilled at work, Work satisfactorily and understand technology, have been implemented by the Ciamis District General Hospital, so as to improve employee performance at the Ciamis District General Hospital as a whole .

The influence of the Fate Factor in measuring the Career Development of Employees at the Ciamis District General Hospital based on the results of data collection through a questionnaire represented by 196 respondents was able to explain career development of 0.47. Meanwhile, judging from the t-value, the value of the salary component is 3.52. In this case, the Fate Factor is the right component to measure Employee Career Development at the Ciamis Regency General Hospital. The Fate Factor which consists of indicators: Getting lucky in position, Respecting, Finding problem solving, Sharing solidarity and being sincere in carrying out tasks, has been carried out by the Director of the Ciamis Regency General Hospital, so as to improve employee performance at the Ciamis Regency General Hospital as a whole.

Discussion of the Simultaneous Effect of Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District General Hospital

After the results of the research through the questionnaire were collected, then analyzed through the SEM earlier, it can be seen the results in a count of 4.38 tables before discussing the simultaneous effect: Employee Compensation and Employee Career Development on Employee Performance at the Ciamis Regency General Hospital. Based on the results of the analysis through SEM calculations, it can be stated that the Employee Compensation variable (X1) has a positive effect on Employee Performance (Y) at the Ciamis District General Hospital of 0.36. While the Employee Career Development variable (X2) has a positive effect on Employee Performance (Y) at the Ciamis District General Hospital of 1.12. Thus, based on the results of simultaneous SEM calculations, Employee Compensation Variables and Employee Career Development (X1 and X2) have a very dominant influence on Employee Performance (Y) at the Ciamis District General Hospital.

The magnitude of the dominant influence is shown in the SEM calculation results that simultaneously the Employee Compensation variable (X1) and the Employee Career Development variable (X2) are able to explain the Employee Performance variable (Y) at the Ciamis District General Hospital by 95%. The magnitude of this value indicates that simultaneously the variables of Employee Compensation and Employee Career Development have a significant effect on employee performance at the Ciamis District General Hospital.

Based on the results of the research above, the magnitude of the influence of Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District General Hospital, because the two independent variables are important variables to solve employee performance problems as stated by Moeheriono (2009: 75) that "employee compensation and employee career development are part of the scope of human resource management that contributes to improving employee performance in meeting organizational needs". This opinion has been proven in this study that employee compensation variables and employee career development greatly affect employee performance at the Ciamis District General Hospital.

CONCLUSION

Based on the results of research on the Effect of Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District General Hospital, comprehensively it can be concluded as follows:

1. Partially, the employee compensation variable has a positive influence on the employee performance of the Ciamis Regency General Hospital.
2. Partially, the Employee Career Development variable has a positive influence on the Employee Performance of the Ciamis District General Hospital.
3. Simultaneously, the variable of the influence of employee compensation and career development on employee performance at the Ciamis Regency General Hospital. This implies that Employee Compensation and Employee Career Development on Employee Performance at the Ciamis District General Hospital.
4. The concept of new findings in addition to the components of Employee Compensation and Employee Career Development factors from the two independent variables, another new finding is the leadership factor at the Ciamis District General Hospital.

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