

# Quality of Public Services in The Population and Civil Registration Office of Minahasa Regency

**Wandri W. Mandagi**

Magister Program, Universitas Negeri Manado

**Abstract.** This research aims to analyze the quality of service in issuing family cards at the Population and Civil Registration Service of Minahasa Regency. This research used qualitative research methods, and 4 (four) informants were interviewed. The results of existing research show that the quality of service available for issuing family cards at the Population and Civil Registration Service of Minahasa Regency is still not optimal, because based on the results of research data, it was found that there are still delays in issuing family cards, which can take weeks or months. Then there are still various obstacles in processing the issuance of Family Cards, such as community power outages, internet or computer network problems. In fact, the public does not know and understand the conditions required for issuing a Family Card. In fact, there is still a lack of socialization regarding the requirements for issuing Family Cards to the community and existing human resources are still very lacking. Furthermore, there is still a shortage of Family Card forms at the Minahasa Regency Population and Civil Registration Service.

**Keywords.** Quality, Public Service, Family Card

## **A. Introduction**

Public service is a function of the state apparatus in order to improve the welfare of society and as a factor for improving existing public services in Indonesia (Kairupan et al., 2019) [1]. Every human being basically needs service, it can be said that service cannot be separated from human life. One of the functions that must be carried out by the government is the public service function or community service function related to the implementation and general tasks of government, one of which is the population system which in its implementation is largely related to the rights of the population or community (Tumilantouw et al., 2020) [2].

The quality of public services is a very determining element in creating the best service to the community so that the state's goals, one of which is to improve the welfare of the community, can be fulfilled optimally (Mandagi et al., 2023) [3]. Meanwhile Lukman (1999) in Mandagi et al. (2020) explains that service quality is the service provided to customers in accordance with service standards that have been standardized as guidelines for providing services [4]. Service standards are measurements that have been determined as a standard of good service.

The government as a service provider must provide for the many needs of the community it serves, through a government agency or collaboration with the private sector, in an effort to meet the needs and requirements of its community (Dilapanga et al., 2023) [5]. The government as a provider of services, both goods and services, must really pay attention to the quality of the provision of services, through the process and quality, so as to create satisfaction for the community and be able to meet the existing needs of the community (Masengi et al., 2023) [6].

The balance of rights and obligations means that providers and recipients of public services must fulfill the rights and obligations of each party [7]. Understanding between the recipient and the service provider is very important, both must know their respective rights and obligations, so that there is no word of dissatisfaction and no doubt in the service process until the service is completed. So there is no doubt in its implementation.

Law Number 24 of 2013 explains that Population Administration is a series of structuring and controlling activities in the publication of documents and Population Data through Population Registration, Civil Registration, management of Population Administration information and utilization of the results for public services and development of other sectors [8]. Population Documents are official documents issued by the Implementing Agency which have legal force as authentic evidence resulting from Population Registration and Civil Registration services [9]. Then the Family Card is a family identity card which contains data about the name, structure and relationships within the family, as well as the identity of family members [10].

Following this regulation, the government through the Minister of Home Affairs issued Regulation Number 19 of 2018 concerning Improving the Quality of Population Administration Services, where the regulation in article 2 explains that improving the quality of population administration services is carried out at the Regency/City Population and Civil Registration Service. Then Article 3 explains Article 3 of the population documents whose quality of service will be improved at least: Family Card, e-Resident Identification Card, Birth Certificate, Marriage Certificate, Death Certificate and Transfer Certificate. Point 2 explains that the issuance of population documents is completed within 1 (one) hour and a maximum of 24 (twenty four) hours from the time the requirements are declared complete by the service officer at the Regency/City Population and Civil Registration Service [11].

Prosuder services available in issuing Family Cards are submitting applications for making Family Cards in 15 minutes, verifying biodata and Family Card applications in 15 minutes, registering applications for making Family Cards in 5 minutes, issuing e-Resident Identification Card and Family Card numbers and printing Family Card numbers is required time 1 day.

The Minahasa Regency Population Document Online Service Mechanism is listed in the Population and Civil Registration Service SOP, namely receiving and verifying the Population Document Application uploaded by the applicant, Printing the Population Document, Verifying the Population Document, Signing the Population Document, Submitting the Document to the applicant is completed within 1 (one) day.

However, based on initial observations made by researchers, there were complaints from the public regarding the issuance of Family Cards which were still slow to be issued by the Population and Civil Registration Service of Minahasa Regency, which should have been available after 1 (one) day after the request from the community but they were still available. issuance of Family Cards that exceeds the time specified in accordance with the regulations and service procedures that have been issued. This also happens because the operators who handle

the issuance of Family Cards mostly sometimes go to work so this results in the quality of service to the community still not being optimal.

Based on these problems, researchers are interested in conducting research with the title Quality of Public Services in the Issuance of Family Cards at the Population and Civil Registration Service of Minahasa Regency.

## **B. Method**

This study used qualitative research methods. With qualitative research, the researcher himself with the help of others is the primary data collection tool. Sugiyono (2010) in Supit and Lumingkewas (2023) states that in qualitative research the research instrument or tool is the researcher himself [12]. Sugiyono (2012) also states that qualitative researchers are human instruments, whose function is to obtain research focus, select information as a data source, carry out data collection, assess data quality, analyze data, interpret data and make conclusions about their findings [13].

The research location is the Minahasa Regency Population and Civil Registration Service. Researchers used purposive sampling with data collection techniques in the form of interviews, observation and documentation (triangulation). The data analysis techniques used are data reduction, data presentation, data verification and drawing conclusions. Testing the validity of the data, researchers used 4 main criteria proposed by Lincoln & Guba (1985) in Moleong (2002), namely Credibility, Transferability, Dependability, and Confirmability [14].

## **C. Result and discussion**

### **Quality of Service in making Family Cards at the Minahasa Regency Population and Civil Registration Service**

Public services are activities to fulfill the interests and needs of the community for administrative services, services or goods, carried out by non-profit organizations (government agencies, BUMN, BUMD and independent institutions) and individuals/profit organizations (private parties) which are carried out in accordance with procedures and the regulations that apply to each organization that runs it [15]. So, public services are largely determined by the performance of servants to meet community demands for public services that are oriented towards community satisfaction [16].

Public Service Standards according to Hardiyansyah (2011:28) in Yulianto (2020), at least include: a) Service procedures: Standardized service procedures for service providers and recipients including procurement. b) Completion time; The settlement time is determined from the time the application is submitted until the completion of services including complaints. c) Service fees; Service costs or rates include details that are included in the service delivery process. d) Service Products; The service results that will be received are in accordance with the established provisions. e) Facilities and infrastructure; Provision of adequate service facilities and infrastructure by public service providers. f) Competence of service providers; The competency of service providers must be determined appropriately based on the required knowledge, expertise, skills, attitudes and behavior [17].

Talking about SOPs for issuing family cards, there are several types of SOPs for making family cards, namely 1) SOP for issuing new family cards; 2) SOP for changes to family cards due to additional family members for foreigners who have permanent residence permits to board. 3) SOP for changes to family cards due to reduction in family members. 4) SOP for changes to family cards due to additional birth family members. 5) SOP for adding family cards due to additional family members boarding. 6) SOP for issuing family cards due to loss/damage.

From this description, the researcher took the various SOPs as indicators in this research to determine the quality of service in making family cards at the Population and Civil Registration Service of Minahasa Regency. The following is a discussion regarding indicators linked to the results of research data.

### **SOP for Issuing New Family Cards**

Service quality is a condition related to the extent to which the service provider can provide services in accordance with customer expectations [18]. According to Atep (2003) in Ningsih and Jehadiani (2019), service quality is divided into two parts, namely internal and external service quality. Each of these parts is influenced by several quite important factors, namely as follows: 1) Factors that influence the quality of internal services (organizational employee interactions), namely the organization's general management pattern, provision of supporting facilities, human resource development, work climate and harmony. employment relations, as well as incentive patterns. 2) Factors that influence the quality of external services (external community), namely service patterns and procedures for providing services, service distribution service patterns, service sales service patterns, and service patterns in service delivery [19].

The SOP for Issuing a new Family Card regarding the requirements and steps that must be fulfilled are: a) Cover Letter for the local RT/RW. Procedure: First visit the RT/RW office/home to request a cover letter for making a new Family Card and ask for a stamp from the RT/RW, secondly, bring the necessary personal data documents (Residential Identity Card, marriage book/marriage certificate), and a certificate of transfer (for residents who come), thirdly express your desire to obtain a cover letter, finally fill in your personal data. b) Photocopy of marriage certificate. Procedure: bring the original marriage certificate/marriage book to be copied as one of the supporting document requirements to obtain a letter of recommendation for making a Family Card. c) Certificate of moving in (for migrant residents) procedure: first, bring a legalized photocopy of the Resident's Identity Card, second, a certificate of moving from the previous place, third, after getting a letter of recommendation from the local RT/RW, you will be directed to bring all the documents that have been submitted. complete to continue processing to the Civil Registration Service.

Based on the theoretical description above, if it is linked to research data, it is found that the Minahasa Regency Population and Civil Registration Service already has an SOP that regulates the issuance of Family Cards issued by the central government, in this case the Ministry. Furthermore, the requirements for issuing a Family Card at the Minahasa Regency Population and Civil Registration Service are a cover letter from the local RT/RW, a photocopy of the marriage certificate, and a certificate of moving in. Then there are still delays in issuing Family Cards which can take weeks or months. Meanwhile, service providers (government officials) must be simple, meaning that service procedures/procedures must be carried out easily, quickly, precisely, not complicated, easy to understand and easy to implement by people who request services. However, from the findings it was found that there was still a time delay in issuing Family Cards, so there was a gap between expectations and reality.

### **SOP for changes to family cards due to additional family members for foreigners who have permanent residence permits to travel**

Public service can be defined as providing services (serving) the needs of people or society who have an interest in the organization in accordance with the basic rules and procedures that have been determined [20]. Government is essentially a service to society, it

cannot serve itself, but to serve society and create conditions that enable every member of society to develop their abilities and creativity in order to achieve common goals [21].

SOP for changes to family cards due to additional family members for foreigners who have permanent residency permits to board. The requirements and steps that must be fulfilled are a) Cover Letter for the local RT/RW. Procedure: first, visit the RT/RW office/home to request a cover letter and stamp for Change of Family Card; second, bring supporting documents (letter of introduction from previous location, old Village Card, Resident Village Card, Resident Identity Card); third, a certificate of arrival for residents moving within the territory of the Republic of Indonesia; fourth, certificate of arrival from overseas for Indonesian citizens who came from overseas due to moving; b) The old family card (before it was changed) or the family card that will be carried by the producer: First the old family card, second the family card that will be carried. c) The certificate of moving in (if not in the same area) is processed under the certificate of moving from the previous place of residence; d) certificate of arrival from abroad (for Indonesian citizens who come from abroad) the procedure is below the certificate of arrival from abroad for Indonesian citizens who come from abroad; e) Permanent residence permit passport, and police record certificate/self-report certificate (for foreigners) procedure: first under the permanent residence permit passport, second under the police record certificate/self-report certificate for foreigners.

Once the requirements and documents are complete, you will receive a letter of recommendation from the local RT/RW and will be directed to the Civil Registration Service to make a Family Card.

Based on this theory, if it is linked to research data, it is found that there is an SOP that specifically regulates changes to family cards due to the addition of family members for foreigners who have permanent residence permits to board. Furthermore, the leaders and employees at the Minahasa Regency Population and Civil Registration Service understand clearly and in detail the requirements needed to process changes to family cards. Then there are still various obstacles experienced in processing the issuance of Family Cards, such as community power outages. In fact, the public does not know and understand the conditions required for issuing a Family Card. Then there is also a lack of socialization regarding the requirements for issuing Family Cards by the Department to the public. Meanwhile, procedures/procedures for the requirements of the work unit/official responsible for providing the service, completion time, details of time/tariffs and other matters relating to the service process must be communicated openly so that they are easily known and understood by the public, whether requested or not.

### **SOP for Changes to Family Cards Due to Reduction in Family Members**

Public services according to Litjan Poltak Sinambella (2011:5) in Utari et al. (2022) states that it is the fulfillment of people's desires and needs by state administrators [22]. The state was founded by the public (society) of course with the aim of improving people's welfare.

The SOP for changing family cards due to a reduction in family members for the requirements and steps that must be met are: a) Cover Letter for the local RT/RW. The procedure is first visit the RT/RW office/home to ask for a cover letter and stamp for the Reduction of the Family Card, second, bring Old family card, third photocopy of certificate (moving/death/divorce). b) Old family card; c) Death certificate (for those who have died) the procedure is to bring a photocopy of the death certificate. d) Certificate of moving or arrival (for residents who have moved), which is subordinate to the certificate of moving from the



previous place. e) Divorce certificate (for newly divorced family members) the procedure is to bring a photocopy of the divorce certificate.

Once the requirements and supporting documents are complete, you will be given a cover letter and stamp and will then be directed to the Civil Registration Service to obtain a Family Card.

Based on the theoretical explanation above, if it is linked to research data, it is found that the service provided when people change their family card due to a reduction in family members is almost the same as the service provided to issue a new Family Card. Furthermore, the requirements that must be met by the community are a cover letter from the local RT/RW, old family card, death certificate, certificate of moving or coming, and certificate of divorce. The steps required in issuing a Family Card when there is a reduction in family members are that all the required documents must be complete, and then processed by the Population and Civil Registration Service of Minahasa Regency.

#### **SOP for Changes to Family Cards Due to Addition of Birth Family Members**

The functions of service facilities include: 1) Speeding up work implementation processes (saving time); 2) Increasing the productivity of goods and services; 3) The accuracy of the size/quality of the product is guaranteed to ensure that the service provider moves smoothly with sufficient room facilities; 4) Creates a sense of comfort; and 5) Create feelings of satisfaction and reduce the organizer's emotional nature.

The SOP for changes to the family card due to the addition of a birth family member for the requirements and steps that must be fulfilled are a) Cover Letter for the local RT/RW. The procedure is first visit the RT/RW office/home to request a cover letter and stamp for adding members to the Family Card, second, bring Old Family Card, thirdly bring a photocopy of the birth certificate/birth certificate. b) Old family card (before it was changed) the procedure is to bring a Family Card. c) The procedure for adding a birth certificate for a prospective new family member is first under a photocopy of the birth certificate/birth certificate.

Once the requirements and supporting documents are complete, you will be given a cover letter and stamp and will then be directed to the Civil Registration Service to obtain a Family Card.

Based on this theory, if it is linked to the research data, it is found that the conditions required for issuing a Family Card due to the addition of a birth family member are 3 documents, namely a certificate from the sub-district/village head, the old Family Card, a certificate of birth of a prospective new family member. or a photocopy of the birth certificate. There are still problems with the internet or computer network in issuing Family Cards, one of the reasons being power outages which can last for hours. Furthermore, the innovation provided by leaders and employees to improve Family Card issuance services is still very minimal and less specific. Then the human resources in the Minahasa Regency Population and Civil Registration Service are still very lacking and even increasing human resources related to capacity and knowledge has not been attempted and carried out optimally by the Department.

#### **SOP for Adding a Family Card Due to Adding Family Members to Stay**

SOP for adding family cards due to additional family members boarding. The requirements and steps that must be fulfilled are: a) Local RT/RW Cover Letter. The procedure is first visit the RT/RW office/home to ask for a cover letter and stamp for adding members to the Family Card, second bring a cover letter from the old residence, third bring Old Family Card, the fourth carries a New Family Card that will be carried. b) The old family card or the

family card that will be applied. The procedure is first to bring the old Family Card, second to bring the New Family Card that will be used. c) Certificate of moving or coming (if not in the same area). d) Certificate of arrival from abroad (for Indonesian citizens who come from abroad).

Based on the theoretical description above, if it is linked to research data, it is found that the existing leadership and employees still do not know in detail the basic rules governing the issuance of Family Cards. Requirements for processing a Family Card due to additional family members to board at the Minahasa Regency Population and Civil Registration Service, namely a letter of introduction from the subdistrict/village head, under the Family Card that you wish to travel with, a certificate of arrival, a certificate of arrival from abroad for Indonesian citizens coming from abroad country for foreigners with a passport, permanent residence permit, police record letter. Then the steps required to add a Family Card, the community must report and fill in the data at the Village or Subdistrict Office and then to the Population and Civil Registration Service.

#### **SOP for issuing family cards due to loss/damage**

The SOP for issuing family cards due to loss/damage, the requirements and steps that must be fulfilled are: a) Cover Letter from the local RT/RW. The procedure is first to visit the RT/RW office/home to ask for a cover letter and stamp for processing the lost/damaged Family Card; two loss certificates from the police (for those who lost their Family Card); three damaged Family Cards (for those who want to take care of the Family Card because it is damaged); fourth Photocopy of population document from one of the family members; fifth Immigration documents for foreigners. b) Loss certificate from the police. The procedure is to bring a loss certificate from the police if the Family Card is lost. c) Damaged family card. d) Photocopy of National Identity Card from one of the family members. e) Immigration documents for foreigners.

Based on this theory, if it is linked to research data, it is found that the conditions required for issuing a family card due to loss/damage at the Minahasa Regency Population and Civil Registration Service are a cover letter from the sub-district head/village, a damaged Family Card, and a photocopy of the Population Identification Card from one of the family members, loss letters from the police and forms from the sub-district. Furthermore, there is still a shortage of Family Card forms at the Minahasa Regency Population and Civil Registration Service. The solution provided by employees or leaders when there are obstacles in improving the quality of services provided by the Minahasa Regency Population and Civil Registration Service is that when there is a shortage of Family Card forms, the Service will borrow Family Card forms from another Regency or City Population and Civil Registration Service.

If you compare this research with previous research, it can be explained that there are differences, namely that the previous research focused more and discussed the quality of service on Electronic Identity Cards and Marriage Certificates, while this research focuses on the quality of services for issuing Family Cards, then has a different research locus where The researcher took the locus at the Population and Civil Registration Service of Minahasa Regency, whereas the previous research had its locus in Pasirjambu District, the Population and Civil Registration Service of Palu City, and the Population and Civil Registration Service Office of the Surabaya City Government. But they also have similarities, namely using qualitative research methods which place more emphasis on meaning and both discuss service quality.

#### **D. Conclusion**

Based on the results of the research and discussion above, a general conclusion can be drawn that the quality of service in issuing family cards at the Minahasa Regency Population and Civil Registration Service is still not optimal. Below are several conclusions outlined regarding this research, namely:

1. SOP for Issuing New Family Cards; The requirements for issuing a Family Card at the Minahasa Regency Population and Civil Registration Service are a cover letter from the local RT/RW, a photocopy of the marriage certificate, and a certificate of transfer. Then there are still delays in issuing Family Cards which can take weeks or months.
2. SOP for changes to family cards due to additional family members for foreigners who have permanent residence permits to board; There are still various obstacles in processing the issuance of Family Cards, such as community power outages. In fact, the public does not know and understand the conditions required for issuing a Family Card. Then there is still a lack of socialization regarding the conditions for issuing Family Cards by the Department to the public.
3. SOP for changes to family cards due to reduction in family members; The requirements that must be met by the community are a cover letter from the local RT/RW, old family card, death certificate, moving or arrival certificate, and divorce certificate.
4. SOP for changes to family cards due to additional birth family members; There are still disruptions to the internet or computer network in issuing Family Cards. Furthermore, the innovation provided by leaders and employees to improve Family Card issuance services is still very minimal and less specific. Then the existing human resources were still very lacking.
5. SOP for adding family cards due to additional family members boarding; Existing leaders and employees still do not know in detail the basic rules governing the issuance of Family Cards. Requirements for processing a Family Card due to additional family members to board at the Minahasa Regency Population and Civil Registration Service, namely a letter of introduction from the subdistrict/village head, under the Family Card who wishes to be boarded, a certificate of arrival, a certificate of arrival from abroad for Indonesian citizens.
6. SOP for issuing family cards due to loss/damage; The requirements required by the Minahasa Regency Population and Civil Registration Service Service are a cover letter from the sub-district/village head, a damaged family card, and a photocopy of an identity card from one of the family members, a loss letter from the police and a form from the sub-district. Furthermore, there is still a shortage of Family Card forms at the Minahasa Regency Population and Civil Registration Service.

#### **References**

- [1] S. B. Kairupan, J. Mantiri, M. Mandagi, and R. Sendouw, "Ethics of Public Services in the Department of Investment and One-Stop Integrated Services of Manado City," 2019, [Online]. Available: <http://localhost:8080/xmlui/handle/123456789/402>
- [2] N. Tumilantouw, M. Mandagi, and W. Bogar, "Optimalisasi Pelayanan Publik di Kantor Kecamatan Suluun Tareran Kabupaten Minahasa Selatan," *J. Mirai Manag.*, vol. 5, no. 1, pp. 76–95, 2020, doi: <https://doi.org/10.37531/mirai.v5i1.573>
- [3] M. Mandagi, J. Mantiri, and V. T. Mewengkang, "Public Service Arrives Departure Through the Integrated Licensing Service Information System in Making Nurse Practice Permits (Study at the Manado City Investment and One-stop Integrated Service Office)," *KnE Soc. Sci.*, pp. 374–384, 2023, doi:



- <https://doi.org/10.18502/kss.v8i5.13011>
- [4] M. M. Mandagi, J. Mantiri, and S. B. Kairupan, "Implementation of Smart Governance in Realizing Tomohon Smart City," in *Iapa Proceedings Conference*, 2020, pp. 437–448. doi: <https://doi.org/10.30589/proceedings.2020.420>
  - [5] A. R. Dilapanga, T. Pangalila, and B. F. Supit, "Analysis Of Village Direct Cash Assistance Policy Implementation In East Bolaang District Bolaang Mongondow Regency," *Tech. Soc. Sci. J.*, vol. 39, pp. 89–97, 2023, doi: <https://doi.org/10.47577/tssj.v39i1.8260>
  - [6] E. E. Masengi, E. M. C. Lumingkewas, and B. F. Supit, "Implementation of Government Regulation No. 53 of 2010 concerning Civil Servant Discipline in the Finance, Asset, and Revenue Management Office of Minahasa Regency," *Tech. Soc. Sci. J.*, vol. 40, pp. 11–22, 2023, doi: <https://doi.org/10.47577/tssj.v40i1.8404>
  - [7] E. E. Masengi, E. M. C. Lumingkewas, and B. F. Supit, *Reformasi Administrasi Publik*. Purbalingga: Eureka Media Aksara, 2023.
  - [8] P. R. Indonesia, "Undang-Undang No. 24 Tahun 2013 tentang Perubahan atas Undang-Undang Nomor 23 Tahun 2006 tentang Administrasi Kependudukan." Pemerintah Republik Indonesia, Jakarta, 2013.
  - [9] E. S. Hidayat, "Analisis Implementasi Kebijakan Administrasi Kependudukan Pada Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Garut," *Din. J. Ilm. Ilmu Adm. Negara*, vol. 5, no. 4, pp. 8–16, 2019.
  - [10] D. M. Hz, N. Kencana, and M. Q. Kariem, "Implementasi Kebijakan Pembuatan Kartu Keluarga di Kecamatan Megang Sakti Kabupaten Musi Rawas," *TheJournalish Soc. Gov.*, vol. 3, no. 3, pp. 224–233, 2022.
  - [11] L. F. Oktaviana, "Implementasi Peraturan Menteri Dalam Negeri Nomor 19 Tahun 2018 Tentang Peningkatan Kualitas Layanan Administrasi Kependudukan Dalam Pelayanan Ktp Elektronik Pada Dinas Kependudukan Dan Pencatatan Sipil Kota Pontianak," *JPASDEV J. Public Adm. Sociol. Dev.*, vol. 2, no. 2, pp. 233–251, 2021.
  - [12] B. F. Supit and E. Lumingkewas, "Implementasi Kebijakan Bantuan Sosial Tunai Di Kelurahan Talikuran Utara Kecamatan Kawangkoan Utara Minahasa," *Acad. Educ. J.*, vol. 14, no. 2, pp. 1059–1068, 2023, doi: <https://doi.org/10.47200/aoej.v14i2.1981>
  - [13] E. Lumingkewas and B. F. Supit, "Implementasi Kebijakan Pengelolaan Barang Milik Daerah Pada Pemerintah Kabupaten Minahasa," *Acad. Educ. J.*, vol. 14, no. 2, pp. 1106–1116, 2023, doi: <https://doi.org/10.47200/aoej.v14i2.1982>.
  - [14] L. J. Moleong, *Penelitian Metodologi Kualitatif*. Bandung: Remaja Rosdakarya, 2002.
  - [15] S. Tarore and B. F. Supit, "Evaluasi Partisipasi Masyarakat Dalam Upaya Penanggulangan Covid-19 di Kota Tomohon Tahun 2020-2022," *J. Adm. J. Kaji. Kebijak. dan ilmu Adm. Negara*, vol. 5, no. 1, pp. 37–43, 2023, [Online]. Available: <http://ejurnal-mapalus-unima.ac.id/index.php/administro/article/view/6892>
  - [16] E. E. Masengi, E. Lumingkewas, and B. F. Supit, "IMPLEMENTASI KEBIJAKAN SERTIFIKASI GURU DALAM MENINGKATKAN KINERJA GURU DI SMA NEGERI 2 TONDANO," *Acad. Educ. J.*, vol. 14, no. 2, pp. 1084–1095, 2023, [Online]. Available: <https://www.atlantis-press.com/proceedings/unicssh-22/125984016>
  - [17] Y. Yulianto, "Meningkatkan Kompetensi Aparatur Sipil Negara Dalam Pelayanan Publik Menuju Era New Normal," in *Prosiding Seminar STIAMI*, 2020, vol. 7, no. 2, pp. 36–45.
  - [18] S. B. Kairupan, M. Mandagi, J. Mantiri, and M. Rantung, "Performance of Village

- Government Apparatus in Public Service in Administration (Case Study in Taas Village, Tikala Subdistrict, Manado City),” in *Unima International Conference on Social Sciences and Humanities (UNICSSH 2022)*, 2023, pp. 1808–1816.
- [19] N. H. I. Ningsih and O. G. Jehadiani, “Analisis Kualitas Pelayanan Pada pelayanan Pendaftaran Dan Pengurusan Perkara Di Pengadilan Tata Usaha Negara Mataram,” *JIAP (Jurnal Ilmu Adm. Publik)*, vol. 7, no. 1, pp. 13–24, 2019.
- [20] S. B. Kairupan, *Kebijakan Publik*. Malang: Wineka Media, 2013.
- [21] B. F. Supit and E. M. C. Lumingkewas, *Pengantar Administrasi Keuangan Daerah*. Purbalingga: Eureka Media Aksara, 2023.
- [22] N. Utari, A. Fadhillah, and M. C. D. Gulo, “Kualitas Pelayanan Kantor Desa Gunung Kijang Terhadap Masyarakat Kampung Banjar Baru,” *Soc. Issues Q.*, vol. 1, no. 1, pp. 242–254, 2022.