



Strategy For Developing the Quality of Public Services in The Sector at The Baruga Village Office, Baruga District Kendari City

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ABSTRACT

This study aims to find out and analyze (1) the quality of public services in the Baruga Village Office, Baruga District, Kendari City; and (2) Strategies in improving the quality of public services at the Baruga Village Office, Baruga District, Kendari City. The respondents in this study were 35 people. The analysis tools used are quantitative descriptive research, namely using Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE). Based on the results of the study, it can be concluded that (1) The quality of public services at the Baruga Village Office, Baruga District, Kendari City as the center of public services at the village level, carries out its main duties and functions to provide public administration services to the community. The implementation of public services provided in general, the quality of service has been optimally reviewed from five dimensions, namely tangible, reliability, responsiveness, assurance, empathy; and (2) The strategy in improving the quality of public services at the Baruga Village Office, Baruga District, Kendari City is in quadrant I, namely supporting aggressive Strategies. The strategy that can be applied in quadrant I is to support aggressive growth policies (growth-oriented strategy) so that it can use the SO (strength and opportunity) strategy. The SO strategy pursued by the Baruga Village Office, Baruga District, Kendari City is to hold training specifically for employees in order to improve the quality of human resources, establish new policies that support the development of community empowerment programs and improve the quality of services by improving and developing human resources to increase public trust.

Keywords: Strategy, Quality of Public Services

I. INTRODUCTION

Public services are one of the important tasks that cannot be ignored by local governments because if the service component stagnates, it is almost certain that all sectors will have an impact on congestion, therefore there needs to be good planning and even need to formulate service standards to the community in accordance with the authority given by the central government to local governments. In the life of the state, the community as citizens needs a forum to meet their needs and desires, both those organized by the government and the private sector. The government not only plays the role of a servant of the state, but also plays a role as a servant of the community. This role is what assigns him to provide services to the community without discrimination.

There are three major problems in public services, namely service discrimination, lack of service certainty and low level of public satisfaction with public services. The fact that there are still many public services in Indonesia that show poor quality is often discussed, both verbally and in writing. The government's failure to provide public services that respect the rights and dignity of citizens as service users has resulted in weak government legitimacy not only in the eyes of its citizens but also has a wide impact on the distrust of the private sector and foreign parties to invest in it.

The increase and public demand for effective, efficient and satisfactory public services from government employees as public servants is increasingly popular. This is related to the development of people's needs, desires and expectations which are constantly increasing and up-to-date. The community as the subject of services no longer likes convoluted, long-term and risky services due to long bureaucratic chains. The community wants the freshness of service, as well as being able to understand the needs and desires that are fulfilled in a relatively short time. Improving the quality of public services is one of the bureaucratic reform agendas, which starts from the poor reality

of the factual condition of the quality of public services, which is largely determined by the quality of attitudes and characters of government apparatus that are unpraiseworthy, corrupt, and irresponsible.

In fact, in practice, there is often a view that the government bureaucracy or any contact with the government bureaucracy to get a service shows disappointing, convoluted, long, not open, expensive, and unsatisfactory symptoms including lack of coordination.

It has been a long time since there have been many bad impressions carried by government officials (public sector) in terms of services. This can be indicated, among other things, from the amount of funds used to finance government apparatus, but it is not balanced with the maximum quality of service. This shows that services in government agencies are still not oriented towards community satisfaction as customers. Even though the community has been willing to sacrifice some of their resources for the state by paying various kinds of levies, both taxes, levies and so on. It is natural for the public to expect maximum *satisfaction* for the services provided by the state.

According to Arianto (2018:83), service quality can be interpreted as focusing on meeting needs and requirements, as well as on timeliness to meet customer expectations. The quality of service applies to all types of services provided by the company while the client is in the company. According to Kotler and Keller (2016:143) "quality is the completeness of features of a product or service that has the ability to provide satisfaction with a need".

The concept of service quality related to satisfaction is determined by five elements commonly known as "RATER" (*responsiveness, assurance, tangible, empathy and reliability*). The concept of RATER service quality is essentially to shape the attitude and behavior of service developers to provide a strong and basic form of service, in order to receive an assessment according to the quality of the service received. More details can be described about the forms of service quality applications by applying the concept of "RATER" proposed by Parasuraman in Lupiyoadi (2013), namely *reliability, assurance and assurance, tangible, empathy and responsiveness*.

Other things are also problems in the Quality of Public Services at the Baruga Village Office, Baruga District, Kendari City, namely the lack of facilities and infrastructure to support services, the competence of employees is still low, there is an awkwardness or reluctance towards the leadership so that employees are not so open in conveying criticism or suggestions and not openness in receiving criticism and suggestions from the community, and even tend to be ignored. The following problem, namely that there is still discrimination in services that have kinship relationships (family/colleagues), tends to be preferred.

This will obviously affect the quality of public services and of course the performance of employees is not good in the eyes of the public and is getting worse. So that until now public services themselves are still a step and expensive for most people. Even if the service is easy and cheap, the service is not necessarily good and satisfying, on the contrary, such a service has not touched the needs of the community, let alone satisfied the community.

Other phenomena that occur related to the quality of service at the Baruga Village Office include long queues, slow service processes, lack of clear information and difficulty accessing online services. This provides a bad perception in the eyes of the public so that a strategy is needed to improve the quality of service at the Baruga Village Office.

As a reference to support the theory and preposition in this study, an empirical study of the author is needed, so several research results are adopted. Research conducted by Multazam and Abdul Sada (2022) The results of this study show that the efforts made by the Indragiri Hilir Regency Investment and One-Stop Integrated Services Office in improving the quality of public services by using the five Cs strategy are not optimal enough because there are factors that hinder the implementation of the strategy. This strategy is inadequate infrastructure and resources.

II. LITERATURE REVIEW

Based on the results of previous studies relevant to this research, which can be taken as the main reference material and comparison as follows: Multazam and Abdul Sadad (2022) "Strategies for Improving the Quality of Public Services at the Investment and One-Stop Integrated Services Office of Indragiri Hilir Regency". This research was conducted to find out how the implementation of Strategies and obstacles faced by the Indragiri Hilir Regency Investment and One-Stop Integrated Services Office in improving the quality of public services. The theory used in this study is from Osborne and Plastrik who propose that there are several Strategies for the implementation of public services that can be applied to government organizations to improve the quality of service, which is then called the Five C's, namely: *Core Strategy, Consequences Strategy, Customer Strategy, Control Strategy, and Cultural Strategy (Cultural Strategy)*. The research technique was carried out using qualitative data analysis techniques with a case study approach and the necessary data was collected through interviews, observations and documentation, which were then analyzed using interactive model data according to Miles and Huberman. The results of this study show that the efforts made by the Indragiri Hilir Regency Investment and One-Stop Integrated Service Office in improving the quality of public services by using the five Cs strategy are not optimal enough because there are factors that hinder the implementation of the strategy. This strategy is inadequate infrastructure and resources.

Muhamad Ubit, Nurhasanah and Milka (2022) "Strategies To Improve The Quality Of Public Services In Facing The Era Of The Digital Revolution In The Sampit Class II Bapas Office". This research intends to look at Strategies for improving the quality of public services in the face of the digital revolution era. The purpose of this study is to (1) find out the condition of public services in the Sampit Class II Bapas Office; (2) identifying internal and external environmental factors of the Sampit Class II Bapas Office in improving the quality of public services, and (3) analyzing Strategies to improve the quality of public services by the Sampit Class II Bapas in facing the era of the digital

revolution. The major theories used in this study are Strategyc management theory and public service quality theory. This study uses a descriptive qualitative research methodology. The data collection techniques in this study used observation methods, in-depth interviews, literature studies (previous research), and FGD. The validity of the data in this study uses the triangulation technique of sources and methods. Meanwhile, the data analysis technique uses four stages from Miles and Hubberman. The results of the study show that (1) Digital technology has a very important role in advancing digital transformation with the aim of improving the community's economy, especially during the pandemic due to Covid-19. (2) Digital transformation can transform a business organization that is traditionally completed into a digital system, both in terms of sales, marketing, and customer service. and (3) The results of the internal environmental analysis show the strengths and weaknesses of the Sampit Class II Bapas Office. Its strengths are (1) support from internal leaders, (2) the availability of applications (Si-Bajakah) and the official website of the Class II Sampit Bapas Office, and (3) high commitment from the internal Office of the Class II Sampit Fathers. The weaknesses are (1) inadequate human resources, especially in terms of quantity, (2) lack of facilities and infrastructure to support digitalization efforts, and (3) funding sources at the Sampit Class II Bapas Office. The results of the external environment show the opportunities and threats of the Sampit Class II Bapas Office. Opportunities are (1) Regulations and instructions issued to accelerate digitalization, (2) Acceleration of National Development, especially in the field of information technology, (3) Acceleration of digitalization due to the Covid-19 Pandemic, and (4) Public enthusiasm for digital services. The threats are (1) the facilities and infrastructure owned by the National Party related to the internet network, (2) the ability of the service users of the Sampit Class II Bapas Office is not good.

Lara Indah Yandri, and Tesha Dwi Putri (2021) "*Strategy To Improve Public Services During Covid-19 Pandemic In Pariaman City Regional Apparatus Organizations*". The Dukkacpil Office has taken a policy to carry out services manually and online, but the people of Pariaman City are still complaining about the lack of maximum services provided, namely the community still finds brokers and pungli (illegal levies), the printing of E-KTP is still slow, and the lack of responsiveness of officers in online management. This research was carried out using qualitative research methods of the types of data used, namely, primary data and secondary data. Both data were obtained using interview, observation and documentation techniques. Data in Analyst with Milles and Huberman Model data analysis techniques. The results of this study, the strategy to improve public services in Dukkacpil Kota Pariaman is the improvement of Human Resources, Synergy between the sub-district Dukkacpil and village apparatus in population administration services, the improvement of Information Technology devices and service supporting infrastructure, the use of information technology facilities for socialization and Dukkacpil Weekend Service.

Mince Caroline Malohing, Milwan and Soesilo Wibowo (2022) "*Strategyes for Improving the Quality of Public Services for Employees of the West Malinau District Office, Malinau Regency*". The purpose of this study is to analyze the quality of public service of employees and internal Strategyes in the West Malinau District Office, Malinau Regency. Qualitative and quantitative approaches are combined in order to be able to observe in detail, depth, and detail the objects observed. Data collection techniques with interviews, observations, and studying data in the form of reports and related documents. The results of the research analysis show that the West Malinau District Office as the center of public services at the sub-district level, carries out its main duties and functions to provide public administration services to the community. The implementation of public services provided in general, the quality of service has been optimally reviewed from five dimensions, namely *tangible*, *reliability*, *responsiveness*, *assurance*, and *empathy*. The results of the SWOT analysis placed the West Malinau District office organization in the third quadrant, so that it can use the WO (*weakness* and *opportunity*) strategy that can be used, namely by changing the strategy to use the opportunities as an effort to minimize the weaknesses owned. In addition, they can also take advantage of the opportunities they have to be able to minimize their weaknesses.

Salim Difinubun (2022) "*Strategyes for Improving the Quality of Public Services at the Population and Civil Registration Office of Merauke Regency in the New Normal Era*". Administrative service strategy at the Population and Civil Registration Office of Merauke Regency in the New Normal era. This study uses a descriptive qualitative research approach. The location of the research is at the Merauke Regency Population and Civil Registration Office. The focus of this research uses three Strategyes in improving the quality of public services, including: structural development Strategyes, simplification or procedural system development Strategyes, and infrastructure development Strategyes. The data collection techniques used in writing this thesis are interviews, observations and documentation. The data analysis technique used is qualitative data analysis. The results of the study show that the implementation of administrative services at the Population and Civil Registration Office of Merauke Regency has been running smoothly. The researcher concluded that the Administrative Service Strategy implemented by the Population and Civil Registration Office of Merauke Regency in the New Normal era has been implemented well, although at some stages in its service there are still problems or obstacles.

III. RESEARCH METHODS

The method used in this study is a qualitative descriptive method. Qualitative research is a research process that produces descriptive data in the form of written or spoken words from people and observed behaviors (Bog and Taylor in Margono, 2007: 36). Descriptive research according to Best in Sukardi (2008: 157) is a research method

that seeks to describe and interpret objects as they are. Research using qualitative descriptive methods means methods that are carried out with the intention of containing descriptions, images, or paintings systematically.

Population is a general area of objects or subjects with certain qualities and characteristics that are determined by the researcher to be studied and then concluded (Santoso, 2015:17). The population in this study is all in Baruga Village. Sampling or sampling is a selection process from population elements that are statistically sufficient or representative so that only by studying the sample and understanding its characteristics will be known about information about the population, the sample in this study is the strengths, weaknesses, opportunities and threats from the Baruga Village Office selected or determined again a sample of 35 people deliberately (*purposive sampling*). The types of data used in this study are:

- 1) Quantitative data is data in the form of numbers and can be calculated mathematically, consisting of the number of employees in the Baruga Village office.
- 2) Qualitative data is data that is not in the form of numbers but such as the location of the research, the history of the research object, and the vision and mission of the research object of the Baruga Village Office.

The data sources in this study consist of:

- 1) Secondary data, in the form of data that has been processed by the Baruga Village Office, obtained from agency reports consisting of organizational structure, general organizational data, and job descriptions.
- 2) Primary data, in the form of data obtained from questionnaires and direct interviews with respondents, namely ten people who provide services at the Baruga Village office.

The methods carried out in collecting data in this study are as follows:

- 1) Questionnaire, which is data collection by circulating a list of questions in a structured and open manner to the community in Baruga Village who are designated as respondents.
- 2) An interview is a conversation with a specific intention. The conversation was carried out by two parties, namely the *interviewer* who asked the question and the interviewee who gave the answer to the question.
- 3) Documentation, namely collecting documents related to the strategy for developing the quality of public services in Baruga Village, Baruga District, Kendari City. This documentation was collected both from the Baruga Village Office and from respondents.

The method used in analyzing the strategy for developing the quality of public services at the Baruga Village Office, Baruga District, Kendari City was carried out by using the following analysis techniques:

a. Identify public service conditions

Quantitative and qualitative descriptive analysis is an analysis carried out by describing the conditions or circumstances that occur in the field, where the data and information cannot be analyzed quantitatively, so that it requires explanation through discussion.

Identification of the condition/state of public services through recording and data collection on the community of service users at the Baruga Village Office, Baruga District, Kendari City. Data analysis is carried out by compiling raw data into data that has been adjusted to the classification table. While data classification is carried out by grouping data that has been analyzed into data that has been arranged in the form of tables and images that are adjusted to the objectives of the study

b. Data Analysis Techniques

After knowing the general picture (real condition) of public services that occurred, analyzing the causative factors, then a strategy for developing the quality of public services at the Baruga Village Office, Baruga District, Kendari City was formulated using a SWOT analysis.

SWOT analysis is applied by analyzing and sorting out various things that affect public services. Strategy planning methods used to evaluate strengths, weaknesses, opportunities, and threats (David, Freddy R. 2015).

c. Identify Strengths and Weaknesses (Internal Aspects)

Based on the results of data collection and field surveys, it shows that the strengths and weaknesses in the formulation of public service quality development Strategies at the Baruga Village Office, Baruga District, Kendari City are shown in the following table:

Table of Internal Factors of Public Service Quality at the Baruga Village Office

No.	Strenght
S ₁	The number of employees who are in line with their needs.
S ₂	Service according to SOP
S ₃	Strategyc location of the village office.
S ₄	Sistem pelayanan publik yang terintegrasi.
S ₅	Terdapat pembagian tugas dengan jelas.
No.	Weaknesses
W ₁	Supporting facilities and infrastructure for services that are still lacking
W ₂	Low employee competence.
W ₃	Lack of coordination between leaders and subordinates
W ₄	There is still discrimination in services
W ₅	Budget limitations.

Source: Primary and secondary data (processed)

Based on the description of the strengths and weaknesses data in the table above, then an internal strategy matrix is created by compiling it into the *Internal Factors Analysis Strategyc (IFAS)* table with the following steps:

- 1) Arrange the elements of strength and weakness in column 1
- 2) Give each of these elements a weight, from 5 (very important) to 1 (not important), in column 2.
- 3) Calculate the rating in column 3 of each element by dividing the weight of each element by the total weight for all elements so that the total rating is equal to 1.
- 4) Multiply the weight (in column 2) by the rating (in column 3) to obtain the weighting factor in column 4. The results are in the form of a weighting score for each factor whose value varies from 4.0 (*outstanding*) to 0.1 (*poor*).
- 5) Add the weighting score (in column 4), to get the total weighting score.

Based on these steps, an internal matrix of Strategyc factors for the development of public service quality in Baruga Village can be made.

d. Identify Opportunities and Challenges (External Aspects)

Based on the results of data collection and field surveys, it shows that the opportunities and threats for the formulation of Strategies for the development of public service quality in the Baruga Village Office, Baruga District, Kendari City are shown in the following table:

Table External factors of public service quality development strategy at Baruga Village Office, Baruga District, Kendari City.

No.	Opportunities
O ₁	Increasing community empowerment programs.
O ₂	Partnership Enhancement
O ₃	Increasing the capacity of employee human resources.
O ₄	Increasing public trust in government services.
O ₅	There is support from various parties.
No.	Threats
T ₁	Changes in Government policies
T ₂	Low-level knowledge of public information technology.
T ₃	Unstable internet network.
T ₄	Changes in the social environment.
T ₅	People tend to look for easy and fast services.

Based on the description of the opportunity and threat data in the table above, the external strategy matrix is then created by compiling it into the *External Factors Analysis Strategyc (EFAS)* table with the following steps:

- 1) Arrange the elements of opportunities and threats in column 1
- 2) Give each of these elements a weight, from 5 (very important) to 1 (not important), in column 2.
- 3) Calculate the rating in column 3 of each element by dividing the weight of each element by the total weight for all elements so that the total rating is equal to 1.
- 4) Multiply the weight (in column 2) by the rating (in column 3) to obtain the weighting factor in column 4. The results are in the form of a weighting score for each factor whose value varies from 4.0 (*outstanding*) to 0.1 (*poor*).Add the weighting score (in column 4), to get the total weighting score.

Based on these steps, an external matrix of Strategyc factors and public service quality development Strategies can be made. Furthermore, based on this information, a SWOT diagram of the strategy for developing the quality of public services can be made at the Baruga Village Office, Baruga District, Kendari City.

This SWOT analysis is discussed using a table so that the relationship from each aspect can be properly analyzed. This process involves determining the specific objectives of the project's activities and identifying the internal and external factors that support and do not achieve the research objectives. A Strategyc planning method used to evaluate *strengths*, weaknesses, opportunities, and threats in a strategy to develop the quality of public services in the Baruga Village Office, Baruga District, Kendari City.

After obtaining the results of IFE and EFE, the matching stage is carried out using the Internal and External (IE) and *Strengths-Weakness-Opportunities-Threats* (SWOT) matrices. The results of the analysis are expected to be able to give birth to Strategies that are beneficial to the Baruga Village Office.

VI. RESULT AND DISSCUSSION

4.1 Results

4.1.1 Analysis of variables that are strengths, weaknesses, opportunities, and threats of the Baruga Village Office, Baruga District, Kendari City

The results of the identification of the types of variables from the results of interviews with informants, obtained the variables of strengths and weaknesses of the Baruga Village Office, Baruga District, Kendari City. From the results of the data obtained, the data was processed to obtain weight.

$$\text{Bobot} = \frac{\text{Nilai Pengolahan Data Kuesioner}}{\text{Total Nilai Pengolahan Data Kuesioner}}$$

To measure the extent of the strengths and weaknesses of the Baruga Village Office, Baruga District, Kendari City, the *Internal Factor Analysis Summary* (IFAS) matrix model is used, as shown in table

Table IFAS Matrix of Baruga Village Office, Baruga District, Kendari City

Internal Variables		Weight	Rating	Weighting Score
No.	Strength			Weight x Rating
1	The number of employees who are in line with their needs	0,21	2	0,42
2	Service according to SOP	0,21	3	0,53
3	Strategyc location of the village office	0,20	3	0,58
4	Integrated public service system	0,20	2	0,45
5	There is a clear division of tasks	0,18	2	0,48
Total Strength		1		2,46
No	Weakness			
1	Supporting facilities and infrastructure for services that are still lacking	0,21	1	0,21
2	Low employee competence	0,19	1	0,20
3	Lack of coordination between leaders and subordinates	0,20	1	0,22
4	There is still discrimination in services	0,21	1	0,22
5	Budget limitations	0,19	1	0,19
Total Weaknesses		1		1,05
Total Internal Factors		1		3,51

The results of IFAS calculations show that the internal factor that has the main strength with a score of 0.21 is the number of employees who are in accorandce with their needs and services according to the SOP. Furthermore, it was followed by internal factors with a score of 0.20, namely the Strategyc location of the village head office and an integrated public service system. Next is followed by an internal factor with a score of 0.18, namely there is a clear division of tasks.

Meanwhile, internal factors that have the main weakness with a score of 0.21 are the lack of facilities and infrastructure to support services and there is still discrimination in services. Furthermore, it was followed by internal factors that had weaknesses with a score of 0.20, namely lack of coordination between leaders and subordinates. Next is followed by internal factors with a score of 0.19, namely low employee competence and budget limitations.

If the strengths and weaknesses are optimized, it will overcome various existing weaknesses. This is shown by the total score value in the IFAS matrix of $2.46 \geq 1.05$ which means that internal conditions have the power to overcome the situation.

For external factors, variables that have a positive effect are found as opportunities, and variables that have a negative effect are as threats. For the assessment of external factors, the *External Factors Analysis Summary* (EFAS) matrix model is used, which is presented in the following table:

**EFAS Matrix Table of Baruga Village Office
Baruga District, Kendari City**

No.	Internal Variables	Weight	Rating	Weighting Score
	<i>Opportunities</i>			Weighting x Rating
1	Increasing community empowerment programs	0,20	2	0,39
2	Partnership Enhancement	0,21	3	0,58
3	Increasing the capacity of employee human resources	0,19	2	0,32
4	Increasing public trust in government services	0,20	2	0,47
5	There is support from various parties	0,20	2	0,36
Total Opportunities		1		2,46
No	<i>Threats</i>			
1	Changes in Government policies	0,16	1	0,16
2	Low-level knowledge of public information technology	0,22	1	0,23
3	Unstable internet network	0,26	1	0,27
4	Changes in the social environment	0,21	1	0,27
5	People tend to look for easy and fast services	0,15	1	0,16
Total Threats		1		1,05
Total External Factors		1		3,51

The results of the analysis of the EFAS table show that there are several factors that are the main external factors as opportunities with a score of 0.21, namely an increase in partnerships. Furthermore, for external factors, opportunities with a score of 0.20 are increasing community empowerment programs, increasing public trust in government services

and support from various parties. Next for external factors of opportunity with a score of 0.19 is the increase in employee human resource capacity.

In the results of this study, the main external factor as a threat was also produced, namely with a score of 0.26, namely an unstable internet network. Furthermore, external factors as a threat with a score of 0.22 are the community's knowledge of information technology which is still low. Furthermore, external factors as a threat with a score of 0.21 are changes in the social environment. Next is the external factor as a threat with a score of 0.16, namely changes in government policies. And finally, external actors as a threat with a score of 0.15, namely people tend to seek easy and fast services.

If all existing variables or opportunity factors are utilized optimally, it will be able to overcome various threats that arise. This can be proven by the total EFAS value of $2.46 \geq 1.05$ which means the system is able to respond to existing external situations.

SWOT analysis is a way of analyzing internal and external factors into Strategyc steps in optimizing a more profitable business. SWOT analysis is based on logic by maximizing strengths and opportunities, but at the same time minimizing weaknesses and threats.

SWOT Matrix Table for Public Service Quality Development
Baruga Village Office, Baruga District, Kendari City

EFAS \ IFAS	Strengths (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. The number of employees who are in line with their needs 2. Service according to SOP 3. Strategyc location of the village office 4. Integrated public service system 5. There is a clear division of tasks 	<ol style="list-style-type: none"> 1. Supporting facilities and infrastructure for services that are still lacking 2. Low employee competence 3. Lack of coordination between leaders and subordinates 4. There is still discrimination in services 5. Budget limitations
Opportunities (O)	Strategy SO	Strategy WO
<ol style="list-style-type: none"> 1. Increasing community empowerment programs 2. Partnership Enhancement 3. Increasing the capacity of employee human resources 4. Increasing public trust in government services 5. There is support from various parties 	<ol style="list-style-type: none"> 1. Conducting training specifically for employees in order to improve the quality of human resources 2. Establish new policies that support the development of community empowerment programs 3. Improving service quality by improving and developing Human Resources to increase public trust 	<ol style="list-style-type: none"> 1. Adding facilities and service infrastructure in supporting community services 2. Improving employee competencies through formal and non-formal education 3. Providing services without discrimination to the community
Threat (T)	Strategy ST	Strategy WT
<ol style="list-style-type: none"> 1. Changes in Government policies 2. Low-level knowledge of public information technology 3. Unstable internet network 4. Changes in the social environment 5. People tend to look for easy and fast services 	<ol style="list-style-type: none"> 1. Improving service facilities so that they can provide easy and fast services to the community 2. Conducting socialization to the public about information technology 3. Improving the internet network so that services to the community can run well 	<ol style="list-style-type: none"> 1. Creating excellent service for the benefit of the community 2. Increase interaction with the community to find out complaints and community input 3. Maintain service quality to create excellent service

Source : Internal Factors and External Factors of the Quality of Public Services of the Baruga Village Office

The SWOT matrix will provide a clear picture of how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. From the SWOT matrix, several Strategies can be taken, namely as follows:

1. Strategy SO (*Strength and Opportunity*)

This strategy is a combination of internal strength factors and external *opportunity* factors, this strategy is made based on the thinking of the company's executives, namely by utilizing all the strengths to seize and make the most of the opportunity. The SO strategy taken by the Baruga Village Office, Baruga District, Kendari City is:

- Conducting training specifically for employees in order to improve the quality of human resources
- Establish new policies that support the development of community empowerment programs
- Improving service quality by improving and developing Human Resources to increase public trust

2. Strategy ST (*Strength and Threats*)

A strategy that uses the company's strengths to be able to overcome threats from the outside. The ST strategy taken by the Baruga Village Office, Baruga District, Kendari City is:

- Improving service facilities so that they can provide easy and fast services to the community
- Conducting socialization to the public about information technology
- Improving the internet network so that services to the community can run well

3. Strategy WO (*Weakness and Opportunities*)

This strategy is processed based on taking advantage of existing opportunities by minimizing the company's weaknesses. The WO strategy taken by the Baruga Village Office, Baruga District, Kendari City is:

- Adding facilities and service infrastructure in supporting community services
- Improving employee competencies through formal and non-formal education
- Providing services without discrimination to the community

4. Strategy WT (*Weakness and Threats*)

This strategy is made based on defensive activities and tries to reduce or minimize weaknesses in order to avoid threats. The WT strategy taken by the Baruga Village Office, Baruga District, Kendari City is:

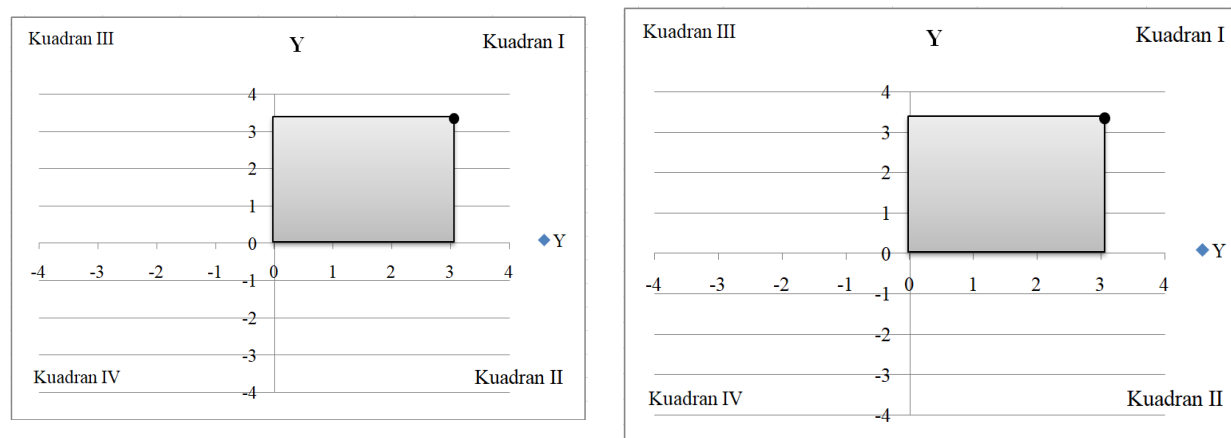
- Creating excellent service for the benefit of the community
- Increase interaction with the community to find out complaints and community input
- Maintain service quality to create excellent service

4.1.2 SWOT Analysis Diagram

This SWOT Analysis Diagram is used to see where the company's current position is. There are 4 quadrants with different categories.

- Quadrant 1 is a very favorable situation because companies have the opportunity and strength to be able to take advantage of the existing opportunities. The strategy that must be implemented when the company is in this condition is to support aggressive growth policies.
- Quadrant 2 is when the company is facing various threats, the company still has strength from an internal perspective. The strategy that must be recorded is to use strength to be able to take advantage of long-term opportunities by means of a diversification strategy (product/market).
- Quadrant 3 is that the company faces a huge market opportunity, but on the other hand, it faces several internal constraints/weaknesses. The focus of this company's strategy is to minimize the company's internal problems so that it can seize a better market share.
- Quadrant 4 is a very unfavorable situation because the company is facing various internal threats and weaknesses.

The determination of the X and Y coordinate points is obtained from the results of strength (S), *weakness* (W), opportunities (O), and *threats* (T). Furthermore, the total score value of each factor can be detailed as *strength* 2.41, *weakness* 1.00, *opportunity* 2.21, threat 1.00. Therefore, it is known that the difference in the total score of the *strength* and *weakness* factors is (+) 3.41, while the difference in the total score of the *opportunity* and *threat* factors is (+) 3.21. Below is a picture of the chart of the SWOT Analysis Cartesius:



SWOT Analysis Diagram Images

From figure 1, the diagram cut point is on the X,Y axis (3.41; 3.21) is in diagram 1 where the position is in quadrant 1, which is supporting an aggressive strategy. The Baruga Village Office, Baruga District, Kendari City, which is in a favorable situation, has strengths and opportunities so that it can take advantage of the existing opportunities.

The strategy that can be applied in quadrant 1 is to support aggressive growth policies (*growth oriented strategy*) so that it can use the SO (*strength and opportunity*) strategy that can be used, namely by utilizing all strengths to seize and make the most of opportunities. The SO strategy taken by the Baruga Village Office, Baruga District, Kendari City is:

- a. Conducting training specifically for employees in order to improve the quality of human resources.
- b. Establish new policies that support the development of community empowerment programs.
- c. Improving service quality by improving and developing Human Resources to increase public trust.

4.2 Discussions of Research Results

4.2.1 Quality of Public Services at the Baruga Village Office, Baruga District, Kendari City

The quality of service in question is to provide an optimal form of service in meeting the needs, desires, expectations and satisfaction of customers who request services and those who ask for fulfillment of their services. The indicators in this study are service quality by applying the concept of "RATER" proposed by Parasuraman in Lupiyoadi (2013), namely reliability, assurance and certainty, tangible, empathy and *responsiveness*.

The results of the study show that the reliability indicators of Baruga Village Office employees are well done in terms of providing services quickly and well. Furthermore, the indicators of assurance and certainty (*Assurance*) of Baruga Village office employees are carried out well in terms of providing guarantees on time in serving the community and being friendly and good in providing services.

The tangible indicators (*tangible*) of Baruga Village office employees are carried out well in terms of the facilities used are adequate and meet SOPs. Furthermore, the empathy indicator of Baruga Village office employees is carried out well in terms of paying attention and understanding the wishes of the community. Next, the responsiveness indicator of Baruga Village office employees is carried out well in terms of helping services and delivering clear information to the community.

The quality of service in government offices is often assessed using five main dimensions, namely responsiveness, assurance, tangible evidence, empathy, and reliability. Each of these dimensions has an important role in shaping the satisfaction of the people served. The following is an explanation related to the application of these five dimensions at the Baruga Village Office, Baruga District, Kendari City.

1. *Responsiveness*:

It measures how quickly and appropriately the village officer responds to residents' needs, questions, or complaints. For example, whether the document processing process is fast or there are complaints related to slow service.

2. *Assurance*:

This dimension is related to the guarantees provided by village officers in terms of knowledge, abilities, and attitudes that provide a sense of security to the community. Competent and ethical officers will increase the trust of residents.

3. *Tangible* (Physical Evidence):

Physical evidence includes facilities and infrastructure available at the Baruga Village Office. The quality of facilities such as office cleanliness, equipment completeness, and the comfort of the waiting room greatly affect the public's perception of service.

4. *Empathy*:

Empathy reflects the extent to which village officers show concern and attention to the individual needs of residents. Friendly and caring service can increase citizen satisfaction.

5. *Reliability*:

Reliability is the ability of village officers to provide consistent and reliable services. This includes the timeliness, precision, and commitment of officers in completing tasks according to the expectations of residents.

If the Baruga Village Office succeeds in implementing these five dimensions effectively, community satisfaction will increase, and public services can run more optimally.

Based on the results of the research, it can be concluded that the Baruga Village Office, Baruga District, Kendari City, as the center of public services at the village level, carries out its main duties and functions to provide public administration services to the community. The implementation of public services provided in general, the quality of service has been optimally reviewed from five dimensions, namely *tangible, reliability, responsiveness, assurance, and empathy*.

The results of this study are in line with research conducted by Malohing, et al. (2022) The results of the research analysis show that the West Malinau District Office as the center of public services at the sub-district level, carries out its main duties and functions to provide public administration services to the community. The implementation of public services provided in general, the quality of service has been optimally reviewed from five dimensions, namely *tangible, reliability, responsiveness, assurance, and empathy*.

4.2.2 Strategies in improving the quality of public services at the Baruga Village Office, Baruga District, Kendari City

Public Service can be interpreted as providing services (serving) the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been set. Mahmudi (2010) stated that public service is all service activities carried out by public service providers as an effort to meet public needs and implement the provisions of laws and regulations.

Improving the quality of public services, of course, requires a strategy. This is related to the vision, mission, objectives, objectives, policy directions, programs and activities of the local government contained in the Strategic plan

document (Renstra). The concept of strategy is a concept that needs to be understood. The strategy is widely used by profit-oriented organizations, which then in its development is also used by other public organizations, both in the government bureaucratic sector and by voluntary organizations. Chandler in Rangkuti (2003) that strategy can be defined as the setting of long-term goals and objectives of an organization as well as the use of a series of actions and allocation of resources necessary to achieve these goals.

The results of the SWOT analysis show that under the strategy of developing the quality of public services at the Baruga Village Office, Baruga District, Kendari City, it is in quadrant 1, namely supporting an aggressive strategy. The Baruga Village Office, Baruga District, Kendari City, which is in a favorable situation, has strengths and opportunities so that it can take advantage of the existing opportunities. The strategy that can be applied in quadrant 1 is to support aggressive growth policies (*growth-oriented strategy*) so that it can use the SO (*strength* and *opportunity*) strategy that can be used, namely by utilizing all strengths to seize and make the most of opportunities. The SO strategy taken by the Baruga Village Office, Baruga District, Kendari City is:

1. Conducting training specifically for employees in order to improve the quality of human resources.
2. Establish new policies that support the development of community empowerment programs.
3. Improving service quality by improving and developing Human Resources to increase public trust.

An aggressive strategy is a strategy that is implemented when an organization or institution has good internal strength and faces favorable external opportunities. In the context of public services at the Baruga Village Office, Baruga District, Kendari City, being in quadrant 1 (in the SWOT analysis) means that the village has great strength and opportunity to improve the quality of its services. Aggressive Strategies that can be taken in this situation involve proactive and expansive actions to maximize potential.

In addition to these Strategies, for the development of the quality of public services in Baruga Village, it is necessary to do the following:

1. Technological Infrastructure Improvement: Utilizing information technology (such as public service applications or online systems) to accelerate and facilitate public access to services.
2. Strengthening Human Resource Capacity: Conducting training and development for village staff to improve their competence and professionalism in providing services.
3. Collaboration and Partnership: Building partnerships with the private sector, community organizations, or other government agencies to support more effective and innovative service programs.
4. New Service Expansion: Adding new types of services needed by the community, such as online administrative services, socialization of health programs, or special services for vulnerable groups.
5. Service Quality Improvement: Conduct regular and active evaluations in improving service procedures, including the implementation of better and transparent service standards.
6. Active Promotion: Conducting active promotions for the various services provided, so that the public is more aware of and makes the most of these services.

The aggressive strategy aims to take advantage of the strengths of the village while taking advantage of the supportive external conditions, so that it can produce better services for the community.

The results of this study are in line with research conducted by Mince Caroline Malohing, Milwan and Soesilo Wibowo (2022) the results of the SWOT analysis put the West Malinau District office organization in the third quadrant, so that it can use a WO (*weakness* and *opportunity*) strategy that can be used, namely by changing the strategy to use the opportunities as an effort to minimize the weaknesses owned. In addition, they can also take advantage of the opportunities they have to be able to minimize their weaknesses

This is in line with the results of research conducted by Salim Difinubun (2022) The results of the study show that the implementation of administrative services at the Population and Civil Registration Office of Merauke Regency has been running smoothly. The researcher concluded that the Administrative Service Strategy implemented by the Population and Civil Registration Office of Merauke Regency in the New Normal era has been implemented well, although at some stages in its service there are still problems or obstacles.

V. CONCLUSION

Based on the results of research conducted by the researcher on "Public Service Quality Development Strategy at the Baruga Village Office, Baruga District, Kendari City", it can be concluded that:

1. The quality of public services at the Baruga Village Office, Baruga District, Kendari City as the center of public services at the village level, carries out its main duties and functions to provide public administration services to the community. The implementation of public services provided in general, the quality of service has been optimally reviewed from five dimensions, namely *tangible*, *reliability*, *responsiveness*, *assurance*, and *empathy*
2. The strategy in improving the quality of public services at the Baruga Village Office, Baruga District, Kendari City is in quadrant 1, namely supporting an aggressive strategy. The strategy that can be applied in quadrant 1 is to support aggressive growth policies (*growth-oriented strategy*) so that it can use the SO (*strength* and *opportunity*) strategy. The SO strategy pursued by the Baruga Village Office, Baruga District, Kendari City is to hold training specifically for employees in order to improve the quality of human resources, establish new policies that support the development of community empowerment programs and improve the quality of services by improving and developing human resources to increase public trust.

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