EVALUATION OF THE IMPLEMENTATION OF PUBLIC SERVICE STANDARDS IN PUBLIC ADMINISTRATION

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Abstract

Public Service Standards are an important component in efforts to improve the quality of state administration. This research aims to evaluate the implementation of Public Service Standards in various government agencies. The method used includes a literature study. The evaluation results show that the implementation of these standards has brought improvements in terms of transparency and efficiency of public services. However, there are still some obstacles such as limited resources and differences in understanding among government officials. This research concludes that despite the progress, there is still a need for continuous efforts to optimise the implementation of the Public Service Standard.

Keywords: Evaluation, Implementation, Public Service Standards, Public Administration

INTRODUCTION

Public service is one of the fundamental aspects of good governance. Good governance is a concept of governance that emphasises the principles of transparency, accountability, participation, effectiveness and efficiency, and fair law enforcement. This concept aims to create a clean, responsive, and responsible government system in serving the public interest. (Durman, 2020). Good governance involves harmonious interactions between the government, private sector, and civil society in decision-making and implementation of public policies. By applying the principles of good governance, it is expected to create democratic governance, free from corruption, collusion, and nepotism, and able to provide quality public services and fulfil the aspirations of the community. As the spearhead of interaction between government and society, the quality of public services is a direct reflection of the performance of state administration. In an effort to improve the quality of public services, the government has implemented various policies and regulations, one of which is the implementation of public service standards. (Shust, 2024).

Public service standards are introduced as a standard reference in the delivery of public services by every state organising institution. This is in line with the mandate of Law Number 25 of 2009 concerning Public Services, which requires every public service provider to compile, determine and implement service standards. (Isah et al., 2024).

Public services are a series of activities carried out by the government or public institutions to fulfil the needs and interests of society in general. These services cover various aspects of life, such as health, education, security, transport, and administration. The main objective of public services is to improve the welfare and quality of life of the community by providing efficient, effective, and equitable services. (Chernov, 2021). Public services should be organised based on the principles of transparency, accountability, participation, and non-discrimination. In a modern context, public services are also required to continue to innovate and utilise technology to improve accessibility and quality of services to the community. The success of public services is one of the important indicators in measuring government performance and the level of public satisfaction with state administration. (Moskalets, 2020).

Although regulations have been established and public service standards have been implemented, there are still various problems in practice, for example; 1) Inconsistencies in the application of public service standards between government agencies. 2) Gaps between established standards and implementation in the field. 3) Lack of understanding and commitment of the apparatus in implementing public service standards. 4) Not yet optimal monitoring and evaluation mechanisms for the implementation of public service standards. 5) The low level of public satisfaction with the quality of public services. (Shevchenko & Savostenko, 2021).

Based on a survey conducted by the Ombudsman of the Republic of Indonesia in 2019, there are still 51.3% of government agencies that have not fulfilled public service standards to the fullest. This shows that there is still a significant gap between expectations and reality in the implementation of public service standards. (Marenichenko et al., 2021).. Given the important role of public service standards in improving the quality of state administration, a comprehensive evaluation of their implementation is needed. This evaluation is important to identify successes, challenges and areas of improvement in the implementation of public service standards. Furthermore, the results of the evaluation can serve as a basis for formulating policy recommendations and more effective improvement strategies. (Palahusynets, 2020).

Therefore, this research conducts a literature review on the evaluation of the implementation of public service standards in state administration. Through a comprehensive analysis of various literature sources, this research is expected to provide a clearer picture of the effectiveness of the implementation of public service standards, identify best practices, and formulate recommendations for future improvement and development.

Research Methods

The study in this research uses the literature method. The literature research method is a research approach that focuses on collecting, analysing, and synthesising information from various written sources relevant to the research topic. This method

involves a systematic process of identifying, evaluating, and interpreting previously published scientific works, such as books, journal articles, research reports, theses, and other credible sources. (Wekke, 2020); (Hidayat, 2009). The main purpose of the literature research method is to obtain a comprehensive understanding of the state of the art of a field of science, identify gaps in existing knowledge, formulate new research questions, and provide a theoretical basis for further research. In doing so, the researcher must conduct a systematic literature search, critique and synthesise the information obtained, and present the findings in the form of a coherent and structured narrative. This method is very important in building scientific arguments, developing conceptual frameworks, and placing research in the broader context of a particular field of study. (Afiyanti, 2008); (Syahrizal & Jailani, 2023).

RESULTS AND DISCUSSION
Implementation of Public Service Standards in Indonesia

Public services can be categorised into several types based on their nature, characteristics, and service areas. In general, the types of public services include: (1) Administrative services, such as the issuance of ID cards, passports, and land certificates; (2) Goods services, such as the provision of electricity, clean water, and gas; (3) Services, such as education, health, and public transport; (4) Regulatory services, which include the granting of business licences and the issuance of various regulations; (5) Security and order services, including protection from crime and natural disasters; (6) Infrastructure services, such as the construction of roads, bridges, and other public facilities; (7) Information and communication services, including the provision of public data and public complaint services; (7) Information and communication services, including the provision of public data and public complaint services; (7) Information and communication services, including the provision of public data and public complaint services. (Vasylkovskyi, 2021). Each of these types of services has its own characteristics and challenges in its implementation, but all of them aim to meet the needs and improve the welfare of the community at large (Budzyn, 2023).

Public Service Standard is a benchmark that is used as a guideline for service delivery and a reference for assessing service quality as an obligation and promise of the organiser to the community in the context of quality, fast, easy, affordable and measurable services. This standard covers various aspects of service, including procedures, completion time, service fees, service products, facilities and infrastructure, and the competence of service providers. (Mokhova, 2021). The main objective of setting public service standards is to guarantee the rights of the community in receiving quality services, increase the accountability and transparency of service providers, and encourage community participation in improving service quality. With clear and measurable standards, it is hoped that uniformity in service delivery can be

created, increase public satisfaction, and ultimately support the realisation of good governance. (Ditsman, 2020).

The components of Public Service Standards consist of several important elements that are interrelated and form a frame of reference in the delivery of services to the community. These components include: (1) Requirements, which are criteria that must be met in the management of a type of service; (2) Systems, mechanisms, and procedures, which explain the standardised service procedures for service providers and recipients; (3) Completion period, which sets the period of time required to complete the entire service process; (4) Fees/tariffs, which detail the costs charged to service recipients in managing and / or obtaining services; (5) Service product, which is the result of services provided and received in accordance with predetermined provisions; (6) Facilities, infrastructure, and/or facilities, which include equipment and facilities needed in the implementation of services; (7) Implementer competence, which describes the abilities that must be possessed by the implementer including knowledge, expertise, skills, and experience; (8) Internal supervision, which is an internal control system and direct supervision carried out by the head of the work unit or the direct supervisor of the implementer; (9) Handling of complaints, suggestions, and input, which explains the procedures for handling complaints and follow-up; (10) Number of implementers, which explains the availability of implementers in accordance with the workload; (11) Service guarantees that provide certainty that services are carried out in accordance with service standards; (12) Service security and safety guarantees in the form of a commitment to provide a sense of security, freedom from danger, and risk of doubt; and (13) Evaluation of executor performance, which is an assessment to determine how far the implementation of activities is in accordance with service standards. (Atamanova, 2020); (Smyrnov, 2022).

The implementation of Public Service Standards in Indonesia has become the focus of the government in an effort to improve the quality of service to the community. Since the enactment of Law No. 25/2009 on Public Services, various government agencies both at the central and regional levels have begun to implement service standards that are more measurable and oriented towards community satisfaction. This implementation covers various service sectors, ranging from population administration, licensing, health, education, to other social services. (Munko, 2022).

In practice, the implementation of Public Service Standards in Indonesia faces various challenges and obstacles. One of the main challenges is the difference in capacity and resources between regions, which results in inequalities in service quality. In addition, there are still problems related to complicated bureaucracy, lack of transparency, and low public awareness and understanding of the service standards they should receive. Nonetheless, efforts continue to be made to overcome these obstacles, including through improving the capacity of the apparatus, strengthening the supervisory system, and educating the public. (Merzlyak et al., 2021)..

One form of implementation that has been quite successful is the implementation of a one-door integrated service system (PTSP) in various regions. This system aims to simplify the service process and reduce bureaucratic red tape. In addition, the use of information technology in public services, such as e-government and various online service applications, has also helped improve service efficiency and transparency. Some regions have even developed service innovations that are tailored to the needs and characteristics of local communities. (Bobak & Albov, 2023)..

Although there is still much room for improvement, the implementation of Public Service Standards in Indonesia has shown positive developments. This is reflected in the increasing index of public satisfaction with public services in various sectors. Going forward, the government continues to be committed to continuous evaluation and improvement of existing service standards. (Akimov, 2023). The main focus is directed at increasing service accessibility, simplifying procedures, increasing transparency, and strengthening the mechanism for complaints and handling public complaints. With these efforts, it is hoped that the quality of public services in Indonesia can continue to improve and meet the expectations of the community (Anishchenko, 2022). (Anishchenko, 2022).

Evaluation of the Implementation of Public Service Standards

Evaluation of the implementation of Public Service Standards is a crucial step in efforts to improve the quality of service to the community. This evaluation process is carried out periodically to measure the effectiveness of the implementation of the standards that have been set, identify obstacles that arise, and formulate improvement solutions. (Sokyrko, 2021). In the Indonesian context, this evaluation generally involves various parties, including relevant government agencies, independent oversight institutions, and the public as service recipients. The results of the evaluation become the basis for improving public service policies and practices in the future.

One important aspect of evaluation is measuring the level of public satisfaction. Methods often used include community satisfaction surveys, complaint analysis, and direct observation of the service process. The indicators used in the evaluation include various dimensions, such as service speed, clarity of procedures, friendliness of officers, convenience of facilities, and affordability of costs. In addition, the evaluation also pays attention to aspects of compliance with established standards, including service time standards, cost standards, and officer competency standards. (Myroslavskyi & Leshchenko, 2023)..

Evaluation results often show a gap between the standards set and the practice in the field. Some of the problems that are often identified include: discrepancies in service time with established standards, lack of transparency in procedures and costs, and discriminatory practices in service delivery. On the other hand, evaluations also reveal good practices and service innovations that have succeeded in increasing public

satisfaction. These findings become important material for the improvement and development of service standards in the future. (Yarovoi & Bondarenko, 2023)..

Follow-up of the evaluation results is an equally important stage. Based on the evaluation findings, relevant agencies are required to develop concrete and measurable improvement action plans. This may include improving service procedures, increasing the capacity of human resources, improving infrastructure and supporting facilities, and strengthening internal control systems. (Proniuk, 2023). In addition, evaluation results also often encourage the birth of new policies or revisions to existing regulations to accommodate the needs of improving service quality. With a continuous cycle of evaluation and improvement, it is expected that public service standards can be continuously improved in accordance with the dynamics of community needs and the times. (Asih, 2024).

Impact of Implementation of Public Service Standards

The implementation of Public Service Standards has had a significant impact on the quality of services provided by government agencies to the public. One of the most obvious impacts is the increase in efficiency and effectiveness in service delivery. With clear standards, the service process becomes more structured and measurable, reducing uncertainty and minimising the potential for error. (Anishchenko, 2022). This results in time and resource savings for both the service provider and the people served. In addition, standardisation of services has also led to greater transparency and accountability, as citizens have a clear benchmark to judge the quality of services they receive (Anishchenko, 2022). (Anishchenko, 2022).

Another positive impact is seen in increased public satisfaction with public services. Public Service Standards set clear expectations of what the public can expect from a service, ranging from turnaround time, cost, to quality of results. When these expectations are met or even exceeded, public satisfaction levels tend to increase. This in turn can increase public trust in government and other public institutions. Furthermore, service standardisation has encouraged innovation and continuous improvement in the public sector, as government agencies continue to strive to meet or exceed the standards set. (Derun, 2023).

However, it should be recognised that the implementation of Public Service Standards also brings its own challenges. Some agencies experience difficulties in meeting the set standards, mainly due to limited resources or infrastructure. In some cases, efforts to fulfil quantitative standards (such as service times) can come at the expense of the qualitative aspects of the service (Kozak, 2020). (Kozak, 2020). In addition, overly rigid standardisation can sometimes hinder the flexibility needed to handle special cases or emergency situations. Therefore, there is a need for continuous evaluation and adjustment of existing standards to ensure that they remain relevant

and useful in improving the overall quality of public services. (Omelyanenko & Hordiienko, 2021)..

Best Practices in Implementing Public Service Standards

Effective implementation of Public Service Standards requires a comprehensive and sustainable approach. One of the best practices is to involve stakeholders in the process of developing and implementing standards. This includes consultation with the public as service recipients, front-line employees who deliver services directly, and management. (Shcherbak, 2020). This participatory approach ensures that the standards set are realistic, relevant, and meet the needs of all parties. In addition, stakeholder involvement also increases the sense of ownership of the standards, which in turn encourages a stronger commitment to their implementation. (Oghator, 2021).

Another best practice is to ensure a robust monitoring and evaluation system is in place. This involves regular data collection on service performance, analysis of the data, and transparent reporting. The use of information technology can greatly assist in this process, enabling real-time data collection and faster, more accurate analyses. The results of this monitoring and evaluation are then used as a basis for continuous improvement. It is also important to have a mechanism for feedback from the public, whether through customer satisfaction surveys, suggestion boxes, or online complaint platforms. (Shimko, 2022).

Staff training and capacity building is another key component in best practice implementation of Public Service Standards. This includes not only technical training on standards and procedures, but also the development of soft skills such as effective communication and customer orientation. Mentoring programmes and knowledge sharing among staff can also be very beneficial. In addition, it is important to create an organisational culture that supports high-quality services, for example through a system of rewards and recognition for staff who perform well. (Sokyrko, 2021).

Finally, flexibility and adaptability in the application of standards are also important best practices. While standardisation is important, there should be room for adjustments to local conditions or specific needs. This could include providing alternative services for vulnerable groups or adjusting procedures in emergency situations. (Kolomyj, 2024). In addition, standards should be regularly reviewed and updated to ensure their relevance to technological developments, policy changes, and evolving societal expectations. This adaptive approach ensures that Public Service Standards remain an effective instrument in sustainably improving the quality of public services.

Conclusion

An evaluation of the implementation of Public Service Standards in Public Administration shows that the standards have contributed significantly to improving

the quality of public services. The implementation of these standards has helped to create uniformity, transparency and accountability in government service delivery. However, the evaluation also revealed that there are still a number of challenges in their implementation. Some government agencies still experience difficulties in meeting the standards set, mainly due to limited resources, both in terms of budget and human resource capacity. In addition, disparities in implementation between urban and rural areas also remain an issue that needs to be addressed.

Based on the evaluation results, it can be concluded that although the Public Service Standards have brought improvements in state administration, there is still a need for continuous efforts to optimise their implementation. Future focus needs to be on increasing the capacity of the state apparatus, providing adequate infrastructure, and strengthening the monitoring and evaluation system. It is also important to continue to adjust standards in accordance with technological developments and changes in community needs. Thus, Public Service Standards can continue to be an effective instrument in realising good governance and increasing public satisfaction with public services.

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