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Enhancing Public Service Quality in Makassar City: Examining from Population and Civil Registration Office

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Abstract

Public services play a crucial role in the development of autonomy and align with the fundamental principles of government reform. They directly impact the welfare of the community and are central to the objectives of public administration. The primary aim of this study is to explore the optimization of public services at the Makassar City Population and Civil Registration Office. One significant outcome of this research is the introduction of a bus car as a mobile service unit operated by the Population and Civil Registration Office. This initiative aims to overcome the challenges faced by individuals who are geographically distant or burdened by travel costs. The bus car serves as a tangible solution to speed up submitting applications for population and civil registration documents, ultimately enhancing service delivery. The Makassar City Population and Civil Registration Office has made a clear statement regarding its commitment to provide services in line with predetermined standards to improve quality. The agency's attitude demonstrates a strong focus on meeting the community's needs for high-quality, effective, and efficient population documents. Additionally, the agency emphasizes the importance of accountability, responsiveness, and fairness towards the community.

Keywords: Policy, Improvement, Quality, Service, Public. Makassar City

Abstrak

Pelayanan publik memainkan peran penting dalam pengembangan otonomi dan sejalan dengan prinsip-prinsip dasar reformasi pemerintah. Pelayanan publik secara langsung memengaruhi kesejahteraan masyarakat dan merupakan tujuan utama administrasi publik. Tujuan utama dari penelitian ini adalah untuk mengoptimalkan pelayanan publik di Kantor Dinas Kependudukan dan Pencatatan Sipil Kota Makassar. Salah satu hasil signifikan dari penelitian ini adalah pengenalan bus sebagai unit layanan mobil yang dioperasikan oleh Kantor Dinas Kependudukan dan Pencatatan Sipil. Inisiatif ini bertujuan untuk mengatasi tantangan yang dihadapi oleh individu yang berada di lokasi yang jauh secara geografis atau terbebani biaya perjalanan. Bus tersebut menjadi solusi nyata untuk mempercepat pengajuan aplikasi dokumen kependudukan dan pencatatan sipil, dengan tujuan meningkatkan pelayanan. Kantor Dinas Kependudukan dan Pencatatan Sipil Kota Makassar telah menyampaikan pernyataan yang jelas mengenai komitmennya untuk menyediakan pelayanan sesuai dengan standar yang telah ditetapkan guna meningkatkan kualitas. Sikap dari instansi ini menunjukkan fokus yang kuat dalam memenuhi kebutuhan masyarakat akan dokumen kependudukan berkualitas tinggi, efektif, dan efisien. Selain itu, instansi ini menekankan pentingnya akuntabilitas, responsivitas, dan keadilan terhadap masyarakat.

Kata Kunci: Kebijakan, Peningkatan, Kualitas dan Pelayanan Publik, Kota Makassar

INTRODUCTION

The dynamics of public policy play a crucial role in shaping the provision of services to all segments of society (Tajuddin et al., 2020). Excellent service acts as a bridge between the government, which serves as the provider, and the community, which serves as the recipient or user, effectively representing the state's presence among its people (Mislawaty et al., 2022). In accordance with Article 1, Paragraph 1 of Law Number 25 of 2009 on Public Services, public service encompasses activities that fulfil the needs of every citizen and resident, adhering to statutory regulations. These activities encompass the provision of goods, services, and/or administrative assistance by public service providers (Peraturan Pemerintah, 2009). According to Tangkilisan (2005), service refers to the process of directly meeting needs through the actions of others (Maryani et al., 2021). However, despite the aspirations for an ideal bureaucracy, the reality often portrays various pathologies within bureaucratic institutions. It is important to strive for a bureaucracy that operates based on rational systems and regulations, rather than relying on paternalism, power, and charisma (Drechsler, 2023).

The objective of this research is to optimize public services at the Makassar City Population and Civil Registration Office. This optimization is evident in the process of reviewing files or documents to identify any deficiencies in the requirements for population document applications. The research focuses on the optimization of public services at the Makassar City Population and Civil Registration Office, as observed in the field, indicating an increase or improvement in public services. This improvement can be attributed to the introduction of a mobile service unit, specifically an operational car, aimed at reaching remote areas and providing faster services (Irfadat et al., 2020).

Law Number 23 of 2014 on Regional Autonomy plays a significant role in the delivery of public services (Peraturan Pemerintah, 2014). Regional governments are authorized to regulate and manage their own affairs based on the principles of autonomy and assistance tasks.

Granting broad autonomy to regions aims to accelerate the realization of community welfare through enhanced services, empowerment, and community participation (Irfadat & Haeril, 2021). According to Tjiptono & Chandra (2006), community participation is crucial for ensuring quality in public service, encompassing factors such as adherence to requirements, sustainability for use, sustainability improvement, absence of damage, consistent satisfaction of customer needs, proper execution from the outset and the creation of customer satisfaction (Supadmi, 2009). To enhance service quality, it is necessary to focus on the development and improvement of service facilities and infrastructure. According to Ibrahim (2008), the quality of public service is a dynamic condition influenced by products, services, people, processes, and the environment, with quality assessment taking place during service delivery. Meanwhile, Zeithaml et al. (2010), defined service quality in terms of physical evidence, reliability, responsiveness, assurance, and empathy.

At the local government level, continuous efforts are made to enhance services in accordance with Law Number 25 of 2009 on public services, accompanied by various regional regulations (Pemerintah kota Makassar, 2009). In this regard, Regional Regulation Number 9 of 2009 on the administration of population and civil registration in Makassar city was issued (Musabry et al., 2021). Local governments are responsible for adhering to legislation (Mohi & Mahmud, 2018), and implementation public services to fulfil community needs for population documents and other services, ensuring that resident's right and obligations are met by the governments and public service providers (Nurlaila, 2021). The legal status of individuals within a region is fulfilled in accordance with laws and regulations. Therefore, describes public service as an activity conducted by individuals within a group, driven by material factors and specific systems, procedures, and methods, with the aim of serving the interests of others in line with their rights (Moenir, 2015; Sapri & Amin, 2017).

The Population and Civil Registration Office's internal service efforts were recognized with an award at the 2017 public service innovation competition organized by the Ministry of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia. This achievement explicitly motivates bureaucrats in the Makassar City Population and Civil Registration Office to enhance the quality of their services and be competitive. The office emphasizes that civil registration services are not subject to extortion, and individuals who engage the services of intermediaries will not be served. It is made clear that all parties must follow the proper procedures for document submission and issuance, without taking advantage of any brokers who promise expedited processing. Furthermore, all services provided by the office are free of charge. The provision of excellent public services requires qualified resources to carry out and complete assigned tasks (Mislawaty et al., 2022). Failure to adhere to these guidelines will result in services that do not meet the community's expectations for quality service (Botutihe, 2017).

Public services are a crucial aspect to consider in the development of autonomy, as they align with the principles of government reform and directly impact community welfare. Service to the community holds a central role in the implementation of public administration objectives. Introducing a mobile unit in the form of a bus car for the Population and Civil Registration Office allows for reaching individuals who face constraints such as distance and travel costs. This tangible service configuration accelerates the issuance of population and civil registration documents without the need for individuals to visit the relevant office. The Makassar City Population and Civil Registration Office has issued a statement affirming their ability to provide services according to predetermined service standards, aiming to improve the quality of service to the community. This statement underscores the agency's recognition of the community's need for quality, effective, efficient, accountable, responsive, and fair population registration services, aligning with the vision and mission of Makassar City to become a world-

class city in terms of public services. Utomo (2012) states that government reform aims to establish a higher quality government capable of fulfilling public service functions, empowering the community, and promoting socio-economic development (Firnas, 2016). Therefore, it emphasizes that when defining policy, the focus should be on what should be done rather than what is proposed about the problem. This is because policy is a process that includes implementation and evaluation stages, making a policy definition that only emphasizes proposals inadequate (Winarno, 2008).

RESEARCH METHOD

This research study took place at the Population and Civil Registration Office of Makassar City. The research was conducted over a span of one month, specifically from November to December 2021. The primary objective of this research was to explore and gain insights into the improvement of public service quality provided by the office. The research approach utilized in this study was descriptive qualitative, aiming to comprehensively understand the phenomenon under investigation (Creswell et al., 2007). By employing this approach, the researchers aimed to gather detailed information about the current state of public services and identify potential areas for improvement.

In the process of the necessary data, multiple methods were employed, including interviews, documentation review, and observation (Suharsimi, 2006). These methods allowed the researchers to gather information from various sources and perspectives, providing a comprehensive understanding of the public service landscape in the Makassar City Population and Civil Registration Office. The informants in this study consisted of all the employees working at the Population and Civil Registration Office of Makassar City. Among them, five individuals were selected as key informants. These key informants included the Head of Service, Counter Officers, and members of the community who had experience interacting with the office's services. Their insights and experiences were crucial in understanding the strengths and weaknesses of the current public service delivery.

The collected data underwent a series of rigorous analysis techniques. The analysis process involved several stages, including data reduction, data display, decision making, and data verification. Through data reduction, the researchers condensed and organized the collected information, making it manageable for further analysis. Data display techniques, such as tables, charts, and graphs, were employed to present the findings effectively. Decision making was performed to identify patterns, themes, and key insights derived from the data. Lastly, data verification ensured the accuracy and reliability of the findings, enhancing the overall credibility of the research.

RESULT AND DISCUSSION

Employee Reliability in Providing Public Services

The reliability demonstrated by the employees in handling document management is highly appreciated by the community. As a result, the processing time for community submissions or document applications is not excessively long. Instead of immediate issuance, the process adheres to the applicable procedures and mechanisms. The issuance of documents varies, as long as there are no technical obstacles encountered by the service providers.

Thanks to the reliability of these employees, they can provide the community with information regarding the timing, procedure, and types of services available. This creates a warm interaction, and it is crucial for employees to provide accurate and relevant information in relation to the submitted documents. By doing so, the community gains certainty about the time frame, avoiding miscommunication and scepticism.

Transparency efforts play a vital role in enhancing public trust in the Makassar City Population and Civil Registration Office. To improve reliability, the service providers have implemented an integrated queue system, displaying queue numbers on televisions, allowing people to see and prepare themselves when their number is announced. The skills and reliability possessed by employees are critical for delivering optimal services to the community. Therefore, continuous education and training are necessary for all bureaucratic elements to maintain performance and enhance service quality.

The limited workforce experienced by the Makassar City Population and Civil Registration Office poses a challenge that can be addressed by recruiting employees who meet the required criteria. This ensures that the skills and reliability of prospective bureaucrats can be effectively utilized in their respective roles. The reliability exhibited by the employees in the office is the result of education, training, and their personal commitment to carrying out their duties with accountability.

The community directly experiences the services provided by the employees, which explains why they warmly welcome service innovations that are increasingly effective and efficient. The Makassar City Population and Civil Registration Office has successfully implemented significant service transformations, resulting in a positive impact on the community members who have sought document-related services. The institution continues to strive for improved performance by encouraging employees and bureaucrats to engage in constructive education and training programs. This creates a conducive climate for both the office and the community as a whole. Moreover, stakeholders within the agency need to address the shortage of personnel, as it poses challenges due to the complexity and variability of document requests submitted by the community. The Makassar City Population and Civil Registration Office has successfully minimized the existence of a paternalistic culture and has cultivated public trust. However, it is essential to remain vigilant as unscrupulous individuals may take advantage of opportunities, especially when the community urgently requires documents.

Tabel 1. Level of Employee Reliability in Serving

No.	Research Criteria	Frequency (N)	Percentage (%)
1.	Very reliable	10	51,28 %
2.	Reliable	12	30,77%
3.	Less reliable	8	17,95%
4.	Not very reliable	0	0%
Total		30	100

Source: Population and Civil Registration office of Makassar City, (2021)

According to the responses received, 51.28% of the respondents stated that the employees providing public services were very reliable or reliable. Another 30.77% answered that they were somewhat reliable or reliable. Those who considered them less reliable accounted for 17.95%, while no respondents deemed them unreliable. The reliability of employees in delivering public services is attributed to the organization of service procedures, which are designed to be user-friendly, efficient, and transparent, ensuring ease of understanding for the public.

Facilities and Infrastructure Provided

To ensure smooth service delivery to the community, it is crucial to have adequate facilities that can optimize the performance of public service providers. The Makassar City Population and Civil Registration Office has implemented various facilities to support their operations. One notable facility is the presence of computers at each service counter and designated desks, which utilize computer technology. Additionally, there is a children's playground available for parents or individuals accompanying small children while waiting for their queue number. However, it is worth mentioning that the children's playground lacks toys that support children's psychomotor skills, and its size is quite limited, accommodating only a small number of children.

The office provides an adequate air conditioning system, greatly benefiting the community as they wait for their turn. Considering the office's limited space, various areas have been designated for people to sit, including those walking past the available counters. Another noteworthy facility is the provision of a lactation room, specifically designed for breastfeeding mothers. This innovative addition has been greatly appreciated by the community. Moreover, the availability of chairs, comfortable spaces, well-maintained toilets, and ample parking space caters to the community's needs. Information boards and signage displaying the flow of services are also prominently displayed, serving as valuable indicators for the diverse backgrounds and dynamics of the community.

The utilization of technology, such as computers, queue number printing machines, air conditioning, and televisions, greatly supports employee performance in processing community documents. All service counters are equipped with computers, significantly enhancing efficiency and effectiveness. Embracing technological advancements is essential, as it encourages the utilization and proficiency of human resources within the office. However, it is unfortunate that certain portraits reveal a lack of attention from service providers. For instance, several chairs that are damaged remain unrepaired, compromising the comfort and safety of service users. Additionally, the insufficient number of tables leads people to resort to writing forms on chairs, walls, books, and other surfaces. These obstacles should be addressed promptly to improve public comfort.

Having complete facilities is crucial for supporting bureaucratic performance and enhancing the achievements of service delivery organizations. Mutmainnah (2022) emphasizes the importance of optimizing facilities to improve comfort and safety in service delivery. Although the limited facilities may pose challenges, the office maintains its commitment to providing egalitarian services without discrimination. To address the issue of people being unsure about the location or room for filing complaints regarding errors in their population documents, clear signs or arrows should be implemented to guide them. Moreover, the provision of ample glasses and water containers would prevent the need for individuals to leave the premises in search of drinking water. Enhancing the functionality of the children's playground by adding toys would offer an alternative entertainment option for mothers with toddlers.

To further enhance the facilities, the Makassar City Population and Civil Registration Office should consider the following measures: installing televisions to alleviate boredom among waiting individuals, increasing the number of toilets due to their current limited availability, proportionally adding queue number printing machines to expedite the process, expanding the number of counters to comprehensively accommodate service activities, ensuring the website provides accurate and up-to-date information, repairing damaged chairs, providing an adequate quantity of tables to prevent ineffective writing practices on various

surfaces, and adding more chairs to accommodate individuals who prefer to stand or be near the children's playground.

Level of Willingness of Employees in Serving Document Management

The government bureaucracy is characterized by the complexity of activities, requiring employees to understand their specific duties, principles, and functions to avoid overlap. The workload can sometimes impact employees' willingness to serve optimally, and in some cases, they may even become indifferent. To improve employee mindset and enhance their capabilities, a credible transformation is needed to increase their willingness to work and provide services to the community. While the level of willingness among employees at the Makassar City Population and Civil Registration Office is good, revitalization efforts are necessary as there are still instances of scepticisms in service delivery. This revitalization should be conducted consistently to ensure that services align with directives and significantly escalate willingness. Motivation and appreciation from superiors or leaders play a vital role in improving employee performance and fostering accountability.

The comprehensive willingness of employees still needs encouragement, and participation in education and training programs can help facilitate this. The willingness to serve among employees at the Makassar City Population and Civil Registration Office has been improving, thanks to regular socialization efforts through online, print, and television media led by the office's leadership. These initiatives have even led to the establishment of a website providing valuable information to the community, fostering closer connections, and enhancing service quality. The effectiveness of the services provided is closely tied to the willingness of employees, just like the two sides of a coin that cannot be separated. Therefore, employees' willingness is crucial, as it determines the quality of service and directly affects the community. Employees at the Makassar City Population and Civil Registration Office have internalized religious and cultural values, which contribute to their willingness to work optimally.

Table 2. Condition of Facilities and Infrastructure

No.	Research Criteria	Frekwensi (N)	Porsentase (%)
1.	Very good	13	36,00%
2.	Good	7	48,00%
3.	Good enough	10	26,00%
4.	Not good	0	0%
Total		30	100

Source: Population and Civil Registration Office of Makassar City (2021)

The complexity of the bureaucratic work becomes more apparent when employees are tasked with directing and serving the community, ensuring they receive optimal service. The motto of the Makassar City Population and Civil Registration Office, "serving with heart, wholeheartedly, carefully," encapsulates this willingness to serve and allows employees to prioritize community needs. By providing optimal service without discrimination, employees have effectively satisfied the community's diverse needs. It is crucial to adopt a defensive attitude and make efforts to enhance willingness by internalizing religious and cultural values. In the face of rapid globalization eroding external and cultural values, it is essential to resist liberal behaviours through various initiatives. The Makassar City Population and Civil

Registration Office's efforts to enhance employee willingness have received positive feedback from the community, as they observe improved performance resulting from the internalization of religious values and culture, as well as employees' ability to adapt to different situations. Employee productivity has increased, satisfying all segments of society. Although there may be instances of queue-breaking for various reasons, such as prioritizing elderly individuals, it is done solely to address the concerns and willingness of employees, despite the long waiting times. This can be seen from table 2 that 36.00% stated that the facilities were very functional, 48.00% considered them functional, and 26.00% found them moderately functional. None of the respondents reported the facilities as non-functional. These results indicate the need to revitalize the existing facilities.

Insurance or Guarantee from the Agency/Employee about the Certainty of Time for Document Issuance

Every service provided by the organization responsible for public services should offer insurance or guarantees regarding the timeliness of issuing and/or processing each document. This is crucial to ensure that the public receives accurate information and does not have to endure long waiting times, which can lead to inefficiency and ineffectiveness. However, delays in providing the guaranteed or insured issuance time can occur due to various factors, including technical issues and constraints related to the submitted requirements. The Makassar City Population and Civil Registration Office acknowledges that document processing and issuance have been integrated nationwide through a central server, relying heavily on the online network. Network limitations often serve as the primary reason for delays in document issuance, causing inconveniences for the community. Nevertheless, such obstacles are usually short-lived, thanks to the availability of technicians within relevant agencies.

When submitting documents, employees should provide valid and relevant information to inform individuals about the expected issuance time. Ensuring the validity and accuracy of population data in the documents is essential to prevent the need for reprocessing, which would result in inefficiency and waste of time. The timely issuance of documents is a crucial factor in building public trust. The Makassar City Population and Civil Registration Office strives to issue certain documents within 3 working days or even 1 working day, provided there are no technical or document requirement constraints. This commitment is highly valued by the community, as it enables effective and efficient services. The network, which is an asset of the integrated system across Indonesia, plays a significant role in expediting document issuance. In cases where the network experiences slowdowns or disruptions due to various factors, including electricity-related issues, it affects the pace of population document issuance. Ensuring insurance or guarantees of document issuance certainty remains a top priority that must be upheld to maintain the agency's integrity, capability, and credibility.

The Makassar City Population and Civil Registration Office's efforts to accelerate document issuance are part of an ongoing constructive innovation process that sometimes requires revaluation to diagnose errors and initiate revitalization promptly. Moreover, when there is a large influx of applicants, immediate issuance may not always be feasible within a short timeframe. Nonetheless, services that prioritize insurance or certainty of issuance time are increasingly rare to find, making the Makassar City Population and Civil Registration Office's commitment even more crucial, as it responds to the genuine needs of the community. Administrative services inherently face numerous obstacles, both technical and related to the requirements submitted by the public. Therefore, deviations from the predetermined timeframe, which are aligned with the office's capacity, may occur, and should be understood as challenges in the dynamic nature of service provision. Overcoming these challenges requires cooperation and mutual understanding between all parties involved.

The encountered obstacles are inevitable, often arising unexpectedly, making them difficult to anticipate. Factors such as network issues due to weather conditions and power outages pose additional challenges. Despite these obstacles, the Makassar City Population and Civil Registration Office's provision of insurance or certainty of time has proven quite satisfactory for the community. Nevertheless, certain challenges persist, such as limited office space, particularly for the farthest regions, resulting in cost inefficiency. To address this issue, the mobile service bus was introduced to ensure that all individuals have access to population documents and services. Through this initiative, documents can be issued on the spot, barring significant obstacles. The Makassar City Population and Civil Registration Office has demonstrated its commitment to continuously intensify and revitalize its services, always striving for improvement.

Table 3. Certainty In Service

No.	Research Criteria	Frequency (N)	Ppercentage (%)
1.	Very good	6	19,00%
2.	Good	16	54,02%
3.	Good enough	8	26,98%
4.	Not good	0	0%
Total		30	100

Source: Population and Civil Registration Office of Makassar City (2021)

Based on the responses obtained from the questionnaire, the analysis of the data reveals that 19.00% of the respondents answered with "very insured," 54.02% answered with "insured," 26.98% answered with "less insured," and 0% answered with "very uninsured." These findings indicate that the current service guarantees have been effective in providing satisfaction to the community, ensuring their continued contentment with the service provisions.

Empathy of Employees from the Office/Employees about the Certainty of Time for Issuing Documents

Human instincts inevitably come to the forefront when confronted with various life problems, particularly in interactions with fellow human beings. The complexities faced in these interactions reflect the dynamic nature of life. This variability is evident in all government bureaucracies, including the Makassar City Population and Civil Registration Office. As researchers observed, there were individuals who approached the office employees to inquire about the application process for population documents. The employees, demonstrating empathy, spontaneously directed them to the appropriate counter and provided a queue number. The empathetic nature of these interactions is characterized by the delivery of valid and relevant information to the individuals submitting their documents.

The varying competencies of people with different backgrounds pose an inherent challenge, as there is no centralized information centre to anticipate the need for additional guidance among those with limited knowledge. Employee empathy plays a crucial role in providing information and understanding to the community. This harmonious approach helps alleviate fatigue and boredom, fostering a warm atmosphere. The employees' demeanour signifies their commitment to prioritize the community's well-being, striving to continually improve services for comfort and effectiveness. The ever-increasing complexities of life,

accompanied by various challenges, emphasize the importance of empathy, which is fostered through internal education and training by the leadership. This process enhances employee rationalization, ensuring they remain cognizant and adaptable when assisting individuals seeking services. Empathy represents an innate aspect of human nature that must be honed and cultivated to better understand and support others. Although abstract in nature, empathy is vital for providing services to the community, as it can be felt, even if it cannot be tangibly stored. The leadership recognizes that empathy is a crucial attribute and strives to instil it in all employees.

Empathy arises spontaneously and is motivated by a sense of humanity, both in terms of work and dedication to the government bureaucracy. It serves as a manifestation of loyalty to superiors and accountability to the community. The employees' responsiveness in assisting individuals who are confused or lack information exemplifies the dynamics of service at the Makassar City Population and Civil Registration Office. Empathy is not solely driven by personal desires; rather, it stems from a constructive aspect of the human soul, emerging when encountering individuals in need of guidance and understanding. This empathetic response is influenced by various factors, such as educational background and caution in avoiding mistakes that may impact the individual. Within the bureaucracy, employees have embraced empathy as an integral part of their service provision, embodying it consistently. While the value of empathy has been appropriately internalized by employees, it is essential to view it as an ongoing challenge, constantly striving to maintain and improve these empathetic qualities. Given the perpetual complexity and rapid pace of environmental changes, empathy remains a dynamic aspect of everyday life.

Table 4. Employee Empathy in Providing Services

No.	Research Criteria	Frequency (N)	Percentage (%)
1.	very good	14	48,00%
2.	good	11	40,00%
3.	good enough	6	12,00%
4.	not good	0	0%
Total		30	100

Source: Population and Civil Registration Office of Makassar City (2021)

Respondents answered very empathetic as much as 48.00% then answered good empathy 40.00%, then respondents who answered less empathy 12.00% and answered very unempathetic 0%. It is very well seen that the empathy found in officers or employees is very good so that a sense of humanity is very visible.

CONCLUSION

The reliability of qualified employees is crucial in establishing a comprehensive and non-discriminatory service climate that benefits the community. Their reliability positively contributes to the service provider organization. However, the existing facilities are still insufficient to support excellent service, which impacts the effectiveness of the services provided to the community. The optimization of resources is undertaken to enhance performance and service quality.

The employees' willingness to serve the community is commendable, as they direct individuals to the appropriate counters after issuing queue numbers. When the community feels confused, employees go the extra mile by providing relevant information regarding document submissions. Insurance or a guaranteed timeframe for document issuance is provided, as long as there are no technical or submission-related obstacles. Standard service procedures dictate a turnaround time of three working days, but innovative approaches have reduced this to one working day, depending on the prevailing circumstances. Furthermore, the employees' empathy is relatively good, as they demonstrate understanding when individuals encounter difficulties with processes and requirements. The working environment, encompassing technology and management, at the Makassar City Population and Civil Registration Office is considered satisfactory. Despite limited physical space, the management is efficient and highly appreciated by the community. Recommendations include conducting ongoing education and training programs to enhance employee reliability, involving employees in service reorientation efforts, engaging them in service monitoring initiatives led by superiors, and encouraging leaders to foster constructive conflicts within public service organizations.

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