

EFFORTS TO IMPROVE THE QUALITY OF PUBLIC SERVICES  
IN THE EDUCATION SECTOR

(Case Study of Education Sector Services in Kediri Regency)

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**Abstract:** *Public service is a product of public bureaucracy that is accepted by users and the wider community. Therefore, public service can be defined as a series of activities carried out by the public bureaucracy, for example making identity cards, birth certificates and so on. Improvements to public services, especially in education, will improve and be more equitable. This is due to many limitations, both in terms of education budget, teaching staff, facilities such as school buildings, libraries, laboratories and scholarships for the poor. Therefore, it is hoped that educational services can be felt equally by the community in meeting their basic needs. In carrying out innovations in the field of education, the Regency Government directs, guides, supervises, supervises, coordinates, monitors, evaluates, and controls the organizers of units, pathways, levels, and types of education in accordance with national policies in the field of education and regional policies in the field of education within the framework of managing the education system. National Analysis of the challenges faced and opportunities for service development of the Kediri District Education Office requires an analysis of internal and external conditions. This requires an analysis of the strengths, weaknesses, opportunities, challenges (Threats), or a SWOT analysis of the conditions of education, youth and sports in Kediri Regency which is basically a description of the service performance of the Kediri Regency Education Office.*

**Keywords:** *Quality, Public Service, Education Sector*

## INTRODUCTION

The government has regulated public services through Law Number 25 of 2009 concerning Public Services. The definition of public service is an activity or series of activities in the context of fulfilling service needs in accordance with the laws and regulations for every citizen and resident of goods, services, and/or administrative services provided by public service providers.<sup>1</sup> Public service in its development underwent a very comprehensive study. The need for service provision is also growing so that it requires careful and continuous study so that it is easy to achieve what we call the fulfillment of the need for a service carried out by government organizations to the community, both services that are public good or public regulators.

Improved public service autonomy as one of the goals in the region to improve services in the field of education. In looking at improving public services through regional expansion, using performance indicators of public service efficiency, responsiveness and accountability. With this indicator, regional expansion can be assessed for its level of success in improving public services. Based on the Public Service Act no. 25 of 2009 which regulates the principles of good governance which are the effectiveness of the functions of the government itself.<sup>2</sup>

Public services carried out by an effective government can strengthen democracy and human rights, promote economic and social prosperity, reduce poverty, increase environmental protection, be wise in the use of natural resources, deepen trust in government and public administration. Effective and efficient public services in the welfare of the community. Public services at the regional level are the responsibility of the Regional Government. Local government is an organization (bureaucracy) which is the spearhead in the process of governance, because the bureaucracy as an organization that deals directly with the community in carrying out public services. One of the public service sectors carried out by local governments is education, through the City/Regency Education Office.

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<sup>1</sup>Lihat Undang-undang Nomor 25 Tahun 2009 tentang Pelayanan Publik

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Kediri Regency Government has won two awards from the East Java Provincial Government in the Work Culture Group Competition (KBK) and the 2020 Public Service Innovation Competition (Kovablik). , Friday, November 2020. The first award given by the East Java Provincial Government was for the "KBK ACTION" for the National Unity and Political Agency of Kediri Regency as the Second Best Rank in the Administrative Service Category. Meanwhile, another award is the innovation of the Army Caterpillar Caterpillar Control Biological Agent (*Spodoptera Frugiperda*) from the Agriculture and Plantation Service which is included in the Top 45 Kovablik East Java Province 2020.<sup>3</sup>

### DISCUSS

#### A. Public Service

Public services are products of the public bureaucracy that are accepted by users and the wider community. Therefore, public service can be defined as a series of activities carried out by the public bureaucracy, for example making identity cards, birth certificates and so on.<sup>4</sup> Meanwhile, according to Moenir, public services are activities carried out by a person or group of people on the basis of material factors through certain systems, procedures and methods in an effort to fulfill the interests of others in accordance with their rights.<sup>5</sup> Public service delivery units are units at the work of government agencies that directly provide services to recipients of public services, while public service providers are government agency officials/employees who carry out the duties and functions of public services in accordance with statutory regulations. As a service process that takes place regularly and continuously, it covers all people's lives in society.

In seeing the quality of public services, the community becomes the main measure, as a service user satisfaction is an absolute right that is felt by the

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<sup>3</sup><https://www.harianbhirawa.co.id/pemerintah-kabupaten-kediri-sabet-dua-penghargaan-dari-pemprov-jatim/> diakses 20 Januari 2020

<sup>4</sup>A.G. Subarsono, *Analisis Kebijakan Publik: Konsep, Teori, Aplikasi* (Yogyakarta: Pustaka Pelajar, 2008), 65

<sup>5</sup>HAS Moenir, *Manajemen Pelayanan Umum di Indonesia* (Jakarta: Bumi Aksara, 2006), 26

community. Because as explained above, that the quality of public services will affect the performance of the public service bureaucratic apparatus. Service standards are a reference to achieve service quality. Service standards are benchmarks for achieving quality that are used as a reference for assessing service quality which is a commitment for service providers to customers to provide quality services. Quality service is meant to be fast, accessible and in accordance with the procedures set by the service provider.<sup>6</sup>

The quality of public services can also be seen from the public's view of the services they receive, whether the services are in line with expectations or not. Thus the quality of service can be formulated in accordance with the level of success of an agency or public organization in providing services in accordance with the expectations of the community, so as to meet the needs and satisfaction of service users. The content of service quality tends to be important in explaining the performance of public service organizations, because the negative image that forms about public organizations arises because of public dissatisfaction with services, so that service quality is important as a performance indicator.<sup>7</sup>

Kediri Regent Haryanti Sutrisno hopes to continue to innovate in improving and providing the best service for the community, in connection with the awards won by Kediri Regency so that it becomes a motivation for the State Civil Apparatus (ASN). This achievement is also a source of pride because not all regencies and cities get it. For information, KBK AKSI is a new innovation in improving the quality of archive storage to shorten search times by up to 75%. If originally the average archive search time was 30 minutes, with this innovation it is only 5 minutes.

Because archives play an important role in providing information, the quality of storage can be said to be good when an archive when needed can be

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<sup>6</sup>Lihat Buku Penyusunan Standar Pelayanan Publik Lembaga Administrasi Negara Republik Indonesia tahun 2003

<sup>7</sup>Agus Dwiyanto, dkk, *Reformasi Tat Pemerintahan dan Otonomi Daerah* (Yogyakarta: Pusat Studi Kependudukan dan Kebijakan UGM, 2002), 150

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searched quickly and on time. In terms of security, the archive save application is much more secure because the archive is stored at one door, namely at the secretariat. Because this application is based on a website, a stable network is needed for archive management.<sup>8</sup>

One of the important characteristics of public service organizations is “public accountability”, where every citizen has the right to evaluate or assess the level of service quality they receive from service providers (government). The quality of service will be very difficult to assess without involving the role of the community as service recipients from the service provider apparatus.<sup>9</sup>

### **B. Education Sector Public Services**

Education is one of the most basic needs for every human being to form identity through skills, morality, intellect and lead to the world of work. In addition, education will also shape social, economic, and political status. Therefore, education becomes very important for each individual and group. Education as an important role holder in providing quality human resources in carrying out the development process. In Law no. 20 of 2003 what is meant by education is a conscious and planned effort to realize a learning and learning process so that students actively develop their potential to have spiritual, religious, self-control, personality, intelligence, noble character, and skills needed by themselves community, nation and state.<sup>10</sup>

In accordance with Law No. 20 of 2003 concerning the government's obligations in the field of education, namely: 1. The government and local governments are obliged to provide convenience services, and ensure the implementation of quality education for every citizen without discrimination. 2. The government and regional governments are obligated to guarantee the availability and use of it for every citizen aged seven to fifteen years.

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<sup>8</sup><https://www.harianbhirawa.co.id/pemerintah-kabupaten-kediri-sabet-dua-penghargaan-dari-pemprov-jatim/> diakses 20 Januari 2020

<sup>9</sup>H. A. S. Moenir, *Manajemen Pelayanan Publik Umum di Indonesia* (Jakarta, Bumi Aksara: 2010), lihat juga Munizu, M., & Hamid, N. *Satisfaction and Loyalty Improvement Model on the Quality of Higher Education Services*. *Jurnal Dinamika Manajemen*, Volume 6, Nomor1, (2015), 13-24.

<sup>10</sup>Undang-undang No 20 tahun 2003 tentang Sistem Pendidikan Nasional

Improvements to public services, especially in education, will improve and be more equitable. This is due to many limitations, both in terms of education budget, teaching staff, facilities such as school buildings, libraries, laboratories and scholarships for the poor. Therefore, it is hoped that educational services can be felt equally by the community in meeting their basic needs. In addition, through education services, it will also accelerate the development and improvement of quality Human Resources (HR) that are able to compete both at the local and national levels.

To educate the life of the nation" as in the fourth paragraph of the opening of the 1945 Constitution is one of the basic ideas and reasons for forming the government of the Indonesian state, so that we have an educated and intelligent society. Then Article 31 of the 1945 Constitution in paragraph 1 reads "Every citizen has the right to education"<sup>11</sup>. The constitution of this country requires adequate opportunities for every citizen to receive education, which is further interpreted as the state's obligation to provide equal distribution of education to every citizen. The Indonesian government has sought equal opportunities for equal distribution of education. Since 1984, the government has formally sought equal distribution of elementary school education, followed by a nine-year compulsory education starting in 1994.

The problem of equal distribution of education in Indonesia then emerged in the form of a gap in terms of the quality of education, development opportunities for students and differences in facilities and infrastructure between one school and another, including the emergence of "favorite schools" in primary and secondary education. This then causes the state to have an attitude and anticipation of these problems, so that the state's goal to educate the nation's life can be achieved.

Equitable education, of course, is not only the similarity that citizens have equally received education, but the scope for equal distribution of education

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<sup>11</sup>Undang-undang Dasar 1945

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must also be interpreted by the existence of national standards regarding the quality of education, adequate educational facilities and infrastructure, with the scope of availability of teachers, equipment and quality of teaching and learning and the ability of students in each school to be the best and provide the best results for educational progress.

To achieve equal distribution of education, the state through Law Number 20 of 2003 concerning the National Education System, in article 5 paragraph (1) states that "Every citizen has the same right to obtain quality education", and article 11, paragraph (1) states that "The Government and Regional Governments are obliged to provide services and facilities, as well as ensure the implementation of quality education for every citizen without discrimination".<sup>12</sup>

### **C. Public Service Innovation of the Kediri Regency Education Office**

In carrying out innovations in the field of education, the Regency Government directs, guides, supervises, supervises, coordinates, monitors, evaluates, and controls the organizers of units, pathways, levels, and types of education in accordance with national policies in the field of education and regional policies in the field of education within the framework of managing the national education system.<sup>13</sup> This policy is carried out by the Kediri District Education Office as the OP who is responsible for education.

In general, the Education Office of Kediri Regency is responsible for the achievement of successful development in the fields of education, youth and sports in Kediri Regency in accordance with the vision and mission proclaimed by the Kediri Regency Government.<sup>14</sup> Referring to Regent Regulation Number 40 of 2016 concerning Position, Organizational Structure, Description of Duties and Functions and Work Procedure of the Kediri Regency Education Office, the Education Office is the implementing element of regional government affairs in

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<sup>12</sup>Undang-undang No 20 tahun 2003 tentang Sistem Pendidikan Nasional

<sup>13</sup>Peraturan Daerah Kabupaten Kediri Nomor 1 tahun 2017 tentang perubahan kedua atas Peraturan Daerah Nomor 13 tahun 2007 tentang Penyelenggaraan Pendidikan

<sup>14</sup>Rencana Strategis (Renstra) Dinas Pendidikan Kabupaten Kediri 2016-2021

the field of Education and regional government affairs in the field of Youth and Sports.<sup>15</sup>

The Education Office of Kediri Regency has the task of assisting the Regent in carrying out government affairs which are the regional authority in the fields of Education, Youth and Sports. To carry out the tasks as mentioned above, the Kediri Regency Education Office carries out the following functions:<sup>16</sup>

- a. Formulation of technical policies in the fields of education, youth and sports;
- b. Preparation of program planning and budgets in the fields of education, youth and sports;
- c. Implementation in the fields of education, youth and sports;
- d. Monitoring, evaluating and reporting on implementation in the fields of education, youth and sports;
- e. Coordination and synchronization of implementation in the fields of education, youth and sports;
- f. Fostering implementation in the fields of education, youth and sports;
- g. UPTD coaching;
- h. Implementation of administration in the fields of education, youth and regional sports;
- i. Preparation and formulation of periodic performance reports to the Regent; and
- j. The implementation of other tasks assigned by the Regent in accordance with the laws and regulations.

To describe the service performance of the Kediri Regency Education Office, it can be done by describing the various achievements of education, youth and sports development that have been achieved by Kediri Regency until the end of the period of Kediri Regency education, youth and sports development in 2011-2015. Various indicators are used to describe the success

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<sup>15</sup>Peraturan Bupati Nomor 40 Tahun 2016 tentang Kedudukan, Susunan Organisasi, Uraian Tugas dan Fungsi serta Tata Kerja Dinas Pendidikan Kabupaten Kediri

<sup>16</sup>Rencana Strategis (Renstra) Dinas Pendidikan Kabupaten Kediri 2016-2021

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of education, youth and sports development in Kediri Regency, consisting of: (1) Development of Equity Education Services, (2) Development of Quality of Education Output, (3) Quality of Education Management, (4) Development of Outreach and Quality Non-formal Education, and (5) Development of the Implementation of Youth and Sports Affairs.

An analysis of the challenges faced and opportunities for the development of the services of the Kediri District Education Office requires an analysis of internal and external conditions. This requires an analysis of the strengths, weaknesses, opportunities, challenges (Threats), or a SWOT analysis of the conditions of education, youth and sports in Kediri Regency which is basically a description of the service performance of the Kediri Regency Education Office. .

The internal factors that become strengths in the effort to develop the services of the Kediri District Education Office are as follows:<sup>17</sup>

- a. Availability of sufficient funding for the development of education, youth and sports service programs and their realization, in line with the commitment of the Regional Government of Kediri Regency to always strive to allocate education budgets from the APBD, plus large funding also comes from the APBN and APBD of the Province of East Java;
- b. The quantity and quality of human resources owned by the Education Office of Kediri Regency is very adequate, with sufficient numbers in accordance with the need to carry out work based on the main tasks of the organization, equipped with academic qualifications and appropriate skills for efforts to develop education, youth and sports services;
- c. The availability of very adequate facilities and infrastructure as a supporting factor for the development of education, youth and sports service programs;
- d. Effectiveness and efficiency of organizational management that is able to create a productive work culture and a conducive organizational climate within the Kediri District Education Office;

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<sup>17</sup> Rencana Strategis (Renstra) Dinas Pendidikan Kabupaten Kediri 2016-2021

- e. Mastery and application of technology in the implementation of tasks and work that can increase the productivity of human resources within the Education Office of Kediri Regency.

Internal factors that become weaknesses in the effort to develop the services of the Kediri District Education Office are as follows:<sup>18</sup>

- a. Equitable placement and allocation of human resources in various fields and sub-sections that do not pay attention to career paths and levels of abilities and skills, resulting in differences in productivity and work results in each field and sub-section within the Education Office of Kediri Regency;
- b. The intensity of communication and cooperation between fields, sub-sections and sections still requires improvement, especially in relation to the implementation of programs whose implementation requires cooperation and togetherness between fields as well as between sub-sections and sections;
- c. The development of the annual work program still does not refer to the medium-term strategic planning, resulting in the continuity and sustainability of the program from year to year in accordance with the medium-term plan which is not achieved and is able to anticipate developments that take place in the community;
- d. In some program implementations, there is still a lack of clarity and indecision in the delegation of authority from the leadership level to subordinates, as well as inconsistencies in the appointment of fields or sub-sections to carry out work programs carried out;
- e. The difference in organizational structure between the Education Office of Kediri Regency, the Education Office of East Java Province and even the Ministry of Education and Culture has resulted in the effectiveness of the management of education, youth and sports service programs introduced by the Ministry of Education and Culture and the Education Office of East Java Province to be inadequate, because placed and handled by fields or sub-

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<sup>18</sup>Rencana Strategis (Renstra) Dinas Pendidikan Kabupaten Kediri 2016-2021

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sections that are less relevant;

- f. There is still one field whose office location is separate from the location of the Kediri Regency Education Office's head office, namely the Youth, Sports and Non-Formal Education Sector. This condition certainly affects the effectiveness of coordination and service delivery.

External factors that are opportunities in the effort to develop the services of the Kediri Regency Education Office are as follows:<sup>19</sup>

- a. The increasing need, awareness and attention of the community on the importance of education as a determining factor to improve the welfare of life and hope for success in the future;
- b. The education sector is a top priority in the development of development programs both at the national and regional scales at the provincial level, in line with the increasing awareness that efforts to improve the quality of human resources through education are the key to success in increasing the dignity of the nation;
- c. Economic growth and improvement of community welfare as well as social and cultural development in people's lives, fostering the need for human resources with diverse knowledge and skills, and in turn increasing the expansion of the need for educational services;
- d. The increasing participation of the community in providing educational services is in line with the increasing need for education among the community. Educational institutions that are managed and organized by the community are increasing in diversity and quality;
- e. The flow of globalization, openness and increasing competition between countries in the regional and international regions fosters cooperation between countries and between institutions in the development and improvement of the quality of education. On the other hand, it also raises awareness of the importance of improving the quality of education to face

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<sup>19</sup>Rencana Strategis (Renstra) Dinas Pendidikan Kabupaten Kediri 2016-2021

increased competition between nations in all aspects of life;

- f. Improvements in science and technology have a positive impact on increasing effectiveness and efficiency in the management and implementation of education at various levels and levels of education. Various researches in the field of education have led to an increase in the quality of education through innovative findings in learning practices. In addition, the use of technology in educational practice has a significant influence in improving the quality of education.

External factors that are challenges (threats) in efforts to develop the services of the Kediri District Education Office are as follows:<sup>20</sup>

- a. The demands of the community for education, youth and sports services, both in terms of the quantity of services and the quality of services that are increasing, as well as the increasing critical attitude of the community towards various policies and implementation of youth education and sports programs require sensitivity to understand the dynamics of development of life in society and making policies and developing adequate programs to fulfill them;
- b. Uncertain policy directions from the Ministry of Education and Culture resulted in many changes in decisions taking place in a relatively short time, and program development and implementation that seemed to lack reference to medium-term planning and were partial in nature and lacked a comprehensive link with the vision and mission that had been developed. . This requires flexibility and rapid response to facilitate its implementation at the provincial and district/city levels, and often disrupts the continuity of program implementation and implementation of work developed in the province or district/city;
- c. Lack of coordination between the Ministry of Education and Culture, the Provincial Education Office and the Kediri Regency Education Office in

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<sup>20</sup>Rencana Strategis (Renstra) Dinas Pendidikan Kabupaten Kediri 2016-2021

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implementing programs whose implementation and targets are at the Regency/City level. In addition to disrupting the effectiveness and efficiency of the implementation of the developed programs, it also creates an unfavorable working climate;

- d. There is still a gap in the level of productivity performance quantitatively and qualitatively between sub-districts in Kediri Regency, which greatly influences the variability of achievement of performance targets in the implementation of programs and activities. The difference in various aspects that affect the achievement of the quality of education between regions is the main cause of the disparity in the quality of education at various levels between sub-districts in Kediri Regency. Social, economic, geographic, demographic factors have no small role in the disparity in education services and the disparity in the quality of education between sub-districts in Kediri Regency. at least reduce the disparity in question. The disparity in the quality of education between sub-districts can cause problems if it is associated with the demands of the community who want quality educational services for their children. The law mandates that all students have the same right to obtain quality educational services, regardless of their gender, socioeconomic status, race, class, and place of residence. Awareness of the importance of providing equal and fair services to all students without discrimination on several aspects, including domicile, is very important and urgent.

## **CONCLUSSION**

Public service is an activity or series of activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen and resident of goods, services, and/or administrative services provided by public service providers. Local governments are obliged to provide convenience services, and ensure the implementation of quality education for every citizen without discrimination. The local government is obliged to guarantee the availability and use of it and for every citizen aged seven to fifteen years. An analysis of the

challenges faced and opportunities for the development of the services of the Kediri District Education Office requires an analysis of internal and external conditions. This requires an analysis of the strengths, weaknesses, opportunities, challenges (Threats), or a SWOT analysis of the conditions of education, youth and sports in Kediri Regency which is basically a description of the service performance of the Kediri Regency Education Office.

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