



**MANAGEMENT OF PUBLIC SERVICES IN THE OFFICE OF THE DEPARTMENT OF POPULATION AND CIVIL REGISTRATION OF MAKASSAR CITY**

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**ABSTRACT**

Public services are an important part to consider in the development of autonomy because in addition to being in accordance with the basic reforms in the field of government, as well as directly related to the welfare of the community, service to the community has become the main objective in the implementation of public administration. By presenting a bus car as a Mobile Population and Civil Registration unit, it can reach people who are constrained by distance, and travel costs, as a concrete configuration of services provided by public service providers to accelerate services without having to go to the relevant Office to make submissions. application for the issuance of population documents and civil registration. There is a statement of attitude given by the Department of Population and Civil Registration of Makassar City in the form of a declaration which reads "hereby, we are able to provide services according to the service standards that have been determined in order to improve the quality of service to the community". The statement of attitude given by the agency clearly shows that it is crucial for quality, effective and efficient service, accountability, responsiveness, and equity for the community to meet the needs of population documents.

Keywords: Management, Service, Public

**A. INTRODUCTION**

The dynamics of public policy become a portrait that colors the journey of services provided to organizers to all elements of society, excellent service becomes ammunition that needs to be launched as the front line that directly interacts between the government as the organizer and the community as recipients or service users as representatives of the state's existence to the people. According to Law Number 25 of 2009 concerning public services Article 1 Paragraph 1, "public services are activities or series of meeting service needs in accordance with statutory regulations for every citizen and resident for goods, services, and / or administrative services provided by the organizer. public service". According to Moenir as quoted by Tangkilisan (2005), "service is the process of meeting needs directly through other people's activities". Many issues and events that hit the body of the bureaucracy represent that there are irregularities in the bureaucratic organs with various pathologies, ironic indeed, but the reality is to visualize to the public that that is what is happening in the bureaucratic organs. "The ideal bureaucracy is a bureaucracy that is based on rational systems and regulations, and is not based on the paternalism of power and charisma" (Max Weber, 1922). Law number 32 of 2004 on regional autonomy is representative for public service delivery. Regional Governments have the authority to regulate and manage their own government affairs according to the principles of



autonomy and co-administration. The granting of broad autonomy to the regions is directed at accelerating the realization of community welfare through improved services, empowerment and community participation. According to Fendy Tjiptono (2004: 2) in taufik irfadat that "Quality is 1) conformance with requirements / demands, 2) suitability of use, 3) repair or enhancement of sustainability, 4) free from damage, 5) fulfillment of customer needs since the beginning and every time. when, 6) doing everything right from the start, 7) something that can make customers happy ". carry out efforts to develop and complete service facilities / infrastructure. According to Ibrahim (2008: 22), the quality of public services is a dynamic condition related to products, services, people, processes and the environment where the quality assessment is determined at the time the provision of public services occurs. while zeithaml et. Al. (2010: 2) service quality as follows: tangibles, reliability, responsiveness, assurance, empathy.

At the Regional Government level, efforts to improve services continue to be carried out as a form of realization of law number 25 of 2009 concerning public services supported by various regulations at the regional level, so the Regional Regulation Number 9 of 2009 concerning the administration of population and civil registration in the city of Makassar was issued. So it is imperative for local governments to accommodate the mandate of these laws and regulations. Implementation of public services is a necessity that must be carried out to meet the needs of the community to obtain population documents and so on so that the rights and obligations as residents of an area can be accommodated by the government or public service provider organizations and the formal legal status in an area is fulfilled in accordance with statutory regulations. -laws such as Regional Regulation Number 9 of 2009 CHAPTER III Article 3 Paragraph 1 "Every resident has the right to obtain population documents as well as to obtain the same services in population registration, civil registration and legal certainty over ownership of the documents held". According to Moenir (Sapri and Amin, 2017) that public service is an activity carried out by someone on a group of people based on material factors through certain systems, procedures and methods in order to fulfill the interests of others according to their rights. Ratminto in Dedy Afrizal et al (2012) said another factor that is also very important in the management of public services is the operation of a service system that is oriented to the interests of the community.

With the internal service efforts of the Department of Population and Civil Registration so as to receive an award at the 2017 public service innovation competition organized by the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia at Aston hotel Monday December 4, 2017. Explicitly stimulates the performance of bureaucrats in the implementation of services provided by The Office of Population and Civil Registration of Makassar City is getting more qualified and able to compete. There is something interesting, namely the ultimatum which becomes a yellow light for the public and apparatus that "all of our services are free and thank you if you do not use the services of other people in managing population documents and documents. Civil Registration and say no to extortion, those who use other people's services will not be served ". It has explicitly taken all elements of the ultimatum to follow the path of submitting documents to the issuance of documents and is not allowed to take advantage of them if there are brokers who promise to speed up document management and all services provided are free or free of charge. Maximum public service is reflected in qualified resources to carry out and complete assigned tasks, if this is not a guideline then the service does not reflect expectations about quality service that the community longs for (Botutihe, 2017: 2).

Public services are an important part to consider in the development of autonomy because in addition to being in accordance with the basic reforms in the field of government, as well as directly related to the welfare of the community, service to the community has become the main objective in the implementation of public administration. By presenting a buss car as a Mobile Population and Civil Registration unit, it can reach people who are constrained by distance, and travel costs, as a concrete configuration of services provided by public service providers to accelerate services without having to go to the relevant Service Office to submit requests for publishing population documents and civil registration. There is a statement of attitude provided by the Department of Population and Civil Registration of Makassar City in the form of a declaration which reads "hereby, we are able to provide services according to the service standards that have been determined for the sake of improving the quality of service to the community". The statement of attitude given by the agency clearly shows that it is crucial for quality, effective and efficient service, accountability,



responsiveness, and equity for the community to meet the needs of population documents. It is appropriate for the Department of Population and Civil Registration of Makassar City to get an award as an achievement for the performance provided by organizations that provide public services to the community and to accelerate the vision and mission and motto of the Makassar City Population and Civil Registration Service and the Makassar City Vision and Mission to make Makassar City a City. World and public services towards World standards. According to Utomo, 2012: 21 that reform in the field of government aims to realize a higher quality government, more capable of carrying out public service functions, empowerment and community socio-economic development.

## **B. METHODS**

The research design was carried out at the Office of Population and Civil Registration of Makassar City, on purpose or purposively based on the special consideration of the researcher, including considerations that were subjectivity in nature. The type used is descriptive qualitative research.

## **C. DISCUSSION**

### **Employee Reliability in providing Public Services**

The reliability represented by employees in processing document management is greatly felt by the community, so that the time needed to process public submissions / requests for issuance of documents is not too long and it is not directly issued but to process because it must follow applicable procedures and mechanisms and publish documents. varies as long as there are no technical problems experienced by the provider. With the reliability of these employees being able to provide information to the public about when, how, and like what services are being enjoyed by the community so that the interaction is so warm, employees must provide valid information and information is relevant to documents submitted by the community, so that with This information has a certain time held by the community, it can avoid miscommunication and perceived skepticism,

The transparency effort carried out is a crucial part of boosting public trust in the Office of Population and Civil Registration of Makassar City. To increase this reliability, public service providers provide an integrated queue number for all counters and televisions as an indicator of the queue number so that the public can see and wait and be prepared when the queue number is announced by the integrated system. Reliability or skills possessed by employees are the most crucial matters for the realization of optimal service for the community so that continuous education and training are needed for all elements of the bureaucrats in order to maintain performance and improve services. The limited manpower experienced by the Office of Population and Civil Registration of Makassar City is an obstacle that should be overcome by a recruitment pattern of employees that meets the criteria so that the skills or reliability of prospective bureaucrats can be actualized in every job they carry. The reliability possessed by employees at the office is the result of education and training as well as the willingness of the bureaucrats themselves to carry out their duties and accountability.

The service implemented by employees is felt directly by the community, so it is not surprising that the community is very warm in welcoming service innovations that are increasingly effective and efficient. This very significant service transformation was carried out by the Makassar City Population and Civil Registration Service Office in service and proved it factually, the service transformation carried out by the Makassar City Population and Civil Registration Service Office was very exclusive to the people who had comprehensively handled documents. The Institute continues to strive to improve performance so that it can satisfy the community by involving employees or bureaucrats to attend education and training constructive for the creation of a conducive climate for the Agency in particular and society at large. Moreover, stakeholders in these agencies must accommodate the connection with the lack of personnel so that the performance increases the complexity and variability of document requests submitted by the community. The Office of Population and Civil Registration of the City of Makassar has proven to the public and minimized the paternalistic culture and public trust that has so far been rooted and cultured, even though it is not reluctant to reenterseekers to be carried out by bureaucrats by taking advantage of opportunities especially when people really need documents in a fast time, so also elements of the community will take advantage of it.

### **Facilities and infrastructure provided**

To support the smooth running of services to the community, of course, it must be supported by various adequate facilities so that the performance implemented by public service providers can be achieved optimally, this matter is found at the Makassar City Population and Civil Registration Service Office. One of the facilities contained in the form of a computer that is at each service counter and certain desks that applies computer technology. Not only that, the available facilities are in the form of a children's play area when parents or people who bring small children can wait for the queue number while accompanying their children to play in the children's place, it's just that children's playgrounds do not have supporting toys. For psychomotor children, it appears that the facility is not well maintained and is very narrow so that it can only accommodate children less than ten children under five, but at least people who bring small children can take advantage of it.

There is an air conditioning system that is sufficient and even very beneficial for the community when waiting for a queue number considering that the office is not too wide so it has to be a variety of spaces with people sitting on the road and going to the counters available, there is something very different from The facilities provided by public service providers are the availability of laskita rooms (ASI rooms) which are intended for mothers who breastfeed their babies and this is an innovation that is very helpful for the community. There are chairs, toilets, comfortable spaces, a large parking area, able to spoil the public to park their respective vehicles, with the facilities provided, especially the notice boards, and information boards and boards about service flow posted in a place that can be seen by the public. Crowd is an indicator that is very helpful for the community, given the diversity of community backgrounds which are diverse, which is a dynamic in itself that must be understood by service providers.

The application of technology in the form of computers, queuing number printing machines, air conditioning (ac), television and so on are facilities that support employee performance in processing public documents, in which case it is represented from all available counters, there is a computer and it really helps the job so that employee performance is far away. more effective and efficient in terms of time. The application of technology is a very substantial problem considering the increasingly rapid technological developments can intrinsically stimulate and stimulate human resources in the Office to utilize and operationalize technology. And that is an urgent matter given the bureaucrats' ability to perform. However, there are a number of portraits that have been "neglected" by service providers, namely the presence of several chairs that have been damaged and not repaired so that people still use them, this is an ironic portrait considering that the comfort and safety of service users are a priority. Not only that, the lack of tables provided makes people prefer to write forms with chairs, walls, books and so on. This obstacle must be revitalized as early as possible to increase the comfort of the community.

Completeness of facilities is essential to support the performance of bureaucrats and can increase the achievement of service provider organizations, as stated by Mrs. Mutmainnah, who comes from Sudiang, who said that. Optimization of facilities carried out by the Office of Population and Civil Registration of Makassar City is an essential part of increasing comfort and security in service delivery. The limited facilities experienced by the office do not diminish the ethos of providing egalitarian services without discrimination. Sometimes many people don't know their respective places or rooms the field to complain when the residence document has errors in writing after printing. So that the solution requires signs or arrows to guide the road so that people are not skeptical and will indirectly direct themselves. Not only that, the gallon or drinking water container needs to be added by providing lots of glasses so that people don't have to go out to just look for drinking water. In the place or playground, the children need to drop the toy so that the play area can be functional and become an alternative for mothers who bring toddlers.

The Department of Population and Civil Registration of Makassar City needs to prepare a television to unravel the boredom of the people who are queuing, toilets need to be added because toilets in the agency are very limited, the queue number printing machine needs to be added proportionally because it seems that one printer is less effective because queues are very frequent. More counters need to be added in order to be able to comprehensively accommodate service activities. The website needs to be presented with the latest information and must avoid errors when the website is accessed. The chairs provided need to be repaired because some are damaged and there are enough tables because people write to line up books, bags and chairs so that it is less effective if

this drags on, in terms of quantity the seats need to be added because many people prefer to stand. and sit in the children's play area.

### **The level of willingness of employees to serve document management**

Activities that are complex are characteristic of the government bureaucracy so that an employee must understand the duties, mains, and functions of each so that there is no overlap. The density of activities has an impact on the level of willingness to serve optimally and sometimes even indifferent. The employee mindset must be changed towards a more capable and credible transformation to increase the willingness to work and provide services to the community as service users. The level of willingness of employees to serve the community at the Makassar City Population and Civil Registration Service Office is quite good but must be revitalized because there are still skeptical activities to serve. Revitalization must be carried out in a sustainable manner as a concrete configuration that the services provided must be in accordance with the directive and a significant escalation of will. An injection of motivation and rewards from superiors or leaders is very useful for subordinates to improve employee performance as a manifestation of their accountability.

The willingness of employees in a comprehensive manner is still lacking, so it needs to be encouraged and the presence of penetration to attend education and training. In addition, the willingness of the Makassar City Population and Civil Registration Service employees to serve better regularly to conduct socialization to various online, print and television media carried out by leaders or top leaders. This continues to be done and has even created a website that provides various information needed by the community to get closer and improve optimal service. The effectiveness of the services provided cannot be separated from the willingness of the employees as can be compared to two sides of a coin that cannot be separated from one another, so crucial that the willingness that must be possessed by employees will also determine the degree of service provided and will have an impact on society as a result. exclusive. Religious and cultural values can increase the willingness of employees to work optimally and that is what employees at the Office of Population and Civil Registration of Makassar City have properly internalized.

The complexity of the work carried out by bureaucrats is increasingly visible when directing and serving the community so that they really feel optimal service. This willingness is embodied in the motto found in the Makassar City Population and Civil Registration Service Office, namely serving with heart, wholeheartedly, with care. With this motto, employees can accommodate that desire by directing the community. The willingness that has been represented by employees in providing optimal services without discrimination has provided comprehensive satisfaction to the community. In this matter, there needs to be a defensive attitude and efforts must be made to increase the will by internalizing religious, cultural, cultural values and so on. Especially with the swift flow of globalization which erodes zahir values and culture so that liberal behavior is increasingly rampant and there must be resistance efforts from various elements to counteract it. The efforts that have been made by the Department of Population and Civil Registration of Makassar City to increase the willingness of employees to get a plus from the community by feeling exclusively the results of increased performance through internalization of religious, cultural values and being able to position oneself so as not to contradict the situation and conditions. The productivity of employee performance is getting better and satisfies all elements of society. Even though there are those who break through the queue for various reasons, this is done because of various determinant factors such as the elderly and this is prioritized considering it is done solely to promote the concern and willingness of employees even though there are long queues.

### **Insurance or guarantee from the Service / Employee regarding the certainty of time for the issuance of documents**

Each service provided by the service provider organization must provide insurance or guarantees regarding the certainty of time for the issuance and / or processing of each document so that the public can find out and be provided with valid information so that they do not wait too long which results in ineffectiveness and inefficient. Sometimes with guarantees or insurance about the certainty of time for issuance that has been given by the government bureaucracy, it is delayed from a





predetermined time due to various determinants both technical and constraints of the requirements proposed. This matter is also felt by the Department of Population and Civil Registration of Makassar City in that the processing and publishing of documents has been integrated throughout Indonesia with a central server so that all activities are carried out online, so it is very dependent on the network. Sometimes network constraints are always the main reason for the delay in publishing documents so that they have an impact on the community, but such constraints do not last long because technicians are available at each of the relevant agencies.

In submitting documents, employees can provide valid and relevant information so that the public can know when the documents were issued. Insurance or guarantees that the documents provided must be valid and have no errors in writing population data so that the public does not take care of the submitted documents so that time ineffectiveness and inefficiency are created. Certainty of time in publishing documents is the main weapon in the arena to increase public trust. Services provided by the Department of Population and Civil Registration of Makassar City to issue certain documents can be issued 3 (three) working days even 1 (one) working day if there are no technical problems or document requirements constraints. This matter is appreciated by the community so that effective and efficient services can be created. The network is a very valuable ammunition from a system that has been integrated throughout Indonesia's territory so that if the network is slow or disrupted due to various determinants, even electricity becomes a factor that has an impact on the acceleration of the issuance of population documents. Insurance or assurance of document issuance is a top priority that must be given to the public, and it is part of innovation that must be maintained at all times to maintain the integrity, capability and credibility of agencies so that time certainty is an absolute must.

The acceleration carried out by the Department of Population and Civil Registration of Makassar City to publish documents is part of a constructive innovation and sometimes has to be reoriented to diagnose errors so that they can be revitalized as early as possible. Moreover, if a large number of people come to apply for documents, sometimes they are not able to publish it as soon as possible but it must take time but it does not take a long time. Services that prioritize insurance or time certainty for issuing documents have become something that is very difficult to find recently, but the Makassar City Population and Civil Registration Service has proven and concretely and factually that services must prioritize insurance or time certainty in issuing documents because of the community. urgently require. In administrative services, of course, there are many obstacles faced both technical constraints and requirements that are proposed by the community so that the time that has been determined is in accordance with the capabilities so that sometimes it will delay from time and it becomes a problem in dynamic service dynamics, it just needs cooperation from both both parties to understand each other and understand the existing constraints.

The obstacles faced are absolute because the obstacles faced appear suddenly so that it is difficult to detect, especially if the network experiencing problems due to weather and power outages becomes 2 (two) sides of the blade ready to cut at any time. With the assurance or time certainty provided by the Department of Population and Civil Registration of Makassar City, the services provided can be said to be quite satisfying for the community even though there are several obstacles that are often faced such as offices that are too small so that adequate offices or rooms are needed so that they can accommodate people Lots. Moreover, the Office of Population and Civil Registration of Makassar City is too far away and for the farthest regions so that costs are inefficient and that is one of the obstacles that led to the birth of a mobile service business to ensure that all people can have population and service documents, through this instrument being able to issue documents at that time. also if there are no significant obstacles. The Department of Population and Civil Registration of the City of Makassar has proven and must be intensified and revitalized at any time and must be improved.

### **Empathy employees from offices / employees about the certainty of time for document issuance**

Human instincts certainly always appear on the surface when faced with various life problems, especially fellow humans who interact with one another, the complexity faced is an increasingly dynamic dynamic of life. Even in terms of service, not all people can know and understand how to submit requirements for issuance of documents, this variability is a portrait that occurs in every government bureaucracy, especially at the Office of Population and Civil Registration

of Makassar City. In contrast, this happens when the researcher is observing that there are people who ask employees where to submit population documents, so the bureaucrat spontaneously directs to the counter after getting the queue number. The nature of empathy occurs when the interaction between bureaucrats and the public who is enjoying the service is provided, the delivery of information is valid and there is relevance to the document being submitted.

The variability of the competence of people with different backgrounds becomes a separate obstacle due to the absence of an information center provided to anticipate when people need more information and people who are ambiguous due to limited knowledge (knowledge). Employee empathy looks very significant both in providing information and understanding to the community, the harmonization created is very warm and is able to dissolve tensions due to fatigue and boredom factors. The nature and attitudes of employees represent that the community is very much placed on the owner so that services are increasingly being improvised towards comfort and effectiveness. The dynamics of life with various complex problems add to the nomenclature of needs, especially for the empathy nature that has been internalized by the leadership through internal education and training which solely increases the rationalization of employees so that they are always cognitive and adaptable to situations and conditions when confronting people who receive services. Empathy is the other side of human nature that must be honed and improved in order to help and feel the other side of life. Empathy is a crucial and essential matter in providing services to the community as users even though the empathy that is felt cannot be stored because of its abstract nature but can be felt. The nature and attitude of empathy has always been a priority part of the leadership to be transferred to subordinates so that they can be actualized at any time.

The sense of empathy grows spontaneously and is mobilized by a sense of humanity both in terms of work and dedication to the government bureaucracy as a manifestation of loyalty to superiors and a form of accountability in front of the community, Employee responsiveness in helping society when confusion and lack of information is obtained makes a separate portrait of the dynamics of service at the Office The Department of Population and Civil Registration of Makassar City so that employees are alert in directing it. Empathy does not have to be based on desires, it even occurs when the human soul is constructive when seeing a confused and lacking understanding of society, it occurs due to various determinants, one of which is educational background and caution for fear of making mistakes that affect that person. Employees in the bureaucracy have actualized empathy in every joint of the services provided and apply it every time. The value of empathy has been internalized properly and correctly by employees, but employees should not be immediately satisfied but it becomes a challenge in itself when they have to maintain and increase the values of empathy. Given the complexities faced at any time and dynamic environmental conditions, it is a dynamic in itself that is increasingly instantaneous

### **Empati pegawai dari dinas/pegawai tentang kepastian waktu untuk penerbitan dokumen Employee Work Motivation**

Education and training are powerful methods as therapy to increase performance motivation, even psychologically, they can stimulate bureaucrats to hone competence in every job and complex challenges must be faced. Motivation continues to be internalized by employees who are bridged by agency leaders by inviting them to tour every agency that has qualified performance and service so that it will be directly contaminated. With such a method employees can find different patrons and motivations and can be used as a barometer to improve services, this must be actualized for the common interest of penetrating and transforming existing services so that a conducive service climate will be created and employee work ethics can be improved. The expedition carried out by the Department of Population and Civil Registration of Makassar City to increase motivation through excellent service which has been proven factually without bureaucracy. The motivation transferred by the leadership by involving subordinates or employees to undertake expeditions and training education is something positive and needs to be appreciated. Motivation will increase if leaders can understand the needs of employees so that employee motivation will grow, the need in question is that leaders can give rewards to employees who excel and have reliable competencies to be able to do complex work.

By giving awards to employees, they will be more motivated by the assumption that their existence and competence are urgently needed by the agency, but if there are employees who have low performance the leader can look for effective methods to stimulate employees to be more ethos in their work, such as participating in education and training organized by the government. both internally and externally so that leaders can catalyze subordinates to hone competence with an injection of motivation. Award is a motivation that is highly expected by all subordinates as a trigger for work enthusiasm, the leader must diagnose what the subordinates need as an award which can be in the form of a salary increase, promotion, appreciation and appreciation of the achievements of the subordinates. If some of these indicators are used as parameters, the employee's motivation can be accommodated and developed by the superiors, but if subordinates make mistakes, reenters or re-hunting who repeatedly should be given punishment so that they have a deterrent effect so they don't repeat it for the umpteenth time.

Never give the slightest opportunity to be used by unscrupulous employees and the public to process documents so that they contradict existing regulations so that it will indirectly be counterproductive to employee performance. Constructive communication, strict regulations, supervision, and respect for performance are alternatives that should be taken by the leadership to increase employee motivation so that the performance culture becomes the expected output, although sometimes it must be inclusive. Attitudes and mutual respect will be constructive when all elements of stakeholders in the Department of Population and Civil Registration of Makassar City have an attitude of mutual respect for differences in opinion, competence, intense communication and reward (reward) to subordinates for performance as concrete manifestations and will be configured at the level attendance, and discipline. All ranks must be senergic so that the collective will always appear when coordinated by superiors to accommodate the needs of public document issuance.

#### **Position or technology environment, management (managing) used by employees**

To improve optimal service, it must be supported by various components as an instrument to achieve the vision, mission and goals of the organization in particular and the country in general. Touch and architecture such as the application of technology is absolutely necessary to support the work of employees to be more effective and efficient when compared with traditional or ineffective manuals, technology applications such as computers are instruments that are used as processors. Computers can be used to process documents with an internet connection so that they can be integrated with a central server as an estuary for population data that is transferred by units in each region from Sabang to Merauke. It is surprising to see that the computer is a "friend" for employees to support work to make it more fast and effective, almost all desks have their own computers.

So that the competency to master technology is absolute in the Office of Population and Civil Registration of Makassar City, even all the counters provided have their respective computers to process population data submitted by the community, even the time needed to process population data for each citizen is around 15 (five). fifteen) minutes, so effective are the services performed by employees by applying computer technology. Not only is the application of computers that support the service, but there is management that has been implemented and is able to unravel long queues by opening more counters. The actualized management has had a tremendous impact on the progress of the Makassar City Population and Civil Registration Service so it is not surprising that the agency was able to get an award for the competition organized by the Ministry of State Apparatus Empowerment and Bureaucratic Reform towards the end of 2017.

The management that has been carried out has transformed the face of service so that it is more technology-based with appropriate management touches to finally create a quality service climate, adaptation to technological advances and management that is felt by employees has had a positive impact on creating effectiveness and efficiency. The management that has been carried out by the Department of Population and Civil Registration of Makassar City is transforming a more proportional spatial layout when analogous to the previous one which was still conventional and seemed ineffective. However, the obstacles faced by the Department of Population and Civil Registration of Makassar City namely the tightness of the office so that management to optimize services is stagnant and can only be carried out according to the capabilities and physical conditions of the small office, so that the leadership is very much complained about and factually unable to accommodate the quantity of people who are Street. Even though the physical condition of the office is inadequate, the management is good enough by optimizing all existing resources, so that it can



adapt even though the obstacles faced will reduce the optimal service provided by the Makassar City Population and Civil Registration Service.

Efforts to optimize services are continuously carried out as an investment and concrete configuration of the vision of the Makassar City Population and Civil Registration Office and not only that employees are placed according to their respective competencies so that they are not awkward at work. The diagnosis made by the leadership is an accurate method so that the impact can be felt exclusively by the community in a comprehensive manner, this method can be actualized in other agencies so that optimal performance can be achieved and can optimize the competence of bureaucrats so that by providing rewards such as promotion, appreciation position is a principle matter. By diagnosing competence and placing bureaucrats on tasks that are in accordance with competencies, of course, will sharpen their cognitive more. The constraints faced regarding the office are very complex constraints so that their impact can affect the volume to accommodate the community if at any time many people come. These constraints will also have an impact on innovations that will be actualized, so the application of innovations will be hampered by the condition of small building objects, especially for the provision of many counters so that they have to share a place with the community's seating or waiting room.

The right and precise management is a very accurate solution to get out of the problems faced so that the optimization of all available resources can be achieved for the realization of quality services. Likewise, technology connected to the internet is the driving force for service effectiveness and time efficiency. Accurate service is the expectation of the community, so that management or management is actualized as the configuration of accommodating the best service for the community without discriminatory services. Effective and efficient service becomes a powerful weapon with proportional caliber to become a magnet for the agency. A very large homemaker must be accommodated by the Population Service and Makassar City Civil Registration to improve performance and optimal services so as to minimize the obstacles faced. Especially with damage to computer instruments or devices that are the main basis for the integration of the service system, this is often felt by the Makassar City Population and Civil Registration Service so that problems arise. In fact, the service that is carried out with the application of escalation technology, its effectiveness is able to satisfy the public, coupled with integrated connectivity throughout Indonesia is a method for integrating population data and civil registration. The Department of Population and Civil Registration of Makassar City must optimize all resources to achieve effective bureaucratic performance and the vision, mission, and goals of the organization

#### **D. CONCLUSIONS AND SUGGESTIONS**

Reliability of qualified employees so as to create a service climate that can be enjoyed by the community in a comprehensive manner without discrimination, the reliability of qualified employees makes a positive contribution to service provider organizations. Facilities are still inadequate to support excellent service so that it has an impact on the effectiveness of services provided to the community, optimization of resources carried out to support optimal performance and services. The willingness of employees to provide services to the community is quite good by directing the public to available counters after obtaining a queue number and when the public feels confused, employees exclusively provide relevant information regarding submission of document issuance. Provided with insurance or a certainty of the time when the document will be issued as long as there are no technical problems or requirements for submission, standard service procedures provide 3 (three) working days but innovations made by the issuance of documents can be carried out in 1 (one) working day and depending on the situation and condition. The nature of empathy found in employees is relatively good. Zahir is present when people are confused about the flow and requirements, employees provide sufficient understanding. The occupational environment (technology, management) at the Department of Population and Civil Registration of Makassar City is quite good by optimizing all resources and management carried out by the community, even though it is limited in buildings or offices, but the management that is carried out is quite good.

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