

STRATEGY TO IMPROVE FAMILY CARD ADMINISTRATION SERVICE IN PURWOSARI VILLAGE, PURWOSARI DISTRICT, PASURUAN REGENCY

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Abstract

Family Card is one of the important documents in population administration. Therefore, Family card services must have a certain quality in order to provide the best service to the community. The purpose of this research was to determine the quality of service and to determine the supporting factors in fulfilling the quality of family card services. In carrying out a satisfactory service, the Purwosari Sub-District Office, Purwosari district also applies strategies to improve the performance of the apparatus. This type of research is descriptive with a qualitative approach. The research process involves asking questions and procedures, collecting data from participants, analyzing inductively, interpreting the meaning of the data. From the research conducted, it shows that the quality of Family Card services at the Purwosari sub-district, Purwosari district viewed from the dimensions of reliability, physical evidence (tangibles), responsiveness, assurance, and empathy is good, although they are not optimal. The strategy implemented is the core strategy includes the vision and mission, the consequence strategy includes reward and punishment, the customer strategy is also detailed in the Service Operational Standards, Public Service Standards and service announcements. The control strategy is the authority delegation from the Population and Civil Registration Office and the authority delegation to the Ombudsman as well as cultural strategies by implementing 5S they are *Senyum* (smile), *Sapa* (addressing), *Salam* (greetings), *Sopan* (courtesy), and *Santun* (manners) and morning assembly activities. In an effort to improve the quality of Family Card services, there are supporting factors that can affect service quality. The supporting factors in fulfilling the quality of Family Card services which include the behavior of the apparatus and the capabilities of the apparatus are also quite good.

Keyword: *Family Card, Service Quality, Strategy.*

A. INTRODUCTION

In the context of implementing local government in accordance with the mandate of the 1945 Constitution article 18 paragraph 1, the central government gives authority to local governments to regulate and manage their own government affairs. Law Number 23 of 2014 concerning Regional Government has a responsibility for bureaucratic reform in the implementation of development and governance in various fields of political, social, economic, cultural, and other life. Local governments carry out various strategies through services and empowerment to create the realization of community welfare. One of the local government strategies is to provide the best service to the community.

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Local governments are given the flexibility to design and determine the types of services needed by the community to improve service quality. Along with this, public demands for quality services continue to increase from time to time. These demands are growing along with the growing awareness that citizens have the right to be served and the obligation of local governments to be able to provide services.

Public services are an important part of autonomy development, because in addition to being in accordance with the basis for reform in the field of government, they are also directly related to meeting the needs of the community. Service to the community has become the main goal in the implementation of public administration. Good public services are mandatory for every work organization, both government and private. Maximum public services are reflected in resources that are qualified to work on and complete the tasks that have been set. If these things do not become guidelines, the service does not reflect the expectations of quality services that are coveted by the community, (Botutihe, 2017).

Law of the Republic of Indonesia Number 24 of 2013 Concerning the Amendment to Law Number 23 of 2006 Concerning Population Administration that in order to realize an orderly national population administration, that the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution of the Republic of Indonesia is essentially obliged to provide protection and recognition of the determination of personal status and legal status for every Population Event and Important Event experienced by Residents and / or Indonesian Citizens who are outside the territory of the Unitary State of the Republic of Indonesia, that in the context of improving Population Administration services in line with the demands for professional Population Administration services, meeting information technology standards, dynamic, orderly, and non-discriminatory in achieving minimum service standards towards comprehensive excellent services to overcome population problems, it is necessary to make adjustments to several provisions in Law Number 23 of 2006 concerning Population Administration;

The implementation of bureaucratic reform in Indonesia was marked by the issuance of Presidential Regulation number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. In 1997 Indonesia experienced a multidimensional crisis that made Indonesia want to reform the bureaucracy. The collapsing rupiah exchange rate triggered Indonesia to make improvements in all fields, such as the economic, legal and political fields, and then followed by reforms in the bureaucratic sector. One of the targets in bureaucratic reform is to improve the quality of public services, one of which is population administration services.

To improve the quality of these public services, the government also needs various strategies. The strategy for implementing public services is implemented through various policies in the fields of institutional design, service delivery innovation to the implementation of the service delivery design. Setiyono (2014) says that the position of strategy in public service management is to know and determine goals, identify problems, explore logistics, develop ways to achieve goals, and determine missions in achieving goals. Without a strategy, an organization will work without direction and purpose.

Based on Perbup No. 69 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of Sub-districts in Pasuruan Regency, Purwosari Village is the only village in Purwosari Sub-district, Pasuruan Regency, Purwosari Village office has the following duties: a. carry out village government activities; b. carry out community empowerment; c. carry out community services; d. maintain public peace and order; e. maintain facilities and infrastructure and public service facilities; and f. carry out other tasks assigned by the Sub-district Head.

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One of the tasks of the Purwosari Village Government is to carry out community services in the field of population administration, one of which is the Family Card (KK) service. Based on Perbup No. 11 of 2021 concerning Population Administration and Civil Registration Services, Article 9, the Service Office is obliged and responsible for implementing Population Administration services by involving the Sub-district, Village and Village Governments with the following duties: a. implementing Population Registration and Civil Registration services; b. providing equal and professional services to all communities/residents for Population Registration and Civil Registration carried out in Sub-districts, Villages and Villages; c. issuing Population Documents in Sub-districts, Villages and Villages; d. guaranteeing data confidentiality and data security for civil registration events in Sub-districts, Villages and Villages to issue Population Documents in Sub-districts, Villages and Villages; d. to ensure data confidentiality and data security for population events and civil registration events carried out in Sub-districts, Villages and Villages; e. to verify and validate data submitted by the community/residents in Population Administration services; f. to compile Standard Operating Procedures (SOP) as guidelines for the implementation of Population Administration services in Sub-districts, Villages and Villages; and g. to assess the implementation of Population Administration in Sub-districts, Villages and Village.

However, the implementation of public services in Indonesia, including at the Purwosari Village Office, Purwosari Subdistrict, especially in the Family Card service, is currently not smooth and has not shown good service quality, this is based on the initial observations of researchers related to the socialization of Family Card processing procedures to the community, which is not optimal, as a result the community does not understand the procedure so that the service is hampered.

Given the importance of protection and recognition of the determination of personal status and legal status for every Population Event and Important Event experienced by Indonesian Residents who are inside and / or outside the territory of the Unitary State of the Republic of Indonesia, population administration services, especially in Family Card services, should be organized with good quality. Therefore, the quality of Family Card services needs to be improved to realize orderly population administration. In addition, various strategies are needed to facilitate efforts to improve the quality of the Family Card service.

Based on the explanation above, researchers are interested in researching "Strategies to Improve the Quality of Family Card Services at the Purwosari Village Office, Purwosari District, Pasuruan Regency".

B. LITERATURE REVIEW

Public Service

Public service (Zajac, 1996) refers to actions or activities carried out by government agencies or other public institutions to fulfill the needs and interests of the community directly or indirectly. It aims to provide quality, efficient, and equitable services to all citizens without discrimination, based on the principles of transparency, accountability, public participation, and justice. Indicators of public service include:

1. Availability
2. Accessibility
3. Quality
4. Efficiency
5. Openness and Transparency

6. Public participation

7. Justice

Participatory Approach

A participatory approach (Sharma et al., 2016) is a methodology in the management or implementation of programs, policies, or projects that involves the active involvement and contribution of various stakeholders, including the community who will be affected or will utilize the services. This approach acknowledges that community participation in decision-making processes enhances the success, relevance, and acceptability of an initiative, while also strengthening the capacity and empowerment of the community

1. Inclusive Decision-Making: Ensuring that all stakeholders, especially those directly affected, have a say in the decision-making process.
2. Empowerment: Strengthening the capacity of community members to influence outcomes that affect their lives.
3. Enhanced Relevance and Acceptability: Tailoring initiatives to meet the specific needs and preferences of the community, thereby increasing their effectiveness.
4. Sustainability: Building local ownership and commitment, which are crucial for the long-term sustainability of initiatives.

Service Performance

Service performance (Liu et al., 2021) refers to the evaluation of how well a service meets the expectations and needs of its users or customers. It involves assessing various aspects of service delivery to ensure efficiency, effectiveness, and quality in meeting the needs of stakeholders. Service performance evaluation can encompass a range of metrics and criteria specific to the type of service being provided. It aims to optimize service delivery, enhance customer satisfaction, and improve overall service quality. Various methodologies and approaches such as:

1. Analytic Hierarchy Process (AHP),
2. Data envelopment analysis
3. Balance scorecard are

C. RESEARCH METHODOLOGY

This type of research is descriptive with a qualitative approach. (Craswell, 2009) suggests that qualitative research is a method for exploring and understanding meaning by individuals or groups of people, considered from social or humanitarian issues. This research process involves efforts to ask questions and procedures, collect data from participants, analyze inductively, interpret the meaning of the data the focus and locus of this research as follows:

1. The quality of Family Card services at the Purwosari Village Office, Purwosari District, Pasuruan Regency which includes the dimensions of Reliability or reliability, Tangible or physical evidence, Responsiveness or responsiveness, Assurance or assurance and Empathy or empathy.
2. Strategies for improving the quality of Family Card services at the Purwosari Village Office, Purwosari District, Pasuruan Regency which includes core strategies, consequence strategies, customer strategies, control strategies and cultural strategies.
3. Supporting factors in fulfilling the quality of Family Card services at the Purwosari Village Office, Purwosari District, Pasuruan Regency, which includes apparatus behavior and apparatus capabilities.

Theoretical study in the form of a description of the theories that will be the basis for this research. The theory used as a reference in this research is about the theory of public services, strategies and supporting and inhibiting factors for services.

D. RESULT AND DISCUSSION

Public Service

According to Dwight Waldo in (Keban, 2008), public administration is the management and organization of people and their equipment to achieve goals. According to David H. Rosenbloom in (Keban, 2008), public administration is the use of management, political, and legal theories and processes to fulfill government mandates in the executive, legislative, and judicial fields in order to carry out regulation and service to society as a whole or in part.

(Moenir, 2002) defines: "service as an activity carried out by a person or group of people on a certain basis where the level of satisfaction can only be felt by the person serving or being served, depending on the ability of the service provider to meet user expectations." Furthermore, (Moenir, 2002) states that the process of meeting needs through the activities of other people directly is what is called service. So it can be said that service is an activity that aims to help prepare or take care of what other people need. (Pasolong, 2007) states that service can basically be defined as the activity of a person, group and or organization either directly or indirectly to meet needs.

Law No. 25 of 2009 concerning public services explains the definition of public services as an activity or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and / or administrative services provided by public service providers. Every public service activity aims to provide satisfaction to consumers / customers, this can be done by applying the principles of public service. In the opinion of (Rahmayanti, 2010), there are several principles of public service, including: Simplicity, Clarity, Certainty of time, Accuracy of public service products, Security, Responsibility, Completeness of facilities and infrastructure, Ease of access, Places and locations and adequate service facilities, easily accessible to the public, and can utilize telecommunications and information technology, Discipline, politeness and friendliness and Environmental Comfort.

Public Service Quality

According to (Sinambela, 2014), service is the quality of bureaucratic services to the community. The word quality has many different definitions and varies from conventional to more strategic ones. Conventional definitions of quality usually describe the direct characteristics of a product, such as performance, reliability, ease of use, aesthetics and so on. Strategically, quality is everything that is able to fulfill the wants or needs of the community (meeting the needs of customers). According to Cashmere in (Harbani, 2007) that good service is a person's ability to provide services that can provide satisfaction to customers with specified standards. Lovelock and (Tjiptono, 2000), states "service quality is the level of excellence expected and control over that level of excellence to meet customer expectations". In relation to public services, service quality is an important indicator that can be used as a benchmark in determining the level of customer satisfaction as expected. Goetsch and Davis in (Tjiptono, 2000), say quality is "a dynamic condition related to products, services, people, processes and the environment that meet or exceed expectations"

From the explanation above, service quality according to Parasuraman in (Lupiyoadi, 2001) can be measured through five dimensions of quality, namely:

1. Reliability, or reliability, is the ability to provide services as promised accurately and reliably. Performance must be in accordance with customer expectations which means timeliness, and discipline of employees;
2. Tangibles, or physical evidence characterized by the ability to demonstrate its existence to external parties. The appearance and ability of physical facilities and infrastructure and the state of the surrounding environment are tangible evidence of the services provided by the service provider. Which includes physical facilities (buildings, toilets, places of worship and so on), equipment and equipment used (technology), as well as the appearance of employees;
3. Responsiveness, or responsiveness, which is an ability to help and provide fast (responsive) and precise service to customers, with clear information delivery. Letting consumers wait without a clear reason causes a negative perception in service;
4. Assurance, or guarantee and certainty, namely the knowledge, politeness, and ability of company employees to foster customer trust in the company. Consists of several components including communication, credibility, security, competence, and courtesy;
5. Empathy, which is providing sincere and individualized or personal attention given to customers by trying to understand consumer desires. A company is expected to have understanding and knowledge of customers, understand specific customer needs, and have a convenient operating time for customers.

Strategies To Improve Service Quality

According to Douglas C. Eadie in (Setiyono, 2014) said that in general, strategy includes three things: accountabilities (ensuring that goals will be achieved), deadlines (when targets are expected to be realized), and resource requirements (resources needed to achieve targets). In organizations, strategy not only includes planned strategies, but also includes a sequence of decisions that describe consistency in decision behavior. (Anatan, 2008). According to Coulter (2002) strategy is a number of decisions and actions aimed at achieving goals and adapting organizational resources to the opportunities and challenges faced in the industrial environment.

The term strategy is formulated as a goal to be achieved, an effort to communicate what will be done, by whom to do it, how to do it, and to whom these things are also communicated, and it is also necessary to understand why the performance results need to be assessed. A strategy consists of an integrated set of choices, and it is necessary to realize that these choices may not necessarily be able to reach or fulfill choices that are considered important from a matter faced by the leader or executive. (Assauri, 2016)

According to Osborne and Plastrik (2000) there are several public service delivery strategies that can be applied to government organizations in order to improve service quality which is then referred to as the 'Five C's' namely core strategy, consequences strategy, customer strategy, control strategy and culture strategy. Goetsch and Davis in (Tjiptono, 2000), state that quality is "a dynamic condition related to products, services, people, processes and environments that meet or exceed expectations". Purwosari Village Government is one of the units of public service providers related to services, people, processes to meet the expectations of the community as service users. Lovelock in (Tjiptono 2000), states "service quality is the level of excellence expected and control over that level of excellence to meet customer expectations". In relation to public services, at the Purwosari Village Office, service quality is an important indicator that can be used as a benchmark in determining the level of satisfaction expected by the people of Purwosari Village. This is in

line with Law No. 25 of 2009 concerning public services explaining the definition of public services is an activity or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services, and / or administrative services provided by public service providers. Purwosari Village Office is a public service provider that carries out a series of activities in order to meet community needs.

According to (Hardiyansyah, 2011) there are several dominant factors that affect service quality, including: 1) Apparatus Behavior: In order to improve service quality, apparatus behavior or service provider behavior is the main thing that can be directly assessed. Therefore, government officials must have good behavior or attitudes in providing services to the community, because the behavior of the apparatus or bureaucracy has a positive and significant effect on service quality. Based on the results of research at the Purwosari Village Office in the Family Card service, the behavior of the apparatus can be said to be good. This is based on the recognition of the community as service recipients. So that the community does not protest or make negative comments regarding the behavior of the apparatus. 2) Apparatus Ability: From the results of research related to service support factors based on the ability of the apparatus is good. The Purwosari Village Office in the Family Card service has been balanced with the ability of the apparatus. This is based on some information from the community which explains that the service is fast and precise and based on the existing SOP (Operational Standards).

According to Cashmere in (Harbani, 2007) that good service is a person's ability to provide services that can provide satisfaction to customers with specified standards. And further explained by Parasuraman in (Lupiyoadi, 2001) there are five dimensions in assessing the quality of services or services, namely: tangible, reliability, responsiveness, empathy and assurance. The quality of Family Card services at the Purwosari Village Office when viewed from the reliability dimension is good.

1. Physical Evidence

According to Parasuraman in (Lupiyoadi, 2001) that service quality can be seen from the dimensions of physical evidence (Tangible) which includes physical facilities (buildings, toilets, etc.), equipment and equipment used (technology), as well as the appearance of employees. From the results of the study, when viewed from the dimensions of physical evidence in providing services at the Purwosari Village Office, Purwosari District which includes physical facilities such as toilets provided are always clean, comfortable seating for the community, queue numbers so that services are neat and orderly. In addition, a parking lot is provided which is maintained at a safe level and there are reading books to add insight and reduce boredom when people are waiting for the service queue (Trisakti et al., 2023).

In addition to physical facilities, the appearance of employees at the Purwosari Village Office is neat and the uniforms worn are in accordance with the provisions of Perbup Number 19 of 2016 concerning Employee Service Clothing within the Pasuruan Regency Government. When viewed in terms of equipment and equipment such as computers and printers for Family Card services, it is adequate, this can be seen from the completion time as previously explained by researchers that the completion time of the Family Card service is in accordance with the SOP (Operational Standards) of Purwosari Village. Adequate equipment and supplies such as computers and printers can improve the quality of Family Card services at the Purwosari Village Office, Purwosari Subdistrict. This is in accordance with one of the service principles stated in the Decree of the Minister of Administrative Reform No.63/KEP/M.PAN/7/2003, namely the availability of adequate work and other supporting facilities and infrastructure, including providers of telecommunications and information

technology facilities and Law No. 25 of 2009 explains that the provision of adequate service facilities and infrastructure by public service providers.

2. Responsiveness

According to Parasuraman in (Lupiyoed, 2001) service quality can be seen from the dimension of responsiveness, namely fast (responsive) and precise service to customers, with clear information delivery. Not letting consumers wait without a clear reason. From the results of research related to service quality, when viewed from the dimension of responsiveness in providing services to the community, it has gone well. This can be seen when there are people whose files are incomplete who do not consider it a fatal mistake, but still receive good direction and explanation from employees. In addition, employees in providing information related to Family Card services at the Purwosari Village Office are quite clear. This is in line with the opinion of (Rahmayanti, 2010) that the principle of public service is clarity and timeliness. Based on the description above, it can be concluded that the quality of Family Card services at the Purwosari Village Office when viewed from the dimension of responsiveness is good.

3. Assurance

According to Parasuraman in (Lupiyoedi, 2001) service quality can be seen from the Assurance dimension, which includes certainty of information and friendly, polite and courteous behavior. Information certainty is the most important thing in the assurance dimension. Certainty of information starting from requirements, procedures and certainty of costs must be conveyed to every community that takes care of the Family Card. The requirements and procedures for Family Card services at the Purwosari Village Office have been regulated in the SOP (Operasional Standards). The Purwosari Village Government has made several efforts to convey clear information to the community. At the service desk, a brochure is provided that comes from the SOP (Operasional Standards) of Purwosari Village and contains the requirements needed and the procedures that must be followed by the community. Cost certainty has also been regulated in the SOP, in the process of processing Family Cards at the Purwosari Village Office is free of charge. This is in accordance with the Minister of Home Affairs Circular Letter Number 470/327/SJ dated January 17, 2014 regarding Policy Changes and the Implementation of Population Administration, as well as taking into account the mandate of Law Number 24 of 2013 concerning Amendments to Law Number 23 of 2006 concerning Population Administration. The friendly, polite and courteous behavior of the Purwosari Village Office employees is also good, this also affects the quality of Family Card services in the assurance dimension. Based on the results of the research above, we can conclude that the quality of Family Card services in the assurance dimension is quite good. The Purwosari Village Government has made several efforts to convey and provide certainty of information regarding requirements, procedures, and costs to the community. In addition, Kelurahan employees in providing services to the community are good, friendly and polite.

4. Empathy

In terms of improving the quality of service at the Purwosari Sub District Office, we always listen to the aspirations of the community conveyed through the Head of the RT/RW. All aspirations and input from all elements of society at the Purwosari Village Office are accommodated and realized in stages with several considerations. The existence of brochures and queue numbers at the Purwosari Village Office is the result of community proposals submitted during routine RT / RW meetings.

The space provided by the Purwosari Sub District Government to hear the wishes of the community shows that the Purwosari Subdistrict Office as a public service provider is willing

to listen to the wishes of its customers. This is in line with the opinion of (Moenir, 2002) which states that the process of fulfilling needs through the direct activities of other people is what is called service. So it can be said that services at the Purwosari Village Office are activities that aim to help prepare or take care of what the community needs, such as brochures and queue numbers. This is supported by the theory according to Sinambela (2014) which defines quality strategically as anything that is able to fulfill the desires or needs of society (meeting the needs of customers). One of the people's desires and needs for Family Card services is to have brochures and queue numbers. The efforts of the Purwosari Sub District Office show that in the empathy dimension, the quality of Family Card services is also quite good.

Strategy for Improving the Quality of Family Card Services at the Purwosari Village Office, Purwosari District, Pasuruan Regency

1. Strategi Inti (*Core Strategy*)

According to Osborne and (Plastrik, 2000) there are several public service delivery strategies that can be applied to government organizations to improve service quality, one of which is the core strategy which explains the goals of the organization, this is related to the core functions of a government organization. This strategy helps clarify the objectives of the Purwosari Sub District Government which will then also clarify its role and direction in carrying out its functions. One of the efforts made is the publication of the Purwosari Village vision and mission. This is in line with the theory according to (Assauri, 2016) that strategy is formulated as a goal to be achieved, an effort to communicate what will be done, by whom it will be done, how it will be done, and to whom these things will be communicated. The core strategy is able to have a positive impact on Family Card services at the Purwosari Village Office. The formulation of the vision and mission is able to clarify the goals that the Purwosari Sub District Office wants to achieve in carrying out its main tasks and functions, including in providing Family Card services.

2. Consequence Strategy

Consequence Strategy (Consequence Strategy) is a strategy that can be implemented in government organizations according to Osborne and (Plastrik, 2000), this strategy focuses on creating consequences (both positive and negative) for the resulting performance. With these consequences, there will be healthy competition between employees and between other public service providers. Based on the results of research at the Purwosari Village Office, they have implemented a consequence strategy in the form of reward and punishment. The application of rewards and punishments is carried out based on an agreement implemented at an internal employee meeting which is held once a month. The form of reward that has been implemented is by giving certificates of appreciation to employees who have high discipline and responsibility. The award charter is announced once a year on the anniversary of Pasuruan Regency. The punishment applied so far only stops at verbal warnings.

Based on the description above, this strategy can have a positive impact on the quality of Family Card services at the Purwosari Village Office, because it can increase employee morale and work motivation so that services can run well and smoothly.

5. Customer Strategy

According to Osborne and (Plastrik, 2000), there are several public service delivery strategies that can be applied to government organizations to improve service quality, one of which is customer strategy, this strategy breaks the old pattern of accountability by shifting some of the responsibility to customers. Creating accountability to customers increasingly puts pressure on government organizations, one of which is the Purwosari Village Office, to improve their results, not just manage their resources. This strategy creates information (in

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the form of customer satisfaction with certain government services and outcomes) that is difficult for elected officials, government managers, and employees to ignore.

Before transferring responsibility to the community, all employees at the Purwosari Village Office must understand what they must be held accountable for. To create an understanding between the community and the Purwosari Village Office employees, it is necessary to translate the meaning of success into service standards. The criteria for the success of the Family Card service at the Purwosari Subdistrict Office will later be stated in the service standards and announcements so that the public knows what their rights are.

The meaning of this success is contained in the Standard Operational Procedure (SOP), Public Service Standards (SPP) documents and Purwosari Village service announcements. As previously explained, the formulation of the SOP and SPP for Purwosari Subdistrict involves the Head of the RT, Head of the RW and Community Figures. Therefore, all the things that have been determined in these two documents are things that can be demanded by all communities. This is in line with the opinion of Douglas C. Eadie in (Setiyono, 2014) who says that in general, strategy includes accountability (ensuring that targets will be achieved), in this case the Purwosari Village Government has ensured these targets by issuing SOPs and SPPs as well as announcements service as a form of responsibility towards society. The implementation of Family Card services can run in accordance with the provisions stipulated in the SOP, SPP and service announcements. In the previous explanation, completion of the Family Card service is within the specified time, namely thirty minutes. In other words, the Purwosari Subdistrict Government has been able to maximize the implementation of customer strategy in Family Card services. *Strategi Kontrol (Control Strategy)*

Control strategy is one of the strategies that can be implemented in government organizations according to Osborne and (Plastrik, 2000), significantly pushing down decision-making power through the hierarchy, and sometimes out to community groups. This strategy empowers employees by pushing decision-making authority, responding to customers, and solving problems to those with front-line knowledge, as some implementing agencies have.

Based on Regency Regulation Number 11 of 2021 concerning Population Administration and Civil Registration Services CHAPTER IV concerning the authority of administrators Article 7 "To carry out the authority as referred to in paragraph (1), the Service can function the role of Subdistricts, Villages and Sub Districts to jointly carry out population administration services based on the principles assistance tasks with the Active Stelsel pattern". Active Stelsel is a form of population administration service, originally those who were required to be active in processing population documents were the residents/community, but it was changed that the active person was the Government through officers/apparatus in providing population document services. With the authority of its population administration services, the Purwosari Subdistrict Office is able to make decisions, respond to customers, and solve problems related to Family Card services.

Apart from that, the application of control strategies at the Purwosari Subdistrict Office is also carried out by empowering other state institutions tasked with supervising the performance of certain government organizations. We can see this with Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia. The Ombudsman is a state institution that has the authority to supervise the implementation of public services, both those organized by state and government administrators, including those organized by State-Owned Enterprises, Regional-Owned Enterprises and State-Owned Legal Entities, as well as private bodies or individuals who are tasked with administering certain public services. where some or all of the funds come from the state revenue and expenditure budget

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and/or regional revenue and expenditure budget. The Ombudsman can establish Ombudsman representatives in provinces and/or districts/cities. One of the Ombudsman is establishing a representative at the East Java Province level located in the city of Surabaya.

Based on the description above, it can be concluded that the Purwosari Subdistrict Government has been able to maximize the implementation of control strategies in Family Card services.

6. Culture Strategy

The final critical part of a government organization is the part related to the culture of the government organization: values, norms, attitudes and employee expectations. According to Osborne and Plastrik (2000) cultural strategy is one of the strategies in providing public services. The Purwosari Subdistrict Government has implemented a cultural strategy by implementing 5S, namely smile, greet, greet, be polite and courteous. As previously explained, the friendly, polite and courteous behavior of the Purwosari Village Office employees in the Family Card service is also good. Apart from that, morning roll call activities are also implemented every Monday, this is to improve the discipline of Purwosari Village Office employees.

Based on the description regarding the implementation of the strategy above, it can be concluded that the strategy implemented in the Family Card service at the Purwosari Village Office is in accordance with Hatten's instructions in (Salusu, 2003), namely the strategy implemented is consistent with other strategies and does not conflict or contradict.

Table 1: Display of Strategy Implementation Data

No	Strategy		Forms of Strategy Implementation
1	Core Strategy	Defining Goals and Intent	There is a Vision and Mission of the Purwosari Village Office
2	Consequence Strategy	Creates positive and negative consequences	There are rewards and punishments
3	Customer Strategy	Translating the definition of success into service standards	There are SOPs (Operasional Standards), SPPs and Purwosari Village Service Notices
4	Control Strategy	Empowering the organization by delegating authority	Dispendukcapil (Population and Civil Registration Service) delegated authority to the Purwosari Subdistrict Office as per Regency Regulation Number 11 of 2021 5 concerning Population Administration and Civil Registration Services CHAPTER IV concerning the authority of administrators Article 7.

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			The authority of the Ombudsman in supervising services
5	Cultural Strategy	Shaping the habits, feelings and thoughts of the organization	Implementing 5S (Smile, greeting, greeting, polite, polite) and morning assembly activities

Sources: Processed by Researchers, 2022

E. CONCLUSION

Based on research conducted at the Purwosari Village Office, Purwosari District, the following conclusions can be drawn:

1. The quality of Family Card Services at the Purwosari Village Office is good, this can be seen from several dimensions, including:
 - a. Reliability which includes punctuality and employee discipline is good.
 - b. Physical evidence (tangibles) which includes physical facilities, employee appearance, equipment and supplies are good.
 - c. Responsiveness, which includes fast and accurate service and providing clear information, is good.
 - d. Guarantees (assurance) which includes clarity of terms and procedures, friendly and polite attitude are good.
 - e. Empathy or listening to people's aspirations is good.
2. Strategy to Improve the Quality of Family Card Services at the Purwosari Village Office, Purwosari District
 - a. Core Strategy is implemented by setting goals in the form of a vision and mission.
 - b. The Consequence Strategy is implemented by implementing rewards and punishments.
 - c. The Customer Strategy (Core Strategy) is implemented in the form of SOPs, SPPs, and Purwosari Village service announcements.
 - d. The Control Strategy is implemented in the form of delegating authority to the Purwosari Subdistrict Government and giving authority to the supervisory agency (Ombudsman) in supervising public services.
 - e. The Cultural Strategy is implemented by implementing 5S and morning assembly activities.
3. Supporting Factors for Fulfilling the Quality of Family Card Services at the Purwosari Village Office, Purwosari District

Supporting factors in fulfilling service quality which include the behavior of the apparatus and the ability of the apparatus are good.

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