



## Public Services at District Office of Mesjid Raya, Aceh Besar Regency

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**Abstract:** Various principles of public service are applied in realizing a service process that is not complicated, so that it can satisfy the community. Based on empirical facts that the principles of public service at District Office of Mesjid Raya, Aceh Besar Regency it is related to simplicity have not been able to create simplicity in the implementation of public services. The problem is how the principles of public service and how the standards of public service at District Office of Mesjid Raya in Aceh Besar Regency. This study uses a qualitative approach with 5 informants consisting of 1 District Head, 1 District Secretary, 1 Head of the Village Community Service Section, 1 Head of the Government Section and 1 population service staff. Data collection was carried out using observation techniques, interviews and documentation studies. The results of the study prove that the principles of public service can be realized through a straightforward service process, so as to satisfy the public. On the other hand, the principles of public service are provided with adequate and definite service places, because the certainty of service places can avoid complaints from the public. Then, security will also create legal certainty as a basis for implementing public services, because without legal certainty, the services provided will be invalid. The public service standards carried out by the district office simplify the requirements set in the service. Then, the service procedure can accelerate the execution of services provided by district office officers, because execution is a process of acceleration in public services. Public service standards at district offices will simplify the registration process, so that public services can be provided in a more timely manner.

**Keywords:** Public Services; Service Principles and Service Standards.

### I. Introduction

The government has an important role to provide excellent public services for all its citizens as mandated by law. Article 1 of Law Number 25 of 2009 concerning public services states the definition of public services as follows: Public services are activities 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.

The principle of public service related to simplicity is expected to be realized through a service process that is not complicated, so that it can satisfy the community. On the other hand, simplicity is also expected to be built through services that are easy to understand so that the community can prepare various needs in the services provided by district office employees. Then, simplicity is also expected to be realized through requirements that are easy for the community to implement as an effort to accelerate the implementation of public services.

The principle of public service related to clarity is expected to be able to provide adequate and certain service places, because the certainty of service places can avoid complaints from the public. On the other hand, clarity is also expected to be able to be resolved by appointed officials, because these officials have responsibility in organizing public services. In addition, clarity is also expected to be able to increase the right and legal in the implementation of public services.

The principle of public service related to security is expected to be able to increase the creation of a sense of security for citizens who need services, because the creation of a sense of security for including the quality of service expected by the government. Then, security is also expected to be able to create legal certainty as a basis for the implementation of public services, because without legal certainty, the services provided are invalid. The principle of public service related to responsibility is expected to be able to realize the implementation of good services, so that the community who are the objects of service can feel satisfaction in the services provided by officers. Furthermore, responsibility is also expected to be able to guarantee the resolution of complaints that occur in the community due to the services provided not satisfying the community.

The principle of service related to attitude in service is expected to be able to realize a disciplined attitude for officers, because disciplined officers will shorten the service time expected by the community. On the other hand, the attitude in service is also expected to be able to build a friendly attitude of officers in providing services to the community. Furthermore, the attitude in service is also expected to be able to form a polite attitude of officers in providing services to the community, so that the community served will feel the comfort provided by the officers.

The expectation realized in this study is that the principle of public service applied by district office officers must be able to create simplicity in service. Therefore, officers must have clarity in service, so that people who need services from district office employees can feel security as part of the form of officer responsibility in providing services to the community.

The public service standards carried out by the district office related to service procedures are expected to be able to simplify the requirements set in the service, because simplifying the requirements can improve the quality of public services. Service procedures are also expected to be able to accelerate the examination of files for submitting service requirements, because the faster the file examination, the faster the service provided to the community. Then, service procedures are also expected to be able to accelerate the execution of services provided by district office officers, because execution is a process of acceleration in public services.

The public service standards of the district office related to the completion time are expected to facilitate the registration process, so that public services can be realized more timely. Then, the service time is also expected to be able to realize faster service completion according to the wishes of the community. On the other hand, the completion time is also expected to be able to accept complaints given by the community, especially when there is a misunderstanding between officers and residents as objects of public services.

Based on empirical facts, it shows that the principle of public service at Mesjid Raya District office of Aceh Besar Regency related to simplicity is still unable to create simplicity in the implementation of public services. Then, simplicity is also seen as not being able to implement public services that are easy to understand to fulfill various procedures set by officers. Furthermore, simplicity is also still not easy to implement in the implementation of services, because the community often has difficulty in fulfilling various administrative needs.

The principle of public service at Mesjid Raya District office, Aceh Besar Regency, related to clarity, is seen as not being able to provide a service place that meets service

standards, where service places are an important factor in organizing quality public services. On the other hand, clarity is also seen as not being able to increase the responsibility of appointed officials, so that public services often experience obstacles. Furthermore, clarity is also seen as not being able to guarantee the correctness and validity of every service procedure determined by officers, so that the public is always faced with various problems related to the implementation of public services.

The principle of public service at Mesjid Raya District office of Aceh Besar Regency related to security is still unable to guarantee the creation of a sense of security, even though ensuring the formation of a sense of security is one of the most important parts in the implementation of public services. On the other hand, security is also seen as still unable to establish legal certainty to guarantee the legitimacy of the implementation of services provided to the community.

The principle of public service at Mesjid Raya District office, Aceh Besar Regency, related to responsibility, has not been able to improve the implementation of services properly, so that it often disappoints the community as the object of service. On the other hand, responsibility has also not been able to improve the resolution of public complaints caused by services that have not run well and smoothly. The principle of public service at Mesjid Raya District office, Aceh Besar Regency, related to attitudes in service, has not been able to improve officer discipline, so that services to the community always experience obstacles. Then, the attitude in service has also not been able to build a friendly attitude among officers, even the attitude in service has not been able to build a polite attitude of officers in serving the community.

The public service standards at Mesjid Raya District office, Aceh Besar Regency, related to service procedures are still unable to meet the requirements set out in the service standards. Then, the service procedures are also still unable to carry out the examination of service files properly, so that the public is always dissatisfied with the services provided by district officers. On the other hand, the service procedures are also still unable to carry out service execution properly, even though execution is a process to accelerate the implementation of public services properly. The public service standards at Mesjid Raya District office, Aceh Besar Regency, related to completion time, are still seen as unable to carry out registration quickly. Then, the completion time is also still unable to accelerate the completion of service administration properly, so that the public often experiences disappointment due to this. Furthermore, the completion time is also still unable to resolve public complaints. Complaints are given if there are things in the service that are not in accordance with the wishes of the public.

The public service standards at Mesjid Raya District office, Aceh Besar Regency, related to service costs, are still unable to clarify the rates charged, so that the public is often confused by the determination of administrative costs in services. Then, service costs are also still unable to meet the cost determination standards, so that the service costs set always experience gaps between various government agencies. The public service standards at Mesjid Raya District office, Aceh Besar Regency, related to facilities and infrastructure, are still unable to provide adequate supporting facilities, so that services to the public often experience obstacles. On the other hand, facilities and infrastructure are also still unable to increase the availability of good infrastructure, even though infrastructure is one of the most important factors in public services.

The public service standards at Mesjid Raya District office of Aceh Besar Regency related to the competence of officers are still unable to improve the ability of officers to provide good services and in accordance with the standards that have been set. Then, the competence of officers is also still unable to improve the knowledge of officers to improve better services. Furthermore, the competence of officers is also still unable to improve the skills of officers, especially skills related to achieving better work results.

## **II. Review of Literature**

### **2.1 Public Service Theory**

Services are basically activities offered by organizations or individuals to consumers/customers/those served which are intangible and cannot be owned. According to Batinggi (2012: 21) there are three types of services that can be performed by anyone, namely:

#### **a. Oral service**

Oral services are carried out by officers in the Public Relations (PR) field, Information services field, and other fields whose job is to provide explanations or information to anyone who needs it. In order for oral services to be successful as expected, there are conditions that must be met by the service provider, namely:

- 1) Understand the problems that fall within the scope of his duties.
- 2) Able to provide an explanation of what is needed, fluently, briefly but clearly enough to satisfy those who gain clarity about something.  
Behave politely and friendly

#### **b. Services with writing**

Service through writing is the most prominent form of service in carrying out tasks. The service system in this Information Age uses a long-distance service system in the form of writing.

This written service consists of 2 (two) groups, namely, in the form of Information instructions and the like are intended for interested people, to make it easier for them to deal with government agencies or institutions. Second, services in the form of written reactions or requests for reports, giving/handing over, notifications and so on. The uses are:

- 1) Make it easier for all interested parties.
- 2) Avoid people who ask the officers a lot of questions
- 3) Streamlining matters and saving time for both parties, both officers and those requiring services.
- 4) Leading people in the right direction

#### **c. Service by deeds**

In general, services in the form of actions are carried out by officers who have expertise and skill factors. In everyday reality, this service is indeed inseparable from oral services, so between actions and oral services are often combined. This is because service relationships are generally carried out verbally except specifically through written relationships caused by distance factors.

According to Lukman (2013: 8) service is "an activity or sequence of activities that occur in direct interaction between a person and another person or machine physically, and provides customer satisfaction". Based on this opinion, direct interaction between a person and another person is an activity that allows the service process to occur that provides customer

satisfaction. Rasyid (2011: 3) has an opinion regarding quality public service and its relation to services to the community carried out by government officials, namely:

The benefits obtained from optimizing the services provided by government organizations are that it can directly stimulate the birth of respect from the community or the professionalism of bureaucrats as members of the community who will sincerely encourage the maintenance of a climate of hard work, discipline and comprehensiveness.

Therefore, the government is required to be able to manage and utilize the selected facilities for the provision of integrated public services quickly, precisely and completely to produce better services as stated by Sedarmayanti (2014: 207), that "if the management or utilization of facilities and infrastructure is carried out quickly, precisely and completely according to the needs or demands of the customer community, then this will produce better service quality".

The use of good facilities and infrastructure will reflect good service quality. Tjiptono (2011: 60) argues that the benefits that will arise from good service quality are:

- a. The relationship between the company and its customers becomes harmonious.
- b. These relationships are the basis for repeat purchases.
- c. Can encourage the creation of customer loyalty.
- d. Creating word of mouth recommendations that are beneficial to the company.
- e. The profits obtained can increase.

The benefits of good public service are beneficial to both parties. The party serving or being served (the community). The image of a government agency will have a better reputation in the eyes of the community, and on the other hand the community will feel protected, cared for and satisfied with the fulfillment of their needs or demands. Services can run well if the government as the organizer of public services has the right orientation regarding the nature of its position as a public servant and considers the public as clients who must always be kept satisfied with the services that have been given to them. Satisfaction is very difficult to measure because the use of services has various different characteristics depending on the social, economic, educational and knowledge levels, life experiences and expectations that they want to achieve.

In principle, it can be concluded that good service provided by an organization, whether government or private, including the secretarial sector, must include several aspects, including:

- a. Transparency, namely the availability of service information in the form of an information counter that is owned and displayed clearly.
- b. Simplicity includes service procedures and service requirements.
- c. Certainty means providing clear information about time, costs and service personnel.
- d. Fairness means giving attention to customers without any discrimination that can be seen from the material or closeness of a person.
- e. The safety and comfort of the service product results meet technical quality and are equipped with administrative service guarantees.

Therefore, Abidin (2014: 71) said that "quality public service does not only refer to the service itself, but also emphasizes the process of organizing or distributing the service itself which includes aspects of speed, accuracy, ease, and justice as a tool to measure quality public service". The efficiency of public service performance is also seen to support a condition of achieving the best comparison between service input and service output. The aspect of service

performance effectiveness is to see the fulfillment of the achievement of the specified service goals or targets. The principle of justice in providing public services is also seen as a measure to assess how far a form of service has considered aspects of justice and made the public have equal access to the service system offered.

## **2.2 Organizational Theory**

Many organizational practices in achieving their goals are dominated by the interests of certain individuals or groups. In fact, organizations are complex and multidisciplinary problems. Therefore, organizations can be understood from various perspectives. The definition of an organization also varies depending on the perspective of each discipline (economics, business, social, politics, etc.). For an economist, an organization is focused on how to provide sufficient goods and services for the community. For business practitioners who often face competitive situations, the organization is positioned as a container to achieve an adequate level of profit.

Organization as a social unit consists of people or groups of people who interact with each other. The view of the organization is very dependent on the context and perspective of the person who formulates it. Some views on the organization can be described as stated by Thompson in Thoha (2012: 144), stating that the organization is "an organization is a highly rationalized and impersonal integration of a large number of specialists cooperating to achieve some announced specific objective" (An organization is a highly rationalized and impersonal integration of a large number of specialists cooperating to achieve some announced specific objectives). While another view, as stated by Robbins (2013: 238), states that: "an organization is a consciously coordinated social entity, with a relatively indelible boundary, that functions on a relatively continuous basis to achieve a common goal or set of goals" (An organization is a consciously coordinated social entity, with a relatively identifiable boundary, which functions relatively continuously to achieve a common goal or set of goals).

The two views above clearly show different perspectives, so that Thompson in Thoha (2012: 145), mentions "organizations with an emphasis on the level of rationality in coordinated cooperation, emphasizing the importance of dividing tasks according to the expertise of each member of the organization". Meanwhile, according to Robbins (2012: 240), "viewing organizations as social units, consisting of people or groups of people who interact with each other. The interaction patterns followed by members of the organization do not just arise, but have been thought out in advance".

Organization is a collection of rules. With the existence of rules for each organization, it can be easier to distinguish an organization from a social group. Organization is a structured relationship framework, which contains authority, responsibility, and division of labor to carry out a certain function. There is a hierarchy or level starting from the leader to the subordinates or staff. From the description, it can be assumed that people involved in the organization must comply with a rule to cooperate and interact in order to achieve a common goal.

## **2.3 Human Resource Theory**

Human resources conceptually view humans as something that has power, and is also a physical and spiritual unity owned by individuals, the form of physical quality is shown by body posture, strength, endurance, health and physical fitness. In this case, Rahardjo (2013: 355) explains that human resources are "a relatively new concept, this concept appears in development economics. This concept developed from the discussion of labor or human labor as one of the production factors after land or natural resources". In this case, humans in

themselves contain resources in the form of strength. So the term human resources includes all human energy, skills, talents and knowledge.

Human resource theory is a theory that views how human abilities or strengths can be developed. Human resource theory assumes that human progress does not come spontaneously, but rather human progress occurs gradually and through a process. In this competition, organizations or companies must have strong resources. The resources needed by companies or organizations cannot be seen as separate parts, but as a strong unity that forms a synergy. The role of human resources is very important. Human resources are a translation of "human resources", but there are also experts who equate human resources with "manpower" (workforce). Some people equate the concept of human resources with personal (personnel, staffing, and so on). Human resources are the only resources that have reason, feelings, desires, skills, knowledge, drive, power, and work (ratio, feeling, and intention).

According to Schuller in Ellitan (2012: 96) several things need to be considered in managing Human Resources to improve the quality and performance of Human Resources in an organization, including:

- a. Managing Human Resources to create Human Resources capabilities (competencies)
- b. Managing workforce diversity to achieve competitive advantage
- c. Managing Human Resources to increase competitiveness
- d. Managing Human Resources to face globalization (go international)

### **III. Research Method**

This study uses a descriptive qualitative research method. According to Sugiyono (2015: 15) qualitative research method is "a research method used to research natural objects where the researcher is the key instrument, data collection techniques are carried out by triangulation, data analysis is inductive, and qualitative research results emphasize meaning rather than generalization". According to Umar (2013: 81) emphasizes that "qualitative methods aim to provide up-to-date and useful information for the development of science that can be applied to various problems". While this study focuses more on case studies which are detailed research on a particular object during a certain period with sufficient depth and comprehensiveness.

Data collection techniques were carried out through observation, interviews and documentation. Data were analyzed using several steps according to the theory of Miles, Huberman and Saldana (2014: 20), namely analyzing data with three steps: data condensation, presenting data (data display), and drawing conclusions or verification (conclusion drawing and verification). Data condensation refers to the process of selecting, focusing, simplifying, abstracting, and transforming data.

### **IV. Discussion**

The principle of public service at Mesjid Raya District office, Aceh Besar Regency has several indicators such as simple service in its implementation without complications indicating that the service provided by Mesjid District office does not appear to be complicated, because the ability of the employees of District office is considered adequate. Therefore, the employees of Mesjid Raya District office are considered capable of facilitating the public in understanding the information received, so that the principle of public service

tends to be implemented well, so that almost all residents feel satisfied. Public service is realized through simplicity starting from the process of receiving public applications, registration both manually and electronically, then a review of the required requirements is carried out. From the results of this review, the process of issuing a recommendation letter from the district head is immediately followed up, so that the public who need the letter can be obtained in just one hour. This happens because the services provided by the employees of Mesjid Raya District office are classified as services that are easy for the public to implement. The principle of simplicity implies that the service procedures or procedures are organized easily and implemented by the community requesting public services. The principle of simplicity essentially emphasizes more on the aspects of the work procedures for organizing services, including requirements and technical operational implementation. The work procedure for public services is the sequence of work or actions that are passed and/or carried out in the service implementation process. Simplicity can eliminate the impression of being complicated because the services provided by the employees of the Mesjid Raya District office are able to satisfy the community.

Then related to the service that easy to understand shows that employee services have been carried out easily understood by the community, especially in determining the requirements that must be brought when making the recommendation letter so that the community who are taking care of the district head's recommendation letter are satisfied with the services of the district office employees. On the other hand, the attitude of district employees who tend to always be friendly can also increase community satisfaction. Easy-to-implement services have long been realized by the Mesjid Raya district office employees, so that people who want a district head's recommendation letter never experience obstacles.

In general, services at Mesjid Raya District office are still considered unable to provide satisfaction to the community. This is because the location of the district office is quite far away, which has caused discomfort for most people in taking care of the need for recommendation letters, even though the officials appointed to provide public services at Mesjid Raya District office have quite good competence. Clarity in the service of recommendation letters at Mesjid Raya District office has been provided with a comfortable service place, especially a service place that is easily accessible to the public. On the other hand, clarity has also been served by appointed officials, because appointed officials have a significant influence on public services. Then, clarity in public services is considered correct and valid as evidenced by the affixing of the district head's signature and stamp on the recommendation letter issued by Mesjid Raya District office.

In relation to security, it shows that security in public services has been able to create a sense of security for the community. The creation of this sense of security can be seen from the comfort and security of the community in the service, especially security on the way to the service location. On the other hand, security in services will be guaranteed if it meets the elements of legal certainty in implementing public services. Therefore, legal certainty is the most important support in public services at Mesjid Raya District office. Meanwhile, in relation to the dimension of responsibility, it shows that in services it has been realized through the provision of services that are able to provide satisfaction to the community. On the other hand, the provision of services provided by employees of Mesjid Raya District office is an important part for employees of the district office in implementing public services. Security is still not able to guarantee the creation of a sense of security, especially a sense of security on the way to the service location.



Then, the responsibility in public service has also been able to guarantee the resolution of public complaints caused by the still low quality of service provided by Mesjid Raya District office employees to the public. The increase in the responsibility of the district office employees can be seen in the services they provide to the public. Responsibility has been able to improve the implementation of services well. This can be proven by the implementation of services that are able to satisfy the public.

In relation to the service procedure, it shows that the employees of the Mesjid Raya District office have implemented the service procedure well. This can be seen from the service to the community provided by the employees of Mesjid Raya District office starting from the provision of requirements by the community who are processing the district head recommendation letter. The service procedure provided to the community by the employees of Mesjid Raya District office starts from the provision of requirements by the community who are processing the district head recommendation letter. Then, the employees of the district office check the completeness of the requirements needed to issue the recommendation letter. After all the requirements are complete, the employees of the district office carry out the execution. The execution referred to here is the issuance of the district head recommendation letter according to what is needed by the community. The service procedure has met the requirements that have been set in the service standards, so that obstacles in service can be overcome properly.

The conclusion of the service cost dimension shows that the service cost of issuing a recommendation letter from the district head has been adjusted to the tariff charged to. On the other hand, the service cost has also been adjusted to the cost determination standard according to applicable regulations. Therefore, the district office employees never set a fee for the services they provide, except for fees that are legally charged according to applicable regulations or fees that are considered state revenue. The standard for determining costs in public services at Mesjid Raya District office is directly guided by government regulations, because the fees charged by the district office employees are only fees that are a source of state revenue. Although there is a possibility that some people give just a tip for the smooth running of the services they receive. The conclusion of the facilities and infrastructure dimension is that it is clear that the facilities and infrastructure of Mesjid Raya District office are already very adequate. This can be seen from the supporting facilities owned by Mesjid Raya District office which are sufficient and able to support public services well.

The conclusion of the competence dimension of officers is to prove that the competence of officers of Mesjid Raya District office can be said to have increased well. This can be seen from their ability to provide services. Officers' abilities can be improved through their experience while carrying out their duties. Then, officer competence can be seen from their knowledge in carrying out their duties as public servants. Officer knowledge can be improved through the education and training they attend, so that the knowledge of Mesjid Raya District office employees becomes more adequate. Furthermore, the skills possessed by Mesjid Raya District office employees can also influence the services they provide to the public.

Complaints submitted by the public to Mesjid Raya District office are in the form of a form or done directly where the public complaint is written in a form, blank or report format or indirectly where the public as the complainant simply writes a letter of complaint and both forms of reports are still followed up by the district office, and are still archived both manually in the registration book and electronically on the computer and archiving is done to maintain

the security and confidentiality of data by employees and can be used as a comparison or reference in following up on incoming complaints. The completion time seems to have been able to carry out registration quickly. This is done to speed up the process of completing the recommendation letters needed by the public.

Service fees outside the applicable rules are never collected by the employees of Mesjid Raya District office. Therefore, the employees of the district office never set fees for the services they provide, except for fees that are legally charged according to applicable rules or fees that are considered state revenue. The standard for determining fees for public services at Mesjid Raya District office is directly guided by government regulations, because the fees collected by the employees of the district office are only fees that are a source of state revenue. Although it is not uncommon for some people to give just a tip for the smooth running of the services they receive. Service fees are still unable to clarify the rates charged to the public, because there are still people who give tip money.

The facilities and infrastructure of Mesjid Raya District office are considered very adequate. This can be seen from the supporting facilities owned by Mesjid Raya District office which are sufficient and able to support public services well. On the other hand, Mesjid Raya District office has also fulfilled all the infrastructure it has, so that in carrying out services to the community there are no significant obstacles, so that public satisfaction can be guaranteed properly. The facilities and infrastructure are seen to be able to provide adequate supporting facilities, so that public services can run smoothly.

The competence of officers who carry out public services at Mesjid Raya District office is supported by their ability to provide services. Officers' abilities can be improved through their experience while carrying out their duties. Then, the competence of officers can be seen from their knowledge in carrying out their duties as public servants. Officers' knowledge can be improved through the education and training they undergo, so that the knowledge of Mesjid Raya District office employees becomes more adequate. Furthermore, the skills possessed by Mesjid Raya District office employees can also influence the services they provide to the public. Officer competence has been able to improve officers' abilities in providing good services and in accordance with established standards.

## **V. Conclusion**

1. The principle of public service has been able to improve simplicity, clarity, security, responsibility and attitude in service. It can be concluded as follows:
  - a. Simplicity is built through easy-to-understand services so that the public can prepare various needs in the services provided by district office employees. Then, simplicity is realized through requirements that are easy for the public to implement as an effort to accelerate the implementation of public services. On the other hand, the principle of public service is provided with adequate and certain service places, because the certainty of service places can avoid complaints from the public.
  - b. Clarity in service is realized by the appointed officials, because the officials have the responsibility in organizing public services. In addition, clarity can increase the right and legal in the implementation of public services. The principle of public service can increase the creation of a sense of security for citizens who need services, because the creation of a sense of security for including the quality of service expected by the government.

- c. Security will create legal certainty as a basis for implementing public services, because without legal certainty, the services provided will be invalid. The principle of public service can realize good service delivery, so that the community who are the object of service can feel satisfaction in the services provided by officers.
  - d. Responsibility can guarantee the resolution of complaints that occur in the community due to services provided that have not satisfied the community. The principle of service related to attitudes in service will create a disciplined attitude for officers, because disciplined officers will be able to shorten the service time expected by the community.
  - e. Attitude in service can build a friendly attitude of officers in providing services to the community. Furthermore, attitude in service can form a polite attitude of officers in providing services to the community, so that the community served will feel the comfort provided by the officers.
2. Public service standards carried out by Mesjid Raya District office to improve the quality of public services, by paying attention to service procedures, service times, service costs, facilities and infrastructure and officer competence. Thus, it can be concluded as follows:
- a. Service procedures can accelerate the examination of service requirement submission files, because the faster the examination of files, the faster the service provided to the community. Then, service procedures can accelerate the execution of services provided by district office officers, because execution is a process of acceleration in public services.
  - b. Service time will facilitate the registration process, so that public services can be realized more timely. Then the service time can also realize timely completion, so that there are no complaints of various problems from the community.
  - c. The service fee of Mesjid Raya District office will be able to reduce the rates charged in services to the community. Therefore, the determination of rates can be adjusted to the service cost determination standards set by the government.
  - d. Facilities and infrastructure are able to fulfill all supporting facilities for services to the community, because facilities are one of the most important elements in services to the community.
  - e. The competence of officers at Mesjid Raya District office can improve the ability of officers in organizing public services. Improving the ability of officers can be done through the knowledge and skills of the officers themselves.

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