# Service Optimalization to Improve Public Service at Surabaya City

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**Abstract.** Public service is one of the main task and function a government have that is derived directly from their own law / embedded with their own job (choose one). A government has obligations to give an optimal public service. Furthermore, public satisfaction at public service action performed by the government could improve the electability and accountability of government. According to data collected by the researchers, we found that there is a still a public service provider who performed rather below expectation in processing service. Government officers in the field often times respond to the submission of service in a slow manner and not apply public service standard as regulated by law based on their own standard operating procedure, and their public service empathy is still really low compared to the problems experienced by common people. The City of Surabaya is one of the city that obtained good results in their public satisfaction survey in regards to their public service. Guidelines to create public satisfaction survey as a form of evaluating the unit whose job is to administer public service is one of the guidelines that is used by the government officials who performs that service, involving users of public service in the process to evaluate and examine the service so that the quality of public service can be increased based on that evaluation. This research is performed to see the implementation of public service that has been done by the Government of Surabaya City that is consisted of 6 agencies, 6 divisons, 17 local government departments, an inspectorate, the secretariat of DPRD (city council), an Satpol PP (Public Order Enforcers Police), 31 districts office, 153 sub-districts/urban villages office, an PTSP of West and East surabaya (one door integrated services), an UPTD Labkesda (Local technical implementation unit of health services laboratorium), 63 Puskesmas (community health center), and 2 local general hospital. The research method of qualitative descriptive was done for this research. The type of data obtained by this research was collected from primary and secoundary sources. The research objective was to find out what kind of efforts has been done by Surabaya City Government in performing public services to their populace that makes their public service index obtained good results in the process.

**Keywords:** public service, digital transformation, organizational culture, government participation

## 1 Introduction

The phenomenon of maladministration often occurs in public service processes. Maladministration, as defined in Law No. 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, encompasses actions that go against the law or actions that misuse authority for purposes other than its intended scope. Furthermore, prolonged delays, negligence

of duties, and lapses in state administration are also classified as forms of maladministration. Maladministration commonly occurs in both public and private organizations involved in public service activities in Indonesia. This is because entities responsible for public service delivery, including government institutions such as state-owned enterprises (BUMN), regional-owned enterprises (BUMD), and regional financial institutions (BHMN), as well as private companies and individuals, directly interact with the public. Therefore, adhering to legal regulations and achieving the goals of public service is crucial in ensuring effective and efficient performance.

The government plays a central role in providing optimal public services to its citizens. To maintain public trust and uphold the integrity of government agencies, it is essential to execute public service processes effectively and efficiently. This becomes even more imperative due to the urgent need to address various aspects of public life. Government institutions, including BUMN, BUMD, BHMN, private companies, and individuals entrusted with the responsibilities of public service providers, have taken strategic steps to ensure that the services offered to citizens are executed smoothly, maintain integrity, and adhere to the principles of accountability and transparency, highly regarded by the public.

In Indonesia, public services are regulated by Law No. 25 of 2009 concerning Public Services, which mandates that the state has an obligation to fulfill the needs of its citizens through a governance system that ensures the delivery of basic needs and civil rights to every member of the society, covering public goods, public services, and administrative services. Quality of service is the central key for all institutions to achieve their organizational goals. The quality of services significantly influences public preferences in utilizing them. In other words, to achieve maximum quality, public service providers need to consider the needs of their customers. These customer needs can be met if public service providers can offer services that meet the criteria of good service.

Digital government is the utilization of information and communication technology (ICT) in general and e-commerce in particular to enhance public services, such as providing easy access to information and effective services to the public and businesses that support their performance. The pandemic era has transformed the way government services are delivered to the public, making it necessary to integrate e-services to enhance performance. This change has also impacted the business processes within the government to utilize information technology and comply with Government Regulation No. 95 of 2018 concerning the Use of Electronic-Based Government Systems (SPBE) in the government sector. The use of SPBE is continuously monitored and evaluated through the SPBE index implemented as an innovation in public services. Therefore, the government mandates that every institution develops innovations in public service through the Minister of Administrative and Bureaucratic Reform Decree No. 7 of 2021 concerning the Public Service Innovation Competition (KIPP).

Public service is a strategic division in government that serves as the frontline in meeting the needs of the community. The public service sector must always be ready to face transformation challenges and optimize its performance, taking into account factors that support, hinder, and the challenges it faces, especially during the pandemic, in order to continue providing high-quality services while adapting to the changes brought about by the pandemic.

One of the cities with a good public service index is Surabaya. Surabaya, located in East Java, has been recognized for its responsive and innovative government in implementing good governance practices, mainly through its development of e-Government. This is reflected in the availability of various government products, particularly internet-based public services. The Surabaya city government has received awards at the Digital Government Award ceremony in Jakarta for its successful implementation of an integrated and advanced digital government, particularly its adoption of the Electronic-Based Government System (SPBE). This recognition

is due to Surabaya's excellence in applying SPBE and its success in implementing integrated and advanced digital government services. Given the various phenomena discussed, this research aims to analyze the implementation of digitalization in public services in Surabaya.

## 2    Methods
### 2.1 Research Approach

In conducting this research, the author employs a qualitative approach with a descriptive method. Qualitative research is suitable for studying natural settings where the researcher serves as the key instrument, and triangulation is used as an information-gathering method, followed by inductive analysis aimed at comprehending interconnected social phenomena from the participants' perspectives[1]. On the other hand, the descriptive method is characterized by investigating problem-solving by describing the state of a research object or subject, be it an individual, institution, community, or any other, based on factual observations in the field[2].

The choice of a descriptive method is pertinent in analyzing how digitally-based public services are implemented in Surabaya. This research derives from interviews with key informants, resulting in on-the-ground phenomena as well as factual and accurate data and information concerning the implementation of digitalization in Surabaya. This approach allows us to comprehensively examine the subject and provide valuable insights into the practical application of digital public services in the city.

**Table 1.** Research Informants

| No | Interviewee/Informant | Reason of choosing the interviewee/informant | Quantity of interviewee/informant |
|----|----------------------|-----------------------------------------------|-----------------------------------|
| 1 | Coordinator of One-Stop Integrated Service, DPMPTSP Surabaya City | Responsible for program design and providing guidance to staff in the field of one-stop integrated service. | 1 person |
| 2 | Technical Staff of One-Stop Integrated Service, DPMPTSP Surabaya City | Field technical staff responsible for monitoring services provided through Surabaya City DPMPTSP. | 2 people |

## 3    Result and Discussion
### 3.1 Research Model that Was Used by the Researcher to Analyze ITS Data

The research findings and discussions in this section draw upon the research model proposed by [3], which utilizes the Digital Government Transformation (DGT) theory, focusing on key factors:
   a.   Managerial factors
   b.   Cultural barriers
   c.   Organizational barriers
   d.   Transformation

Public service transformation is an essential effort made by the government to enhance public trust in its services. This research analyzes how the Surabaya City government, through the Investment and Integrated One-Stop Service Agency (DPMPTSP), delivers public services through digitalization. The analysis is conducted through several components, namely managerial factors, cultural barriers, organizational barriers, and transformation, to assess the implementation of Digital Government Transformation (DGT) in Surabaya City.

## 3.2 Various Strategies used by Surabaya City Government to Better their Services

The Surabaya City government, through DPMPTSP, employs various strategies to enhance the quality of public services. Achieving high-quality services is not an overnight accomplishment. DPMPTSP Surabaya must employ various methods to provide quality services to the public continually. Quality is a continuous process, not something that happens temporarily[4]. Therefore, DPMPTSP Surabaya initiates numerous innovations to make it easier for the public to access the services they need.

Managerial factors play a crucial role in how local governments, as public service providers, shape a positive organizational culture, establish feedback systems, streamline bureaucracy, provide guarantees, ensure effective and efficient communication, and drive various reforms. Based on the field research, it can be concluded that DPMPTSP Surabaya focuses more on improving employee performance to enhance service quality. This improvement is a result of the shift from manual to digital service delivery. DPMPTSP Surabaya enhances employee performance by fostering a learning organizational culture, where the organization can dynamically adapt to changes quickly.

Creating a strong organizational culture is done by forming commitment, changing employee mindsets and work patterns, rewarding employees, providing training, and adhering to ISO and SOP standards as benchmarks for digital public service delivery. According to DPMPTSP Surabaya, organizational culture significantly influences the quality-of-service provision. Achieving this entails changing the mindset of employees to generate ideas and innovations for delivering high-quality services.

In the current scenario, many citizens perceive public services as convoluted, time-consuming, and costly. By changing employee mindsets and work patterns, DPMPTSP Surabaya hopes to build an organizational culture that is friendly, courteous, efficient, and effective. Currently, DPMPTSP Surabaya adopts values from the private sector, such as fostering innovation, taking risks, and performing tasks quickly and responsively, to be applied in the public sector. In creating a positive organizational culture, DPMPTSP Surabaya also introduces a reward system to motivate employees to perform better. This reward system includes additional income or performance-related bonuses, which can be earned by achieving a minimum point target based on employee performance.

Furthermore, DPMPTSP Surabaya provides training and workshops to develop employee competencies. The organization also implements ISO and Standard Operating Procedures (SOPs) as guidelines for delivering excellent services to the public. ISO serves as a target that DPMPTSP Surabaya must achieve in its service delivery, leading to the establishment of service standards. SOPs are then created to ensure that services provided by DPMPTSP Surabaya adhere to procedures and stay on track.

In addition to fostering a positive organizational culture, DPMPTSP Surabaya implements various strategies, such as providing feedback systems, streamlining service bureaucracy, and

designing effective and efficient communication mechanisms and work systems. Organizational resources significantly affect how an organization can fulfill its roles and functions. According to Dong Kyoon Yoo and Jeong Ah Park (2007: 908-926) in "Perceived Service Quality: Analyzing Relationships Among Employees, Customers, and Financial Performance,"[5] human resources (HR) are a critical element in improving service quality. This is because services are delivered through interactions between service providers and recipients. Service providers at DPMPTSP have direct interactions with the public, so improving employee performance directly contributes to higher service quality.

## 4 Conclusion

Before delving further into this topic, it is essential to review the relationship between organizational culture and digital transformation. Organizational culture or climate is one of the critical factors influencing the progress of digital transformation in an institution, alongside other factors like leadership, human resources, and technology transfer. Several researchers have examined the various levels of importance in the relationship between organizational culture and digital transformation, namely at the individual, group, and organizational levels. The researchers have identified that these three factors play a significant role in digital transformation at the organizational level (Brigid Trennery et al., 2021:15) [6].

Furthermore, it can be observed that organizational culture can be enhanced through digital transformation that aligns with the organization's developmental needs. Some researchers argue that achieving optimal organizational culture development requires three essential elements:
   a. Digital transformation encompassing digital technology,
   b. An information-powered enterprise ecosystem,
   c. Innovative business models,
   d. Efficient communication and transaction processes in business-to-business (B2B) interactions, and
   e. Efficient communication and transaction processes among peers (Peers to Peers, P2P).

From several literature studies conducted by the author, it is evident that organizational culture and digital transformation have a mutually reinforcing relationship, as proposed by various researchers (N. Trishkina et al., 2020)[7]. In conclusion, organizational culture plays a significant role at the institutional or organizational level in reference to driving digital transformation progress. Conversely, digital transformation serves as a catalyst for developing the organizational culture of an institution, particularly in bridging the gap between the existing digital skills of employees and the digital skills they can acquire (N. Trishkina et al., 2020:17)[7].

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