



Optimization of Administrative Services in Improving Services at the General Bureau of the Regional Secretariat of East Java Province

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ABSTRACT

This study aims to analyze the optimization of administrative services in improving leadership services at the General Bureau of the Regional Secretariat of East Java Province. The approach used is a descriptive qualitative method with data collection through interviews, observations and documentation. The results of the study indicate that the optimization of administrative services has achieved a Public Satisfaction Index (IKM) of 89.27 in 2023, exceeding the target set at 85.5 for 2024. Strategic steps implemented in optimizing services include the implementation of the Public Satisfaction Survey (SKM) and the Government Agency Performance Report (LKJIP). SKM functions to measure public satisfaction and identify strengths and weaknesses in service, while LKJIP acts as an evaluation tool to ensure responsiveness of services to community needs. The main supporting factors in this optimization are human resources (HR) and service digitalization. Quality and trained human resources are very important to increase the effectiveness of public services.

INTRODUCTION

In implementing good, transparent, participatory government governance and realizing good quality public services, a government organizational structure is drawn up to support the achievement of efficient, targeted and smooth government tasks and functions (Labib, 2022). In the organizational structure of the government in East Java, the General Bureau plays a crucial strategic role in ensuring the smooth running of daily operations and administration. The General Bureau, as part of the Regional Secretariat, is responsible for providing basic administrative and operational support to the leadership and all work units. The services provided include administrative management, scheduling, logistics provision, and coordination of various activities both internally and externally.

The General Bureau is tasked with organizing and managing various important administrative documents and records, including archives, correspondence, and important reports. Good and systematic management of these documents is essential to ensure that all information can be accessed easily and accurately when needed. One of the important tasks of the General Bureau is to organize the schedules of leaders and other work units. This includes scheduling meetings, gatherings, and other important activities. With effective scheduling, leaders can carry out their activities in a more organized and coordinated manner. The importance of the General Bureau's services lies in its ability to facilitate the efficiency and effectiveness of the leadership's work. With good service, the General Bureau allows leaders to concentrate on strategic planning and decision-making that have a major impact on the organization and society. Without adequate support, leaders will be burdened by administrative tasks that drain time and energy, which should be allocated to more strategic activities.

Effective services from the General Bureau involve not only document and schedule management, but also ensuring that all administrative processes run smoothly and in accordance with applicable procedures. This includes the delivery of accurate and timely information, efficient resource management, and the implementation of logistical tasks that support the management's agenda. With this support, management can carry out their duties with greater focus, make better decisions, and ultimately, improve the overall performance of the organization.

Administrative processes in the General Bureau are often complex and bureaucratic, which can slow down workflow and decision-making. The complexity of administrative procedures and overlapping tasks often lead to uncertainty and delays in the delivery of information and the completion of administrative tasks. These issues directly impact the effectiveness of leaders, who require accurate information and quick decisions. Difficulty navigating complex procedures can hinder the speed of response to the needs of leaders and stakeholders. Ineffective internal communication is often a barrier in the General Bureau. The lack of clear and coordinated information flow can lead to miscommunication between various work units within the General Bureau. This results in less than optimal coordination and collaboration, which in turn can

lead to errors in the implementation of tasks and services. These communication problems hinder the General Bureau's efforts to provide the necessary support to leaders and other units efficiently.

Information systems that are not yet modern software updates affect the ability of the General Bureau to process data quickly and accurately. The inability to adopt the latest technology limits the ease of access to information and slows down the process of completing tasks. This has the potential to reduce the effectiveness of services that can be provided to leaders and other units. Compliance with applicable procedures and regulations is often an obstacle in carrying out tasks in the General Bureau. Lack of understanding or inability to apply the correct procedures can lead to discrepancies in service. This problem not only affects efficiency, but can also have an impact on the satisfaction of leaders and other stakeholders. Non-compliance with procedures can result in errors in carrying out tasks, which ultimately affect the reputation and credibility of the General Bureau.

LITERATURE REVIEW

Public Service

Public service, according to Dwiyanto (2008), is a series of activities carried out by the public bureaucracy to meet the needs of the community as service users. The users referred to here are citizens who require services from the government. In the Decree of the Minister of State Apparatus Empowerment Number 63/KEP/M.PAN/7/2003 concerning General Guidelines for the Implementation of Public Services, it is explained that the core of public service is to provide quality services to the community, which is a manifestation of the responsibility of government officials as public servants. Service can be considered good if it is able to provide satisfaction to the community as customers. Therefore, it is important for every government agency to continue to strive to improve the quality of services provided, in order to optimally meet the expectations and needs of the community. Thus, public service is not only about fulfilling obligations, but also functions as a means to build trust and good relations between the government and the community.

METHODOLOGY

In this study, the researcher applied a qualitative research method with a descriptive approach. This approach was chosen because the researcher aims to identify and analyze problems by describing the conditions of the research object based on existing facts. The description is conveyed in the form of words and language obtained through observation, interviews, and documentation (Haryoko et al., 2020). Through this descriptive qualitative research, the researcher attempts to describe events or phenomena that occur in the field. The data produced is in the form of written or oral information from the individuals involved, as well as observed behavior, all of which are related to the optimization of administrative services at the General Bureau of the Regional Secretariat of East Java Province. Thus, this study is expected to provide a clear and comprehensive picture of the existing conditions of administrative services,

as well as the factors that influence their effectiveness. The focus of this study is to explain and analyze optimization of administrative services at the General Bureau of the Regional Secretariat of East Java Province and identify what the supporting factors are in optimization of administrative services at the General Bureau of the Regional Secretariat of East Java Province

Data collection techniques through interview, observation and documentation processes (Sugiyono, 2014). The selection of interview informants who are considered competent to provide information that is in accordance with the research focus is carried out using the purposive sampling method. (Creswell, 2008). Data collected from the observation, interview, and documentation processes are tested for data validity using data source triangulation techniques. where data from the interview, observation, and documentation processes are presented so that conclusions can be drawn (Moleong, 2014). Triangulation of data sources involves using multiple sources of information to verify the findings obtained. (Elia & et al., 2023). By comparing data from interviews, observations, and documentation, researchers can ensure that the information collected is consistent and accurate. This helps reduce bias that may arise from a single source of data. (Sahir, 2022). The data analysis used is interactive analysis by Milles and Huberman where the data analysis process begins with data reduction, data presentation and drawing conclusions. (Sugiyono, 2013).

RESULTS AND DISCUSSION

Optimization of Administrative Services in General Bureau Regional Secretariat of East Java Province

Optimizing administrative services at the General Bureau of the Regional Secretariat of East Java Province is a crucial step to improve the quality of public services. The implementation of standard operating procedures (SOP) and Max Weber's bureaucratic principles, which emphasize a clear organizational structure and systematic procedures, are the foundation for improving the efficiency and effectiveness of services. Despite significant efforts to improve the quality of services, challenges such as high mobility of leaders that hinder the file approval process remain obstacles. Therefore, regular evaluation and feedback from the community are essential for continuous improvement.

The quality of communication between employees and the public and the availability of supporting technology also play an important role in optimizing services. Effective communication can reduce misunderstandings and increase user satisfaction, while modern technology can speed up administrative processes and increase transparency. The General Bureau's commitment to developing human resource competencies through training and continuing education shows its seriousness in creating professional employees who are ready to face challenges. This is in line with the theory of human resource development which emphasizes the importance of improving the quality of employees in public services.

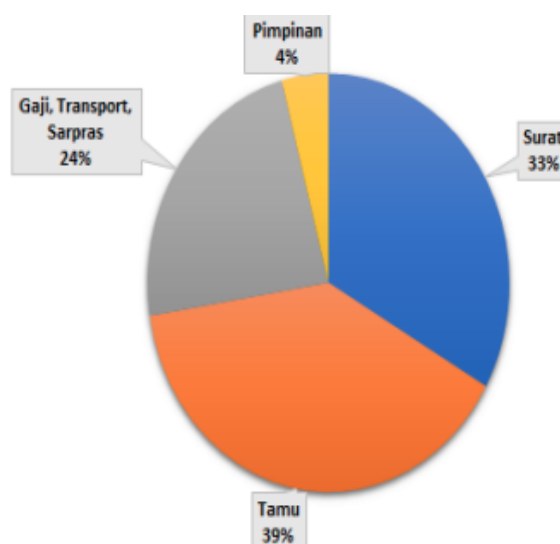
In an effort to measure and improve service quality, the General Bureau uses the Public Satisfaction Survey (SKM) and the Government Agency Performance Report (LKJIP). SKM functions to identify strengths and

weaknesses in the service process, while LKJIP provides accountability for the performance achieved. The combination of these two tools creates a responsive and adaptive system, which ultimately contributes to increasing public satisfaction with public services. With a systematic and planned approach, the General Bureau can achieve the goal of better and more satisfying public services for the community.

1. *Public Satisfaction Survey (SKM)*

The implementation of the Public Satisfaction Survey is carried out at least 1 (one) time a year as a form of implementing the Regulation of the Minister of State Apparatus and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for the Preparation of SKM for Public Service Provider Units. And reinforced by the existence of East Java Governor Regulation Number 26 of 2021 concerning Guidelines for the Implementation of the Public Satisfaction Survey.

The General Bureau of the Regional Secretariat of East Java Province conducted a satisfaction survey of applicants who were served. The survey was conducted in the East Java Provincial Regional Secretariat environment for employees and the public who visited. For Leadership services, in addition to conducting a survey of Adjutants representing the Leadership, a survey was also conducted at Bakorwil I Madiun and Bakorwil III Malang as a sampling for Leadership event preparation services. Guest services, in addition to the East Java Provincial Regional Secretariat environment, we also distributed questionnaires to obtain assessments of Airport guests where there is an Airport VVIP room managed by the General Bureau. The airports in question are Juanda Airport and Abdurrahman Saleh Airport. To reach more respondents during the survey period, we also distributed questionnaires online. The respondents who were successfully collected during the survey implementation in this year's period were 385 respondents.



Source: General Bureau Documentation
Figure 1 Distribution of Respondents

The data obtained are respondents' answers to questions asked in the questionnaire with grouping of results according to age group, gender, last education, and type of service.

Table 1 Dominance of Respondent Characteristics

Type of Service	Age	Gender	Work	Education
Leadership Services	20-29 Years	Man	civil servant	S-1
Salary, Transportation, and Infrastructure Maintenance Services	30-39 Years	Woman	civil servant	S-1
Mail Service	30-39 Years	Man	Private employees	S-1
Guest Services	30-39 Years	Man	Private employees	S-1

Source: General Bureau Documentation

Analysis of the data in Table 1 shows that there are variations in the characteristics of respondents who use various types of services at the General Bureau of the Regional Secretariat of East Java Province. In the leadership service, the majority of respondents are aged 20-29 years and consist of men who are Civil Servants (PNS) with a Bachelor's degree. This suggests that leadership services may be more widely accessed by the younger generation who are in their early career positions, who may need more intensive administrative support. Meanwhile, for salary, transportation, and maintenance services, respondents are aged 30-39 years, consisting of female civil servants with a Bachelor's degree. This suggests that these services are more widely used by employees who already have work experience and may have greater responsibilities in the organization. On the other hand, mail and guest services are also accessed by men aged 30-39 years who work as private employees, suggesting that these services may be more relevant to the general public who interact with the bureaucracy. Overall, these data reflect the diverse needs of service users, which can be the basis for the development and adjustment of services at the General Bureau. Meanwhile, for Leadership Services, there are employees who directly assist the Leadership in carrying out their duties and ensuring the smooth running of events held.

Table 1 shows that respondents in Salary, Transportation and Infrastructure Maintenance Services are one, meaning that respondents who are employees in the East Java Provincial Secretariat enjoy all three services, so they have the right to provide an assessment of the quality of Salary, Transportation and Infrastructure Maintenance services. Meanwhile, for Leadership Services, they are employees who directly assist the Leadership in carrying out their duties or the smooth running of events held. For respondents in Letter and Guest Services, they are the general public who visit the East Java Provincial Secretariat as guests or who take care of correspondence. The diagram of respondents in terms of age, gender, occupation or employment status, and last education is more clearly found in the Respondent Characteristics appendix.

In the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017, the public satisfaction survey values are grouped into intervals according to the table below.

Table 2 Perception Value, Interval Value, Conversion Interval Value, Service Quality and Service Unit Performance

Nilai Persepsi	Nilai Interval	Nilai Interval Konversi	Mutu Pelayanan	Kinerja Unit Pelayanan
1	1,00 - 2,5996	25,00 - 64,99	D	Tidak baik
2	2,60 - 3,064	65,00 - 76,60	C	Kurang baik
3	3,064 - 3,532	76,61 - 88,30	B	Baik
4	3,532 - 4,00	88,31 - 100,00	A	Sangat baik

Source: General Bureau Documentation

The results of this public satisfaction survey are used as a benchmark for the quality of service for each service indicator/element. The results of the public satisfaction survey at the General Bureau of the Regional Secretariat of East Java Province in 2023 are included in the VERY GOOD category, with an average value of 94%. Where the results of the survey have increased, the results of the Service Satisfaction Survey in 2022 were an average of 83% with a GOOD category.

The achievement is the total value of the average accumulation of each service in the General Bureau of the Regional Secretariat of East Java Province. More details can be seen in the table below.

Table 3 Community Satisfaction Index Values for Types of Services

No	Type of Service	IKM Value	Conversion Value	Quality of Service
1	Leadership Services	3.8	95	Very good
2	Payroll Services	3.6	92	Very good
3	Transportation Services	3.6	92	Very good
4	Infrastructure Maintenance Services	3.8	95	Very good
5	Mail Service	3.7	94	Very good
6	Guest Services	3.8	95	Very good
Community Satisfaction Index		3.71	94	Very good

Source: General Bureau Documentation

Based on Table 3, we can see that the results of the public satisfaction survey at the General Bureau of the Regional Secretariat of East Java Province in 2023 are included in the VERY GOOD category, with an average value of 94%. Where the survey results have increased, the results of the Service Satisfaction Survey in 2022 were an average of 83% with a GOOD category.

Analysis of the data in Table 3 shows that all types of services provided by the General Bureau of the Regional Secretariat of East Java Province received a

very good rating, with an average Public Satisfaction Index (IKM) of 3.71 and a conversion value of 94. This reflects that the public, both civil servants and the general public, are satisfied with the quality of the services received. Leadership services, maintenance of facilities and infrastructure, and guest services each received the highest IKM value of 3.8, indicating that these services are highly valued by users. Meanwhile, salary and transportation services, although having a slightly lower IKM value of 3.6, remain in the very good category with a conversion value of 92. This shows that although there is room for improvement, the quality of service provided still meets user expectations. Mail services also showed positive results with an IKM value of 3.7 and a conversion of 94. Overall, these data indicate that the General Bureau has succeeded in improving service quality, but still needs to pay attention to feedback from the public to continue to make improvements and innovations in public services. This is in line with public service management theory which emphasizes the importance of evaluation and feedback to continuously improve service quality.

The Public Satisfaction Survey (SKM) has proven to be a strategic step in optimizing administrative services at the General Bureau of the Regional Secretariat of East Java Province. By implementing SKM routinely, the General Bureau can collect valuable feedback from service users, including civil servants and the general public. This is in line with the public service theory put forward by Grönroos (1990), which emphasizes the importance of interaction between service providers and users to improve service quality. Through SKM, the General Bureau can identify areas that need improvement and develop more effective strategies to meet public expectations.

Overall, the implementation of SKM in the General Bureau of the Regional Secretariat of East Java Province has created a system that is more responsive and adaptive to the needs of the community. With the Public Satisfaction Index value showing a very good category, it can be concluded that the General Bureau has succeeded in improving the quality of service. However, it is important to continue to evaluate and improve based on the feedback received, so that public services can continue to develop and meet public expectations. This is in line with Law Number 25 of 2009 concerning Public Services, which emphasizes the importance of routine performance assessments to improve the quality of service.

2. Government Agency Performance Report (LKJIP)

One of the main pillars in the implementation of performance management is performance measurement, which aims to ensure improvements in public services and increase accountability. This is done by clarifying the outputs and outcomes that should be achieved, so as to facilitate the creation of an accountable organization. The performance measurement process is carried out by comparing the actual performance that occurs with the performance that has been set as a target. In the performance report, the measurements and comparisons must be representative enough to describe the overall performance position of government agencies. Thus, performance measurement not only functions as an evaluation tool, but also as a basis for continuous improvement

in public services, which in turn will increase public trust in the government. To achieve strategic targets, the following analysis is carried out:

- a. Comparing the targets and realizations of the reporting year

Table 4 Performance Achievements of the 2023 Performance Agreement

No.	Sasaran Strategis	Indikator Kinerja	Target	Realisasi	Capaian %	Sumber Data
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Meningkatnya kualitas layanan pimpinan, administrasi keuangan pengelolaan aset dan ketatausahaan	Indeks Kepuasan Masyarakat Layanan Pimpinan, Pengelolaan Aset dan Ketatausahaan	85	89,27	105%	laporan hasil wawancara kepuasan masyarakat (kolaborasi sukma-e)

Source: General Bureau Documentation

Analysis of the data in Table 4 regarding the Performance Achievement of the 2023 Performance Agreement shows that the General Bureau of the Regional Secretariat of East Java Province has achieved very good results in improving the quality of leadership services, financial administration, asset management, and secretariat. With a target of the Community Satisfaction Index (IKM) of 85, the realization achieved was 89.27, which means the percentage achievement reached 105%. This shows that the General Bureau has not only met the set targets, but also exceeded existing expectations.

This achievement reflects the effectiveness of the strategy implemented in improving service quality. The use of collaborative methods through the SUKMA-E application to collect data from public satisfaction interviews provides a more accurate picture of user perceptions of the services provided. This is in line with the theory of performance management which states that precise and accurate performance measurement is essential to evaluate the effectiveness of public services. With constructive feedback from the public, the General Bureau can continue to make improvements and innovations in services. Overall, this high-performance achievement shows the commitment of the General Bureau to improving the quality of public services. This also reflects accountability and transparency in service management, which are important principles in public services. By continuously monitoring and evaluating performance through public satisfaction surveys, the General Bureau can ensure that the services provided remain relevant and meet public expectations. In measuring the level of service satisfaction, the General Bureau has provided a survey application that can be accessed by the public, namely SUKMA-E, where filling out the online questionnaire produces a public satisfaction index. However, to sharpen the achievement of the public satisfaction index from the SUKMA-E application, direct interviews were also conducted with respondents to obtain input on the services of the General Bureau.

- b. Comparing between performance realization and performance achievements from several years ago

Table 5 Comparison of Performance Achievements

No	Sasaran Strategis	Indikator Kinerja	Tahun 2021	Tahun 2022	Tahun 2023		
			Realisasi	Realisasi	Target	Realisasi	% Capaian
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Meningkatnya kualitas layanan pimpinan, administrasi keuangan pengelolaan aset dan ketatausahaan	Indeks Kepuasan Masyarakat Layanan Pimpinan, Pengelolaan Aset dan Ketatausahaan	Tidak menjadi indikator kinerja pada Perubahan Renstra	85.08	85	89,27	105%

Source: General Bureau Documentation

There are changes in performance indicators that have been made in the changes to the strategic plan. So that the performance indicator that can be compared with the previous year's achievements is the performance of Increasing the Quality of Service of the Financial Administration of Assets and Administration Leadership with the indicator of the Community Satisfaction Index of Leadership Services, Asset Management and Administration. The realization in 2022 was 85.08 where the realization had exceeded the target set at 84.5. Analysis of the data in Table 5 regarding Comparison of Performance Achievements shows that the General Bureau of the Regional Secretariat of East Java Province has experienced a significant increase in service quality. In 2022, the realization of the Community Satisfaction Index (IKM) was recorded at 85.08, which had exceeded the target set at 84.5. However, the achievement in 2023 showed a greater spike with the realization of IKM reaching 89.27, so that the percentage achievement reached 105%. This shows that the General Bureau has not only succeeded in maintaining service quality, but also increasing public satisfaction substantially.

This improvement reflects the effectiveness of the strategy implemented by the General Bureau in improving leadership services, financial administration, asset management, and secretariat. With the changes in performance indicators made in the Strategic Plan (Renstra) changes, the General Bureau is able to adjust their focus and efforts to meet public expectations. This is in line with the principles of performance management which emphasize the importance of measuring and evaluating performance to achieve strategic goals. Overall, this high-performance achievement shows the commitment of the General Bureau in improving the quality of public services. With realizations that far exceed the target, the General Bureau has shown that the improvement efforts made so far have produced positive results. This also reflects the existence of accountability and transparency in service management, which are important principles in public services. This success must continue to be maintained and improved through continuous evaluation and feedback from the public.

- c. Comparing performance realization up to this year with the medium-term targets contained in the organization's strategic planning document.

Table 6 Progress in Achieving Strategic Goals

No.	Sasaran Strategis	Indikator Kinerja	Realisasi Kinerja Tahun 2023	Target Akhir Rencana Strategis (2024)	Tingkat Kemajuan
(1)	(2)	(3)	(4)	(5)	(6) =4/5*100
1	Meningkatnya kualitas layanan pimpinan, administrasi keuangan pengelolaan aset dan ketatausahaan	Indeks Kepuasan Masyarakat Layanan Pimpinan, Pengelolaan Aset dan Ketatausahaan	89,27	85,5	104%

Source: General Bureau Documentation

Based on the table above, it is understood that the realization in 2023 has had a level of progress exceeding the final target of the planning period in 2024. Performance improvements that have been made in order to increase service satisfaction provided by the General Bureau have given positive results with high performance achievements in 2023. In the planning document, the target increase from 2023 was set at 0.5 points where in 2023 it was targeted at 85, and 2024 it was targeted at 85.5. However, the achievement in 2023 was far above the figure of 0.5, even the increase in points was 4.27. This condition shows that the performance in 2023 is very good and indicates that the performance improvement efforts made in 2023 have shown success as indicated by the increasing satisfaction of service recipients.

Analysis of the data in Table 6 regarding Progress in Achieving Strategic Targets shows that the General Bureau of the Regional Secretariat of East Java Province has achieved very good results in improving service quality. With the realization of the Public Satisfaction Index (IKM) of 89.27 in 2023, the General Bureau not only exceeded the target set for 2023, but also showed significant progress towards the final target of the 2024 Strategic Plan of 85.5. The recorded level of progress of 104% indicates that the efforts made to improve service quality have been successful and have a positive impact on public satisfaction.

This achievement reflects the effectiveness of the strategy implemented by the General Bureau in improving leadership services, financial administration, asset management, and secretariat. With consistent improvements in IKM, the General Bureau demonstrates a strong commitment to accountability and transparency in managing public services. This is in line with the principles of performance management that emphasize the importance of measuring and evaluating performance to achieve strategic goals. Overall, this high-performance achievement shows that the General Bureau has succeeded in efforts to improve and innovate in services. This success must continue to be maintained and improved through continuous evaluation and feedback from the public, so that the services provided remain relevant and meet public expectations.

With several improvements in strategic achievements from the General Bureau of the Regional Secretariat of East Java Province, an evaluation of performance accountability has been carried out which shows a value of 81.65 with the predicate "A". This shows that the implementation of performance accountability is "Satisfactory" and running optimally, and the General Bureau can lead change in realizing a results-oriented government.

Table 7 Details of evaluation results

No	Component	Weight	2023 Value
1	Performance Planning	30	27.11
2	Performance Measurement	30	22.79
3	Performance Reporting	15	11.99
4	Internal Performance Accountability Evaluation	25	19.75
Evaluation Result Value		100	81.65
Performance Accountability Level			(Satisfactory)

Source: General Bureau Documentation

Analysis of the data in Table 7 regarding the Details of Evaluation Results shows that the General Bureau of the Regional Secretariat of East Java Province has achieved a total evaluation score of 81.65, which is categorized with the predicate "A" or "Satisfactory". This reflects that the implementation of performance accountability in the General Bureau is running well and optimally. From the details of the evaluation components, it can be seen that the component with the highest weight, namely Performance Planning (30), received a score of 27.11. This shows that the General Bureau has solid and effective planning in achieving its strategic goals. However, the Performance Measurement component (30) only received a score of 22.79, which shows that there is room for improvement in terms of more accurate and relevant performance measurement.

The Performance Reporting component (15) received the lowest score, which was 11.99. This indicates that there are challenges in terms of transparency and accuracy in performance reporting, which need to be addressed to improve accountability. Meanwhile, the Internal Performance Accountability Evaluation (25) received a score of 19.75, indicating that despite evaluation efforts, there is still potential to improve the effectiveness of the evaluation. Overall, although the General Bureau has achieved a satisfactory score, this analysis shows that there are several areas that need improvement, especially in performance measurement and reporting. Improvement in these areas will support better achievement in performance accountability in the future.

The Government Agency Performance Report (LKJIP) is one of the strategic steps in optimizing administrative services in the General Bureau of the Regional Secretariat of East Java Province. LKJIP functions as a tool to measure and evaluate the performance of government agencies in providing services to the public. With this report, the General Bureau can identify strengths and weaknesses in carrying out its duties, as well as formulate the corrective steps needed to improve the quality of service. This is in line with the principle of

public accountability which emphasizes the importance of transparency and accountability in the management of public services.

The relevant public service theory in this context is the New Public Management (NPM) theory developed by David Osborne and Ted Gaebler in 1992. NPM emphasizes the importance of efficiency, effectiveness, and results orientation in the implementation of public services. Within the NPM framework, LKJIP acts as an instrument to ensure that the services provided not only meet the established standards, but are also responsive to the needs of the community. Thus, LKJIP becomes a means to encourage innovation and continuous improvement in administrative services. By implementing LKJIP, the General Bureau of the Regional Secretariat of East Java Province can improve the quality of services provided to the community. The evaluation process carried out through LKJIP allows agencies to reflect on the performance that has been achieved and formulate new strategies to achieve better goals. This is in line with the view that public services must be oriented towards community satisfaction, as expressed by Gronroos (1990) who stated that service quality is determined by customer perceptions of the services received. Therefore, LKJIP not only functions as an evaluation tool, but also as a driver to create better and more responsive public services.

Optimizing administrative services at the General Bureau of the Regional Secretariat of East Java Province is a strategic step taken through two important instruments, namely the Public Satisfaction Survey (SKM) and the Government Agency Performance Report (LKJIP). SKM functions to measure the level of public satisfaction with the services provided, so that the General Bureau can identify areas that need to be improved. By conducting surveys regularly, the General Bureau demonstrates its commitment to listening to the voice of the community and adapting to their needs, which in turn will improve the quality of services provided. On the other hand, LKJIP acts as a systematic and measurable performance evaluation tool. This report not only reflects the accountability of the General Bureau in the use of the budget, but also provides a clear picture of the achievements and challenges faced in the implementation of public services. By compiling LKJIP based on the agreed performance agreement, the General Bureau can carry out continuous reflection and improvement, so that the services provided are increasingly optimal and responsive to public expectations. Overall, the combination of SKM and LKJIP creates a strong synergy in efforts to improve administrative services at the General Bureau of the Regional Secretariat of East Java Province. Through this approach, the General Bureau not only focuses on achieving performance, but also on public satisfaction as an indicator of success. Thus, this strategic step is expected to encourage the creation of better, more transparent and accountable public services, and be able to meet public expectations.

Supporting Factors for Optimizing Administrative Services at the General Bureau of the Regional Secretariat of East Java Province

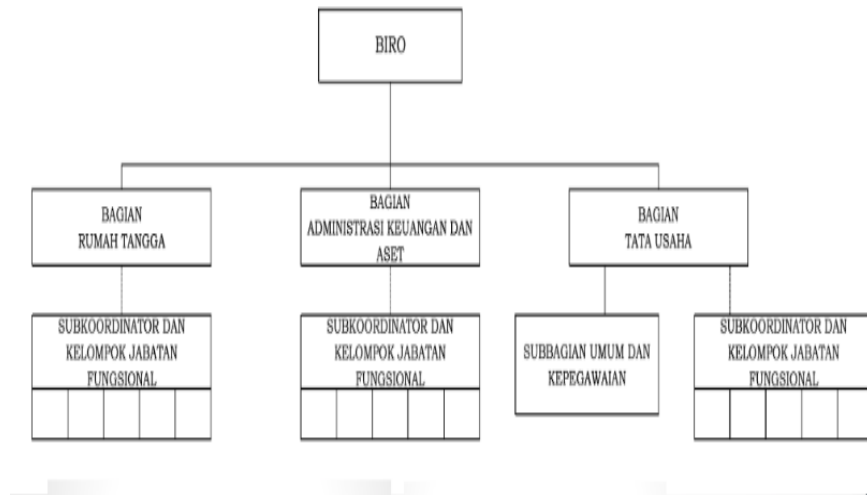
Supporting factors for optimizing administrative services in the General Bureau of the Regional Secretariat of East Java Province are very important to

understand the dynamics and challenges faced in the implementation of public services. In this context, human resources (HR) are one of the key factors influencing the effectiveness of services. Although the number of employees in the General Bureau is currently less than the ideal number, efforts to develop competencies through training and education continue to be carried out to improve the professionalism of the State Civil Apparatus (ASN). This shows that investment in HR development can contribute significantly to improving the quality of services provided to the community.

Digitalization of services also plays a role as a supporting factor that is no less important. The application of information technology, such as the Electronic-Based Government System (SPBE), allows the service process to be faster, more efficient, and more transparent. Digital innovations such as the e-Archive and e-SPJ applications have helped employees manage archives and complete tasks more effectively. By utilizing technology, the General Bureau can improve accessibility and quality of service, so that it can better meet the needs of the community. Therefore, the combination of HR development and service digitalization are two main pillars in efforts to optimize administrative services at the General Bureau of the Regional Secretariat of East Java Province.

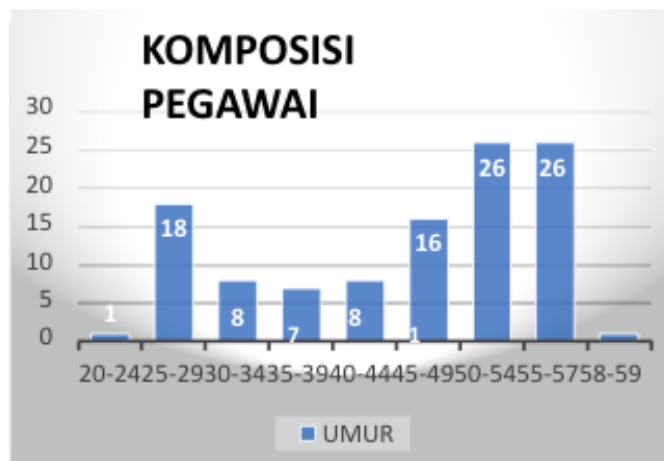
1. *Human Resources*

In carrying out services, of course, supporting factors are needed to achieve excellent service accurately and quickly, including external and internal factors. One of the internal factors is the support of human resources, in this case employees or State Civil Apparatus (ASN) in the General Bureau of the Regional Secretariat of East Java Province. The number of ASN in the General Bureau is 111 people, where this number is less than the ideal number of employees according to the job analysis and workload analysis (Anjab Abk) which has been determined by the East Java Provincial Civil Service Agency of 140 ASN employees in the General Bureau of East Java Province. The number of employees in the General Bureau is divided into several sections and subsections within it, divided into 11 activities which are divided into 84 activities. The following is a chart of the organizational structure of the General Bureau of the Regional Secretariat of East Java Province, and the composition of employees according to age and education, as follows:



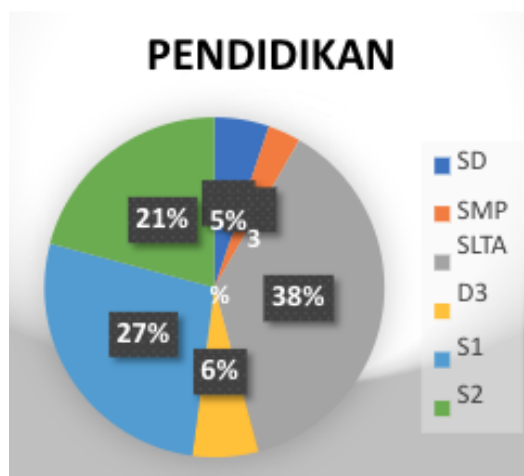
Source: General Bureau Documentation

Figure 2 Organizational Structure Chart of the General Bureau of the Regional Secretary of East Java Province



Source: General Bureau Documentation

Figure 3 Composition of General Bureau Employees by Age



Source: General Bureau Documentation

Figure 4 Composition of General Bureau Employees based on Level of education

With the explanations and diagrams above, it is known that the complexity of the tasks and functions in the General Bureau with the composition of the number of employees below the number that should be filled in the organization, requires the implementation of activities to be carried out effectively and efficiently. The lack of availability of human resources is due to the lack of staffing allocation from the Regional Personnel Agency (BKD) and the moratorium in the last 3 years requiring all regional apparatus organizations to maximize existing human resources.

Assessing the effectiveness of an organization solely on the basis of the level of achievement achieved is too simplistic an approach and does not reflect the complexity of assessing the effectiveness of the organization as a whole. Every public agency has a variety of goals that often involve competition. The challenge is how to develop a set of realistic and achievable goals, taking into account the limitations of available means, resources, and funds.

Organizational effectiveness measurement should include various criteria, such as efficiency, adaptability to change, integration, motivation, and productivity. In this context, the General Bureau of the Regional Secretariat of East Java Province has carried out various efforts periodically to realize the "Smart ASN" program in accordance with Law Number 20 of 2023 concerning State Civil Apparatus and Government Regulation Number 17 of 2020. In this regulation, employees are required to develop competencies of 20 Training Hours (JP) in one year. It is hoped that every State Civil Apparatus (ASN) can carry out continuous development in order to remain relevant to the demands of the organization, especially considering the limited number of employees and the high intensity of performance in providing services to leaders and other units. To improve the quality of service and professionalism of ASN, it is important to carry out accurate measurements, so that a clear picture can be created regarding the high level of ASN professionalism. As part of this effort, the General Bureau also implements the ASN Professionalism Index (IP ASN), which aims to support and facilitate all ASN employees in achieving the established IP ASN standards. Thus, the development of ASN competence and professionalism is key to increasing the effectiveness of public services in the General Bureau.

In an effort to achieve excellent service in the General Bureau of the Regional Secretariat of East Java Province, the human resources (HR) factor is one of the key elements. With the number of State Civil Apparatus (ASN) of only 111 people, far below the ideal number of 140 employees, the challenges in carrying out tasks and functions are becoming increasingly complex. This shows that the availability of adequate HR is very important to ensure effectiveness and efficiency in public services. The lack of employees is caused by the moratorium and insufficient staffing allocation, forcing the organization to maximize the potential of existing HR.

Organizational effectiveness is not only measured by performance, but also by the ability to adapt to change and meet the demands of public service. In this context, the General Bureau must be able to develop a series of realistic targets by considering resource limitations. Measurement of effectiveness must include various criteria, including efficiency and integration, all of which depend on the

quality of existing human resources. Therefore, the development of ASN competencies is very important to improve performance and professionalism in service. From the analysis above, it can be concluded that human resources are the main supporting factor in optimizing administrative services at the General Bureau of the Regional Secretariat of East Java Province. With the development of appropriate competencies and adequate support, ASN can improve the performance and quality of public services. Therefore, investment in human resource development must be a priority for the General Bureau to achieve effective and efficient service goals.

2. Digitalization of Services

The Electronic-Based Government System (SPBE) implemented by the General Bureau of the Regional Secretariat of East Java Province is a strategic step in increasing the efficiency and effectiveness of public services. One of the main innovations is the development of the e-Archive application, which allows digital archive management. With this application, employees can easily store and search archives, so that the administrative process becomes faster and more organized. This shows the government's commitment to adapting to the development of digital technology and improving the quality of services to the public. In addition to e-Archive, the General Bureau has also developed the e-SPJ application which simplifies the process of creating Accountability Letters (SPJ). This application is designed to make it easier for employees to register procurement, offer goods, and disburse funds. With fast and open access, it is hoped that the completion time of tasks can be accelerated, so that public services become more responsive and efficient. This innovation not only increases employee productivity, but also provides greater transparency to the public regarding the ongoing administrative process.

Digitalization of services through the implementation of SPBE also contributes to increasing public trust in the government. By utilizing information technology, the public can access information and services transparently anytime and anywhere. This is expected to increase public satisfaction with public services, as well as build better relations between the government and the public. Thus, SPBE is not only a tool to speed up the process, but also a means to create more open and responsive interactions in public services.

CONCLUSION AND RECOMMENDATION

Conclusion

From the analysis of the research results, it can be concluded that the optimization of administrative services at the General Bureau of the Regional Secretariat of East Java Province showed very good results, with the Public Satisfaction Index (IKM) reaching 89.27 in 2023, exceeding the target set at 85.5 for 2024. This reflects the effectiveness of the strategy implemented in improving the quality of public services. The implementation of clear standard operating procedures (SOPs) and collaboration between parts of the organization contribute to the efficiency and effectiveness of services provided to the public. Strategic steps in optimizing administrative services at the General Bureau

include the implementation of the Public Satisfaction Survey (SKM) and the Government Agency Performance Report (LKJIP). SKM functions to measure the level of public satisfaction and identify strengths and weaknesses in the service process, while LKJIP acts as an evaluation tool to ensure that the services provided are responsive to the needs of the community. By implementing both instruments routinely, the General Bureau can make continuous improvements and innovations in public services, so that they can better meet public expectations.

The results of the study show that the main supporting factors in optimizing administrative services at the General Bureau of the Regional Secretariat of East Java Province are human resources (HR) and digitalization of services. Quality and trained HR are very important to improve the effectiveness and efficiency of public services. Although the number of employees is currently less than the ideal number, efforts to develop competencies through training and education continue to be carried out to improve the professionalism of the State Civil Apparatus (ASN). In addition, digitalization of services through the application of information technology, such as the Electronic-Based Government System (SPBE), also plays an important role in accelerating and simplifying the service process, as well as increasing transparency and accessibility for the public.

Recommendation

- a) To optimize administrative services in the General Bureau of the Regional Secretariat of East Java Province, it is recommended that the General Bureau implement a more integrated information technology-based management system. This includes the development of public service applications that allow the public to access services online, submit applications, and monitor the status of their applications in real time. By utilizing information technology, the administrative process can be accelerated, reducing queues, and increasing transparency in services. In addition, regular training for employees on the use of technology and responsive public services also needs to be carried out to ensure that all staff are ready to face the challenges and needs of the community that continue to grow. The implementation of this recommendation is expected to increase the efficiency and effectiveness of services, as well as strengthen the relationship between the government and the community.
- b) Based on the results of the study on supporting factors for optimizing administrative services at the General Bureau of the Regional Secretariat of East Java Province, there are two applicable recommendations that can be implemented to improve service quality. First, in terms of human resource (HR) development, it is recommended that the General Bureau conduct a continuous training and competency development program for State Civil Apparatus (ASN). This program should include technical and managerial skills training that is relevant to the duties and functions of public services, as well as an understanding of information technology. By improving HR competency, it is hoped that ASN can provide more effective and efficient services, and be able to adapt to changes that occur in the bureaucratic

environment. Second, to improve service digitalization, the General Bureau needs to develop and expand the use of existing information technology-based applications, such as e-Archive and Simas Go Public. In addition, it is important to conduct socialization and training for employees and the public regarding the use of these applications so that they can be utilized optimally. The development of a more integrated and user-friendly system will increase accessibility and transparency of services, as well as speed up the administrative process. With these steps, it is hoped that the General Bureau can improve the quality of public services and build public trust in the government.

ADVANCED RESEARCH

The findings of this research underscore the critical role of strategic digital transformation and human resource development in optimizing administrative services at the General Bureau of the Regional Secretariat of East Java Province. With the Public Satisfaction Index (IKM) reaching an impressive 89.27 in 2023, surpassing the 2024 target, it is evident that structured reforms, such as the implementation of standard operating procedures (SOPs) and interdepartmental collaboration, have significantly enhanced service efficiency. The integration of digital solutions, particularly through the Electronic-Based Government System (SPBE), has streamlined bureaucratic processes, improved transparency, and increased accessibility for the public. Additionally, the routine implementation of the Public Satisfaction Survey (SKM) and the Government Agency Performance Report (LKJIP) has provided a data-driven framework for continuous evaluation and improvement. However, despite these advancements, challenges remain, particularly in addressing workforce limitations and ensuring that State Civil Apparatus (ASN) personnel possess the necessary digital competencies to meet evolving public service demands. Therefore, a holistic approach involving the expansion of technology-driven administrative tools, sustained investment in employee training, and a commitment to adaptive policy-making is essential to maintaining service excellence and fostering greater public trust in government institutions.

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