

Analysis of Administrative Services in Accelerating Bureaucratic Reform at the Inspectorate General of the Ministry of Home Affairs

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Article Info	ABSTRACT
Keywords: Administrative Services, Bureaucratic Reform, Government Management.	This study began with the slow service process, lack of involvement of inspectorate employees, and complicated services. The study aims to analyze the implementation of administrative services in accelerating bureaucratic reform at the Inspectorate General of the Ministry of Home Affairs, identify supporting and inhibiting factors in administrative services in accelerating bureaucratic reform at the Inspectorate General of the Ministry of Home Affairs, This study uses a qualitative research design with descriptive methods and an inductive approach, data collection techniques that have been carried out in this study were carried out by observation, interviews, documentation. The results of the study show that the implementation of administrative services at the Inspectorate General of the Ministry of Home Affairs includes handling complaints, providing recommendations related to the regional inspector selection committee, and issuing a certificate of freedom from findings. This service is carried out through two mechanisms, namely manual and online, with the aim of increasing efficiency and accelerating the administrative process. Supporting factors in administrative services at the Inspectorate General of the Ministry of Home Affairs are the availability of adequate facilities and infrastructure, reliable technology, fast response from officers, guaranteed document security, and employee commitment. Inhibiting factors, namely the absence of procedures (SOP) for officers, officer discipline, uncertainty of service completion time, and system and internet disruptions are still challenges in improving the efficiency and effectiveness of administrative services. Efforts made by the Inspectorate General of the Ministry of Home Affairs through the preparation of SOPs, increasing officer discipline and professionalism, certainty of service completion time, optimizing IT infrastructure, and strengthening periodic supervision and evaluation, the Inspectorate General seeks to create more efficient, transparent, and accountable services.
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INTRODUCTION

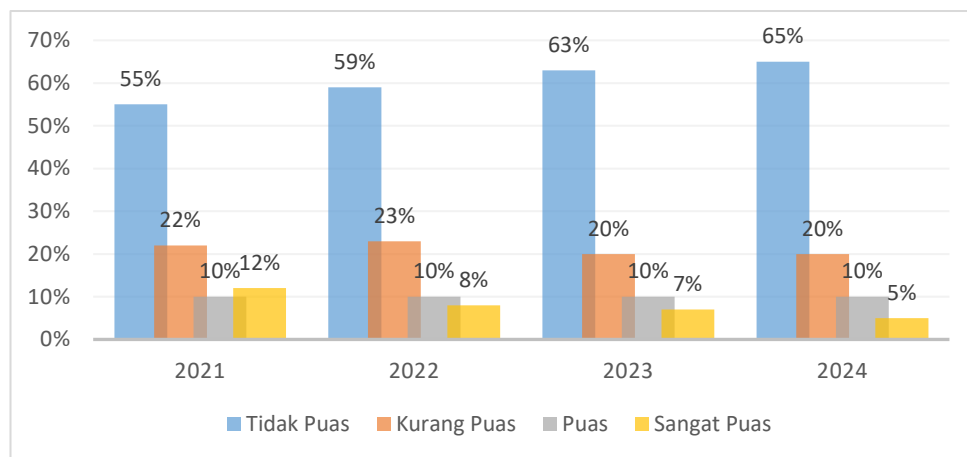
Indonesian bureaucracy has always been a public opinion that is never boring, this is because until now the bureaucracy in Indonesia is still problematic and far from what is expected. Complaints about the low performance of public services and the minimal quality of human resources seem to never end, not to mention the reprehensible practices such as corruption,

collusion, and nepotism make the bureaucracy look worse and not pro-people's interests and this is a bureaucratic pathology that has occurred from generation to generation and is very well maintained in Indonesia so that it hinders the acceleration of bureaucratic reform in Indonesia.

In terms of public services, the government has not been able to provide quality public services in accordance with the challenges faced, namely the development of increasingly advanced community needs and increasingly tight global competition. This can be seen from the results of an integrity survey conducted by the Corruption Eradication Commission (KPK) in 2023, the results showed that the quality of public services in Indonesia had only reached a score of 70.97 on a scale of 0-100, and in 2024 it increased by 71.53. The National Integrity Index only increased by 0.56 points from the previous year and this increase was not significant. The integrity score shows the characteristics of quality in public services, such as the presence or absence of bribes, the presence or absence of Standard Operating Procedures (SOPs), the suitability of the service process with existing SOPs, openness of information, fairness and speed in providing services, and the ease of the public making complaints have not been able to boost national integrity from the vulnerable category.

Based on the survey of service satisfaction at the Inspectorate General, it is considered still slow, less responsive to complaints and community needs, less open, less efficient. The following is a diagram of the results of the service satisfaction survey measurement at the Inspectorate General of the Ministry of Home Affairs, namely:

Figure 1.1 Survey of Service Satisfaction of Inspectorate General of the Ministry of Home Affairs



Source: Inspectorate General Data, 2024

Figure 1.1 above shows the service satisfaction survey of the Inspectorate General of the Ministry of Home Affairs from 2021 to 2024. From the results of the assessment, it is known that from 2021 to 2024, the percentage of regional employees who feel dissatisfied has increased every year, from 55% in 2021 to 65% in 2024.

In addition, there is also a Request for the Establishment of a Regional Inspector Position Selection Committee, Dismissal or Transfer of Regional Inspectors and Assistant Inspectors in the Regional Government Environment and Certificate of Freedom from

Findings for 2022 to 2024. From the results of the summary, it is known that in 2022, 97 proposals related to the Establishment of a Regional Inspector Position Selection Committee were accepted and 63 proposals were rejected, 35 proposals related to the Dismissal or Transfer of Regional Inspectors and Assistant Inspectors in the Regional Government Environment were accepted and 30 proposals were rejected, and Certificate of Freedom from Findings were accepted and 201 proposals were rejected. In 2023, 102 proposals for the Formation of a Regional Inspector Position Selection Committee were accepted and 71 proposals were rejected, 17 proposals related to the Dismissal or Transfer of Regional Inspectors and Assistant Inspectors in the Regional Government Environment were accepted and 12 proposals were rejected, and Certificate of Freedom from Findings were accepted and 30 proposals were rejected. In 2024, the Formation of the Regional Inspector Position Selection Committee, 96 proposals were received and 60 proposals were rejected, proposals related to the Dismissal or Transfer of Regional Inspectors and Assistant Inspectors within the Regional Government, 25 proposals were received and 41 proposals were rejected, and Certificates of Freedom from Findings, 191 proposals were received and 45 proposals were rejected.

Based on several problems explained above, the basic reasons related to the analysis of administrative services at the Inspectorate General of the Ministry of Home Affairs were carried out with several considerations, namely, as is known, that Inspectorate General whose task is to "implement internal supervision within the Ministry of Home Affairs and supervision of the implementation of regional government in accordance with the provisions of laws and regulations".

The final result of the services provided by the Inspectorate General is oriented towards providing satisfaction and added value to the Inspectorate General's work partners as customers (customer satisfaction), namely the Minister, Parliament, Secretary General, and Directors General/Heads of Agencies of the Ministry of Home Affairs, Ministries/Institutions, Governors and Regents/Mayors, DPRD and the wider community.

Likewise with The Inspectorate General of the Ministry of Home Affairs requires progress in accelerating bureaucratic reform in the field of administrative services, which initially all correspondence processes were carried out manually and complicated so that it is expected to be able to apply the process to be online-based and more transparent. Seeing the reality of the problems in the Inspectorate General by paying attention to the service aspect is the unavailability of online administrative services that can be accessed by all groups in order to realize an accountability system and ease of access in optimal and prime services.

The objectives to be achieved are because they will provide direction, guidance and benchmarks in the research. The objectives of this study are: Analyzing the implementation of Administrative Services in the Acceleration of Bureaucratic Reform at the Inspectorate General of the Ministry of Home Affairs. Identifying supporting and inhibiting factors in Administrative Services in the Acceleration of Bureaucratic Reform at the Inspectorate General of the Ministry of Home Affairs. Knowing the efforts made to improve Administrative Services in the Acceleration of Bureaucratic Reform at the Inspectorate General of the Ministry of Home Affairs.

METHOD

This study uses a qualitative research design with a descriptive method and an inductive approach. Strauss, Anselm and Corbin, Juliet. (2009:4) stated that what is meant as qualitative research is because the research findings are not obtained through statistical procedures or the like.

The data collection techniques that have been carried out in this study are: Observation, Interviews, and Documentation. Research requires data sources to obtain information related to the focus of the research. Best (1959:89) divides data sources into two types, namely: Primary data sources refer to data obtained directly from the first source in the field. Secondary data studied by the author in this study are the Regulation of the Minister of Home Affairs Number 137 of 2022 concerning the Organization and Work Procedures of the Ministry of Home Affairs, Decree of the Minister of Home Affairs Number 100.4.3-1083 of 2023 concerning Standards of Administrative and Consultation Service Facilitation within the Ministry of Home Affairs, Regulation of the Minister of Home Affairs Number 1 of 2025 concerning Organizers of Administrative Services and Consultation Services at the Ministry of Home Affairs.

In this study, the author selected eight informants who had high relevance. The data analysis technique in this study was using the triangulation technique. From the results of observations, interviews with 8 (eight) informants, namely 6 (six) main informants and 2 (two) additional informants and documentation, after being confirmed and analyzed, the data sources were appropriate and valid.

RESULTS AND DISCUSSION

Analysis of Administrative Services at the Inspectorate General of the Ministry of Home Affairs

Administrative services carried out by the Inspectorate General of the Ministry of Home Affairs include providing recommendations regarding the formation of a regional inspector selection committee, providing recommendations regarding the dismissal or transfer of regional inspectors, and issuing a certificate of freedom from findings. The following is an explanation regarding this matter as follows:

- a. Provision of Recommendations regarding the Formation of a Regional Inspector Selection Committee
- b. Providing recommendations regarding the dismissal or transfer of Regional Inspectors
- c. Issuance of Certificate of Free Findings

Overall, the implementation of administrative services at the Inspectorate General of the Ministry of Home Affairs, both manual and online, aims to increase transparency, accountability, and efficiency in supporting supervision and public services within the scope of internal components within the country and at the regional level.

To assess the extent of the quality of public services provided by government officials, it is necessary to establish criteria that can indicate whether a public service can be said to be good or bad. By referring to Zeithaml's theory (1990) regarding the dimensions of Service Quality, the author measures the quality of administrative services at the Inspectorate General

of the Ministry of Home Affairs based on the results of observations that have been carried out during observation activities. The following is a further explanation of this matter.

Tangible Dimension

The improvement of service quality in the tangible dimension at the Office of the Inspectorate General of the Ministry of Home Affairs has achieved good results. This can be seen from the availability of complete and clear information boards, the appearance of officers in accordance with the provisions of civil servant regulations, and the use of adequate supporting technology. In addition, a comfortable service room also supports the applicant's experience. All of these elements indicate that the physical aspect of the service has met good standards and provided a positive impression for the applicant. Therefore, the existing tangible dimensions need to be maintained and improved so that the quality of service provided is increasingly optimal.

Reliability Dimension

The improvement of service quality in the reliability dimension, which is related to the agility of officers and the sophistication of technology, is quite good and needs to be maintained. The use of a web-based system through SIOLA is a positive step in improving the efficiency and reliability of services. However, there are still shortcomings that need to be fixed, namely the reliability of the SOP at the Office of the Inspectorate General of the Ministry of Home Affairs which is not yet officially available. In addition, the discipline of officers in starting services also needs to be improved, because there are some officers who are not on time in attending the service counter. This can hinder the smoothness of the service process and affect applicant satisfaction. Therefore, it is important to immediately establish clear SOPs and improve officer discipline so that services can be more optimal and meet the expected standards.

Responsiveness Dimension

The quality of service from the responsiveness dimension, as seen from the speed of officers in responding to applicants and the modernity of facilities and infrastructure, is good. Officers have shown a responsive attitude in responding to complaints and providing assistance, while modern facilities and infrastructure also support smooth service. However, there are still shortcomings in terms of the Standard Operating Procedure (SOP) which is still in draft form, which causes uncertainty in the implementation of the procedure. Therefore, it is hoped that the Inspectorate General of the Ministry of Home Affairs can immediately complete and determine a clear and detailed SOP so that services can be carried out in a more structured, consistent, and in accordance with the expected standards.

Assurance Dimension

Based on the information, it can be concluded that the quality of service at the Office of the Inspectorate General of the Ministry of Home Affairs from the assurance dimension can be seen from several aspects, including the certainty of service costs that do not charge additional fees, guarantees from officers in maintaining the confidentiality of documents, and the availability of CCTV to maintain the security of the office environment. All of these steps demonstrate a commitment to safe, transparent, and reliable services. However, there are still shortcomings in this dimension, namely related to the timeliness of service, which needs to

be given more attention so that services can be more optimal and in accordance with the expectations of service recipients.

Therefore, it is necessary to build a strong commitment from all employees to ensure timely service and in accordance with established standards. In addition, the development of other supporting facilities is also very important, such as providing internet modems with faster connections as an alternative if the WIFI quality is poor. Improvements and repairs to newer servers also need to be considered to support the smooth running of the service process and prevent technical disruptions that can hinder the efficiency and effectiveness of the service. With these steps, it is hoped that the quality of service can be further improved and more satisfying for applicants.

Dimension of Empathy

One of the main aspects of this dimension is the friendliness and politeness of the officers. The results of observations and interviews show that most officers have been friendly and polite to service applicants, with a fairly high level of satisfaction reaching 90%. This shows that in general, officers have understood the importance of treating applicants with respect and professionalism. However, there is an important note that there are still behaviors that reduce the quality of empathy, such as the use of mobile phones while serving. This, although it seems trivial, reflects a lack of focus and full attention to the applicant, and can give the impression that the applicant is not a priority. The statement from Windiana, S.IP also strengthens that this kind of practice shows a gap in service ethics. In empathy theory, an attentive attitude is an important foundation. Therefore, to improve this, it is necessary to implement a stricter code of ethics for service, including a ban on the use of mobile phones during service hours. In addition, performance evaluation based on feedback from applicants can be a more objective basis for coaching officers.

Supporting and Inhibiting Factors in Administrative Services at the Inspectorate General of the Ministry of Home Affairs

Administrative services at the Inspectorate General of the Ministry of Home Affairs (Itjen Kemendagri) are inseparable from various supporting and inhibiting factors that affect the quality and effectiveness of services. These factors are important to analyze in order to improve the services provided to the community and related parties.

Based on the author's observations during the implementation of field observation activities regarding the dimensions of service quality according to Zeithaml (1990), there are several supporting and inhibiting factors in administrative services at the Inspectorate General of the Ministry of Home Affairs (Kemendagri) which can be explained as follows:

1. Supporting Factors

a. Availability of Supporting Facilities and Infrastructure (Tangible)

Based on the research results, it can be concluded that the availability of facilities and infrastructure at the Inspectorate General of the Ministry of Home Affairs is a significant supporting factor in improving the quality of administrative services. The facilities and infrastructure in question, such as service information banners, monitor screens displaying service procedures, and computer and printer devices, have a very important role in improving service efficiency. These facilities simplify the administrative process and help create faster,

more transparent, and well-organized services.

b. Technology Reliability

Based on the research results that in the context of administrative services at the Inspectorate General of the Ministry of Home Affairs has reliable technology that plays a role in supporting services provided by the administrative service unit. In addition, the application of consistent and accurate technology not only improves the quality of service, but also strengthens accountability and effectiveness in governance.

c. Quick Response of Officers (Responsiveness)

One of the Service Recipient informants at the Inspectorate General of the Ministry of Home Affairs, expressed his appreciation for the responsiveness of the service officers. He explained that the officers were quick to help when he had problems uploading documents to the online system. In addition, the officers were also patient in explaining the procedures and providing the solutions needed, so that the service process could run smoothly.

d. There is a guarantee of document security and confidentiality (Assurance)

Based on the research results, the Inspectorate General of the Ministry of Home Affairs has implemented an encrypted security system to ensure the protection of service recipient documents. This is also one of the supporting factors in administrative services carried out by the administrative service unit at the Inspectorate General of the Ministry of Home Affairs.

e. Employee Commitment in Providing Service (Empathy)

Based on the results of the study, it shows that the Inspectorate General of the Ministry of Home Affairs has made various efforts to build employee commitment in providing services. This effort is also one of the supporting factors in improving the quality of administrative services at the Inspectorate General of the Ministry of Home Affairs.

2. Inhibiting Factors

a. Standard Operating Procedures do not yet exist (Reliability & Responsiveness)

The absence of Standard Operating Procedures (SOP) is a factor that hinders service at the Office of the Inspectorate General of the Ministry of Home Affairs and can cause various significant problems in the implementation of administrative services. Without clear and standard guidelines, officers often act based on their personal understanding and interpretation of the procedures that must be carried out. This causes inconsistencies in the service process, which has the potential to affect the quality and efficiency of the services provided.

a. Inconsistency in Service:

b. Uncertainty For Applicants:

c. Potential for Errors or Mistakes:

d. Inhibiting Service Efficiency:

e. Lack of Accountability:

f. Deviations in Service:

b. Lack of Officer Discipline (Reliability)

In this context, one of the service recipient informants at the Inspectorate General of the Ministry of Home Affairs, revealed that there are still some officers who sometimes use mobile

phones when providing services to applicants. He considered this quite disturbing because it can extend service time and affect the quality of services provided.

In addition, he also said that there are still officers who are not committed to service time. For example, at 08.00 they should have been present at the counter and started serving applicants, but sometimes there are still officers who arrive late, so that the service process is hampered. This statement shows that improving the discipline of administrative service officers is an important thing to do in order to optimize services at the Inspectorate General of the Ministry of Home Affairs.

- a. Uncertainty of Service Completion Time (Assurance)
- b. *System Error* and Internet Disruption (Assurance & Reliability)

Efforts made to improve Administrative Services at the Inspectorate General of the Ministry of Home Affairs

1. Developing Standard Operating Procedures (SOP) for Officers

Based on the results of interviews and observations by the author, the efforts made by the Inspectorate General of the Ministry of Home Affairs to overcome obstacles related to SOPs that are not yet available are as follows:

- a. Officer Training and Provision:
As a first step, the Inspectorate General of the Ministry of Home Affairs provided training and briefing to officers so that they have a better understanding of the procedures and tasks that must be carried out. This training aims to reduce inconsistencies in service that can arise due to unclear SOPs. Although there are no official guidelines yet, this training is expected to help officers be more professional and effective in carrying out their duties.
- b. One-Stop Service Approach:
As a temporary solution, the Inspectorate General has also begun implementing a one-stop service approach where the entire administrative process can be completed in one place or through one platform. This approach helps minimize the complexity of procedures and makes it easier for applicants to access services, thus providing more convenience even though the SOP for officers is still in the drafting stage.
- c. Preparation and Development of SOP:
The Inspectorate General of the Ministry of Home Affairs also continues to strive to compile and improve SOPs for officers. The compilation of this SOP is a top priority, because it is expected that with a clear SOP, each officer can carry out their duties with a uniform reference, which will reduce the potential for inconsistencies in service.

2. Improving Officer Discipline and Professionalism

From the informant's explanation above, it can be concluded that in overcoming obstacles related to the discipline and professionalism of officers. The Inspectorate General has made various efforts as follows:

- a. Improve supervision of officer performance through an electronic attendance system and direct monitoring by superiors.
- b. Provide regular training to officers regarding public service ethics and professionalism.

- c. Implementing a reward and punishment system for employees, where employees who are disciplined and achieve are given awards, while those who violate the rules are given sanctions according to applicable provisions.

3. Increased Certainty of Service Completion Time

From the informant's explanation above, it can be concluded that the efforts that have been made by the Inspectorate General of the Ministry of Home Affairs in overcoming obstacles related to the certainty of service completion times are as follows:

- a. Establish and Socialize Clearer Service Completion Time Standards

The Inspectorate General of the Ministry of Home Affairs has set clearer and more measurable service completion time standards to ensure that applicants know the time limit for each stage of service. In addition, these time standards are also actively socialized to service recipients. This aims to reduce confusion and increase transparency regarding the time required to complete each administrative process.

- b. Improving Coordination Between Work Units

To ensure that each stage of the service process can be completed on time, the Inspectorate General of the Ministry of Home Affairs is improving coordination between work units. This includes better communication between officers involved in various stages of service so that the workflow is more organized and there are no unnecessary delays. This improved coordination is expected to speed up the process and avoid delays in completing services.

- c. Implementing a Digital Notification System to Applicants Regarding Service Status

In an effort to provide transparency and certainty of service completion time, the Inspectorate General of the Ministry of Home Affairs will implement a digital notification system for service applicants. Through this system, applicants can receive real-time information regarding the status of their applications, including estimated completion time. Providing this notification provides a sense of certainty to applicants, so that they do not feel anxious or confused about the development of the service process they have submitted.

4. Optimization of Information Technology Infrastructure

Based on the informant's answer above, it can be concluded that to overcome obstacles related to system errors and internet networks, the Inspectorate General of the Ministry of Home Affairs has made various efforts as follows:

- a. Conducting Routine Updates and Maintenance of the Electronic Administration System

The Inspectorate General of the Ministry of Home Affairs periodically updates and maintains the electronic-based administration system to minimize the risk of errors or technical disruptions. This effort aims to ensure that the system used is always in optimal condition and free from problems that can hinder the service process.

- b. Increasing Server Capacity and Internet Network Infrastructure

To support smooth access to digital-based services, the Inspectorate General of the Ministry of Home Affairs also increases server capacity and improves internet network infrastructure. This aims to ensure fast and stable access for officers and service applicants, so that services can run smoothly without technical disruptions, even in situations with a high number

of applicants.

c. Optimizing the Use of Technology for Faster and More Stable Service Access

The Inspectorate General of the Ministry of Home Affairs also optimizes the use of technology that can improve the stability and speed of service access, both for officers and applicants. The existing administrative system is now strengthened with the latest technology that allows faster data processing and minimizes downtime or technical disruptions that can hinder service.

5. Strengthening Periodic Supervision and Evaluation

From the explanation above, it can be concluded that to ensure the sustainability of improving the quality of service, the Inspectorate General of the Ministry of Home Affairs has carried out periodic supervision and evaluation with the following steps:

a. Conducting Regular Public Satisfaction Surveys on Administrative Services

The Inspectorate General of the Ministry of Home Affairs conducts regular public satisfaction surveys to evaluate the quality of administrative services provided. This survey aims to identify obstacles faced by service applicants and aspects that still need to be improved, so that corrective measures can be implemented immediately to improve the quality of service.

b. Providing a Service Complaint Contact Person To make it easier for service applicants to submit complaints or grievances, the Inspectorate General of the Ministry of Home Affairs provides a contact person or service complaint channel. This allows applicants to provide input or report problems they encounter in the service process, which can then be followed up for further improvement.

c. Optimizing the Role of Internal Supervisors in Ensuring Policies Are Implemented Effectively

The Inspectorate General of the Ministry of Home Affairs also optimizes the role of internal supervisors to ensure that every service improvement policy that has been set is truly implemented effectively. Internal supervisors have an important role in overseeing the implementation of policies and providing recommendations or improvements if deviations are found in the implementation of the policy.

By preparing clear SOPs, officers will have standard guidelines in providing consistent services. Increasing the discipline and professionalism of officers also plays an important role in ensuring that every service is carried out on time and in accordance with the established standards. In addition, increasing the certainty of service completion time will provide satisfaction to applicants, because they can know when their service will be completed. Optimizing information technology infrastructure will also simplify the administration process, making services faster and minimizing system errors. Finally, strengthening supervision and evaluation periodically ensures that every policy implemented actually provides the desired and sustainable results.

Overall, these efforts are expected to encourage the creation of a more responsive, efficient, and accountable service system, in line with the major goals of the bureaucratic reform that is being implemented. This will not only speed up the bureaucratic process, but also improve the quality and accuracy of services provided to service recipients. With the

steps that have been taken, it is hoped that the Inspectorate General of the Ministry of Home Affairs can continue to play an active role in encouraging the achievement of better bureaucratic reform. Ultimately, these efforts will support the creation of a more effective, efficient, and responsive government to the needs of service recipients. This improvement in the quality of service will have a positive impact on building public trust in the government system and strengthening accountability and transparency in every aspect of government administration.

Discussion

Tangible Dimension

In the context of public services, the tangible dimension according to Zeithaml, Parasuraman, and Berry (1990) is one of the five main dimensions in the Service Quality model used to measure service quality. Tangible specifically includes physical and visual elements that can be directly felt by customers such as service facilities, equipment, employee appearance, and visual information media used. This aspect is important because it forms the customer's initial impression of the service provided before verbal or administrative interactions occur. This theory broadens the scope of previous theories such as those proposed by Lehtinen (1982) which only emphasizes physical quality in terms of infrastructure, or Grönroos (1984) who distinguishes between technical quality (what is received) and functional quality (how the service is provided). Zeithaml reformulated and simplified the evaluation framework into five aspects, making tangible an explicit and easily measurable parameter in the context of public services.

When compared to the research of Rahmat Subagio (2012) which studied bureaucratic reform at the Tanjung Priok Customs and Excise KPU, it was found that public service indicators, especially in terms of service standards and provision of complaints, still showed variations in quality. Several indicators such as the level of service standards were still considered less than good (quality value C), which indicated a discrepancy between public expectations and the performance of the services provided. In contrast, at the Inspectorate General of the Ministry of Home Affairs, the results of the study showed that all tangible elements had met the standards very well. Procedural information was displayed openly, service facilities were quite complete, and public services were carried out professionally and comfortably for users. Thus, in this comparison it can be concluded that the Inspectorate General has been more successful in implementing tangible dimensions compared to the service units studied in Subagio's study. This achievement can be attributed to attention to visual media, openness of information, and integration of technology that has not been fully developed in Subagio's study.

Similarly, when compared to the research of Dwi Wahyu Aris Setio Anggoro (2017) which examined public services in Adimulyo District, it can be seen that although services have been implemented in accordance with SOP and the service flow is getting faster, there are still obstacles in the form of technological limitations (internet is often disconnected), low competence of the apparatus, and lack of information received by the community. These obstacles are closely related to the tangible aspect which in the Zeithaml model includes the quality of facilities and completeness of visual information. In contrast, at the Inspectorate

General of the Ministry of Home Affairs, not only is information media available in digital and print forms, but supporting technology is also available such as the Online Service Information System (SIOLA) which allows the public to access services without having to come directly to the office. This facility shows significant progress in strengthening tangible service quality compared to the context described in Anggoro's research.

From a regulatory perspective, the successful implementation of the tangible dimension at the Inspectorate General of the Ministry of Home Affairs also shows its compliance with the principles of public service as stipulated in Law Number 25 of 2009 concerning Public Services. Article 4 of the law states that the principles of public service include openness, efficiency, justice, and convenience. In relation to the tangible dimension, this emphasizes that public service providers must ensure the availability of adequate physical facilities and infrastructure, clear information delivery, and services that support the comfort and convenience of the community. In addition, PermenPAN-RB Number 15 of 2014 concerning Guidelines for Service Standards also technically regulates the requirement to convey service information through media that is easily accessible and understood by the community, as well as creating a clean, orderly, and standardized service environment. All of these principles have been implemented well by the Inspectorate General of the Ministry of Home Affairs, as reflected in field findings.

Furthermore, the legal analysis can also be linked to PP No. 96 of 2012 concerning the Implementation of the Public Service Law, which contains provisions on the standards of public service facilities and infrastructure that must be provided by the organizer. In this case, the assessment of tangible aspects is not only a manifestation of commitment to service quality, but is a legal obligation. This means that violations or neglect of the fulfillment of tangible elements can also be interpreted as a form of non-compliance with administrative legal norms. Therefore, the success of the Inspectorate General in ensuring the completeness and comfort of service facilities is part of a form of compliance with the applicable regulatory mandate.

In closing, the comparison between theory, previous research, and current implementation shows that the tangible dimension not only plays a role in creating the perception of quality service, but also has an important position in the legal evaluation of public service performance. In this case, the Inspectorate General of the Ministry of Home Affairs can be used as a good example of how good service quality theories can be applied in practice with effective, efficient results, and in accordance with laws and regulations.

Reliability Dimension

Reliability in public service refers to the ability of an institution to provide services consistently, on time, and in accordance with promised standards. Public service theory, as proposed by Parasuraman, Zeithaml, and Berry (1990) emphasizes that reliability is the main dimension that determines the quality of service, where the existence of clear procedures, standard operating procedures, and the performance of disciplined and competent officers are the determining elements. In this context, the existence of official and complete SOPs is crucial to avoid inconsistencies and uncertainty in services that can reduce public trust.

Research by Rahmat Subagio (2012) on the implementation of bureaucracy at the

Tanjung Priok Main Customs and Excise Service Office shows that the implementation of good bureaucratic reform requires clear and integrated SOPs and reliable human resources. The study found that incomplete SOPs and inaccurate placement of human resources can reduce the quality of service. This is in line with the findings at the Inspectorate General of the Ministry of Home Affairs, where the SOP is still a draft and not final, resulting in inconsistency in the implementation of administrative services.

Similarly, Dwi Wahyu Aris Setio Anggoro's (2017) research on population administration services in Adimulyo District emphasized the importance of SOPs and HR competencies in improving the speed and quality of service. Obstacles such as the unavailability of final SOPs and lack of officer discipline are inhibiting factors in realizing reliable and satisfactory services.

In terms of regulation, public services in Indonesia are regulated by Law Number 25 of 2009 concerning Public Services which emphasizes the government's obligation to provide fast, accurate, transparent, and accountable services. The articles in this law mandate that SOPs must be prepared systematically and implemented consistently as part of efforts to ensure the quality of service. The absence of an official SOP at the Inspectorate General of the Ministry of Home Affairs clearly contradicts this provision and has the potential to cause maladministration and violations of the applicant's right to obtain proper service.

From a legal aspect, Permendagri No. 137 of 2022 concerning the Organization and Work Procedures of the Ministry of Home Affairs also regulates service standards and mechanisms for implementing the duties of the Inspectorate General. These provisions require technical guidelines and standard procedures so that the implementation of duties runs effectively and efficiently. The absence of a final SOP indicates the weak implementation of this regulation which must be immediately corrected to avoid legal risks and increase accountability.

In addition, the aspect of officer reliability that includes discipline and accuracy must also receive serious attention in accordance with the principles of good governance that require government officials to act professionally, accountably, and responsively. Delays in starting services and lack of accuracy in checking files are forms of violation of this principle and can reduce public trust.

Technology as a service support, such as the SIOLA system, is in accordance with the theory of bureaucratic modernization that encourages digitalization to increase transparency and efficiency. However, the development of technological features must be followed by strengthening internal regulations so that the use of technology can be maximized without ignoring aspects of data security and protection of applicant rights.

Overall, strengthening SOPs, improving officer discipline, and optimizing technology must be carried out based on applicable legal provisions so that public services at the Inspectorate General of the Ministry of Home Affairs can meet reliability standards even though there are still problems in the SOPs that are not yet final.

Responsiveness Dimension

In the literature of public service management, the responsiveness dimension is one of the main indicators of service quality that describes the agency's ability to provide services

quickly, accurately, and according to customer needs (Parasuraman, Zeithaml, & Berry, 1990). Simplicity and ease of SOPs are important foundations for smooth and consistent service, because SOPs function as work guidelines that minimize confusion and variation in interpretation by service officers (Gronroos, 2000).

Research by Sari (2019) on public services at the Population and Civil Registration Service shows that the existence of official and easy-to-understand SOPs contributes significantly to accelerating the service process and increasing public satisfaction. Conversely, the absence of official SOPs tends to cause procedural inconsistencies, uncertainty, and potential conflict between officers and applicants.

In terms of the speed of officer response, public service theory emphasizes that a quick response to complaints and requests is essential to maintaining public trust and service effectiveness (Kotler & Keller, 2016). Interviews with service recipients at the Inspectorate General showed that officers were quite responsive, with a response speed that met expectations, in accordance with the findings of Wulandari's (2020) research which emphasized that training and the availability of information technology can increase officer responsiveness.

The modernity of facilities and infrastructure, such as the use of computers with the latest processors and filing cabinets, is in line with the bureaucratic digitalization approach that is oriented towards increasing efficiency and transparency of services (Damanhuri & Hariyanto, 2018). These modern facilities help reduce convoluted bureaucracy and speed up the service process so as to meet the responsive principle.

In terms of regulation, public services in Indonesia are regulated in Law Number 25 of 2009 concerning Public Services which mandates fast, accurate, easily accessible, and accountable services. Article 7 of the Law emphasizes that government agencies are required to provide simple and easy-to-understand service procedures, so the absence of an official SOP at the Inspectorate General of the Ministry of Home Affairs is a deficiency that must be immediately corrected in order to fulfill this obligation.

Furthermore, the Regulation of the Minister of Home Affairs Number 137 of 2022 concerning the Organization and Work Procedures of the Ministry of Home Affairs stipulates that each work unit must have technical guidelines and SOPs as a basis for carrying out tasks. Without standard SOPs, there is a risk of inconsistent implementation and the potential for maladministration, violations of the principle of legal certainty, and even implications for objections or lawsuits from the public who feel disadvantaged.

From an administrative law perspective, procedural ambiguity can be a formal defect in public services that violates the principles of good governance, such as transparency, accountability, and professionalism (Article 1 of Law No. 30 of 2014 concerning Government Administration). Therefore, the preparation and determination of clear and official SOPs not only increase the efficiency and speed of service but also meet the legal requirements required by laws and regulations.

The aspect of modernity of facilities and infrastructure is also regulated in the bureaucratic reform policy that encourages the use of information technology in order to improve public services (Presidential Regulation No. 81 of 2010 concerning the Grand Design

of Bureaucratic Reform). The use of technology such as online systems and modern supporting facilities must be accompanied by internal regulations that govern the use, data security, and complaint mechanisms so that technology can run effectively and safely.

Based on previous theories and research results, responsive service is supported by simple and clear SOPs, speed of response from officers, and modern facilities and infrastructure. The Inspectorate General of the Ministry of Home Affairs has demonstrated aspects of speed and adequate use of technology, but still experiences shortcomings in terms of unofficial SOPs. Legally, the absence of official SOPs has the potential to violate the provisions of the Public Service Law and related technical regulations, so it needs to be addressed immediately to ensure structured, consistent, and legal services.

Assurance Dimension

The assurance dimension in Zeithaml et al.'s theory (1990) refers to the ability and courtesy of public service officers in providing security, trust, and confidence to the public. This includes technical competence, integrity, and security both physically and informationally. In the context of the Office of the Inspectorate General of the Ministry of Home Affairs, the results of the study show that the guarantee of cost certainty has been implemented well, namely through a free service policy without charges, which is openly informed to the public. This practice is in line with the results of Dewi's research (2020) which emphasizes that transparency of cost information is one of the key indicators in building public trust. In terms of regulation, the implementation of free services is a form of compliance with the principle of fair and non-discriminatory service as stipulated in Article 4 letters d and e of Law Number 25 of 2009 concerning Public Services, and supports the implementation of the integrity zone towards a corruption-free area (WBK/WBBM) based on Permenpan RB No. 90 of 2021.

However, the guarantee of certainty of service time still shows weaknesses. Although the estimated time has been listed in the service flow, in reality not all processes run according to target. This is in line with Yuliani's research (2019) which states that inaccuracy of service time is one of the main causes of public dissatisfaction with bureaucratic performance. From a legal perspective, this inconsistency has the potential to violate the principles of accountability and certainty of time as regulated in Article 15 paragraph (1) of Law No. 25/2009, which requires service providers to meet service standards including completion time. Therefore, a real-time service time monitoring system is needed, as well as increasing the capacity of digital infrastructure to prevent delays due to technical disruptions.

In terms of document protection, the Inspectorate General's Office has used an encryption system to maintain the confidentiality of information, as conveyed by the resource person. This is a positive step that is in line with the principles of security and confidentiality in Zeithaml's theory, and strengthens the implementation of Law Number 27 of 2022 concerning Personal Data Protection. The use of an encryption system is also supported by Handayani's research (2021), which shows that data protection is an important factor in building public trust in digital-based services. In addition, the existence of physical security facilities such as CCTV also supports the guarantee of a sense of security for service users. This not only increases the professionalism of the institution but also strengthens the

trustworthiness aspect in public perception.

Thus, it can be concluded that the quality of service from the assurance dimension at the Inspectorate General's Office shows a good commitment in terms of security, cost, and data protection. However, the aspect of time certainty still needs to be strengthened to be in line with theory, previous research results, and the principles of public service in laws and regulations. Integration between clear service standards, consistent implementation, and compliance with legal norms is the key to realizing credible and trusted public services.

Dimension of Empathy

Dimension *empathy* in the theory of Zeithaml et al. (1990) emphasizes individual attention, sincere communication, and concern shown by service providers to service recipients. The results of research at the Office of the Inspectorate General of the Ministry of Home Affairs show that most officers have shown a friendly and polite attitude, and are not discriminatory in providing services. This finding is in line with research by Sari (2021) which states that the friendliness and attention of officers are crucial aspects that directly affect the level of public satisfaction in public services. Regulatory, this is also in accordance with Article 5 letters c and e of Law Number 25 of 2009 concerning Public Services, which requires service providers to provide non-discriminatory services and treat service users politely and courteously. However, there are still practices that do not reflect empathy in their entirety, such as the use of cell phones by officers while providing services. This is contrary to the principle of professionalism as stated in Government Regulation Number 42 of 2004 concerning the Development of the Corps Spirit and the Code of Ethics for Civil Servants, which mandates that employees maintain focus and integrity in carrying out public service duties.

In terms of infrastructure support, the Inspectorate General's Office has provided modern technology-based facilities and infrastructure such as high-performance computers, automatic filing cabinets (kardex), and document scanners that facilitate the administrative service process. The application of user-friendly technology and regular training for officers to improve technical competence demonstrate a form of institutional empathy for the comfort and convenience of applicants. This is in line with the results of Handayani's research (2020) which states that technology-based public services supported by trained human resources can create an inclusive and efficient service atmosphere. Furthermore, this is a concrete implementation of the mandate of Article 22 paragraph (1) of Law No. 25/2009 which requires public service agencies to provide adequate and user-friendly supporting facilities and infrastructure.

Although in general the empathy dimension has been implemented quite well, the existence of several officers who are less focused in serving applicants remains an important note that needs to be fixed. Therefore, fostering discipline and strengthening the code of ethics of service must be a priority, to ensure that each officer is able to show full concern for the needs of the community, both verbally and in professional actions. The integration of individual empathy from officers and structural empathy from institutions will greatly determine the success of public services in building trust and satisfaction of the community as a whole.

CONCLUSION

Based on the results of observations and interviews that have been explained in the previous discussion regarding the Analysis of Administrative Services at the Inspectorate General of the Ministry of Home Affairs, the author concludes several things, namely: The implementation of administrative services at the Inspectorate General of the Ministry of Home Affairs is based on the duties and functions listed in Article 30 of Presidential Regulation Number 11 of 2015 concerning the Ministry of Home Affairs and Article 661 of the Regulation of the Minister of Home Affairs Number 137 of 2022 concerning the Organization and Work Procedures of the Ministry of Home Affairs. Administrative services include handling complaints, providing recommendations related to the regional inspector selection committee, and issuing a certificate of freedom from findings. This service is implemented through two mechanisms, namely manual and online, with the aim of increasing efficiency and accelerating the administrative process. Online services, which were launched on December 17, 2018 through the SIOLA application, support transparency, accountability, and efficiency in supervision and public services, both at the internal level of the Ministry of Home Affairs and at the regional level. Analysis of supporting and inhibiting factors in administrative services at the Inspectorate General of the Ministry of Home Affairs shows that the availability of adequate facilities and infrastructure, reliable technology, fast response from officers, guaranteed document security, and employee commitment are the main supporting factors that can encourage improvements in service quality. However, inhibiting factors such as the absence of procedures (SOP) for officers, officer discipline, uncertainty of service completion time, and system and internet disruptions are still challenges in improving the efficiency and effectiveness of administrative services. Therefore, improvements in these inhibiting aspects, such as compiling SOPs, improving officer discipline, and updating technology infrastructure, are very necessary to achieve more optimal and satisfactory administrative services. The efforts made by the Inspectorate General of the Ministry of Home Affairs in improving administrative services show a strong commitment to accelerating bureaucratic reform. Through the preparation of SOPs, improving officer discipline and professionalism, certainty of service completion time, optimizing IT infrastructure, and strengthening periodic supervision and evaluation, the Inspectorate General seeks to create more efficient, transparent, and accountable services. All these steps aim to improve the quality of public services, accelerate bureaucratic processes, and support the achievement of a more effective, responsive, and results-oriented government that benefits service recipients.

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