ASHA PUBLISHING

JPPLG

JOURNAL OF PUBLIC POLICY AND REGIONAL GOVERNMENT



Volume 1, Issue 2, 2024

Journal of Public Policy and Local Government (JPPLG)
https://journal.ashapublishing.co.id/index.php/jpplg/
E-ISSN: 3047-6984
Volume 1, Issue 2, July 2024.
Pages: 46-54

The Role of Office Administration in Optimizing Public Services at the Ujung Pandang District Office

Nur Rezky Amalia[1], Haedar Akib[2*], Herlina Sakawati[3]
[1,2,3]Universitas Negeri Makassar
Correspondence Author Email: haedar.akib@unm.ac.id

ABSTRACT

Providing services to the community is a form of government function in realizing. This research aims to determine the mechanism for implementing the role of office administration in optimizing public services at the Ujung Pandang Subdistrict Office and the factors inhibiting office administration in optimizing the Ujung Pandang Subdistrict Office. This type of research uses a qualitative approach where the research carried out is descriptive, namely, to describe the reality of events that occurred in the field during the research, which makes it easier for this research to obtain objective data in order to determine the role of office administration in optimizing public services at the Ujung Pandang Subdistrict office. Research data was collected using interviews and observations and then analyzed using descriptive statistics by collecting, compiling, reducing and verifying data. This research shows that the implementation of office administration services at the Ujung Pandang sub-district office is quite optimal, as can be seen from the fast and simple administrative procedures as a requirement for providing services as well as comprehensive information related to the administration mechanism for every form of management by the community. The forms of service available at the Ujung Pandang sub-district office include administrative services, goods services, services and regulatory services. Factors inhibiting the role of administration in public services at the Ujung Pandang District Head's office are the lack of facilities to support the continuity of administration, human resources that need to be strengthened again by providing understanding or training related to secretariat to each related staff.

Keywords: optimization, office administration, public services

INTRODUCTION

An administrative system is needed in every government organization or agency to carry out important agendas. Carrying out this agenda cannot be separated from administrative management, without management in the office it will be difficult to achieve goals (AlMulhim, 2023; Harun & Nehrun, 2019) . Activities carried out to carry out administrative control are identical to the arrangement of filing and recording. Well-managed office administration will be directly proportional to the orderly organization of office records in determining direction and measurement to assess the extent to which efforts have been carried out or have been successful.

Providing services to the community is a form of government function in realizing. Benchmarks for the realization of government governance in related agencies, especially the administration system in the office. The entry point for accelerating administrative reform in the regions is to realize good regional governance that focuses on improving the quality of public service delivery to those in need.

The role of administration is important in work efforts in offices, including efforts to streamline and organize the activities to be achieved. Failures and bottlenecks occur due to various experiences in development efforts that have been implemented and are not supported

DOI: https://doi.org/10.70188/2m57ew77

by good administrative skills. There is no link between planning and implementation of activities, due to weak administrative capabilities, which is one of the causes (Saputra, 2021).

Activities usually carried out by office administration are managing and carrying out office administration, including collecting, recording, processing, duplicating, sending and storing data and information needed by the office. (Soenarto, 2001).

The role of public administration is basically to achieve goals efficiently and effectively. Therefore, every activity in public administration strives to achieve goals as planned and contains the best ratio between inputs. So that the existence of administration is not just a painting but has benefits for the public interest. So public administration places more emphasis on the public's role in achieving public administration goals by protecting people's rights (Rahman, 2017).

For public service providers, consumer satisfaction must be used as positive feedback. Consumers do not only provide an assessment of quality, consumers must also be consulted to guide and solve problems that are weaknesses and deficiencies in the service organization. Therefore, administrative substances play an important role in regulating and directing all activities of service organizations in achieving goals. Services should satisfy people's desires. Therefore, the Government must always pay attention to the wishes of the community and strive to improve the quality of its services (Agustina & Ismiayati, 2019; Suryantoro & Kusdyana, 2020).

METHOD

The approach used in this research is a qualitative approach, a research method that produces descriptive data to describe in detail the events that occurred in the field during the research. This research uses a qualitative approach because it is based on the phenomenon to be studied, namely the role of office administration in improving the efficiency of public services at the Ujung Pandang sub-district office. (Sugiyono, 2019).

The research that will be carried out to obtain data will be carried out at the Ujung Pandang District Head's office, Makassar City, South Sulawesi Province. The scope of this research discussion is to measure several forms of description of service delivery at the Ujung Pandang Subdistrict office, namely administrative services, goods, services and regulations.

The number of informants in this research at the Ujung Panfdang sub-district office was the Ujung Pandang sub-district head, PNS sub-district secretary and non-PNS staff. The subjects in this research were the Head of Ujung Pandang Subdistrict, the Secretary of the Subdistrict Head, 4 people from civil servants, and 4 people from staff. Research data was collected using interviews and observations and then analyzed using descriptive statistics by collecting, compiling, reducing and verifying data.

RESULT AND DISCUSSION

In this research, there are four indicators to measure the role of administration in public services which will then be described as follows:

Administrative Services

The role of office administration is carried out quite well, seen in the correspondence administration service process with a fast and orderly mechanism based on established procedures. In order for correspondence management to run well, administrative arrangements must be carried out with good planning and following existing provisions, as well as paying attention to plans from the start. Administrative management at the Ujung Pandang sub-district office is said to be good. The administrative mechanism is carried out based on procedures. Services to the people of Ujung Pandang Subdistrict must go through a predetermined process

DOI: https://doi.org/10.70188/2m57ew77

by completing administrative arrangements first, with the obligation to complete the requirements in accordance with the affairs that will be handled by the sub-district office.

Efficient management in records management is a key element to achieve optimal administration. It is also necessary to have a worker who has administrative order and is able to optimize the potential of each office component on an ongoing basis. The services at the sub-district office are quite clear to local residents. Services at the sub-district office are carried out while still adhering to the mechanisms that have been established and are quite clear which must be prepared, however, in implementing services administratively, some of the communities do not yet understand this.

There is an appeal through information media that is held and is one of the efforts to increase administrative capacity in the office. That the Ujung Pandi sub-district office provides services by paying attention to the needs of the community and is equipped with administration for the purposes of archiving office planning in order to achieve good service.

The administrative role plays a crucial role in carrying out office administration activities, including efforts to expedite and regulate the course of desired activities. Failures and obstacles that arise are often caused by experiences in previous development projects that were not supported by adequate administrative capabilities. One of the main factors is the mismatch between planning and implementation of activities, caused by weaknesses in administrative capabilities (Saputra, 2021). In office administration, it involves the process of managing information, from distribution to processing, as well as managing places to receive, store and distribute information.

The Ujung Pandang sub-district office is responsible for administering sub-district administration services as a form of public service that prioritizes quality services to the community. This service is expected to provide a fast response, accurate information, have legal validity, and still follow applicable procedures and regulations. The implementation of this service is in accordance with Service Standards which must be normatively informed to the public. It is hoped that the existence of this excellent service can raise public trust in the government, create satisfaction, and ultimately stimulate the dynamic development of community activities.

The administrative process involves various activities such as planning, decision making, drafting, organizing, leadership, management, direction, guidance, alignment, control, supervision, and improvement. (Saggaf et al., 2014). In short, all these activities are combined in an organization. Therefore, administration can be considered as a series of organizing actions towards human cooperation in order to achieve certain goals (Daputra et al., 2021).

In providing services, the Ujung Pandang Subdistrict Office seeks to provide transparent information to the public, so that they can understand service procedures in accordance with administrative standards, starting from the initial stage to the completion of service management. The administrative function in the Office is in the secretarial section. To support good administration, a disciplined role and responsibility for an employee is required in providing services.

Goods Service

Goods services at the Ujung Pandang Subdistrict office are of course to support community needs. It can be seen that the services provided to the community are in the form of administrative services in the form of goods services. The Ujung Pandang sub-district office provides services by providing locations for people who want to open businesses, facilities on traffic routes and market management.

The provision of services to the community can touch all levels of society in the sense that services are enjoyed collectively and there are also services that only certain communities can experience which are more individual.

DOI: https://doi.org/10.70188/2m57ew77

The focus of this service is on the provision and processing of goods, with the results being products needed by the community. Goods categories include pure public goods, semi-public goods, semi-private goods, and private goods (Silalahi & Syafri, 2015). In particular, people who need these services must go through administrative procedures which are a condition for obtaining these services. Apart from the availability of these services, they also cannot meet the needs of the entire community because the tenancies provided are still relatively limited.

To meet community service needs, Ujung Pandang District carries out Facilities and Infrastructure Development Activities, including road repairs using road repair materials such as paving blocks in each sub-district. Apart from repairing roads, this activity also includes improving the drainage system, installing lights in alleys, and installing traffic lights in Losari Village. In Baru Village, this activity includes improving drainage, providing drilled wells and containers, raising road shoulders, increasing the asphalt layer, and rehabilitating drainage channels in 10 sub-districts in Ujung Pandang District.

Ujung Pandang District implements five programs, executes twelve activities, and organizes thirty-six sub-activities to achieve the development targets and goals of Makassar City. This initiative includes the acquisition of regional property to support regional government activities, including the acquisition of furniture, equipment, machinery and intangible assets. Apart from that, this activity also provides supporting services for local government affairs, such as correspondence administration, communications, water and electricity resource management, as well as general services in the office.

Services

Services at the Ujung Pandang Subdistrict office aim to provide or produce various types of services. For example, education services, health care, and transportation. At the Ujung Pandang sub-district office, mobile waste collection services are provided through waste transportation.

The waste levy service is intended to maintain the cleanliness of the Ujung Pandang sub-district environment because waste is the main problem in Makassar City in general. Apart from cleanliness, services are also provided to maintain the safety of the local community. Apart from that, there is transportation available in the form of patrol cars which are provided to monitor security for the community and regulate certain areas.

Service performance covers a wide area and can be carried out by individuals or groups, governments, or private entities. Skills and professionalism appropriate to the domain are needed in providing services. In addition, the facilities and infrastructure needed to support these services also need to be provided (Silalahi & Syafri, 2015). Then the security services for the community also have Satpol PP as security personnel.

There is a service that provides a forum for proposing regional development plans by attaching government planning documents for the next year. This document contains details of the RPJMD, including the regional economic framework, priority development programs, as well as planning, funding and future projections. This document will be the basis for compiling the KUA-PPAS. The Ujung Pandang Subdistrict Work Plan refers to the Makassar City RKPD and acts as a supporter for the implementation of the SKPD Renja Draft throughout Makassar City, which involves programs and activities in the Ujung Pandang Subdistrict area. The coordination program has been designed to maintain peace and public order, as well as increase community security through effective collaboration with the police (Polri), army (TNI), and vertical agencies in the sub-district area. Apart from that, efforts to harmonize relations with religious and community leaders are also an important focus. Another program involves empowering village and sub-district communities by coordinating village empowerment activities, aimed at increasing their effectiveness at the sub-district level. Sub-district empowerment activities are

DOI: https://doi.org/10.70188/2m57ew77

directed at increasing community participation in sub-district development planning deliberation forums. There are also special services aimed at fulfilling plans for developing sub-district facilities and infrastructure as well as establishing community empowerment at the sub-district level

Regulatory Services

The regulatory service at the Ujung Pandang Subdistrict office is law enforcement which aims to regulate all levels of society and maintain order in society. This service generally functions as protection for the rights of all parties. At the Ujung Pandang sub-district office, to discipline employees, staff and the community, they are bound by legal products. Each form of service has its own rules for implementation, which serve as a reference for providing services to the community.

Based on the results of research involving a number of respondents, from interviews, documentation and observations, in providing services to the community, officers provide explanations regarding the availability of the services provided. In addition, almost all administrative services are provided free of charge, creating a public perception of satisfactory service, especially when facing obstacles, which encourages officers to provide maximum service. Based on the results of interviews and observations conducted by researchers, employees and staff at the Ujung Pandang District Office when serving the community have orderly administration. When observations were made at the Ujung Pandang sub-district office, the role of administration in public services was seen, namely administrative services, goods services, services and regulatory services. Administrative services can be managed online and can be managed directly at the sub-district office with provisions regarding file requirements in the form of administrative services. Then services for goods needed by the community are in the form of business locations for street vendors by providing sales tenancies to make them more organized and orderly. There are also services, one of which is a waste levy for the community and transportation and regulatory services in the form of legal products to discipline the community, one of which is regulations on selling time limits for traders.

Apart from that, the results of observations regarding the role of administration for each service have been carried out by utilizing a website which is used to archive administrative traces, then this archiving is not only done by uploading it to the website but also in the physical form of archiving. However, it appears that there is already a lot of administrative filing in the Ujung Pandang sub-district office, so the arrangement of the files is less organized. The accumulation of administrative files is due to the lack of special archiving space.The managerial function in administering administration in Ujung Pandang District is closely related to the implementation of administrative systems and procedures. The intent is to create harmonious collaboration between staff members responsible for administrative services, so that organizational goals can be achieved effectively and efficiently through the implementation of clearly defined performance standards or procedures.

According to (Haryadi, 2009), There are five categories of administrative functions in the office environment, namely routine, technical, analytical, interpersonal and managerial functions. Managerial functions, as the final category, involve planning, organizing, measuring and motivating employees. The main role of Ujung Pandang District as a community service center is a crucial aspect in providing direct services to residents. To improve the quality of public services, a PATENT policy has been implemented in accordance with (Minister of Home Affairs Regulation Number 4 of 2010 Concerning Guidelines for District Integrated Administrative Services (PATEN)) regarding Guidelines for Integrated Administrative Services in Districts. This PATENT program reflects the implementation of the delegation of part of the Regent's authority to the District Head. Apart from that, services can also be accessed up to the government level, in accordance with the direction of the regional head, to organize general government affairs.

DOI: https://doi.org/10.70188/2m57ew77

This includes the implementation of all government tasks that are outside the scope of regional authority and are not handled by vertical agencies in Ujung Pandang District.

Performance assessment, both at the central and regional levels, relies heavily on public services as the main indicator. A government administration is considered effective when its public services are focused on the interests of the community, with the benchmark for success determined by community satisfaction (Hayat, 2017). Optimizing public services is the realization of aspirations to improve community welfare. The success of bureaucratic reform and the implementation of good governance is very dependent on the level of optimality in providing public services. The optimization process involves several elements, such as leadership, organizational culture, institutional structure, work procedures, service standards, public complaint management, control and evaluation, infrastructure, use of information technology, and human resource management. (Hayat, 2017).

According to (Sinambela, 2006), The achievement of indicators in public services can be measured through the fulfillment of community satisfaction. To achieve this level of satisfaction, the quality of public services can be identified through several aspects. First of all, openness requires that services be easily accessible to all parties, presented adequately and easily understood. Second, responsibility is needed so that services can be accounted for in accordance with applicable regulations. Third, dependability refers to the provision of services that are adapted to the conditions and capabilities of the service provider and recipient, but still comply with the principles of efficiency and effectiveness. Fourth, active community participation can encourage involvement in service delivery by paying attention to their aspirations, needs and hopes. Meanwhile, equality of rights shows the urgency of services that are fair and without discrimination, regardless of ethnicity, race, religion, class, social status, or other factors. Ultimately, the balance of rights reflects the principle of public services which takes into account aspects of justice between service providers and the community receiving services.

Improving the quality of Human Resources (HR), improving facilities and infrastructure, and increasing the number of personnel at the sub-district level are the main keys to achieving optimization of public services.Muriawan (2020) states that superior public services, especially in population administration, will encourage the formation of good government. At the Ujung Pandang Subdistrict Office, the role of office administration has succeeded in optimizing the delivery of public services quite effectively. This is proven by the services provided to the community that are precise and simple. The managerial function of office administration has been carried out well, especially in the aspect of administrative services at the Ujung Pandang District Office. This managerial function includes the implementation of administrative systems and procedures, which create a climate of cooperation among staff implementing administrative services. The goal is to achieve organizational effectiveness and efficiency through clear performance standards and procedures.

Factors inhibiting office administration in optimizing the Ujung Pandang Subdistrict Office

In carrying out administrative tasks in the office, it is hoped that every aspect of the service can operate according to its role well. The role of administration in efforts to optimize service delivery is certainly inseparable from various obstacles. The obstacles at the Ujung Pnadang sub-district office regarding the role of administration in the process of providing services are the availability of goods and services which is not continuously ongoing because the special officers who are given responsibility for organizing do not periodically check the need for tools and materials needed for administration in the form of paper, blanks, and printing equipment so that when they are needed they are no longer available, the person responsible must provide them again.

The factor that hampers office administration in supporting the public service process at the Ujung Pandang sub-district office is that there are several facilities and infrastructure needed

DOI: https://doi.org/10.70188/2m57ew77

for administration that are damaged and cannot be used, such as damaged computers and other machines. That the problems at the Ujung Pandang District Head's office in managing the administration of public services are the incompleteness of the required documents that have been determined, the continuous availability of blanks, for example for KTP and KK administrators who are moving in..

Based on data obtained from the Ujung Pandang District Head's office, the main obstacle in office administration lies in the limited facilities that can support administrative functions. This factor has a crucial role in carrying out administrative tasks in various sectors. Therefore, it is necessary to have optimal completeness and quality of facilities in each sector so that all administrative processes can run smoothly. However, this office still lacks supporting facilities for administration. Therefore, efforts are made to work stably and categorize files so they are easy to find. In terms of the quality of human resources, it is still very low because there are still some staff who are still technologically illiterate. The quality of human resources also supports smooth administration. As in the Ujung Pandang sub-district office, administrative governance is available not only in the administrative role of archiving physical letters but also in the form of soft files which are then operated on certain websites or office applications as a form of reporting.

Despite continued efforts by the government to improve public service standards, several service areas still do not satisfy the public, especially in fulfilling civil rights and basic needs of citizens. The mass media has become a forum for public complaints, especially regarding the complexity and lack of transparency of service procedures and mechanisms, as well as limited service facilities and facilities (Mannayong & Salam, 2021). In implementing office administration services, it is hoped that all service functions can run according to their intended purpose. Office administration services, which are also referred to as office services (Mirdawati et al., 2018), need to provide support for each core job task carried out to achieve specific goals within government agencies.

Public service providers are responsible for designing service standards by taking into account the capacity of the organizers, community needs and environmental conditions. The involvement of the community and related parties is considered a necessity in the preparation process. Service standards cover various aspects, such as legal basis, requirements, systems, mechanisms, procedures, time periods settlement, costs or rates, service products, facilities and infrastructure (Mirdawati et al., 2018). By implementing public service standards effectively, it is hoped that the implementation of public services can satisfy the community as service recipients.

Optimizing public services requires support from several factors such as awareness, regulations, organizational structure, income level, skills and service facilities (Akib et al., 2022; Arhas et al., 2022; Juharni et al., 2023). The presence of two crucial elements, namely humans and systems, can trigger low quality of public services. Therefore, improvements to both are a necessity to improve service quality. The importance of providing services according to community needs is emphasized, with legal provisions that regulate that services comply with applicable regulations. Government officials have the responsibility to provide services to the community, including in the realm of population administration and general administration (Mannayong & Salam, 2021).

By implementing archive management, it shows that archive management must be carried out with full consideration. Document handling encompasses a range of actions, including organization, storage, loan, search, preservation, protection, and value reduction, both in traditional formats and through electronic methods, with an emphasis on increasing administrative efficiency (Badri, 2007). The main goal of archive management is to ensure that documents that have no value are not stored, while documents that have value remain protected and accessible. The archive management process involves the creation, management, maintenance, utilization, retrieval and deletion of documents, which is carried out by the highest leaders in an organization(Adeyemi, 2020; Darwis et al., 2024; Niswaty et al., 2020).

According to several experts above, archival management involves a series of steps, including structuring, storing, borrowing, re-searching, maintaining, securing and reducing records. The goal is to keep records maintained, organized and easy to access when needed. This concept is in line with the provisions stated in (Regulation of the Minister for Administrative Reform Number 20 of 2006 Concerning Public Services, 2006). Public service standards must include aspects such as type of service, legal basis, service requirements, service procedures, completion time, costs, service products, facilities, and complaint procedures. It is important to detail service procedures to ensure smooth administration according to expectations. The design of service procedures should be simple and informed to the service user community, so that administrative clarity enables employees to provide optimal services.

Fulfilling the demands for quality of service desired by the community is the responsibility of sub-district officials as government implementers in the area. In principle, every member of society has the right to receive satisfactory service from government agencies. The hope is that through this satisfactory service, the community will be more proactive in supporting the role of government officials. In this way, a balance will be created between the rights mandated by society and the responsibilities that must be fulfilled as citizens.

CONCLUSION

Regarding the role of administration in optimizing public services at the Ujung Pandang sub-district office, it can be concluded that the implementation of office administration services at the Ujung Pandang sub-district office is quite optimal as seen from the fast and simple administrative procedures as a requirement for providing services as well as the comprehensive information related to the administration mechanism of each form of management required by society. Apart from that, there are also goods services, services and regulatory services, which in providing these services require procedures to complete administrative files that have been determined by the Ujung Pandang sub-district office. Factors inhibiting the role of administration in public services at the Ujung Pnadang sub-district office are the lack of facilities to support the continuity of administration, human resources that need to be strengthened again by providing understanding or training related to secretariat to each related staff.

REFERENCES

Adeyemi, I. O. (2020). Integration of Information System Success Model (ISSM) and Technology Acceptance Model (TAM): Proposing Students' Satisfaction with University Web Portal Model. In *Record and Library Journal* (Vol. 6, Issue 1, pp. 69–79). https://doi.org/10.20473/rlj.V6-I1.2020.69-79

Agustina, A. D., & Ismiayati. (2019). Kualitas pelayanan publik ditinjau dari aspek Tangibel, Reliability, Responsiviness, Assurance, dan Empathy. *Economi Education Analysis Journal*, *8*(3).

Akib, H., Abdullah, N. R., Niswaty, R., Arhas, S. H., & Awaluddin, M. (2022). Maintenance of Office Facilities at the Makassar City Public Works Service. *Jurnal Ilmiah Ilmu Administrasi Publik*, *12*(1), 69–76.

AlMulhim, A. F. (2023). The impact of administrative management and information technology on e-government success: The mediating role of knowledge management practices. *Cogent Business and Management*, *10*(1). https://doi.org/10.1080/23311975.2023.2202030

Arhas, S. H., Niswaty, R., Suprianto, S., & Jamaluddin, J. (2022). Public Service Standards in the City's Labor Department Makassar City. *Natapraja*, *10*(1), 70–77.

Badri, M. (2007). *Manajemen Administrasi Perkantoran Modern*. Erlangga.

Daputra, N., Gunawan, A., Basuki, A., & Churiyah, madziatul. (2021). *Pengantar Manajemen Perkantoran dan Pengelolaan Perkantoran Modern Serta Pembelajarannya*. Guamedia Group.

Darwis, M., Yusup, P. E., & Arhas, S. H. (2024). Dynamic Records Management in the General Section of the PD Office Makassar Raya Parking. *International Journal of Administration and Education (IJAE)*, *1*(1), 1–9.

Harun, N. I., & Nehrun, I. (2019). Pelatihan Penataan Dan Pengelolaan Administrasi Organisasi Kepemudaan Di Kecamatan Tapa Kabupaten Bone Bolango. *Insan Cita : Jurnal Pengabdian Kepada Masyarakat*, *1*(1). https://doi.org/10.32662/insancita.v1i1.494

Haryadi, H. (2009). *Administrasi perkantoran untuk manajer & staf*. Transmedia Pustaka.

Hayat. (2017). *Manajemen Pelayanan Publik* (1st ed.). Rajawali Pers.

Juharni, J., Bahri, S., Mustafa, D., & Arhas, S. H. (2023). SWOT-AHP as a Method Of Public Service Strategy. *Sosiohumaniora*, *25*(2).

Mannayong, J., & Salam, D. R. (2021). The Role Of Managerial Functions In Supporting Modern Office Administration Services. *Jurnal Administrasi Negara*, *27*.

Minister of Home Affairs Regulation Number 4 of 2010 Concerning Guidelines for District Integrated Administrative Services (PATEN), BPK RI (2010).

Mirdawati, M., Jamaluddin, J., Niswaty, R., Darwis, M., & Salam, R. (2018). The effectiveness of IMB Services at the Makassar City Investment Office and One Door Integrated Services at Makassar City. *Jurnal Ilmiah Ilmu Administrasi Publik*, *8*(1), 37–44.

Niswaty, R., AMIN, M., Akib, H., & Jamaluddin, J. (2020). Records Management at PT. Bank Sulselbar Jeneponto Branch. *Jurnal Office: Jurnal Pemikiran Ilmiah Dan Pendidikan Administrasi Perkantoran*, *6*(2), 143–152.

Rahman, M. (2017). *Ilmu Administrasi* (1st ed.). CV Sah Media.

Regulation of the Minister for Administrative Reform Number 20 of 2006 Concerning Public Services (2006).

Saggaf, S., Salam, R., Kahar, F., & Akib, H. (2014). Pelayanan Fungsi Administrasi Perkantoran Modern. *Jurnal Ad'ministrare*, *1*(1), 20–27.

Saputra, N. (2021). *Pengantar Manajemen Perkantoran dan Pengelolaan Perkantoran Moder*. Guemedia Group.

Silalahi, Ulber., & Syafri, W. . (2015). *Desentralisasi dan demokrasi pelayanan publik : menuju pelayanan pemerintah daerah lebih transparan, partisipatif, responsif, dan akuntabel*. IPDN Press.

Sinambela, L. P. (2006). Public Service Reform: Theory, Policy, and Implementation. *PT Bumi Aksara. Jakarta*.

Soenarto. (2001). *Manajemen Karyawan*. Amus.

Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif Dan R&D*. Alfabeta.

Suryantoro, B., & Kusdyana, Y. (2020). Analisis Kualitas Pelayanan Publik pada Politeknik Pelayaran Surabaya. *Jurnal Baruna Horizon*, *3*(2).