

ORGANIZATIONAL PERFORMANCE OF PUBLIC SERVICES AT THE GENERAL ELECTION COMMISSION (KPU) OF GORONTALO CITY

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ABSTRACT

This study aims to analyze the quality of public services provided by the General Election Commission (KPU) of Gorontalo City. Data were collected through interviews, observations, and documentation, and then analyzed using qualitative analysis methods. The findings reveal that the quality of services offered by KPU Gorontalo City staff is optimal. Facilities and infrastructure, such as parking spaces, waiting rooms, internet connectivity, and other supporting amenities, provide significant comfort for service users and are updated to meet modern needs. Services are delivered promptly according to standard operating procedures (SOP) and are provided free of charge without any additional fees. This favorable condition is reinforced by the office environment, which prominently displays posters or notice boards emphasizing a zero-tolerance policy for illegal levies. However, the quality of services can be further improved by enhancing staff reliability in IT. This could be achieved through training existing staff or recruiting skilled IT personnel. Such improvements would support the technology-driven activities and performance of the KPU Gorontalo City.

Keywords: *Public Service Performance, General Election Commission, Public Services*

INTRODUCTION

The performance of the government, particularly public organizations, has been a subject of extensive discourse in recent years. This is largely due to the prevailing perception that public organizations in developing countries, including Indonesia, often have a comparatively inferior reputation in serving public interests when compared to private organizations. Consequently, private organizations are frequently regarded as alternative policy options to address various issues in public service delivery.

Performance, in this context, is defined as the activities that serve as measures of an organization's success in achieving its mission. For public organizations, the availability of performance data is instrumental in evaluating the extent to which services meet and satisfy the expectations of service users. The evaluation of performance enables the formulation of more targeted and systematic improvement efforts. The evaluation of public organizations' performance should not be exclusively reliant on internal metrics or indicators, such as efficiency and effectiveness, but should also encompass user-centered indicators, including user satisfaction, accountability, and responsiveness.

A substantial body of research has been conducted on the performance of public organizations or government entities, both at the national and regional levels. However, research specifically focusing on the performance of public organizations within independent state institutions (State Auxiliary Agencies) in Indonesia's governance system remains limited. This includes studies on the General Election Commission (KPU). Assessing the performance of public organizations within this institution is vital, given the significant role of the Committee in delivering public services related to elections in Indonesia, including the Regional General Election Commissions (KPUD).

The General Election Commission (KPU) of Gorontalo City functions as an operational implementing agency, entrusted with the execution of specific technical operational duties pertaining to general elections (Pemilu) and the promotion of public participation. In 2021, a performance evaluation of KPUs in the Gorontalo Province was undertaken, with a particular emphasis on five pivotal performance management components: planning, measurement, reporting, evaluation, and performance achievement. The evaluation results were scored on a scale of 0–100 and subsequently categorized into performance rankings. The data revealed that the Gorontalo Regency's Electoral Commission (KPU) ranked first with a score of 62.36 (category B/good), followed by the Bone Bolango Regency's Electoral Commission (62.13/B), and the North Gorontalo Regency's Electoral Commission (61.34 /B), the Pohuwato Regency (61.00/B), the Boalemo Regency (55.54/CC), and, finally, the Gorontalo City (52.64/CC).

Field observations indicate that its organizational performance is reasonably good but still requires improvements in several areas. Specifically, the management information system has been identified as a area in need of enhancement. Additionally, the organization is experiencing a shortage of personnel, which hinders its ability to meet operational demands, leading to employees assuming multiple roles. The absence of IT specialists within the organization is a concern, as it impedes the delivery of efficient public services, particularly in the domain of election-related information. Furthermore, staff responsiveness is perceived as deficient, underscoring the necessity for improvements in this regard.

The aforementioned conditions underscore the necessity of enhancing employee performance, particularly in light of the escalating complexity of government officials' roles in fulfilling public demands and expectations. Consequently, this study, entitled "**Organizational**

Performance of Public Services at the General Election Commission (KPU) of Gorontalo City," was undertaken. The objective of this research is to assess the quality of public services provided by the Gorontalo City Election Commission (KPU).

METHODS

The present research employs a descriptive qualitative approach. Primary data were obtained through in-depth interviews, while secondary data were collected through documentation and observation. The collected data were then subjected to analysis, employing the qualitative analysis method developed by Miles & Huberman. This method consists of four steps: data collection, data reduction, data presentation, and conclusion drawing/verification.

RESEARCH RESULTS AND DISCUSSION

Service quality is defined as the extent to which the service meets or exceeds consumers' expectations and needs. In essence, service quality can be regarded as high if it predominantly fulfills consumer expectations. According to Kotler (2019), service quality is determined by consumers' assessments of the service received in comparison to their expectations. If the service received or perceived aligns with expectations, it is considered good and satisfactory. Such satisfaction can motivate consumers to make repeat purchases and become loyal customers. The service quality examined in this study pertains to the capacity of Civil Servants (ASN) at the General Election Commission (KPU) of Gorontalo City to furnish public services that align with the expectations of service users. The assessment of service quality in this study is predicated on three dimensions: physical evidence, employee reliability, and service assurance.

1. Physical Evidence

The term "physical evidence" is defined as the tangible proof of an organization's existence as perceived by external parties. This encompasses the physical characteristics of the organization's facilities, including their appearance and the services they provide. It also includes the surrounding environment, which provides concrete evidence of the services the organization provides. Indicators of physical evidence are classified into two categories. The first category is the external appearance of the organization's physical facilities, which includes the condition of the building and the daily supporting infrastructure. The second category, "internal appearance," encompasses factors such as cleanliness, the atmosphere within the building, air circulation, lighting in rooms, the number of available service counters, and supporting materials like posters, banners, or brochures for daily activities. In this study, physical evidence refers to the availability of service facilities and infrastructure at the General Election Commission (KPU) office in Gorontalo City to deliver optimal public services to the community.

The results of the study, derived from in-depth interviews, indicate that the facilities and infrastructure at the Gorontalo City office of the General Election Commission (KPU) are adequate and meet the expectations of service users. The available facilities encompass parking spaces, designated waiting areas, internet connectivity, and ancillary amenities designed to enhance user comfort. With regard to the provision of complaint services, the Gorontalo City office of the General Election Commission (KPU) offers two options: direct services and online services. The provision of online services is particularly beneficial for users who encounter difficulties in visiting the office in person, thereby ensuring accessibility and

convenience for all service users.

The researcher's observations align with the findings from the interviews, further substantiating the reliability of the research method and the accuracy of the findings. The facilities and infrastructure at the Gorontalo City office appear to be complete and up to date, meeting the current needs of the community.

2. Employee Reliability

Tjiptono (2014: 282) defines reliability as the ability of service providers to deliver promised services promptly, accurately, and satisfactorily. In the provision of services, it is expected that each employee will possess a high level of knowledge, skills, independence, mastery, and professionalism, ensuring that the work activities yield satisfactory service outcomes. The reliability examined in this study pertains to the capacity of the employees of the General Election Commission (KPU) of Gorontalo City to furnish public services that meet the community's expectations.

A review of the findings from in-depth interviews reveals that the reliability of employees at the Gorontalo City General Election Commission (KPU) is suboptimal and necessitates substantial enhancement, particularly in the domain of information technology (IT). The study noted a paucity of IT proficiency among the employees of the Gorontalo City unit of the Commission, underscoring the necessity for an augmented workforce with competencies in the field. This necessity is deemed paramount in the contemporary context, where data management is progressively reliant on technological systems, underscoring the paramount importance of IT reliability.

Observational findings align with the interview results, indicating that the conditions on the ground are consistent with the observed challenges. While the reliability of employees is generally satisfactory, there is still room for improvement, particularly in the IT sector. To address this, the KPU of Gorontalo City should prioritize the recruitment of IT experts to support its operations and performance, given the institution's increasing reliance on technology.

3. Service Assurance

The concept of assurance encompasses a multifaceted set of attributes, including knowledge, competence, courtesy, and trustworthiness exhibited by staff members. This notion is predicated on the premise of freedom from harm, risk, or doubt. According to Lupiyoadi and Hamdani (2006), assurance refers to the knowledge, courtesy, and ability of employees to foster consumer trust in the company. This concept signifies that employees consistently exhibit politeness and possess the necessary knowledge and skills to handle any consumer inquiries or issues. In the context of this study, assurance pertains to the capacity of the employees of the General Election Commission (KPU) of Gorontalo City to furnish public services that are reliable for the service users.

The findings of the study, based on interviews with multiple informants, indicate that the assurance provided by the General Election Commission (KPU) of Gorontalo City is reflected in the timeliness and cost of its services. The commitment of the employees of the Gorontalo City General Election Commission (KPU) to delivering services in a timely manner, in accordance with the needs of the community and applicable regulations, is indicative of their dedication to ensuring the integrity of public services. Furthermore, public services are provided free of charge, with no fees imposed.

Observational findings corroborate the interview results, demonstrating that public

services are delivered in a timely manner by employees, thereby ensuring that service users do not have to wait for extended periods. Furthermore, it was observed that the public services provided by the office of Gorontalo City are free of charge. This information is disseminated to service users through communication from employees of the office, and it is further supported by the office environment, which displays posters or announcements related to the campaign against illegal fees (Pungli) in public services.

CONCLUSION

This study aims to analyze the quality of public services provided by the KPU of Gorontalo City. Based on the aggregate results of interviews, observations, and the researcher's analysis, it can be concluded that the service quality of the employees at the KPU of Gorontalo City is optimal. The facilities and infrastructure available are adequate and contemporary, in line with the needs of the modern era. The services are rendered in a timely manner and are provided free of charge, with no associated fees. However, the quality of these services can be further enhanced by enhancing the reliability of employees in the IT sector. This can be achieved through the provision of training for current staff or by recruiting skilled IT professionals.

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