Improving Service Quality in the Banyuwangi Regency Government through Community Satisfaction Index

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Abstract. The measure of the success of service delivery is determined by the level of satisfaction of service recipients. Satisfaction of service recipients is achieved if service recipients receive services in accordance with what is needed and expected. This research aims to measure excellent service quality based on the perspective of community participation through a community satisfaction index survey stipulated in the Decree of the Minister of Administrative Reform No. 14 of 2017 concerning Guidelines for Preparing IKM for Government Agency Service Units. The survey used a purposive survey method approach, taking 165 respondents who received sub-district office services in Banyuwangi Regency. Inferential analysis of community satisfaction survey data is used to measure the community satisfaction index and service quality from the perspective of the community receiving services. The results of this research show a value of 93.16 which explains that the public can feel very satisfied with the services of the sub-district office, while the IPA measurement obtained a value of 3.73, which means that employees at the sub-district office are able to provide excellent service and provide excellent service in the community service process. The results of this survey can be concluded that measuring the community satisfaction index is relevant and more effective for assessing the quality of services provided by local government officials.

Keywords: service quality, community satisfaction index, Banyuwangi, sub-district government office

INTRODUCTION

In general, public services can be defined as a series of activities carried out by the political bureaucracy to meet the needs of all citizens who require various types of services, starting from social and political matters, in the form of making Birth Certificates, Resident Identity Cards (KTP), Land Certificates, then aspects economics and business, such as business or investment permits, building construction permits, or carrying out business activities for certain reasons and purposes, to various other types of public services (Eldo & Prabowo, 2021). That is why the services provided by the government bureaucracy require high levels of responsibility. This is in accordance with the regional autonomy policy paradigm (based on Law Number 22 of 1999 which was continued with Law Number 32 of 2004) which changed the main task of regional government from being a development promoter to being a public servant, so that government units dealing with and providing direct services to the community needs to be strengthened, including sub-districts. The function of the sub-district as a community service center becomes relevant when viewed in terms of proximity, speed of time and quality of services provided. If this function can be implemented consistently, it will gradually have a strategic impact in suppressing regional expansion initiatives.

In line with this, as confirmation of the unclear role of sub-district functions and responses to community demands, the Ministry of Home Affairs issued Minister of Home Affairs Regulation Number 4 of 2010 concerning Guidelines for Integrated Sub-district Administrative Services (PATEN) which regulates the implementation of public services in sub-districts starting from the application stage. until the publication of documents covering services in the licensing and non-licensing fields (Putri, 2019; Suandi, 2019). The emergence of the need for "clean" public services makes the government feel the need to create policies that can be used as a reference for lower governments in the hope that the public services provided will be in accordance with what is expected. The policy in question is Minister of Home Affairs Regulation Number 4 of 2010 concerning Guidelines for Integrated District Administration Services (Suandi, 2019). So improvements in the administration of sub-district government must be made, especially how to grow and improve the performance of sub-district office officials as state servants and public servants who must strive to improve their work abilities as much as possible, because the implementation of service duties by the sub-district government is very dependent on the performance of its officials (Mulyadi, 2018) . Meanwhile, the public can only assess the performance of the sub-district office based on the quality of service they receive.

Improving the quality of work of the apparatus is important considering changes in the direction of government policy as desired by the spirit of reform to provide wider space for movement and greater participation for the community in government and development activities, where the government and its apparatus play a greater role as facilitators (Sinambela, 2016). This change in policy direction has implications for the professionalism of employees in responding to the challenges of the globalization era in facing intense competition with other countries in the world. Starting from this idea, improving the performance of the apparatus is an urgent matter to be implemented today. Likewise, in governance in sub-districts, as the spearhead of the government in providing public services to the community, it must be able to provide the best service to the community. Yabbar & Hamzah (2016), explained that the District Government is a form of formal government organization, where in carrying out its duties and functions requires employees who truly have the ability and expertise as well as a high level of responsibility for the tasks given to them, especially in providing services to society in accordance with its vision and mission. For this reason, research was carried out using the community satisfaction survey method to determine the level of community satisfaction and at the same time reflect the performance of sub-district government officials in providing services to the community (Eldo & Prabowo, 2021).

Law Number 25 of 2009 concerning Public Services and the need for alignment with Service Standards was changed to Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 16 of 2014 concerning Guidelines for Surveys of Public Satisfaction with Public Service Providers (Eldo & Prabowo, 2021). So referring to Ministerial Regulation No. 16 of 2014, the Community Satisfaction Survey is a comprehensive measurement of activities regarding the level of community satisfaction obtained from the results of measuring community opinions. Through this survey, it is hoped that it will encourage public participation as service users in assessing the performance of service providers and encourage public service providers to improve service quality and carry out development through public service innovation. Apart from that, it is important to measure the quality of community service work referring to the Banyuwangi Regent's Regulation Number 72 of 2016 concerning the Position of the Organizational Structure, Duties and Functions and Work Procedures of the Banyuwangi Regency District, which was amended in the Banyuwangi Regent's Regulation Number 16 of 2018 concerning Amendments to the Banyuwangi Regent's Regulation Number 72 2016 concerning the Position of the Organizational Structure, Duties and Functions and Work Procedures of the Banyuwangi District District.

Public services are basically activities offered by organizations or individuals to consumers (customers/those served) which are intangible and cannot be owned. Public services are a concept that is often used by many parties, both practitioners and scientists and is simply understood in Public

administration as a service provided by the government. (Dwiyanto, 2015; Mulyadi, 2018). Government policy in terms of improving the best possible quality of service to the community is an obligation and is a demand of society in general which must be fulfilled by the government (Bahrul Kirom, 2010). The government is trying to specialize in an effort to increase efficiency because specialization makes it possible to simplify administrative processes through a series of activities that are simple and easy to manage through a detailed division of work (Dwiyanto, 2015; Sinambela, 2016). Because the main function of the government is to serve the community, this function must truly be carried out by the state apparatus as bureaucratic executors as well as possible in order to fulfill the interests and aspirations of the community.

Tjiptono (2015), explains that service quality is the expected level of excellence. Apart from that, it is also related to control measures over the level of excellence to meet consumer expectations. According to Wyckoff (Hardiyansyah, 2011), service quality is not only viewed from the producer's perspective, but from the perspective of consumers who use the service. The government as a service provider for the community is required to provide quality services. Moreover, in the era of regional autonomy, the quality of government apparatus services will be increasingly challenged to be more optimal, competent and able to respond to the increasingly high demands of society, both in terms of quantity and quality. Quality public services are services that are able to provide satisfaction to the community.

Law Number 25 of 2009 concerning public services, article 15 concerning the obligations of public service providers, namely providing quality services in accordance with the principles of public service delivery, carrying out services in accordance with service standards. Decree of the Minister for Administrative Reform Number 25 of 2009 states that the definition of public service is all service activities carried out by public service providers as an effort to fulfill the needs of service recipients and to implement the provisions of statutory regulations. Public service providers are work units in government agencies that directly provide services to recipients of public services. Meanwhile, recipients of public services are people, society, government agencies and legal entities. Decree of the Minister for Administrative Reform Number 58 of 2005 groups three types of services from government agencies and BUMN/BUMD (Mulyadi, 2018). The grouping of types of services is based on the characteristics and nature of the activities and service products produced, namely, administrative services, goods services and services.

Based on these considerations, the aim of this research is to measure the level of public satisfaction with the public services of District Government Apparatus as a guide for measuring changes in community satisfaction scores as well as a basis for holding future public consultations, mapping the performance of public services that have been implemented by work units (Satker/Sub Satker) , which implements public services, and as material in determining policies related to improving the quality of public services. With regard to services in the regional government environment, it is known that sub-districts are regional government agencies of districts or cities (Sinambela, 2016). Hope as in Law no. 25 of 2009 is an effort to improve the quality of services provided by state officials in each sub-district. It is hoped that it will always be better after becoming a regional apparatus compared to when it was a deconcentration apparatus where the regulation was very centralized (Wiryanto, 2020). Providing regional autonomy and regional existence is for the welfare of society through empowerment and providing public services effectively, efficiently, economically and democratically (Islami, 2022).

Public satisfaction with the performance of government services needs to continue to be measured and compared. One way that can be used to measure public satisfaction with government services is to use the Community Satisfaction Index. Further in the Minister of Administrative and Bureaucratic Reform Regulation Number 14 of 2017 concerning Guidelines for Preparing Community Satisfaction Surveys for Public Service Providing Units. In the General Guidelines for Preparing a Community Satisfaction Index, the community satisfaction index is also intended to organize service systems, mechanisms and procedures so that services can be implemented in a higher quality, efficient and

effective manner (Islami, 2022). Apart from that, another target of the Community Satisfaction Index is the growth of creativity, initiative and community participation in efforts to improve the quality of public services.

METHODOLOGY

This research using a survey method approach was prepared in accordance with the regulations stipulated in Kepmenpan No. 14 of 2017 concerning General Guidelines for Preparing a Community Satisfaction Index, which aims to determine the performance level of service units periodically as a material for determining policies in order to further improve the quality of public services. Meanwhile, for the community, the Community Satisfaction Index can be used as an illustration of the service performance of the unit in question. The aims and objectives of the Community Satisfaction Index can be concluded as a benchmark for service success and can be used as an illustration of agency service performance which can be implemented through surveys. Ministerial Regulation No. 16 of 2014, the Community Satisfaction Survey is a comprehensive measurement of activities regarding the level of community satisfaction obtained from the results of measuring community opinions. Survey research is a flexible approach that can be used to study a variety of basic and applied research questions, although this research has its roots in applied social research, market research, and election voting. Sugiyono (2016), explains that survey research is research used to solve actual large-scale issue problems with very large populations, so a large sample size is needed.

In this survey research, a purposive sampling technique was used, namely the people of Banyuwangi who had used services at the District Office in 2020. To determine the number of samples, the Yount table was used, by taking a sampling of 165 respondents with a composition based on the following domicile.

Table 1. Respondent Service Domicile Area

Subdistrict	Man		Woman	
	F	%	F	%
1. Porwoharjo	10	12%	9	11%
2. Tegaldlimo	7	8%	11	13%
3. Muncar	17	20%	20	24%
4. Cluring	14	17%	8	10%
5. Gambiran	9	11%	9	11%
6. Srono	15	18%	11	13%
7. Genteng	11	13%	14	17%
Total	83	100%	82	100%

Source: Research Data (Processed by Researchers)

Referring to the number of respondents, data was collected using a questionnaire in scale form with five closed answer choices. The scale is prepared with indicators of public satisfaction with public services as specified in the Questions in the questionnaire containing elements that refer to the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Preparing Public Satisfaction Surveys for Public Service Providing Units. The Community Satisfaction Index (CSI) is prepared based on procedures and assessments of the Banyuwangi Regency Government Public Service quality categories based on the Mean Importance Score (MIS), namely the average value of satisfaction levels based on the importance of service

indicators; and b. Determining Weight Factors (WF). This weight is the percentage of MIS value per attribute to the total MIS for all attributes (Sugiyono, 2016). Next, data interpretation analysis was carried out using inferential analysis techniques and a descriptive approach.

RESULTS AND DISCUSSION

Banyuwangi's population is quite diverse. The majority are Osing tribes, but there are quite significant Madurese tribes (Muncar, Wongsorejo, Kalipuro, Glenmore and Kalibaru districts) and Javanese tribes, as well as a minority of Balinese and Bugis tribes. Many Balinese tribes live in villages in Rogojampi sub-district, even Patoman village, Rogojampi sub-district, is like a miniature Balinese village on the island of Java. The Osing tribe is native to Banyuwangi district and can be considered a sub-tribe of the Javanese tribe. They use the Osing language, which is known as one of the oldest varieties of Javanese. The Osing tribe lives in the districts of Glagah, Licin, Songgon, Kabat, Giri, Kota and a small number of other districts. In PERBUP No. 22 concerning the delegation of authority from the Regent to the sub-district head, especially in article 3 states that a sub-district head also carries out government authority delegated by the regent or mayor which is carried out based on externalities and efficiency to handle some regional autonomy affairs which include various aspects such as: providing permits, recommendations, coordination, coaching, supervising, facilitating, determining and administering.

The sub-district organization is led by a sub-district head who has the main task of carrying out government authority delegated by the Regent or Mayor as stipulated in the Regent's or Mayor's regulations to handle some regional autonomy affairs (Yotawu, 2018). This is in accordance with Law Number 23 of 2014 concerning Regional Government; and Government Regulation Number 41 of 2007 article 17 concerning sub-districts. So, in an effort to improve services to the community, all sub-districts in Banyuwangi are known from the survey results to have continuously improved themselves even during the pandemic, remaining enthusiastic to continue to improve services to the community. This includes renovating service rooms with an industrial concept that makes people comfortable and at home when visiting the District Office. This improvement is complemented by the fulfillment of standardization of services in today's digital era, such as a public complaints room, lactation room, reading corner, coffee room, selfie corner and toilets for people with disabilities. Apart from that, the impact of the Covid-19 pandemic has caused the economy in Banyuwangi Regency and nationally to experience a decline. This makes the Banyuwangi Regency Government continue to aggressively create programs to restore the economy by making innovations in the economic sector, especially the creative economy and aggressively carrying out innovations in the tourism sector that highlight local wisdom.

Furthermore, public service efforts carried out with various developments and innovations can be measured from the assessment or perspective of respondents who are Banyuwangi residents. As a result of the data collected, the characteristics of the respondents can be identified as follows.
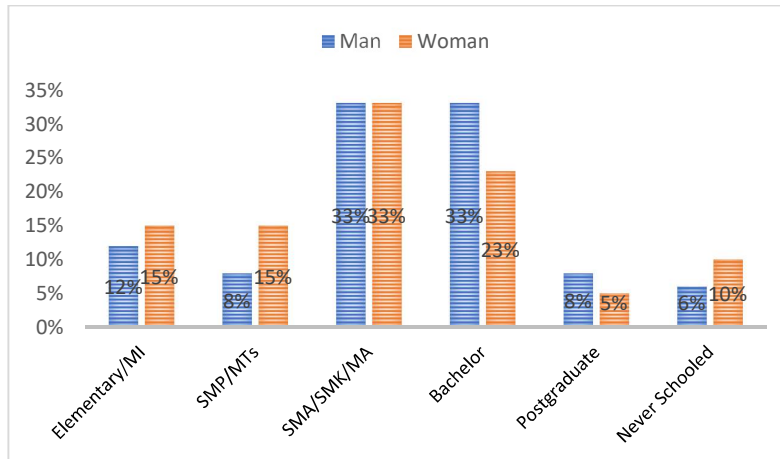
Figure 1. Graph of Educational Background by Gender
Source: Research Data (Processed by Researchers)

The graph above (Figure 1) shows that 33% of the respondents sampled for this research were people who had a high school educational background or equivalent, both men and women. In addition, 33% of men with a bachelor's educational background are greater than women with a bachelor's educational background (23%). The rest were respondents with elementary school or equivalent, diploma and postgraduate educational backgrounds. Regarding the number of respondents with educational backgrounds, from the results of the interviews it was clear that the majority of people in Banyuwangi considered higher education, both undergraduate and postgraduate studies, to be a luxury at that time, apart from the cost of study. It is also known that variations in the educational background of respondents in this survey can explain the level of heterogeneity of respondents in providing responses to the quality of service and excellent service innovation provided by the Banyuwangi Regency government to the community.
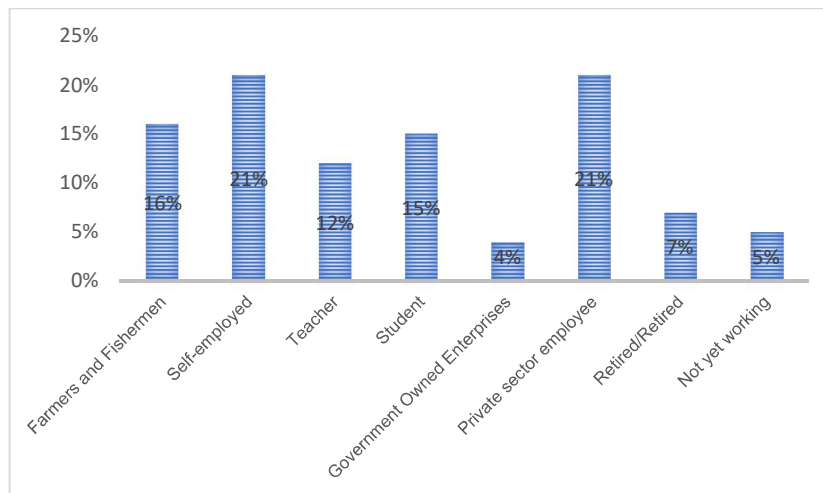

Figure 2. Background graph of community work
Source: Research Data (Processed by Researchers)

The graph in Figure 2 shows that 21% of respondents from the Banyuwangi community have entrepreneurial and private employment backgrounds. In this case the respondents did not write down the type of work referred to as entrepreneurial work, but from the results of observations and interviews it can be seen that the majority of them are engaged in the professional field as business actors (small

scale production and trade), home industry (home products), while The private employees referred to are working as drivers, rental workers, and some as professional jobs in the fields of law and health. Then 16% of respondents worked as laborers, farmers and fishermen, and 15% of respondents were students who were also residents of Banyuwangi.

Furthermore, referring to the data collected regarding the quality of excellent service as a service innovation provided by the Banyuwangi Regency government, it can be seen from the score values analyzed using CSI standards as stipulated in the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Preparing Community Satisfaction Surveys Public Service Delivery Unit, as follows.

Table 2. Analysis of Publict Satisfaction Index

No.	Public Service Indicators	MIS (IPA)	CSI	Rank
1	Procedures and requirements	3,82	95,48	5
2	Delivery of Information	3,86	96,39	3
3	Service Officer Identity	3,82	95,56	5
4	Service Discipline	3,90	97,52	1
5	Officer Responsibilities	3,79	94,80	8
6	Skills in Service	3,54	88,48	12
7	Service delivery time	3,65	91,19	10
8	Fair attitude in service	3,90	97,52	1
9	Service Personnel Behavior	3,63	90,81	11
10	Clarity of fees/retributions	3,86	96,39	3
11	Transparency of service costs	3,38	84,41	14
12	Service Officer Readiness	3,68	91,94	9
13	Handling Complaints and Suggestions	3,81	95,26	7
14	Service Room Atmosphere	3,54	88,48	12

Source: Research Data (Processed by Researchers)

Based on the analysis in Table 2, it can be seen that the MIS (Mean Index Satisfaction) or importance performance analysis (IPA) value provides an overview of the average value for each indicator of community service performance in the District, which is arranged according to the following ranking; firstly, service discipline and fair attitude in providing services to the community. These two indicators have a mean value of 3.90, which means that the performance of sub-district office employees in the aspect of discipline in providing services and being fair is classified as very good; second, Delivery of Information and the Clarity aspect of costs/Retributions with a mean value of 3.86 which shows that the ability of public service employees at the District Office in conveying information and explaining retribution costs is classified as very good; third, Procedures and requirements as well as the Identity of Service Officers obtained an average score of 3.82 which shows that the performance of service employees at the sub-district office in explaining administrative procedures and requirements, as well as the employee's identity which reflects being a service officer is classified as very good; fourth, Handling Complaints and Suggestions with a mean value of 3.81 which shows that the aspect of handling public complaints and accepting suggestions from the public by employees at the sub-district office is classified as very good; fifth, Officer Responsibility with an average score of 3.79, which means

that the attitude of employee responsibility in providing services to the community is considered by the community to be very good; sixth, Service delivery time with an average value of 3.65, which means that the aspect of duration in processing documents required by the community is considered to be very good; Seventh, Service Officer Behavior with an average score of 3.63, which means that the aspect of employee behavior while providing services to the community is considered very good; and eighth, Service Room Atmosphere and the Skills in Service aspect with an average value of 3.54, which in this aspect can explain that the atmosphere in the service room and the skills of employees in providing services to the community at the sub-district office are classified as very good; and ninth, Transparency of service costs obtained an average score of 3.38, which means that the aspect of transparency regarding financing in the service process at the District Office is classified as very good.

The implementation of public services is further regulated in Government Regulation no. 96 of 2012 concerning Implementation of Law Number 25 of 2009 concerning Public Services. Based on this regulation, the government as a public service provider is expected to provide quality, fast, easy, affordable and measurable services. Service standards are regulated in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia No. 15 of 2014 concerning Service Standard Guidelines. Based on these regulations, every service provider is obliged to prepare, determine and implement Service Standards and determine Service Declarations by taking into account the provider's capabilities, community needs and environmental conditions. Sinambela (2016) explains that service quality has become the most determining factor in maintaining the sustainability of a government bureaucratic organization. Several studies also explain that good service and in accordance with the needs of public service users is very important in efforts to achieve public service user satisfaction (Awaludin, Banga, & Basri, 2020; Ningtyas & Sari, 2019; Nugroho, Shobayari, & Rizki, 2020) . External encouragement to improve the quality of public services has also increased significantly (Islami, 2022). In line with this, community participation is a very crucial aspect. The public has the right to space for dialogue in various forms of activities, such as conveying complaints, complaints, appreciation, preparing service standards, and carrying out public service satisfaction surveys (Mulyadi, 2018). In practice, the results of conducting a public service satisfaction survey can provide a comprehensive picture regarding aspects or elements of services that have been provided, including which elements have not received maximum satisfaction scores.

Then the CSI (Community Satisfaction Index) value, which provides an overview of the ranking of community satisfaction scores on service performance at the District Office, is as follows; First, the discipline and fair attitude in providing services to the community by sub-district office employees is classified as very satisfactory; Second, the information conveyed and the clarity of levy rates conveyed provide an illustration that the ability of public service employees at the District Office in conveying information and explaining levy costs is classified as very satisfactory; Third, the clarity of service employees at sub-district offices during the work process can show professionalism that explains the identity of government officials, which is felt by the community receiving services to be very satisfying; Third, the ability of employees to provide explanations about procedures and administrative requirements at the District Office is very satisfactory; fourth, the handling of complaints, suggestions and input from the public by public service employees at the District Office is classified as very satisfactory; Fifth, the community feels that the sense of responsibility of employees in providing services to the community is very satisfying; sixth, the length of time for processing documents required by the community during the service process is felt by the community to be very satisfying; seventh, the behavior of employees in providing services to the community is felt by the community to be very satisfying; Eighth, the atmosphere of the service room and the skills of employees in providing services to the community at the sub-district office are classified as very satisfactory; tenth, Transparency of service costs during the service process at the District office is classified as very satisfactory.

The results of the implementation of community satisfaction surveys by local governments are regulated in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform

of the Republic of Indonesia No. 14 of 2017 concerning Guidelines for Preparing Community Satisfaction Surveys for Public Service Providing Units, taking into account the criteria for quality public services including; (1) simplicity, namely that service procedures or procedures are carried out easily, smoothly, quickly without being complicated, easily understood and implemented by the service requester; (2) there is clarity and certainty regarding procedures or service procedures; and (3) there is openness in service procedures. Public trust in the government will increase when the government is able to provide quality services. Kotler (Suandi, 2019; Agustini, 2020), defines satisfaction as a person's feeling of happiness or disappointment that arises after comparing the product's performance with the desired results. This means that someone will feel satisfied when the performance carried out by the service provider exceeds customer expectations. Measuring the community satisfaction index can be used as a benchmark for assessing the quality of services provided by the government on an ongoing basis (Hardiyansyah, 2011). In general, an index is a systematic guide to the units contained in, or concepts derived from, a collection of entities or databases (Damayanti, Suwena, & Haris, 2019).

The results of inferential analysis to measure the frequency of public satisfaction among respondents can be determined by determining the ideal mean value (42.00) and standard deviation (9.00) with the following criteria.
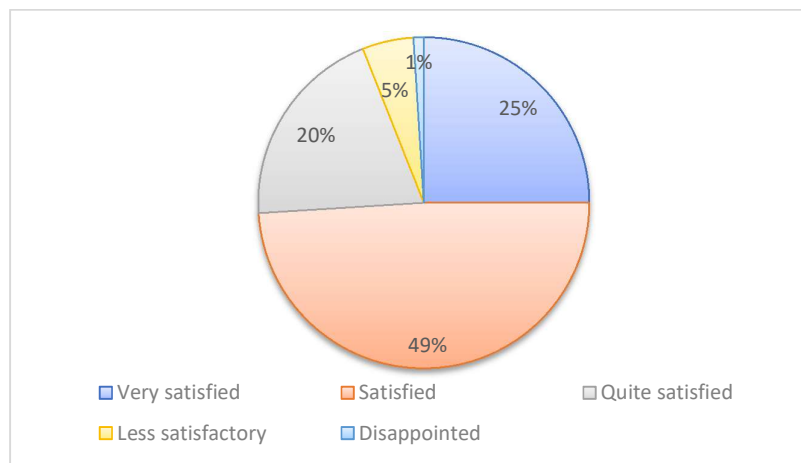

Figure 3. Graph of Community Satisfaction Level
Source: Research Data (Processed by Researchers)

Figure 3 shows that 49% of respondents to this survey research felt satisfied, and 25% of respondents felt very satisfied. Meanwhile, 20% of respondents felt satisfied, with a small number of respondents feeling less than satisfied and even dissatisfied. The high level of satisfaction of the people of Banyuwangi with services at the sub-district office shows the government's seriousness in providing services to the community can be seen in Law no. 25 of 2009 concerning Public Services. Article 1 of the Law defines Public Services as an activity or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident regarding goods or administrative services provided by public service providers. Apart from that, according to (Damayanti, Suwena, & Haris, 2019) defines that public service is an activity that is invisible (cannot be touched) which occurs as a result of interaction. Between consumers and employees or other matters provided by companies or the State, which according to Law number 25 of 2009 concerning Public Services article 19 has mandated that every public service provider prepare and determine public service standards as a reference in the implementation of public services in the environment respectively (Eldo & Prabowo, 2021).

It is also known that there are people who are dissatisfied and dissatisfied (Figure 3), although it is relatively small, it has shown that there are obstacles in improving the quality of excellent service by

the sub-district government in Banyuwangi district. This can also illustrate the lack of compliance by Regional Apparatus Organizations (OPD), especially Subdistricts, with the implementation of Public Service Standards, which can be said to be the main obstacle to service quality in Subdistrict government agencies. According to Damayanti, Suwena, and Haris (2019); Ningtyas and Sari (2019), that the lack of compliance/implementation of Service Standards results in various types of mal-administration, which is then dominated by the behavior of the apparatus (Ningtyas, & Sari, 2019) for example unclear procedures, uncertainty over service periods, illegal levies, corruption, uncertainty investment licensing services, arbitrariness and at a macro level result in low quality of public services (Eldo & Prabowo, 2021). The continued existence of public dissatisfaction can result in the emergence of problems with public trust in the apparatus and government, which has the potential to lead to public apathy (Suandi, 2019). As a result, corruption occurs, bureaucratic inefficiency and the quality of public services becomes low. Because of this, service standards are needed as an instrument used as a guideline for service delivery and a reference for assessing service quality as an obligation and promise of providers to the community in the context of quality, fast, easy, affordable and measurable services.

The main function of government is to provide services to the community. (public services) and providing welfare to the community (public welfare) (Hardiyansyah, 2011)). Regarding services to the community, the government has issued various policies so that the services received by the community (perceived services) are in accordance with the level of service expected by the community (expected services). The community satisfaction index (IKM) is a measure of the assessment given by the community to the government regarding the services provided (Abdussamad, Tahir, & Arsana, 2021). This is also stated in the PAN-RB Ministerial Regulation no. 14 of 2017 concerning Guidelines for Preparing IKM Surveys in each Public Service Providing Unit. This is the basic rule that must be obeyed and implemented by public service providers to obtain an honest and correct assessment from the public. Ministerial Regulation No. 14 of 2017 contains three types of service groups that must be provided to the public, namely administrative services, goods services and services. In line with this, the government believes that Regional Autonomy is efficient and effective in providing services to the community (Pasolong, 2010). The community satisfaction index is used to find out how people who use this service respond to the services that have been provided to them. This index is used as a benchmark for the quality of service in the sub-districts in which each sub-district in Banyuwangi Regency has met the minimum service standards required by the government. Community satisfaction can be determined by looking at the quality of service from each indicator that has been determined, starting by analyzing the existing indicators. Analysis of the Community Satisfaction Index (IKM) carried out by the Banyuwangi Regency Government has been carried out periodically. This means that at each certain time period research or calculations and analyzes must be carried out on public satisfaction with the services provided.

CONCLUSION

Survey research measuring the level of community satisfaction with community services by the District Office in Banyuwangi Regency is an evaluation tool to determine employee performance, especially in the community service department in implementing bureaucratic reform in the public service sector. The results of the CSI analysis obtained a score of 93.16 (grade A) which shows that the community is very satisfied with the services provided by the sub-district office. Meanwhile, the IPA measurement obtained a value of 3.73 (A value), which means that the performance of employees in the community service section at the sub-district office is very good or can work optimally. This implies that the main function of regional government is in accordance with Law Number 22 of 1999 concerning regional autonomy and Law Number 32 of 2004 concerning Regional Government, namely as a community service and Minister of Home Affairs Regulation Number 4 of 2010 concerning guidelines for District Integrated Administrative Services. . This suggests that based on this paradigm, state

officials, especially sub-district government officials in Banyuwangi district, are required to be able to provide optimal services to the community.

Recommendations

The results of the importance performance analysis (IPA) assessment provide an overview of the performance of community services at the sub-district office, especially in the aspects of employee discipline and fair attitude in providing services to the community, as well as the ability to convey information, the ability to provide explanations about the costs or fees that must be paid. These aspects are classified as very optimal, so the sub-district apparatus must maintain the potential and ability of employees at the sub-district office in maintaining their excellent performance potential, including discipline in showing employee identity. Furthermore, it is also recommended for the community that the success of government management depends on how big the role of the community is to be actively involved and participate in the process of change and development. So the people in Banyuwangi are expected to be involved in various community activities organized by the district, sub-district and sub-district governments, as well as participate by providing suggestions through communication media provided by the district government.

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