

BUREAUCRATIC REFORM IN POPULATION ADMINISTRATION SERVICES IN TILONGKABILA DISTRICT BONE BOLANGO REGENCY

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ABSTRACT

Changes in various things become society's criteria in assessing public service performance. There are many reasons why there are many changes in existing public services, including the demands of an increasingly modern society, the increasing development of technology and globalization, competition with the private sector, changes in people's mindsets and many other things that cause the need to improve the quality of public services. Population administration services are one of the areas that is the task of the Tilongkabila District Government, Bone Bolango Regency, to organize. Meanwhile, the bureaucratic reform that is about to be implemented is intended to run optimally, so that it can help the government in realizing excellent service. This research was conducted to determine bureaucratic reform in population administration services in Tilongkabila District, Bone Bolango Regency. This research uses a qualitative descriptive approach method. The results of this research show that bureaucratic reform in population administration services in Tilongkabila District, Bone Bolango Regency is based on Komarudin's theory, namely Institutions, Human Resources for Apparatus, Administration or Management, Supervision, Accountability of Apparatus, Quality Services and Changes in mindset and work culture. (culture-set) works quite well. Therefore, theoretically, it is hoped that this research will ensure that the Tilongkabila District Government, Bone Bolango Regency, will continue to improve and improve bureaucratic performance, so that good governance will be created, especially in providing excellent population administration services.

Keywords: Bureaucratic Reform, Services, Population Administration

INTRODUCTION

Bureaucratic reform is one of the important strategies carried out in preparing to face these challenges. The bureaucratic reform that has been in place for a long time actually has a fundamental target in the form of changing

the mindset of human resource personnel and the running system that can control the organization, governance, human resources of the apparatus, supervision and public services. However, this main target is currently hampered by institutional weaknesses in the form of a tendency to prioritize structural approaches over

functional approaches. The most important factor in organizational structuring is precisely the quality and ability of human resources in formulating the organization's vision, mission and strategy, workload analysis (Aldenila, 2014).

Implementing bureaucratic reform requires true commitment from various parties involved in government. There are eight areas of change that must be improved by all ministries and institutions, both central and regional, including: change management, structuring of laws and regulations, structuring and strengthening the organization, structuring governance, structuring the HR management system, strengthening accountability, strengthening supervision and improving public services, (Dikson, et al, 2022). Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 11 of 2015 concerning the 2015-2019 Bureaucratic Reform Roadmap explains that the targets of bureaucratic reform consist of: (1) clean and accountable bureaucracy, (2) effective and efficient bureaucracy, (3) bureaucracy which has quality public services. The expected results in reforming the public service bureaucracy consist of (1) improving the monitoring and evaluation system for public service performance, (2) increasing the quality of public services according to the needs and expectations of the community, (3) increasing the professionalism of the apparatus.

Public service is an important task that cannot be ignored by local governments, because if the service component is fixed, it is almost certain that all sectors will have an adverse impact. Therefore, there needs to be good planning and it is even necessary to formulate service standards for the community in accordance with the authority given by the central government to regional governments. Government Regulation Number 65 of 2005 concerning Guidelines for the Preparation and

Implementation of Minimum Service Standards explains that minimum service standards are provisions regarding the type and quality of basic services which are mandatory regional affairs that every citizen has the right to obtain at a minimum, (Ratminto, 2014:258).

To realize orderly population administration, the government of Tilongkabila District, Bone Bolango Regency, should strengthen cooperation with related parties and agencies in implementing various population policy activities in Tilongkabila District, by involving elements starting from the District apparatus, the District PKK, and the PKK. Villages throughout Tilongkabila District to improve administrative services in Tilongkabila District, Bone Bolango Regency, so that the work programs being carried out do not seem like they are just watching. This is intended so that the bureaucratic reform that will be carried out in Tilongkabila District can run optimally, such as population administration services, because the purpose of bureaucratic reform itself is change where the depth is limited while the breadth of change involves the entire community. Improving services to the community is an effort to improve community welfare. Where one of the areas of community service is the field of population administration services which is the task of the Tilongkabila District Government, Bone Bolango Regency to organize it. On the other hand, the reality found is that it often does not match the expectations of both the government and the community, where we still find officers carrying out their duties not in accordance with what is expected. This means that Tilongkabila District officials have not been able to provide quality public services in accordance with the existing Service Operational Standards (SOP), for example providing birth certificate application services, moving transfer letter issuance services, recommending letter issuance

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services and other targeted general letters. can be completed within 1 hour according to the SOP, this is sometimes not as expected, because sometimes administrative processing takes a long time to be issued or published, this is as a result of officers' disobedience to the SOP being implemented, so there are still complaints from the public regarding the length of service provided. (Data source Tilongkabila District Office, Bone Bolango Regency).

THEORETICAL BASIS BUREAUCRATIC REFORM THEORY

Theoretically, reform is a change where the depth is limited while the breadth of the change involves the entire community. Reform also means restructuring the building of society, including the ideals, institutions and channels used to achieve the ideals (Sinambela, 2008:25). Reform is a radical change for improvement in various fields in a society or country. Thus reform is a radical change in the field of government system (Santosa, 2008:122). Bureaucratic reform is a systematic, integrated and comprehensive effort aimed at realizing good governance, including good public governance and good corporate governance, which emphasizes change. which is significant for state/government administration and development, and is carried out in various aspects of the state apparatus, namely as follows: 1). Institutional; 2). HR apparatus; 3). Management or management; 4). Apparatus accountability; 5). Supervision; 6). Quality public services; and 7). Changes in mind-set and culture-set). (Komarudin, 2011).

Based on the opinions above, it can be concluded that bureaucratic reform is the government's effort to improve performance through a process of change

(without causing damage) to be better than before.

Bureaucratic reform is a continuous effort in which each stage provides changes or improvements to the bureaucracy in a better direction. The operational implementation of the Grand Design for Bureaucratic Reform 2010-2025 will be outlined in the Bureaucratic Reform Road Map which is determined every 5 years by the Minister of PAN and RB. In 2025, Indonesia is expected to be in a truly advanced phase with a professional government bureaucracy and high integrity. The main problems in current bureaucratic reform consist of: 1) organizational and institutional aspects (less effective, not yet in the right function and right size, no right sizing), overlapping laws and regulations, multiple interpretations, and conflicts between laws and regulations -invitation; 2) HR personnel (low quality, poor management, quantity not supported by skills/competence and low productivity); 3) there is no clear Standard Operational Procedure (SOP); 4) supervision is not comprehensive, not effective, and still overlaps; 5) low accountability, unclear authority, and irregular reporting; 6) public services are not of good quality and are not yet excellent; 7) mindset (mind-set) and work culture (culture-set) as well as the services provided. The mindset and work culture of bureaucrats do not fully support an efficient, effective, productive and professional bureaucracy. The services provided by bureaucrats are not of good quality and quality according to the expectations and desires of the community. Therefore, it is necessary to carry out bureaucratic reform. Bureaucratic reform starts from institutional structuring and development of human resources for the apparatus, uncomplicated procedures, enforcing apparatus accountability, improving and creating comprehensive supervision, as well as improving the

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quality of quality and excellent public services (Komarudin, 2014: 64).

Bureaucratic reform requires a long process and cannot be created in a short time, because it requires changes in the mind-set and culture-set of all state administrators, leadership commitment, and high awareness to reorganize the bureaucracy and provide the best possible service to the community. To provide excellent service, bureaucratic reform principles are needed. The public has the right to excellent service as a consequence of the principle of "customer-driven government" in implementing bureaucratic reform/renewal (reinventing government). The principles for implementing bureaucratic reform based on Presidential Regulation of the Republic of Indonesia Number 81 of 2010 concerning Grand Design for Bureaucratic Reform 2010-2025 include:

1. Outcomes Oriented. All programs and activities implemented in connection with bureaucratic reform must be able to achieve results that lead to improvements in institutional quality, management, statutory regulations, human resource management, supervision, accountability, quality of public services, changes in mindset (mind-set) and work culture (culture-set) of the apparatus. It is hoped that this condition will increase public confidence and bring the Indonesian government towards becoming a world-class government.
2. Measurable. Implementation of bureaucratic reform designed with outcomes oriented must be carried out in a measurable manner and with clear targets and time for achieving them.
3. Efficient. Implementation of bureaucratic reform designed with outcomes oriented must pay attention to the efficient and professional use of existing resources. Effective. Bureaucratic reform must be

implemented effectively in accordance with the targets for achieving bureaucratic reform targets.

4. Realistic. Outputs and outcomes from the implementation of activities and programs are determined realistically and can be achieved optimally.
5. Be consistent. Bureaucratic reform must be implemented consistently over time, and cover all levels of government, including individual employees.
6. Synergy. Implementation of programs and activities is carried out in synergy. One stage of activity must have a positive impact on other stages of activity, one program must have a positive impact on other programs. Activities carried out by one government agency must pay attention to the relationship with activities carried out by other agencies and avoid any overlap between activities in each agency.
7. Innovative. Bureaucratic reform provides wide space for the government to carry out innovations in government administration, exchange knowledge and best practices to produce better performance.
8. Compliance. Bureaucratic reform must be carried out in accordance with statutory regulations.
9. Monitored. The implementation of bureaucratic reform must be monitored institutionally to ensure that all stages are passed smoothly, targets are achieved according to plan, and deviations are immediately identified and corrected.

The aim of bureaucratic reform is to build public trust (public trust building) and eliminate the negative image of government bureaucracy. It is difficult for the government to carry out government and development affairs without public trust (Rewansyah, 2010: 139). Meanwhile, the general aim of bureaucratic reform is to

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realize good governance, supported by professional administrators, free of corruption, collusion and nepotism and to improve services to the community so that excellent service is achieved. Meanwhile, the specific objectives of bureaucratic reform include: 1). Clean bureaucracy, free of corruption, collusion and nepotism; 2). Efficient bureaucracy, not wasteful/frugal in the use of resources; 3). Effective bureaucracy, able to carry out responsibilities and achieve predetermined organizational goals; 4). Productive bureaucracy, capable of producing output that meets the demands of society's needs. And 5). A prosperous bureaucracy, paid according to the workload, weight and responsibility of the position as well as the social status of Civil Servants, respected by society (Sedarmayanti, 2009:75).

Based on the opinions above, it can be concluded that the aim of bureaucratic reform is to realize good governance and create improved services that are efficient, effective and economical.

PUBLIC SERVICE THEORY

Based on the Big Indonesian Dictionary, it is explained that "service is an effort to help prepare (take care of) what other people need". The practical term for service is service or to serve, not to be served (ask to be served). Where in the English meaning, service is service which means to serve, (Suman Kurik, 2009:1). Meanwhile, in English, public is public, which means general, society, or state. A number of people who share the correct attitudes, feelings, thoughts, hopes and actions, based on existing values and norms, are the public (Ratminto, 2014:2). Service is any profitable activity in a group or unit, and offers satisfaction even though the results are not tied to a physical product (Sinambela, 2014: 5). Service involves a number of information that customers want, actions that are difficult to touch and

measure precisely, are very sensitive and difficult to predict and are very dependent on the value that customers consider appropriate for what they receive over what they have paid (Handayono, 2013: 168).

Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services explains that public services are activities or series in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers. The implementation of public services cannot be separated from various problems. There are at least three big problems in public services, consisting of; 1) public services have not been able to accommodate the interests of all levels of society and have not fulfilled the basic rights of citizens/residents; 2) the implementation of public services is not yet in line with the expectations of an increasingly advanced middle (lower) income nation and increasingly fierce global competition; 3) policies, strategies and efforts to provide public services do not yet refer to statutory regulations (Komarudin, 2014:209).

From the various definitions above, it can be concluded that service is an activity or act of preparing, managing and facilitating products in the form of goods and services provided to other parties so that they feel satisfied.

POPULATION ADMINISTRATION THEORY

Law Number 24 of 2013 concerning Amendments to Law Number 23 of 2006 concerning Population Administration explains that population administration at the sub-district level includes E-KTP recording services, general legalization services, birth certificate delivery services, transfer letter issuance services, card making services family, recommendation services, and cover letter services.

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- 1) Population Administration is a series of activities for structuring and publishing population documents and data through population registration, civil registration, managing population administration information and utilizing the results for public services and development of other sectors.
- 2) The organizer is the government, district/city provincial government which is responsible and authorized for population administration matters.
- 3) Implementing Agency is a district/city regional government apparatus that is responsible and authorized to carry out services in population administration matters.
- 4) Population Documents are official documents issued by implementing agencies that have legal force as authentic evidence resulting from population registration and civil registration services.
- 5) Population Data is individual data and/or structured aggregate data as a result of population registration and civil registration activities.
- 6) Population events are events experienced by residents which must be reported because they have consequences for the issuance or change of family cards, population identification cards and/or limited residence status to permanent residence.
- 7) The Implementing Agency's Technical Implementation Unit, hereinafter referred to as the Implementing Agency's UPT, is a work unit at the sub-district level that is responsible to the Implementing Agency.

Article 58 of Law Number 24 of 2013 concerning Amendments to Law Number 23 of 2006 concerning Population Administration explains that population data collected from population registration and civil registration becomes aggregate population data which includes a collection

of individual data in the form of quantitative data and qualitative data. This population data is used for all purposes, including:

1. Public services include the issuance of driving licenses, business permits, taxpayer services, banking services, land certificate issuance services, insurance, public health insurance and workforce social security.
2. Development planning, namely for national development planning, education planning, health planning, workforce planning, and alleviating society from poverty.
3. Budget Allocation includes determining the General Allocation Fund (DAU) and calculating potential taxation.
4. Democracy development, namely preparing Aggregate Population Data per sub-district (DAK2) and preparing Population Data for Potential Election Voters (DP4).
5. Law enforcement and crime prevention, among other things, make it easier to track criminals, prevent human trafficking and prevent the sending of illegal workers.

This research uses descriptive qualitative with analytical methods. Qualitative research is "a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior." Qualitative research relies on a holistic natural background, positions humans as research tools, carries out inductive data analysis, prioritizes the process rather than the results of the research carried out agreed upon by researchers and research subjects, (Moleong, 2010).

The data collection techniques used in this research are observation, interviews and documentation. For observations where researchers observe and record directly regarding existing problems regarding bureaucratic reform in population

administration services, and for interviews carried out through regular interviews or structured interviews, regular interviews are intended to get an overview of the Tilongkabila District Office. Meanwhile, in-depth interviews were conducted with respondents accompanied by a list of questions to obtain qualitative data. The respondents who will be interviewed are Tilongkabila District Officials, totaling 9 people, including: Head of District, District Secretary, Head of Government Section, Head of Public Services Section, Head of Social and People's Welfare Section, Head of Economic and Development Section, Head of Public Peace and Order Section, Head of Subdivision. . General and Personnel and Head of Subdivision. Finance and Planning. Meanwhile, documentation is intended to complete data from interviews and observations. The documents referred to are in the form of letters, drawings/photos. Or other notes related to the research focus. Researchers will use this documentation to strengthen data collection in addition to using observation and interview techniques. Researchers hope that, by using documentation, researchers will find data that is more accurate and can be accounted for when writing research results.

RESEARCH METHODS

After the data is collected and processed, it is then analyzed using the Miles and Huberman theory quoted by Ahmad Tanzeh and Suyitno, saying that data analysis consists of three streams of activities that occur simultaneously (interactive), namely: 1). Data reduction. This method is a selection process activity, focusing on simplifying, abstracting and transforming raw data obtained from written field notes. So this activity has started since the researcher conducted research, collected data, then summarized, explored themes, created clusters or categories and made memos. 2). Data

Presentation. This method is a process of systematically compiling information in order to obtain conclusions as research findings. In this research, the data obtained is in the form of a sentence. The words written are related to the focus of the research, so that the data presented is a collection of information arranged systematically which provides the possibility for conclusions to be drawn. And 3). Drawing conclusions. During data analysis activities and when they have been completed, the next step is to draw conclusions. Where drawing conclusions is of course based on the results of data analysis, whether from field notes, observations, interviews, documentation, etc. obtained from activities in the field, (Ahmad Tanzeh and Suyitno, 2006: 175).

The implementation of regional autonomy allows all regional governments to immediately manage the government system to improve services to the community. Reform and regional autonomy are essentially efforts to improve comprehensively and gradually towards good governance, where one dimension of success can be seen from the quality of services provided to the community. Reform gives hope for fairer and more equitable public services. Such hopes are linked to the strengthening of community control and the large contribution of the community in administering government. Therefore, through this research the author will explain several findings regarding Bureaucratic Reform in Population Administration Services in Tilongkabila District, Bone Bolango Regency, namely as follows:

Institutional

Sub-districts were formed in order to carry out government functions, development and community development in the sub-district area. The current condition of sub-district institutions has experienced various

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kinds of obstacles both in the implementation process and implementation process, such as egocentrism of the apparatus, building cooperative relationships between apparatus and so on, which should be egocentric. Each apparatus in carrying out its duties must be able to build cooperative relationships in carrying out a job or tasks given, but institutionally the position is not very strong because it only carries out a coordination function, on the other hand, the authority related to public services is still being improved and standardized, where the philosophy of uniformity has changed to a philosophy of diversity, in unity, where regions are given broad freedom to regulate and taking care of the interests of local communities, including the freedom to regulate sub-district organizations, then from an administrative paradigm that prioritizes efficiency and results for government to a paradigm of democracy, participation and society. Likewise, the Tilongkabila District Government, Bone Bolango Regency, continues to organize institutions and work procedures in the sub-district area, so that it continues to improve services to the community, which of course cannot be separated from the Standard Operating Procedures (SOP) that are implemented. So that people will feel satisfaction in carrying out activities, especially those related to population administration, as stated by Marten Hunawa.

"The institutional system in Tilongkabila District is in accordance with the SOP and refers to the main tasks and functions regulated in a Regional Regulation (Perda), so that the apparatus in providing population administration services always collaborates well, so that services can be fast, precise and transparent. felt by society."

Efforts to optimize administrative services to the community need to also pay attention

to the existing institutional system and applicable regulations, because if the apparatus is unable to understand the regulations being implemented, then cooperation will not be developed properly, so this has an impact on the provision of services to the community, as stated by Fatma Datau.

"The institutional system in providing population administration services in Tilongkabila District is in accordance with existing regulations, so this needs to be understood by all parties in order to work together well."

Based on the results of research through direct interviews in the field, it has been analyzed that the Tilongkabila District Government, Bone Bolango Regency, continues to organize institutions in running the organization well, namely sticking to the applicable regulations, in providing population administration services such as making birth certificate requests, making letters. Moving and other general administration always refers to existing regulatory provisions, and this of course needs to be maximized again, so that good cooperation continues to be built in the institutional system.

Human Resources (HR) Apparatus

In order to improve performance, sub-district government officials need to develop apparatus resources, and every organization must have human resources to drive the organization in achieving its goals. The sub-district is the line office of the regional government because it deals directly with the community and has the task of developing sub-district or village government administration. As an institution that deals directly with a highly dynamic society, sub-districts as administrative institutions have various problems. The problems faced are related to the large population, educational background, age, number of villages under it, and so on. Without adequate support

from sub-district officials, both in terms of quality and quantity, it is difficult to complete the tasks given to the sub-district government.

The Tilongkabila District Government essentially continues to prioritize the quality of apparatus resources, because having quality human resources can improve performance in carrying out the tasks they carry out, especially in providing population administration services for the community, as stated by Widya Yulastuti Tolaga.

"The quality of the apparatus resources in Tilongkabila District can be said to be adequate, and in providing population administration services to the community, where the apparatus is always guided by standard operating procedures that have been established, as well as in improving service performance where the apparatus is always encouraged to take part in formal education activities or informal".

Based on research results through direct interviews in the field, it has been analyzed that the quality of human resources has a big influence on improving the performance of the apparatus, especially in providing population administration services such as making birth certificate applications, making transfer letters and other general administration. So the Tilongkabila District Government, Bone Bolango Regency continues to strive to encourage its employees to improve their abilities by involving their employees in formal and non-formal educational activities.

Management or Management

Management or administration is the activity of managing correspondence which starts from collecting (receiving), recording, processing, duplicating, sending

and storing all information required by the organization. Management Information System is a collection of subsystems that are interconnected, gathered, together and form a single unit, interacting and collaborating with each other in certain ways to carry out data processing functions, receiving input in the form of data, then process it and produce output in the form of information as a basis for making decisions that are useful and have real value that can be felt both now and in the future, supporting the organization's operational, managerial and strategic activities by utilizing various the resources that exist and are available for the function to achieve its objectives.

The Tilongkabila District Government, Bone Bolango Regency, in terms of management and information systems for government institutions, continues to strive to achieve maximum results, with activities that include recording, information included in the data of sub-district government institutions. Of course, this is for certain purposes, including providing population administration services in the Tilongkabila District, Bone Bolango Regency, as explained by Erni Hadjarati.

"Talking about population administration services, as the head of the public services section, I am fully responsible for all administration services such as requests for birth certificates, transfer letters and other general administration, and of course they are carried out in accordance with existing SOPs, because before SOPs are implemented, sometimes the work of the apparatus becomes directionless, so that the services provided sometimes make people feel that the services provided take a long time, but since the SOP was implemented, the work of the apparatus has become more focused, so that it is easy for the apparatus to organize or manage the time of services provided."

Management or management activities involving population administration and other facilities, in fact, are mostly related to administration related to recording population data, inventory and archiving. so that the activities mentioned that are related to office administration work need to be carried out and regulated properly, as explained by Isnawaty Limonu.

"The management of population administration services in Tilongkabila District is in accordance with established regulations, however, it needs to be further arranged regarding the division of work areas, which of course is in accordance with the main tasks and functions of each section. "Because in this case, the population administration manager is also attached to the government section which coordinates or recapitulates population data every month, while processing requests for birth certificates, pindan letters and other general administration is attached to the public services section."

Based on the results of research through direct interviews in the field, it has been analyzed that SOPs are really needed in arranging and managing all matters related to population administration, both processing applications for making birth certificates, issuing transfer letters and other general administration. Apart from that, recording activities, data processing and data input are the objectives of management and management, where all services provided must of course be based on SOPs implemented at the Tilongkabila District Office, so that the public understands all applicable service procedures.

Apparatus Supervision Accountability

Achieving accountability is the main goal of public sector institutions. The demand for public accountability requires public sector institutions to place greater emphasis on accountability. Public accountability that must be carried out by public sector organizations consists of several dimensions. Accountability is also a term related to government governance. Therefore, the Tilongkabila District Government pays great attention to this accountability function, as a form of accountability for the tasks carried out, as explained by Fatma Datau.

"Accountability for a job is indeed a special job for every apparatus in Tilongkabila District, because every job requires accountability, which of course is in accordance with applicable laws and regulations. "So that sub-district officials are always emphasized to be able to be accountable for the tasks given, in this case related to providing population administration services."

District officials in carrying out their duties are always responsible for the services provided. This is intended so that people who need services, especially those related to population administration, feel their own happiness, which of course is in accordance with the guidelines and SOPs implemented in Tilongkabila District, as explained by Yanti Melu.

"The accountability or responsibility of the apparatus for population administration services has been carried out properly in accordance with SOPs and statutory regulations, so that abuse of authority is not found, the aim of which is to provide satisfaction to the people who need the service."

Based on the results of research through direct interviews in the field, it has been analyzed that in principle the Tilongkabila District Government, Bone Bolango

Regency, has a fairly high level of accountability, this is proven by the existence of satisfaction from the community in needing population administration services. And sub-district officials also always work in accordance with the established SOPs, so that accountability for the tasks assigned can be completed with full care, so that abuse of authority is not found in carrying out the tasks assigned.

Quality Service

In essence, the government is a servant of the community and not to serve itself, but to serve the community while creating promising conditions for the community in order to achieve the common goal of developing abilities and creativity, as explained by Erni Hadjarati.

"We, as Tilongkabila District Apparatus, carry out our work by always maximizing our service duties, which of course adhere firmly to the provisions of the applicable laws and regulations and SOPs, so that the hopes of all parties in improving the quality of service can be achieved."

The quality of service to the community has been a hot topic so far in every region, especially in Tilongkabila District in terms of population administration, but as a sub-district apparatus engaged in service, it has become an obligation for the apparatus to provide quality service to the community, in accordance with the SOP. which is determined so that maximum service is provided to the community, as explained by Nikmawati Mahmud.

"We, as Tilongkabila District Apparatus, always maximize our duties in carrying out our assigned tasks, remembering that we provide services to the community based on SOPs, so that the expected quality of service can be felt by the community itself."

Based on the results of research through direct interviews in the field, it has been analyzed that the Tilongkabila District Apparatus, Bone Bolango Regency, continues to pay attention to the quality of service to people in need, both in processing birth certificates, processing transfer certificates and other general administrative arrangements, which of course comply with the provisions of laws and regulations and SOP that has been established in the Tilongkabila District area.

Changes in mindset (mind-set) and work culture (culture-set)

Bureaucratic reform is enough to provide a change in the mindset and work culture of government officials so far, where previously the apparatus in carrying out their duties seemed observant and slow, but with the concept of bureaucratic reform being implemented, it has changed the behavior and work culture of each apparatus, this is This is proven by the emergence of various ideas and suggestions for how people who need services can be served quickly without taking a long time, in accordance with applicable regulations and service standards, as explained by Warni Djali.

"The implementation of bureaucratic reform has changed the mindset and work culture of the Tilongkabila District Apparatus, where previously there were still many complaints from the public regarding the quality of service which seemed long and bureaucratic, but by implementing the concept of bureaucratic reform, all services provided can be completed quickly and It doesn't take a long time, which is of course based on the established SOP."

Every person must have their own mindset, as well as organizations and government agencies must have regulations to carry out

their respective management and operations. Where these regulations will later create a unique and diverse work culture concept. Therefore, work culture does not emerge by itself, but is formed through a controlled process involving human resources and all supporting equipment, as explained by Rahmawati Panigoro.

"As Tilongkabila District Apparatus, we carry out our main duties and functions well. Moreover, the apparatus is always given confidence in developing a mindset and work culture in providing quality services to the community, which of course with this bureaucratic reform concept model has had a positive impact on the bureaucratic system in Tilongkabila District."

Based on the results of research through direct interviews in the field, it has been analyzed that the concept of bureaucratic reform has provided quite a lot of changes to the mindset and work culture of Tilongkabila District Apparatus, Bone Bolango Regency. It can be seen that previously the services experienced by the community were very bureaucratic, but with this concept, now the people in the Tilongkabila District experience something new, because the management of population administration can be implemented and completed quickly without requiring a long time.

CONCLUSION

The results of this research can be concluded that bureaucratic reform in population administration services in Tilongkabila District, Bone Bolango Regency is based on Komarudin's theory, namely Institutions, Apparatus Human Resources, Administration or Management, Supervision, Apparatus Accountability, Quality Services and Changes in mindset and culture. work (culture-set) has gone well. Where first,

institutionally the sub-district government apparatus always provides maximum service in accordance with applicable regulations and SOPs. Second, the human resources they have are of sufficient quality, because sub-district government officials are often involved in useful activities, both formal and non-formal education. Third, the management of work programs and assigned tasks is carried out based on applicable SOPs. Fourth, be intense in carrying out the supervisory function of the apparatus, because supervision is a managerial function which is absolutely necessary for a government organization to improve the performance of the apparatus. Fifth, it has a fairly high level of accountability, this is proven by the community's satisfaction in needing population administration services. Sixth, continue to pay attention to the quality of service to people in need, both in processing birth certificates, processing transfer certificates and other general administrative arrangements, which of course comply with the provisions of laws and regulations and SOPs. Seventh, the concept of bureaucratic reform has brought about quite a lot of changes to the mindset and work culture of the apparatus itself. So that population administration services such as processing birth certificates, making transfer letters and other general documents can be realized quickly, precisely and transparently, in accordance with Standard Operating Procedures (SOP) and the provisions of applicable laws and regulations.

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