

# THE BEHAVIOR OF BUREAUCRACY OFFICERS IN INTERNAL SERVICES AT THE MINISTRY OF RELIGIOUS AFFAIRS OF POHUWATO REGENCY

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## ABSTRACT

The purpose of this research is 1) the behaviour of bureaucratic officer in internal services within the Ministry of Religion Affairs of Pohuwato Regency; 2) factors that influence the behaviour of bureaucratic officer in internal services within the Ministry of Religion Affairs of Pohuwato Regency.

The approach of this research is qualitative. Data collection techniques through observation, interview guidelines and documentation. Furthermore, the data analysis method used is data reduction, data presentation and conclusions.

The results of the research show that 1) the behaviour of bureaucratic officer in internal services within the Ministry of Religion Affairs of Pohuwato Regency is concern behaviours, disciplinary behaviour and responsible behaviour still need to be improved. Seen from the concern behaviour, the bureaucratic officer has a concern attitude as evidenced by their empathy for service users. Meanwhile, seen from the responsibilities, there are still employees who do not have a responsibility attitude, so that, they find a long duration of time in completing work due the officers often leaving the room when the service process is running. Go home early and the dress code is sometimes not followed; 2) Factors that inhibit the behaviour of bureaucratic officer in internal services within the Ministry of Religion Affairs of Pohuwato Regency include human resources and the availability of facilities and infrastructure.

**Keywords:** Behaviour, Bureaucratic Officer, Internal Service

## INTRODUCTION

In 2016, the Ministry of Religion Affairs of the Republic of Indonesia in particular implemented an internal service system or called an integrated service system. An integrated service system to carry out the licensing process or other administration. Integrated Services based on the Regulation of the Minister of Religion Affairs Number 65 of 2016 states that the internal service system or

integrated service system is a government policy in providing services to one or several types of services that are carried out in an integrated manner in one place and controlled by a management control system. The internal service system or integrated service system is held to adjust services to the community with the function of shortening the service process, realizing a service process that is fast, easy, cheap, transparent, certain,

accountable, and affordable, and providing wider access to the community. Generally, the types of services to the community include one-stop integrated services Unit (PTSA) and one-stop integrated services (PTSP). One-Stop Integrated Service Unit (PTSA) is an integrated service carried out to coordinate representatives of agencies/agencies that issue permits placed under one roof so that it is easier for the community to manage permits and so on.

The results of the initial interview conducted by the researcher with one of the informants is the Head of the Ministry of Religion Affairs of Pohuwato Regency, it was found that the Ministry of Religion Affairs of Pohuwato Regency was the only Ministry of Religion Affairs within the Pohuwato Regional Office of the Ministry of Religion that had implemented an internal service system or an integrated service system.

In conducting the internal service system or integrated service system, it is certainly supported by the bureaucratic behaviour of the service implementers. Organizational behaviour is based on bureaucracies and organizations that are supported by humans who try to achieve goals and always behave. The concept of organizational behaviour [1].

In the implementation of this internal service system or integrated service system, the researcher saw one interesting thing about the PTSP program on the recommendation for operational establishment permits for Umrah travel organizers. Seen from the service of managing recommendations for operating permits for the establishment of Umrah travel organizers, it is still often not seen optimally due to bureaucratic behavior that is still not effective in carrying out tasks of rationalizing the flow of services

or operational standards that are not yet clear, so that, there are still people who often complain about the services provided

The rationalization is not optimal, seen from the behavior of service implementers who are still procrastinating on service, so that, the time used does not match the expectations of service users, the level of knowledge of the bureaucratic officer is still low where knowledge in particular about the use of technology is still lacking, the level of care is still low, so that, the service seems slow, as well as frequent discriminatory attitudes in service delivery, rationalization in the form of a low level of responsibility for service providers where there are still some employees who do not obey the rules both in terms of service and in terms of working hours such as not coming to the office, going home earlier than the time that has been set. So that, services that should be implemented quickly become services of less quality and seem irresponsible to their duties and functions as bureaucratic officer. In general, there are six dimensions of bureaucratic behavior, namely leadership, sensitivity, caring, discipline, responsibility, justice and neutrality. The dimensions of bureaucratic behavior greatly influence and determine the work activities carried out by the bureaucratic officer [2].

Based on the attendance recapitulation, it can be seen that from the statements of employees who attended, went home early and employees who were absent from January to March 2021 experienced a good increase, however, in March there was a drastic decrease. This will certainly affect the completion of work or in providing services to the public or the community, causing service inefficiencies.

Observing this view when viewed from the reality in the service at the Ministry of Religion Affairs of Pohuwato Regency, it is still far from the expectation of the realization of effective and efficient internal services. It is realized that bureaucratic behavior still needs to be improved in individual and organizational behavior in carrying out bureaucratic behavior activities to realize satisfactory service quality. The importance of bureaucratic behavior in organizations as a determinant of service activities to achieve organizational goals, then all actions oriented towards achieving goals must be following bureaucratic behavior. In carrying out their duties, bureaucratic behavior is influenced by human resources, facilities and infrastructure, and special tasks.

## **RESEARCH METHOD**

The research was conducted by using a qualitative approach. Qualitative approach emphasizes more on meaning, reasoning, definition of a particular situation. More research on things related to everyday life. The type of research used in this thesis research is qualitative descriptive research. In this descriptive study the researcher uses a case study pattern. While the data collection techniques used in this study are:

1. Observation, is a process of collecting data in research where the researcher or observer is in the form of observing conditions related to the object of research.
2. Interview guidelines, namely conducting direct conversations with informants to obtain accurate answers involved in the object under study. This conversation was carried out by two parties, namely the researcher (who asked the question) and the informant (who provided the answer to the question).

3. Documentation, this technique aims to complement the observation technique and in-depth interview technique.

Furthermore, the data analysis method used is data reduction, data presentation and conclusions.

## **THE RESULT OF THE RESEARCH**

### **1. The behavior of bureaucratic officer in internal services within the Ministry of Religion Affairs of Pohuwato Regency**

#### **a. The Concern of Bureaucratic officer**

The low quality of public services is influenced by the low quality of policies and human resources (HR). Seen from the human resources, it is closely related to HR behavior in providing services. Among the behaviors in question is the readiness of the bureaucratic officer in providing services. Concern in a service is a form of attention, understanding, sympathy, seriousness, and involvement of interested parties in developing and carrying out service activities following the understanding of each individual. Those who provide services must have empathy for the customers they serve [3].

This means that in a work organization it is very important to provide services by the work performance shown by an employee on duty. Giving individual (personal) and sincere attention to customers to know and understand the wishes of service users. The results of interviews at the PTSP of the Ministry of Religion Affairs of Pohuwato Regency, the concern attitude of employees can be seen where employees greet every community who comes to take care of the PTSP in the Ministry of Religion Affairs of Pohuwato Regency. The concern attitude given by the employee can be seen from every community who comes, the employee immediately asks the intent and purpose

of coming to the PTSP of Ministry of Religion Affairs, Pohuwato Regency, so that, employees act quickly. Then the researchers conducted interviews with employees of the Ministry of Religion Affairs of Pohuwato Regency regarding the responsiveness of employees to the wishes of the community.

#### **b. The Disciplinary of Bureaucratic Officer**

Time discipline is an attitude or behavior that shows obedience to working hours which includes: attendance, obeying working hours, employees carrying out tasks on time and well. Obedience to the rules that apply is very important and must be known, understood and implemented by every officer. The officer who obeys the rules of time means that they have an awareness of the tasks assigned as individuals who serve their customers as well as possible [4].

The results of the research showed that the employee's time discipline was still very lacking. Sometimes employees arrive late and leave early, so that, residents who need data as quickly as possible end up feeling pressured by the existing conditions. Then, based on the employee attendance list, the researcher also saw that the presence of the officer, especially in the PTSP work unit, rarely entered the office. So that, this is one of behavior of the officer that should be realized that as an officer it must work as a public servant, not act arbitrarily because they feel needed.

#### **c. Responsibility**

One manifestation of an employee's responsibility is to use and maintain the best possible equipment, so that, office activities can run smoothly. As well as the ability to face the work that is the responsibility as an employee.

Based on the results of the interview, it was concluded that the friendliness of the service staff needed to be improved. There are still some service users who have not given a smile and greeting to service users who will carry out the service process. Where, when the service user will not feel satisfied if the employee does not provide friendliness to service users who will carry out the service process

### **2. Factors Affecting the Behavior of Bureaucratic Officer in Internal Services in the Ministry of Religion Affairs of Pohuwato Regency**

#### **a. Human Resources**

Based on the results of interviews and observations, it can be concluded that human resources in the form of quality and quantity influence the behavior of bureaucratic officer in internal services at the Ministry of Religion Affairs of Pohuwato Regency. In terms of quality is competence and communication. Seen from the competence and communication, services in the PTSP unit run smoothly. There have been no complaints from the public that have been served so far, either verbally (directly) or indirectly through writing in the mass media. In carrying out their duties as public servants, unit leaders within the Ministry of Religion Affairs of Pohuwato Regency are always equipped with knowledge related to intellectual and mental abilities.

#### **b. Facilities and infrastructure**

Facilities and infrastructure are one thing that is very important and supports the implementation of services. Facilities and infrastructure are an absolute component that is owned by both private and government agencies.

Based on the results of interviews and observations, it is found that the facilities and infrastructure greatly affect the

service process. Facilities and infrastructure, especially in the PTSP work unit, are still very limited. It can be seen that the facilities such as the availability of computer is only 1 unit, so that, if the facilities are damaged, they are forced to provide information to the public regarding the condition of the facilities and infrastructure.

## **DISCUSSION**

### **1. The behavior of bureaucratic officer in internal services within the Ministry of Religion Affairs of Pohuwato Regency**

#### **a. The Concern Attitude of Bureaucratic officer**

One of the efforts in implementing the tasks assigned as government officials is concern for customers, responsiveness (sensitivity) to all community needs, providing comfort to the community, especially in the Ministry of Religion Affairs of Pohuwato Regency, each officer must be able to adapt to the surrounding environment. In addition, leaders must also show concern for their subordinates by providing facilities that support services and a reward system so that village officials can work well in providing services to the community. Concern can be seen from the responsiveness of the officer, attention, and also initiative in work.

The concern is related to responsiveness about what are complaints and the needs of the community to be served. The officer that cares is bureaucratic behavior that has high responsiveness and quick to respond the complaints and community needs. Often found in providing administrative services for government officials who show unconcerned behavior as an orientation of power possessed by bureaucratic officials. The results of this research are reinforced by the theory of experts who argue that

the bureaucratic order is said to be good if every employee has caring behavior with others and with the work environment. This concern behavior provides positive support in improving the bureaucracy in government organizations including the Ministry of Religion Affairs of Pohuwato Regency [5].

Besides, according to another theory, it is said that Officer who has a sense of concern is an officer that has bureaucratic behavior that has high responsiveness and quick to respond to all complaints and needs from service users<sup>6</sup>.

#### **b. The Dicipinary of Bureaucratic Officer**

Discipline is a person's awareness and willingness to obey all applicable institutional regulations and social norms. Awareness is the attitude of employees who voluntarily obey all regulations and are aware of their duties and responsibilities. Willingness is an attitude, behavior and actions of a person by company regulations, both written and unwritten. Discipline can be interpreted when employees always come and go home on time, do all their work well, comply with all company regulations and applicable social norms [7].

Work discipline regulates that an employee of the Ministry of Religion Affairs of Pohuwato Regency will obey all norms, rules and regulations that apply in the organization. The purpose of this work discipline is to facilitate an employee in carrying out his work, so that, the goals achievement of the Ministry of Religion Affairs of Pohuwato Regency is on time, on target as well as effective and efficient. Discipline of the Ministry of Religion Affairs of Pohuwato Regency is the most important operative function of human resources, because the better the employee discipline, the higher the work performance that can be achieved. Without good employee

discipline, it is difficult for the Ministry of Religion of Pohuwato Regency to achieve optimal results.

The results of this research are strengthened by expert theory which suggests that a high form of discipline can provide excellent service to service users. Thus, the discipline of the officer of the Ministry of Religion Affairs of Pohuwato Regency in improving public services is to create an orderly, efficient and effective working environment through an appropriate arrangement, so that, employees will be able to streamline and make the best use of time and can direct their loyalty to orders that are given by the superior [8].

### **c. Responsibility of Bureaucratic Officer**

The implementation of public services can be carried out by both the government and the private sector. The two forms of service delivery, of course, have different service characteristics. The services provided by the private sector are more profit-oriented, while the services provided by the government are carried out because of the responsibilities of government duties and functions. However, the bureaucracy can learn from the experience of the private sector in providing services.

Furthermore, the administration of public services organized by the bureaucracy is more oriented towards regulations that must be obeyed, conformity with operational guidelines and technical guidelines, rather than the satisfaction of service users. The mindset of the bureaucracy tends to assume that no matter how good it is in providing services to the community, it will not change the salary and income.

The results of this research are reinforced by expert theory which explains that excellent service reflects the amount of responsibility of an employee.

So that, through this understanding, government officials can realize that their duties as public servants, of course, in carrying out their duties are carried out with full responsibility and are properly accounted for. In addition, in terms of the friendliness of the service staff, it still needs to be improved. Because there are still some service users who have not given a smile and greeting to service users who will carry out the service process. Where, when the service user will not feel satisfied if the employee does not provide friendliness to service users who will carry out the service process<sup>8</sup>.

## **2. Factors Affecting the Behavior of Bureaucratic Officer in Internal Services in the Ministry of Religion Affairs of Pohuwato Regency**

### **a. Human Resources**

All potential human resources affect the organization's efforts in achieving goals. No matter how advanced technology, development of information, availability of capital and adequate materials, if without human resources it is difficult for organizations to achieve their goals. High-quality human resources are human resources capable of creating not only comparative value but also competitive-generative-innovative value by using the highest energies such as intelligence, creativity, and imagination: no longer using crude energy such as raw materials, land, water, muscle power, and so on. By adhering to the above definition, we must understand that human resources must be interpreted as a source of strength that comes from humans that can be utilized by the organization. The term human resources are human resources and is a power (power) [8].

### **b. Facilities and infrastructure**

The service is one of the spearheads of customer satisfaction efforts and a necessity that must be optimized both by

individuals and organizations, because the services provided reflects the quality of individuals or organizations that provide services. In supporting the service process, the following factors that affect the implementation of services are the availability of facilities and infrastructure. In general, facilities and infrastructure are the entire process of procurement, utilization and supervision of facilities used to support the educational process that has been determined to be effective and efficient.

The factor of facilities and infrastructure is a factor that determines the behavior of bureaucratic officials in carrying out their main tasks. The facilities and infrastructure available at the Ministry of Religion Affairs of Pohuwato Regency are still in good condition although they are limited in number.

## CONCLUSION

1. The behavior of the bureaucratic officer in providing internal services within the Ministry of Religion Affairs of Pohuwato Regency in the concern behavior, disciplinary behavior and responsible behavior still needs to be improved. Seen from the concern behavior, the bureaucratic officer has a concern attitude as evidenced by their empathy for service users. Meanwhile, seen from the responsibilities, there are still employees who do not have an attitude of responsibility, so that, they often find a long duration of time in completing work due to officers often leaving the room when the service

process is running. come home early and the dress code is sometimes not followed.

2. Factors that hinder the behavior of bureaucratic officer in internal services within the Ministry of Religion Affairs of Pohuwato Regency include human resources and the availability of facilities and infrastructure.

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