

## Original Research Article

# Stages of Government Administrative Fast Services in the COVID-19 Pandemic in Probolinggo District

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Received: 28.06.2023

Accepted: 01.08.2023

Published: 05.08.2023

**Journal homepage:**<https://www.easpublisher.com>**Quick Response Code**

**Abstract:** This research aims to describe and analyze the implementation of LAPAK. This study uses a qualitative research approach to analyze the Miles Huberman Model. The research location was conducted in Sukapura District, Probolinggo Regency, because of the research substance under study. The research method used is a qualitative research type with a descriptive approach with a research focus on the stages of implementing sub-district administration fast services and supporting and inhibiting factors in implementing sub-district administration fast services. The results showed that the implementation of the District Administration Fast Service (LAPAK) policy during the Covid 19 Pandemic in Sukapura District, Probolinggo Regency, through Phase I, Phase II, and Phase III, which in this case was supported by several factors such as the legal basis and facilities and infrastructure I and supported by fast response behaviour from LAPAK operators. On the other hand, several things must be considered to avoid obstacles, including the coordination system and lack of public awareness.

**Keywords:** Administrative Services, Covid-19, Government Administration.

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## 1. INTRODUCTION

Indonesia is a unitary state that adheres to the principle of decentralization in the administration of the government system. Decentralization is the distribution of power from the central government to the regions. In this case, the local government will accept its autonomy. Through regional autonomy, efficient and effective public services can be built so that people can easily access services according to their needs. As a developing country, to improve its public services, the Government of Indonesia implemented decentralization after the 1998 reform era by granting broad autonomy to regional governments. Legally decentralization in Indonesia began with Law No. 22 of 1999 concerning Regional Government. This law was revised by Law No. 32 of 2004 and equipped with Law No. 12 of 2008. It is stated that decentralization in Indonesia aims to improve public services and shorten the long bureaucratic path of complaints from the public.

In order to complete effective public services, which can provide direct services to the community, in 2010, the Government of Indonesia released Minister of Home Affairs Regulation No. 4 of 2010 concerning guidelines for District Integrated Administrative

Services (PATEN), a form of decentralization implementation. PATEN was formed to realize the District as a community service centre and a service node for integrated service offices/agencies in the Regency/City (Manurung *et al.*, 2018). In addition, PATEN also aims to improve the quality of public services by making the sub-district a centre as well as a community service node whose processing process from application to document issuance stage is carried out in one place.

Following up on the Minister of Home Affairs letter, the Government of Probolinggo Regency, through issuing Probolinggo Regent Regulation No. 84 of 2017, has issued District Administration Quick Services (LAPAK). LAPAK is an application service carried out to improve administrative services that are high quality, fast, concise, safe, modern, accountable, and easy for the community. The preliminary observations indicated that implementing LAPAK in the Sukapura District could not run optimally. Several things must be followed up so that LAPAK can function correctly. Moreover, since 2020 governance has entered a challenging phase. This is due to the Covid-19 pandemic, which has hit almost all parts of

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Indonesia. As a result, it impacts public services that were previously normal to become public services that are implemented with certain limitations. As happened in LAPAK in Sukapura District, Probolinggo Regency. The current covid pandemic has changed new ways in various social and state life fields in managing the entire community service process to ensure that all activities in various fields run typically with adjustments to the conditions of the covid-19 pandemic.

Based on observations, administrative services in Sukapura District, Probolinggo Regency, since the Covid-19 pandemic experienced significant changes, including limiting visitors during working hours, visitors must go through health screening stages such as checking body temperature below 37 degrees Celsius, must wear a mask and before When entering the service counter, you are required to wash your hands with soap or use a hand sanitizer. There were obstacles to providing services to the community that were less than optimal. The Sukapura Sub-District Head made a regulation Sukapura Sub-District Head Decree No. 010/0/426.401/2019 concerning the formation of a sub-district integrated administrative service technical implementation team as a response to the problems faced and a response to Probolinggo Regent Regulation No. 84 of 2018 regarding the issuance of the LAPAK application. However, there are problems faced by the District Government of Sukapura in terms of implementing the LAPAK policy. Among them, there needs to be adequate capacity and quantity of personnel, coordination between agencies related to service delivery that has not been well established, and various problems related to community participation in implementing LAPAK in the District.

## **2. LITERATURE REVIEW**

### **2.1 Theory of Public Policy Evaluation**

Evaluation is a link in the public policy process; James P. Lester and Joseph Stewart explained that policy evaluation is intended to look at the causes of the failure of a policy or to find out whether public policy has been implemented to achieve the desired impact (James *et al.*, in Budi Winarno 165:23). According to Bryant & White (in Samodra Wibawa, 1994:63) policy evaluation basically must be able to explain the extent to which public policy and its implementation are close to the goal. The most crucial thing in making a policy evaluation is the availability of goals and criteria. Goals formulate the goals to be achieved in a policy, both in global terms and numbers. While the criteria ensure that goals are set before they can be achieved and fulfilled satisfactorily. According to William Dunn (1998: 608-609), evaluation has several characteristics that distinguish it from other methods of policy analysis. These distinguishing characteristics are divided into value focus, fact-value interdependence, present and past orientation, and duality of values.

### **2.2 Evaluation Function**

Policy evaluation is critical in assessing public policy. Because evaluation has a function that makes a policy need to be evaluated. William Dunn (1998: 608-609) suggests in policy analysis that evaluation has several essential functions, including evaluation providing valid and reliable information about evaluation contributing to clarification and criticism of the values that underlie the selection of goals and targets in public policy. In this case, the evaluation reveals how far specific goals and certain targets have been achieved in solving the problem, evaluation contributes to the application of other policy analysis methods, including in the formulation of problems and recommendations for solving problems. Evaluation can also contribute to the definition of new policy alternatives or revisions to policies by indicating that existing policies need to be replaced or updated.

### **2.3 Public Policy Concept**

In general, a policy or policy is something that is used to show a person's behaviour. In this case, the person in question could be an official, an institution, or even a particular group. The goal is to solve a problem that they are facing. The scope of this public policy study is extensive. Because this covers various sectors and fields. Examples include politics, economics, culture, society, law, etc. The four main elements in a public policy are inputs that influence public policy, objectives, tools, and impacts. These four main elements will be the basis. This element will determine what form of public policy will be implemented. Policy implementation can be divided into two, namely, the first interpretation, which explains the substance of a policy in an easy-to-understand language so that it can be implemented and accepted by the actors and policy objectives.

Moreover, the second, namely organizing, is an effort to determine and rearrange resources (resources), units (units), and methods (methods) that lead to efforts to realize policies into results (outcomes) by the goals and objectives of the policy. Public policy aims to create order in society, protect people's rights, create peace and harmony in society, and ultimately realize people's welfare. The role of the government is one of the essential keys in many matters related to public policy, one of which is employment issues.

## **3. RESEARCH METHOD**

### **3.1 Research Locations**

The selected location is Sukapura District, Probolinggo Regency. The researchers chose the research location in Sukapura District because it met the requirements, namely by the substance of the research under study, namely regarding the implementation of the District Administrative Fast Service. In this case, the implementation of LAPAK services is only implemented in the sub-districts in Probolinggo Regency, especially the Sukapura District has the

responsibility to provide population administration services. Another reason is that the research location can provide sufficient data regarding the problems studied.

### 3.2 Research Informants

Informants selected in this study are informants or primary sources who can provide data relevant to the problems formulated in this study. They were using a purposive sampling technique, namely a sampling technique with a specific purpose which is expected to provide information according to the theme in this study. The informants used to find data sources in this study consisted of village operators, sub-district operators, sub-district service officers, and residents.

### 3.3 Data Sources

This type of research uses qualitative research. The data in the research were obtained or collected by the researchers directly from the data sources. To get primary data, researchers collect directly. The technique that researchers can use to collect primary data is by using interview techniques. While secondary data sources are research data obtained from secondary sources, namely indirect information such as books, articles and various literature relevant to the research discussion.

### 3.4 Data Analysis Techniques

Data analysis is an attempt to manage data into information so that the characteristics or characteristics of the data are easy to understand and helpful in order to provide answers related to research activities (Tarjo, 2019). The data analysis technique used by the researcher consisted of the first, namely data condensation by conducting interviews, observation and documentation, and the second, namely presenting data in the form of pictures, schemes or matrices. The third is concluding and verifying what has been obtained from the data that has been analyzed based on the LAPAK implementation data in Sukapura District, Probolinggo Regency.

## 4. RESEARCH RESULT

### 4.1 Implementation of the District Administrative Fast Service Policy (LAPAK) in Sukapura District

In conducting the analysis, the researcher used the concept of Hogwood and Gunn in Wahab (2012) in a policy analysis book as a reference for writing. The stages of implementation of the LAPAK policy have several stages, including stage I, which consists of 1.) Policy plans or planning regarding the LAPAK concept. Based on the analysis results, LAPAK is an innovation product of the District of Probolinggo Regency, which the Communication and Information Office of Probolinggo Regency manages. After the LAPAK application was deemed feasible, the Probolinggo Regency Government released it in 2017 to carry out a pilot project in Dringu District, Probolinggo Regency. This was reinforced by the release of Probolinggo

Regent Regulation Number 84 of 2017 concerning Subdistrict Administration Fast Services. 2.) Determine implementation standards to provide excellent public services. 3.) Determine the costs to be used along with the implementation time. The analysis results from interviews with informants are that the time needed to implement LAPAK in Sukapura District was relatively fast, namely approximately six months. They are starting from preparing facilities and infrastructure, preparing human resources, preparing the internet network and activating the LAPAK Application at the District and Village Service Office.

Furthermore, in stage II, namely the implementation of the policy by utilizing: 1.) staff structure consisting of a staff structure starting from the Probolinggo Regency Communication and Information Office, the District Government, and the Village Government. 2.) Competent human resources, that is, they must be qualified in the IT and computer fields because both are very important in LAPAK services. 3.) Procedures Administrative submissions through LAPAK have been provided by the system so that people only need to provide personal data. 4.) costs that do not require a particular budget, as well as the methods used in implementing the LAPAK policy, namely outreach, mentoring, monitoring and supervision.

In phase III, it is carried out by determining a schedule for monitoring the implementation of the LAPAK policy carried out routinely every six months and once a month, carrying out monitoring carried out by LAPAK service officers in Sukapura District at least once a month and carried out by the LAPAK Person in Charge from the Communications Office and Information on Probolinggo Regency which is usually done every six months. However, sometimes unscheduled monitoring is carried out by LAPAK service officers, conducting supervision to ensure the smooth implementation of policies by the Head of the Sukapura District and from the Communication and Information Office of Probolinggo Regency. Supervision is more on supervising the smooth use of the LAPAK application so that services are not constrained.

### 4.2 Supporting and inhibiting factors in the District Administrative Fast Service Policy (LAPAK) in Sukapura District, Probolinggo Regency

After analyzing the implementation of the Subdistrict Administrative Fast Service policy in Sukapura District, Probolinggo Regency, it can be seen if the supporting factors in the policy are the first regarding a clear legal basis such as Probolinggo Regent Regulation Number 84 of 2017 and Sukapura District Head Circular—the second concerns adequate facilities and infrastructure such as computers and laptops and a stable internet network connection. At the same time, the inhibiting factors in the sub-district

administration's fast service policy include the coordination system, which is only carried out once every six months. The rest is forgotten once a month when there is a monthly report from the Village Government to the District Government. Coordination is also hampered due to the current communication model, namely by utilizing the WhatsApp application, which requires a stable internet connection. In addition, the large number of WA groups often accumulates, causing Village operators and District Operators to be slow in responding. Another inhibiting factor is the need for more public awareness. Due to the geographical location of the Sukapura District, which is vast, and there are still many forest fields, the community sometimes feels burdened to carry out population administration independently. Moreover, supported by distance, information and transportation constraints, people are increasingly reluctant to come directly to complete administrative submissions.

#### **4.3 District Administrative Fast Service Policy (LAPAK) 9 in Sukapura District, Probolinggo Regency Based on The New Public Management Paradigm**

Innovation in regulations to improve the quality of service to the community increasingly shows the commitment of the Probolinggo Regency Government to maintaining the provision of good government services. When the pandemic hit, people were encouraged to carry out activities from home and reduce interactions with other people. At the same time, the community's administrative needs could not be stopped due to various needs. Therefore, the Sukapura District government innovated by implementing the District Administration Rapid Service (LAPAK). The new model of public service is non-discriminatory, namely democracy which guarantees equality among citizens without discriminating against citizens' origins, ethnicity, race, ethnicity, religion, and party background. Every citizen is treated the same when dealing with the public bureaucracy to receive services as long as the conditions are met. The relationship between public bureaucrats and citizens is impersonal, so nepotism and primordialism are avoided. The quality of public services results from the interaction of various aspects, namely the service system, human resources providing services, strategy, and customers.

Through the implementation of this application, it is hoped that there will be service satisfaction between those who are served and those who serve. In this case, between public servants and citizens. Both in terms of needs, time, types, procedures, and ways of service that have been agreed upon. This agreement is more focused on the service. The New Public Management views citizens as no longer servants but as customers who, because of the taxes they pay, have the right to a certain amount of service and quality. The principle in New Public Management reads: close to residents or customers,

have a service mentality and be flexible and innovative in providing services to residents.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 CONCLUSION**

The implementation of the District Administration Fast Service (LAPAK) policy in Sukapura District, Probolinggo Regency, has several indicators, namely starting in phase I with the policy plan contained in Probolinggo Regent Regulation Number 84 of 2017 released in 2017, determining implementation standards contained in Article 5 of the Regulation Regent of Probolinggo Number 84 of 2017 concerning LAPAK, and the determination of costs and implementation time which does not require a particular budget and takes approximately six months. Phase II, namely the staff structure, community resources that are competent in operating computers, straightforward procedures, costs, and methods of outreach, mentoring, monitoring, and supervision. Phase III is carried out by determining a schedule that is six months and one month; monitoring is carried out every six months by the Communication and Information Office of Probolinggo Regency, and once a month is carried out by the Camat. Supporting factors in the District Administration Rapid Service (LAPAK) policy in Sukapura District, Probolinggo Regency, include a solid legal basis and adequate facilities and infrastructure and are supported by responsive behaviour from LAPAK operators. At the same time, the inhibiting factors are the coordination system and the lack of public awareness.

### **5.2 Suggestions**

The advice given by the researchers is that there is a need for a new coordination system, such as regular coordination through meetings in the network by utilizing the Zoom application between the Probolinggo District Communication and Information Office, District LAPAK service officers, District LAPAK Operators, and Village LAPAK Operators. This updates information on administrative services, related policies and strengthening resources. In addition, monitoring and evaluation must be carried out as an assessment effort in the LAPAK implementation process to obtain information on implementation progress and obstacles encountered. The government needs to carry out routine "pick-up the ball" activities by officers from the District and the Village to improve community participation for conscious administration.

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**Cite This Article:** Rochmad Widiarto, Bonaventura Ngarawula, Budhy Prianto (2023). Stages of Government Administrative Fast Services in the COVID-19 Pandemic in Probolinggo District. *EAS J Humanit Cult Stud*, 5(4), 185-190.

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