

Development of an Integrated Service Unit Management Model to Optimize Public Services at Universitas Negeri Manado

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ABSTRACT

This research aims to describe ULT Unima from the planning, implementation, monitoring, and evaluation to its management development. This type of research is a case study to examine contemporary phenomena entirely and comprehensively in actual conditions, using a descriptive approach. This research was carried out at the Unima Integrated Services Unit in March 2023. Research data was collected using observation, interviews, and documentation methods. Data analysis in this research uses data reduction techniques, data presentation, and conclusion presentation. The results can create quality, efficiency, and responsiveness of the services provided. The research results obtained, (1) ULT planning, most of the planning stages have been implemented, but stages such as revising technical guidelines/service procedures, employee training, monitoring, and evaluation have not been implemented, (2) ULT implementation, has not fully referred to implementation theory or has not yet been fully implemented. optimally carried out, such as services carried out by ULT Officers not referring to guidelines because there were no ULT SOPs and other service SOPs at the start, (3) ULT supervision, not carried out because there was no request from superiors as accountability, (4) ULT evaluation, not yet carried out evaluation that refers to these theories, where evaluation activities are carried out systematically, gradually and measurably. A manifestation of the implementation of service management at ULT Unima is the development of Public Service Standards, and several standard operating procedures (SOPs) such as Data Request SOPs, Cooperation SOPs, and General

SOPs. Apart from that, a service tutorial was also created on ULT Unima as guidance and information on existing services.

Keywords: Case Study, Development, Integrated Service Unit, Unima

INTRODUCTION

The Integrated Service Unit (ULT) of the Higher Education Service Institution is part of the Management of Relations with the Public which is a manifestation of the implementation of bureaucratic reform in the Ministry of Education, Culture, Research and Technology. Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 59 of 2016 that Public Services are intended to improve the efficiency and effectiveness of service delivery in Higher Education and Higher Education Leaders are required to establish Integrated Service Units. Public service is the spearhead of the implementation of bureaucratic reform. This is realized because the product of a government organization is service to the community.

Stakeholders are people who care about services, they are the ones who experience the most impact on service quality, community assessment of the government, especially the Higher Education Service Institution, is measured by the quality of services provided. Stakeholders are the first party to feel the service directly. So, they want to know firsthand the service problems in the field. These services are provided to fulfill community rights, whether they are civil services or public services. The Higher Education Service Institution has made optimal efforts to always improve the quality of services, but it can be realized that there are still several services that require continuous improvement to provide excellent service effectively and efficiently. Lukman Hakim and Mukhtar in Onisimus Amtu (2016), say that parents, students, and the community are customers who are free to choose educational institutions that are worthy of guaranteeing the future of their children. The strategy carried out by educational institutions to improve the quality of institutions is to provide services in the form of effective and efficient information and administration. These concepts and strategies will run effectively and efficiently with good management. Ahmad Alam Saragih as a member of the ombudsman said that public services have a declining service level and the mechanism for receiving general complaints has not been systematically established. If public services are still poor, it is a clear indication that the state has failed to be present for its people. Meanwhile, other countries have been able to coordinate their education services so that there are no inequalities between educational institutions such as Finland, free higher education services such as Slovakia, or information technology-based public services such as Estonia.

The Integrated Service Unit aims to provide services to stakeholders in the field of research, technology, and higher education in a fast, effective, efficient, and transparent manner, and provide legal certainty as well as the realization of public rights to obtain services. This goal can be realized by simplifying the service bureaucracy, accelerating service time, reducing unnecessary service stages, eliminating unaccountable costs, and transparent procedures. Based on Law No. 14/2008 on Public Information Disclosure, Law No. 25/2009 on Public Services, and Presidential Regulation No. 97/2014 on the Implementation of One-Stop Integrated Services, the Ministry of Research, Technology and

Higher Education is expected to manage public services professionally through the Integrated Service Unit. With the achievement of the Commitment to implement public services through the Integrated Service Unit. The Integrated Service Unit (ULT) is a service unit developed by the university to provide information services needed by students, lecturers, education personnel, and all stakeholders. The Integrated Service Unit was established to fulfill all information needs and administrative services at the university level. There are three main types of services from the Integrated Service Unit, namely: a) Public Services, b) Complaint Services, and c) Information Request Services. Thus, it is expected that students, lecturers' education personnel, and even the general public get all the information needed such as payment of tuition fees, student academic records, student status, data, electronic documents student as well as lecturers and education personnel, and other information related to the university.

At Universitas Negeri Manado, the Integrated Service Unit was established in 2018, located at the Rectorate Building on the first floor next to the Academic and Student Administration Bureau. ULT Unima has four service counters including: a) Academic Counter, b) Student Affairs Counter, c) Personnel Counter, and d) General Counter. Each counter has a different type of administrative service. Observations made by researchers found that public services at Unima are still not implemented optimally in the sense that the four services have not been fully implemented, only one service is academic which should provide student services, academic services, financial services, cooperation services, and general services; facilities, infrastructure and IT, as effective and efficient services according to the Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 59 of 2016. It can be seen that every student who wants to complain and seek information must come directly to the Unima Integrated Service Unit office. It can also be seen that the infrastructure in the Unima ULT office is still limited and has not fulfilled the integrated public services. In addition, interviews conducted with several students found that students did not know about the Integrated Service Unit. What students know is that ULT Unima is a place to ask for comprehensive files. This also opens up opportunities for certain individuals to take advantage of students' ignorance. This has happened, where students asked certain people and got information that resulted in losses to the students concerned. Public services at Universitas Negeri Manado still need continuous improvement, public services that must be improved and improved are the opening of access to fast and accurate information, the availability of adequate service facilities and infrastructure, human resources that carry out services need to be adjusted to their expertise and main tasks and functions, bureaucracy and public service mechanisms that are not perfectly structured which should refer to public service indicators such as (1) reliability, providing the right and correct service (2) tangibles, providing adequate resources, (3) responsiveness, the desire to serve consumers quickly, (4) assurance, attention to ethics and morals in providing services, (5) empathy, knowing the wants and needs of consumers.

To optimize public services in the Integrated Service Unit at Unima, it is necessary to make a management development. Management development will be made in the form of additional types of services and Standard Operating Procedures. One of the objectives of this service development is to encourage employees to develop their skills, and knowledge, and increase their responsibilities in an organization to optimize public services. Public service is the spearhead of the implementation of bureaucratic reform. This is realized because the real product of government organizations is service to the community. These services are provided to fulfill community rights, whether they are civil services

or public services. This means that service activities involve the fulfillment of a right. It is inherent in everyone, both personally and in groups (organizations), and is carried out universally. Public services that have been running at Universitas Negeri Manado to date generally have many services that can be grouped into Higher Education Institutional Services, Student Services, and Educator and Education Personnel Services.

Research conducted by Djoko Prasetyo (2020) on the implementation of the service program (LIPAT) shows that the LIPAT service program is well implemented. This can be seen from the indicators that have been achieved, such as (1) Environmental conditions; Environmental conditions, show that the conditions at the One-Stop Investment and Integrated Services Office are quite good, this is reflected in the availability of facilities in the workplace so that they can provide a comfortable work atmosphere and can support the provision of public services to the community, (2) Inter-organizational relations, the One-Stop Investment and Integrated Services Office in implementing a program has carried out cooperation and coordination with other agencies, such as cooperation with sub-district offices etc., this is done for the success of a program issued, (3) Organizational Resources, the success of the policy implementation process can be seen from the ability to utilize available resources. Government officials as human resources are the most important resource in determining the success of the implementation process, but non-human resources are also important in providing facilities to civil servants in providing services to the community, (4) Characteristics and abilities of implementing agents, success in program implementation is influenced by the level of ability and skills of implementing agents in carrying out their functions as service providers, because all of this will have an impact and influence the implementation of a program.

Along with the current leadership, although it is only one service, academic services have developed and have several services in it, but still need to be optimized because ULT which is managed professionally can become an industry to support Universitas Negeri Manado as a university with the financial management of the Public Service Agency (BLU). Based on the problems and relevant research above, the researcher is interested in conducting research with the title Development of Integrated Service Unit Management in Optimizing Public Services at Universitas Negeri Manado as Unima's step towards excellent service.

METHODS

The type of research used in this research is a case study. In this study, researchers examined contemporary phenomena as a whole and thoroughly in actual conditions, using a descriptive approach. In this case, this research is to obtain a complete picture of the form of service provided by ULT Unima. This research was conducted at the integrated Service Unit at Universitas Negeri Manado. The location is on Jl. Unima Campus, Tataaran Patar, Kec. Tondano Barat, Minahasa Regency, North Sulawesi. This research was conducted in March-May 2023. Data sources in the study came from 3 parts, namely person, place, and paper. Person, which is a data source in the form of people who can provide data in the form of oral answers through interviews. Place is a data source that presents a

display in the form of a still and moving state. Including the condition of the research location and facilities at the research location, namely, at ULT Unima. and

Data collection techniques in this study used observation, interviews, and documentation. The observation techniques used in this research are non-participant observation techniques or passive participation and open observation techniques. What is meant by the non-participant observation technique or passive participation is that the researcher comes to the place of activity of the person being observed, but does not get involved in the activity. This technique does not directly participate in the activity, but the researcher only plays a role in observing the activity. The interview is a way of collecting data through oral communication activities, to several desired informants directly. The interview will obtain data on the quality of ULT services at Unima. The documentation technique in this case is that the author collects documents that can support the data from observations and interviews which are then used as material for preparing the dissertation. Thus this documentation method is used by researchers to obtain document data regarding the quality of Unima ULT services and other documents related to the research.

Data analysis techniques used in this research are data reduction, data presentation, and conclusion drawing. Reduction is the activity of summarizing, selecting the main things, focusing on the important things, and looking for the theme of the pattern. Thus the data that has been reduced will provide a clearer picture, and make it easier for researchers to carry out further data collection, and search for it if needed. Data reduction can be assisted with electronic equipment such as mini computers, by providing codes on certain aspects. Data presentation is the process of systematically organizing information to obtain conclusions as research findings. The presentation of data is intended to make it easier for researchers to see the overall picture or certain parts of the research. In this study, the data that has been organized is presented in the form of a systematic description of information in the form of narratives and tables. Concluding is done by compiling temporary conclusions and conclusions. It is said temporary because as long as the research is still ongoing, additional data will be obtained, so data verification is carried out, namely by studying existing data and conducting discussions with peers with the aim that the data obtained is more precise and objective. The conclusion was drawn by comparing the suitability of the respondent's statement with the meaning contained in the conceptual research problem (Miles and Huberman (2014).

RESULTS AND DISCUSSION

Research Problem Data

Research problem data is data collected to identify, understand, and address research problems. The problem data in this study are as follows:

- 1) Integrated service unit planning, starting from identifying types of services, selecting alternative ULT locations, designing ULT room layouts, preparing ULT organizational structures, identifying ULT human resources, preparing ULT SOPs, constructing ULT rooms, procuring ULT facilities and infrastructure, providing revised technical guidelines/service procedures, training ULT employees, operationalization, monitoring and evaluating implementation.

- 2) Implementation of Integrated Service Unit.
- 3) Supervision of the Integrated Service Unit.
- 4) Evaluation of the Integrated Service Unit.

Research Data Analysis

Analyzing research data is the process of examining and identifying information in the context of research. The data analysis of this research is as follows:

1) Integrated Service Unit Planning

Based on the description of ULT planning data, it was found that there are several stages of planning, among others:

- a) Identification of service types. There are 4 types of services at the Integrated Service Unit, namely (1) academic services are services related to educational activities in higher education Academic Counters receive all administrative services related to education such as; Certificate of Graduation, Certificate of Diploma in completion, Academic Leave Letter, University/study program Transfer Letter, Approval of Final Study/Comprehensive Examination and Certificate Completion (2) Student Counters receive administrative services such as; student cards, scholarships, student entrepreneurship and other student activities. (3) The Personnel Counter receives administrative services such as; a Decree on Rank Increase, Periodic Increase, Annual Leave, and others. (4) The General and Financial Counter receive correspondence administration services such as incoming letters, outgoing letters, and validation of proof of payment documents (validation) of education fees.
- b) Selection of alternative ULT locations. There are several alternative locations, and after consideration in terms of location, the ULT location is determined to be to the right of the Unima Head Office or next to the Academic Bureau room.
- c) Design of ULT room layout. The layout consists of an entrance, a waiting area, and service counters.
- d) Organizational structure and identification of ULT human resources. ULT was established based on Unima Rector Decree Number 2007/UN41/HK/2018 on the Appointment of the Unima Bureaucratic Reform Team in 2018. The Integrated Service Unit is included in the program in the field of Public Service Quality Improvement. The Unima Bureaucratic Reform Team Decree only exists in 2018 and 2023. While in 2019, 2020, 2021, and 2022 there was no Bureaucratic Reform Team Decree.
- e) Preparation of ULT SOP. From several data sources interviewed, no ULT SOP was found, since the ULT was established until now. There is only a Public Service Standard made based on the 2018 Chancellor's Decree and until now it has not been updated.
- f) ULT room construction. Related to the division, allocation, and scheduling of work within the scope of the project. Where through this planning, how can the project be completed within a certain agreed time, with certain stages, and predetermined resources?
- g) Procurement of ULT facilities and infrastructure. Facilities and pre-facilities are procured by existing procedures, with the auction process and equipment prepared by the provider.
- h) Revision of technical guidelines/service procedures. Service procedures have not been revised because they are still focused on service optimization.

- i) Training of ULT employees. No training has been conducted for ULT employees, until now they have been directed to serve well and process files that meet the requirements.
 - j) Operationalization. Unima Integrated Service Unit was operationalized in March 2018.
 - k) Monitoring and evaluation. Monitoring and evaluation have not been carried out using measures/variables.
- 2) Implementation of Integrated Service Unit Public services through one door only run in the first year (2018) while supervision from the person in charge of ULT only until the second year (2019), c). The procurement of facilities and infrastructure for ULT services has not been fulfilled, d). In 2019, the Head of the Academic and Student Administration Bureau took the initiative to use ULT counters to become Academic service counters and run until now.

The implementation is that the applicant comes to the ULT, if the counter is full then there is a waiting room that has been prepared. Once at the counter, the ULT officer asks for the purpose and checks the files whose requirements can be seen at the ULT entrance. If the file is complete, it will be processed, first by entering the incoming file. This makes it easier for the officer when the student checks the file. Next, run the file to be dispositioned by the leadership. Students cannot be sure of the completion time because it is adjusted to the presence of the leadership in place or if there are other obstacles. Students check the files again two or three days later.

In implementation, some obstacles cause the implementation of services to not be optimal, including (a) not having a new Public Service Standard and Public Service Declaration, (b) ULT not having its own SOP, ULT is included in the Academic SOP, (c) there is no SOP for other types of services, (d) there is no publication related to procedures for all types of administrative services at ULT, (e) there is no accountability for public service performance and to superiors because it is not clear where ULT is located.

3) Supervision of the Integrated Service Unit

Supervision of integrated services has not been carried out, because when it is done, one of them will be seen and even asked for accountability from officers to the ULT leadership. The form of accountability is to students by serving students who need ULT services.

4) Evaluation of the Integrated Service Unit

Evaluation has never been carried out internally by measuring based on certain variables, for example using a service survey, the evaluation at that time was carried out by the public service team from the Ministry of Education and Culture. It has received an evaluation from Kominfo (Ministry of Communication and Information of the Republic of Indonesia) with the predicate that it is not open to public information.

The discussion in this study refers to 4 things that become research problems and have been analyzed previously.

1) Integrated Service Unit Planning

Planning in Management is determining the goals of the organization and deciding on the best way to achieve them. This planning is concerned with creating procedures, rules, and guidelines for achieving organizational goals. Various expert opinions imply that planning is a process that contains activities such as thinking, calculating, selecting, determining, and so on. All stages of this activity are

carried out to achieve certain goals. One of the opinions experts Coleman Woodbury (2008) defines planning as "the process of preparing, in advance, and a reasonably systematic fashion, recommendations for policies and courses of action, with careful attention given to their possible by-products, side effects, or "spillover effects". Based on this understanding, planning is a series of activities that include preparation, selection of alternatives, and implementation carried out logically and systematically so that the various possibilities that result can be predicted and anticipated. Looking at this understanding, it can be understood that no matter how good the planning is, it will always have a positive impact and a negative impact. Therefore, every planner must be able to anticipate the various possibilities that arise as a result of the implementation of the plans they make, one way is to evaluate the planning and revise the procedures.

The planning stages in the Integrated Service Unit have been made by planning theory. There are several stages of planning starting from identifying the type of service, to evaluating planning. Most of the planning stages have been carried out but stages such as revising technical guidelines/service procedures, employee training, monitoring, and evaluation are not carried out. Referring to Woodburry's theory (2008) where good planning is up to evaluation and monitoring so that those who plan can know the weaknesses and strengths and everything planned is achieved effectively and efficiently. So, to achieve the expected goals, all planned stages must be implemented. For this reason, before planning is carried out, it must be carefully planned by taking into account the strengths and weaknesses of himself, humans must also take into account the conditions of the surrounding environment. This calculation is very useful for predicting the results that will be received and the risks that will be faced.

In planning, of course, there are obstacles or obstacles. According to Stoner James (1988). There are 2 types of obstacles that arise in a plan, namely the first is internal resistance among planners to setting goals and preparing plans to achieve them. The second is outside the planner, namely reluctance and rejection of plans that bring about changes in the organization. This was also experienced in the first planning from within due to a lack of understanding of the goals and objectives to be achieved. In addition, there is a lack of communication and understanding between the teams involved in planning. Another obstacle is the lack of involvement and support from stakeholders related to planning, which is a barrier that exists outside the planner itself.

What steps are taken to overcome these obstacles or constraints? Referring to leadership theory is how the task of a manager is to organize and influence others. According to Fiedler (1967), leadership is a pattern of relationships between individuals who use their authority and influence over groups of people to work together to achieve goals. First of all, as a leader/manager, aligning together with the vision, mission, and common goals, empowering stakeholders, and being able to influence/convince through the stages of planning to carry out the expected goals can be achieved.

2) Implementation of Integrated Service Unit

In an implementation there is an action or implementation of a plan that has been prepared carefully and in detail, implementation is usually carried out after the planning is considered ready. In simple terms, implementation can be interpreted as an application and is specifically related to people. According to Horn (Tahir, 2014) implementation is actions taken by either individuals, officials government, or private groups directed at achieving the expected goals. According to another expert

opinion, Pressman and Wildavsky (Syahida, 2014) stated that: "Implementation as to carry out, accomplish, fulfill, produce, complete" means: carry, complete, fill, produce, complete. So etymologically, implementation can be intended as an activity related to the completion of a job with the use of means (tools) to obtain results.

Implementation of the Integrated Service Unit has not fully referred to the theory of implementation or has not been optimally carried out, including completion by using facilities/tools. This can be seen that the services carried out by ULT Officers did not refer to the guidelines because there were no ULT SOPs and other service SOPs at the beginning. However, as the leadership changed, the service began to be optimized even though it consisted of services only, but the SOP for each service already existed. Public Service Standards have not been updated and ULT guidelines to be seen and accessed by the public through social media are not yet available, so to find out what services with the requirements must find out by asking or coming directly to ULT. These are some of the obstacles in the implementation of ULT.

Nevertheless, as leaders, especially in the academic department, because ULT is currently related to academic services, they try to maximize existing services by making simple applications independently as a means of checking and controlling the position of incoming administrative files.

3) Supervision of the Integrated Service Unit

The achievement of a goal not only depends on good planning implementation and organizing but also depends on supervision. According to Juairiyah (Syafaruddin & Asrul, 2014), supervision or supervision is one part of educational activities that is intended to provide direction or assistance so that the learning process that takes place in an organization or educational institution can run well and achieve the desired goals. Dale (Winardi, 2000) said that "the modern concept of control, provides a historical record of what has happened and provides a date that enables the executive to take corrective steps". This means that supervision is not only seeing something carefully and reporting the results of activities but also contains the meaning of fixing and straightening it to achieve goals by what was planned. There are many reasons to determine the cause of an organization's failure, but a recurring problem in failing organizations is the absence or lack of adequate supervision.

Supervision in the Integrated Service Unit is not carried out because there is no request from superiors for accountability. The form of officer accountability is to students by serving well students who need academic services.

4) Evaluation of the Integrated Service Unit

According to Suchman quoted by Arikunto, Jabar, & Abdul (2010), evaluation is seen as a process of determining the results that have been achieved in several activities planned to support the achievement of goals. According to Dimyati & Mudjiono (2006), the definition of evaluation is further emphasized as the process of giving or determining value to certain objects based on certain criteria. Based on the above definition, it can be concluded that evaluation activities are a systematic process. Evaluation is an activity that is planned and carried out 215 nan ongoing basis. Evaluation is not only the final or closing activity of a particular program but is an activity carried out at the beginning, during the program, and at the end of the program after the program is completed.

The Unima Integrated Service Unit has not carried out an evaluation that refers to these theories,

where evaluation activities are carried out systematically, gradually, and measurably. Evaluations that have not been carried out, have an impact on the assessment from outsiders, about public services not yet included in the category of open public information.

Service Management Development of Unima Integrated Service Unit

Integrated Service Units are generally units that provide various services or facilities in one place or with one coordinated approach. Typically, these units are designed to provide comfort and convenience to users by bringing together several different services under one roof. This approach aims to increase efficiency, reduce bureaucracy, and improve user satisfaction by providing easier and faster access to the various services required. This is regulated in Presidential Regulation Number 97 of 2014 Article 1 states that One Stop Integrated Service, hereinafter abbreviated as PTSP, is an integrated service in one unit process starting from the application stage to the completion stage of the service product through one door.

Service management exists to optimize existing services at ULT Unima. Service management is a systematic approach to managing and coordinating various operational aspects to achieve maximum performance in providing services. The purpose of implementing service management is to improve the quality, efficiency, and responsiveness of the services provided. According to Zaenal Mukarom (2015), service management is the process of applying science and art to plan, implement plans, coordinate, and complete service activities to achieve service goals. Public service management is needed in the implementation of public services as the provision of excellent service to the community which is a manifestation of the obligations of government officials as public servants, to fulfill the expectations of public services, namely transparency, accountability, conditionality, and participation.

Development of Public Service Standards, Standard Operating Procedures (SOP), and Video Tutorials for the Unima Integrated Service Unit

The implementation of service management at ULT Unima is the development of Public Service Standards, and several standard operating procedures (SOPs) such as the Data Request SOP, Cooperation SOP, and General SOP. In addition, a service tutorial was also made at ULT Unima as instructions and information on existing services. The screen view of the ULT Unima app and instructions and information on existing services are follows in Figure 1 and figure 2.

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UNIT LAYANAN TERPADU

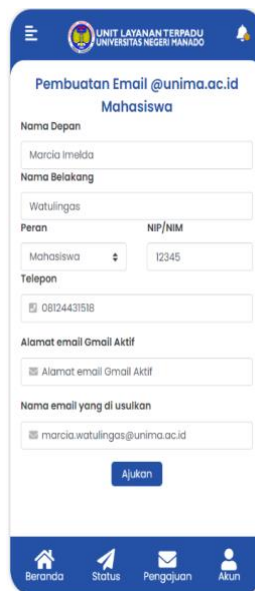
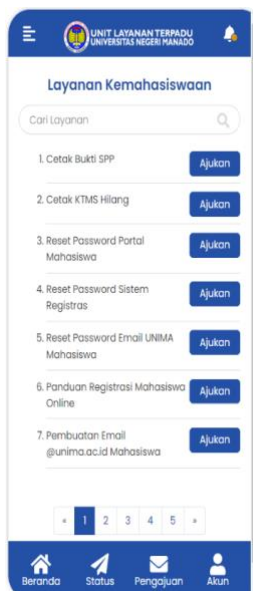
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Unit Layanan Terpadu bertujuan memberikan layanan kepada pemangku kepentingan di bidang pendidikan tinggi secara cepat, efektif, efisien, transparan, dan memberikan kepastian hukum serta terwujudnya hak-hak masyarakat untuk mendapatkan pelayanan. Tujuan tersebut bisa terwujud dengan melakukan penyederhanaan birokrasi pelayanan, mempercepat waktu pelayanan, mengurangi tahapan pelayanan yang kurang penting, menghilangkan biaya yang tidak dapat dipertanggungjawabkan, dan prosedur yang transparan.

Pindai Untuk Download Aplikasi.



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Development of an Integrated Service Unit Management Model to Optimize Public Services at Universitas Negeri Manado

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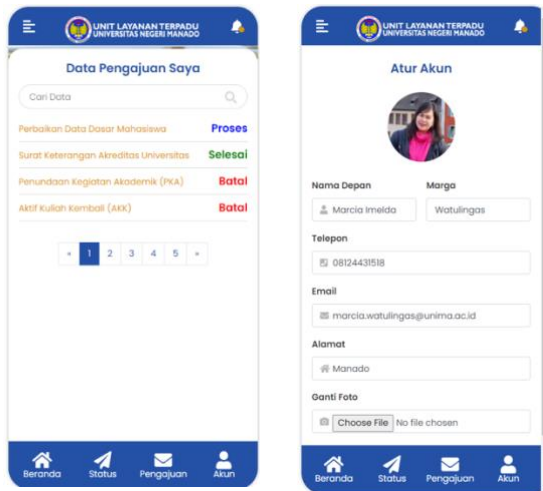


Figure 1. design Application IU/UX







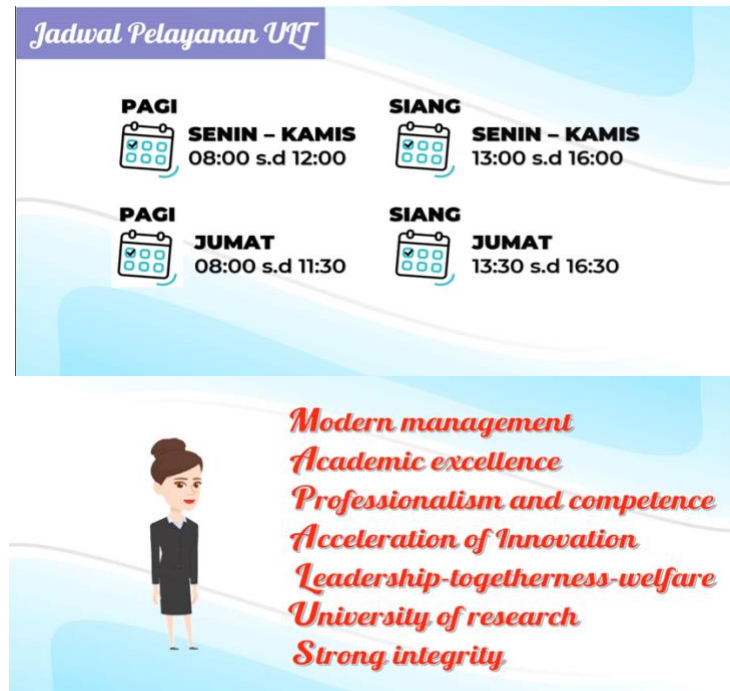


Figure 2. application services

CONCLUSION

Based on the research that has been conducted, the following conclusions can be drawn: 1). The planning of the Integrated Service Unit of Universitas Negeri Manado consists of several stages that are by the objectives. However, several final stages are planned not to be carried out because it has not been properly arranged what will be done in the framework of supervision and evaluation. 2). Universitas Negeri Manado Integrated Service Unit services are carried out every day during working hours, but without the guidance of SOPs and Public Service Standards, so there is no clarity or certainty when the application is completed. 3). In the minimum service standards, it is stated that supervision of learning/activities is carried out at least twice a semester either to implementers/teachers or to tenders/officers. Therefore, each education unit needs to develop this supervision program at the beginning of each school year. However, this has not been implemented. 3). Evaluation has never been carried out internally with measurements based on certain indicators/variables. Instead, the evaluation is conducted by the Ministry of Education, Culture, Research and Technology and the Ministry of Communication and Information and Unima is not included in the Open Public Information category. The evaluation must have measurable indicators such as service surveys. 4). Implementation of service management at ULT Unima to produce Public Service Standards, several standard operating procedures (SOP) such as Data Request SOP, Cooperation SOP, and General SOP. In addition, a service tutorial was also made at ULT Unima as instructions and information on existing services.

Suggestion

Based on the research results obtained, this research went well. However, it is not an error if the researcher wants to put forward some suggestions that are hopefully useful for the progress of education in general. The suggestions that researchers propose are as follows:

- 1) Integrated Service Unit Planning. Good planning is a series of activities carried out logically and systematically, in addition to achieving goals as well as finding out and anticipating various possibilities that occur beyond expectations. So, the steps that will be taken to anticipate the various possibilities of this happening must be included in the planning stages. The planned stages must be implemented. Therefore, before the plan is made, it is good to take into account the strengths and weaknesses, and the condition of the surrounding environment because it will be very useful to predict the results that will be received and the risks that will be faced. Universitas Negeri Manado also needs to develop policies that support public services such as Public Service Standards, Service Announcements, and Standard Operating Procedures and socialize existing policies.
- 2) Implementation of the Integrated Service Unit:
 - a) Need to increase the types of services available at the Integrated Service Unit of Universitas Negeri Manado.
 - b) There needs to be an integrated system so that information services become one door.
 - c) There needs to be an independent ULT website that can provide information easily for students, lecturers, employees, and the public.
 - d) There needs to be an interesting and easy-to-understand video tutorial about ULT Unima.
 - e) The need for e-ULT so that students can access it from anywhere, and not only that, through the application it can provide financial contributions to support Unima as an institution with BLU management, and various other benefits such as increasing webometrics and supporting the Green Campus program.
 - f) There is a need for training for ULT Officers so that excellent service can be realized.
- 3) Supervision of the Integrated Service Unit. In a management process, planning, and implementation is not enough, but must be accompanied by supervision, to provide direction and even assistance in terms of correcting or straightening out to achieve the planned goals. The things that should be done are:
 - a) The form of supervision to be carried out must be planned. The stages of preparing the supervision plan, apart from being an administrative requirement for the supervisor, also serve to provide technical guidance in the implementation of supervision.
 - b) Supervision is carried out at least twice a semester by the minimum service standards for education. So, each education unit needs to develop a supervision program at the beginning of the school year.
 - c) Selecting supervisors must be by qualifications such as level of education/expertise, position/rank work experience, etc. which must be determined in advance.
 - d) The form of supervision should be planned, such as workshops, unit visits, individual meetings, and so on.
- 4) Evaluation of the Integrated Service Unit:

- a) Evaluation must have measurable indicators such as surveys. The Integrated Service Unit (ULT) service satisfaction survey is used to measure the level of user satisfaction with the services provided by a particular unit or department within an organization or institution. This survey aims to identify strengths and weaknesses in the services provided and look for opportunities for improvement.
 - b) The results of the public satisfaction survey can be accessed openly.
 - c) Follow-up is carried out on the results of the public satisfaction survey.
 - d) The existence of a complaint/LAPOR service.
 - e) Evaluation of the handling of complaints/feedback.
- 5) In response to the problems still faced as mentioned in the results of this study, the action plan for the public service improvement area is directed so that each existing public service fulfills the variables of public services by existing laws and regulations. For this reason, the action plan to be implemented is as follows:
- a) Preparation and evaluation of Service Standards for all existing services.
 - b) Assessment of satisfaction with services.
 - c) Conducting community satisfaction surveys.
 - d) Utilization of information technology.
 - e) Application of information technology in service delivery. Continuous improvement.

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