

## Conference Paper

# The Existence of Integrated Service Units in Improving Management and Public Services Quality at Universities in Indonesia

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The study aims to analyze and gather information about the implementation of an Integrated Service Unit (ULT) to improve quality management and service quality at universities in Indonesia. The context for this research is the highly competitive and tight competition for quality management and public service quality among universities in the last decade. In response to the low quality of higher education administration services in Indonesia, the concept of service bureaucratic reform led to the establishment of Integrated Service Units.

The research type is library research or literature review, where the researchers rely on existing literature to gather data. The research follows a descriptive qualitative approach with observation tools to analyze the existence of Integrated Service Units that have a high presence in the world of university administration services and have received awards or appreciation from the government. The results of the research indicate that the services implemented by the Integrated Service Units have quality management and service quality that adhere to established standards and principles of public service. The infrastructure of the service system is built using an electronic-based service system (SPBE). The activities are carried out in an integrated manner and are closely connected with other work units to provide cross-unit services in the university or faculty. The service process is completely digitized, using applications developed by each tertiary institution.

**Keywords:** integrated service unit, quality management, service quality

## 1. Introduction

Public service within the meaning of Law No. 25 of 2009 is an activity or series of activities to fulfill service needs in accordance with laws and regulations for every citizen and resident of goods, services, and/or administrative services provided by public service providers. In public services, there are three important elements: the organization of public service providers; elements of service recipients (customers), namely people, communities, or organizations of interest; and satisfaction given or received by service recipients (customers). As an institution or organization providing services to the public, it is necessary to provide satisfaction to service recipients. Both

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in terms of the service process and the results or final products of services received by the public. The ultimate goal of public service is customer satisfaction.

To obtain customer satisfaction with a maximum community satisfaction index, an organization must take action with the purpose of maintaining quality, namely, good quality management. This action includes a series of other activities, such as determining service quality standards in accordance with rules on public service principles, regulations or policies that are required, and other aspects that can determine the quality of products or services of a service. Service standards are benchmarks used as guidelines for service delivery and reference for assessing service quality as obligations and promises of service providers to the community in the context of quality, speed, ease, affordability, and measurable services.

According to Kotler [1] public service products in a democratic country must meet three indicators, namely: first, responsiveness is the Responsiveness of service providers to the hopes, desires, aspirations, and demands of service users. Second, responsibility is a measure that shows how far the process of delivering public services is carried out in accordance with the principles or provisions of the correct and established administration and organization. The third is quantity, which is a measure that shows how much the implementation process is in accordance with the interests of stakeholders or organizations, government institutions, and the norms that develop in the community.

Government agency organizations engaged in services have high performance (high-performance organization), reflecting organizations that have high quality in producing performance from human resources and the quality of management. The task of improving the quality of public services is inherent and exists at all levels of public organizations without exception, such as government institutions that serve services in an integrated and one-stop manner. With the issuance of Presidential Regulation Number 97 of 2014 concerning the Implementation of One-Stop Integrated Services, government services or government organization institutions are managed in a one-stop integrated manner.

This regulation is one solution to the problems that occur in Indonesia, especially in the field of public services that still use many doors (long bureaucratic flows), which also occur in educational services in the field of educational administration services where service users are students, educators, lecturers, and the general public at universities. In Law Number 25 of 2009 concerning public services Article 5 paragraph 2, Colleges or Universities are one of the domains of many spaces (Article 5 paragraph 2) that are included in the category of public space and regulated services in terms of Services, Community Complaints, Information Management, Internal Supervision, Community Counseling, and Consulting Services (Article 8, paragraph 2). In this case,

the State encourages the establishment of an integrated service system to facilitate the implementation of various forms of public service (Article 9, paragraph 2). The integrated service system is formed in a governance organization called the Integrated Service Unit (ULT), which has an integrated system with only one door.

The Integrated Service Unit (ULT) is a form of bureaucratic reform of public services in Indonesia. Trying to restore public trust in the work of government institutions in the field of service through the Integrated Service Unit (ULT) at universities in Indonesia, one of its main functions is to provide services within the scope of academics, academic administration, and other fields. Every field of work there is a university that has internal and external servant activities.

The establishment of an Integrated Service Unit (ULT) based on the Rector's Regulation/Rector's Decree, which is the initial concept for the fulfillment of the development of integrity zones towards Corruption-Free Areas (WBK) and Clean and Service Bureaucratic Areas (WBBM) based on RB Regulation No. 10 of 2019 at the rectorate institution for Bureaucratic Reform in Higher Education. The Terpdu Service Unit (ULT) in universities in Indonesia is not optimal in terms of improving quality management and the quality of public services in general. Many complaints and problems are included in the complaint every month. All complain that the service is slow, bureaucratic flow is long, and uncertainty of results or products issued on a service. It should be for the Higher Education class that has quality human resources and has high credibility; it must have a good quality management development with maximum performance and service quality that is according to standards and even exceeds standards so that there is no gap to get community complaints; however, recurring problems still exist with the resolution of problems that are not too long, although it is completed in a time that is not fast. Based on the description of the problem and background above, the author is interested in drawing the title of the Existence of Integrated Service Units in Improving Quality Management and Quality of Public Services in Higher Education in Indonesia.

## 2. Methods

This type of qualitative research, using a narrative approach, presents a collection of various informal topics. Riessman [2] adds useful information about the data collection process and data analysis strategies with purposive sampling. The aim of this study was to obtain in-depth information. Meanwhile, literature studies have been used to answer the problem theoretically. Researchers collect data through observation. For this reason, researchers are more sensitive and can react to stimuli from the environment in which

the study is conducted, and researchers can adjust to incoming data and interact with data sources. The data needed for qualitative research is so much that researchers use appropriate data collection techniques, namely observation, interviews, documentation studies, and literature and literature studies.

### 3. Results and Discussion

#### 3.1. Improved Quality Management of Integrated Service Units (ULT) in Higher Education

The researchers in this study used data from the Integrated Service Unit (ULT), which has received the 2022 Kemendikbudristek Award Public Relations Award for the PTN BH CATEGORY, PTN BLU Sub Category of Integrated Service Units:

Based on the table above, it is an illustration that the university's Integrated Service Unit (ULT) is superior to other universities, so it can indirectly show that the quality management of public services can be said to be the best and of high quality and has high quality.

The author tries to determine the place of data collection at one of the BH Universities that received the Gold Winner is Padjajaran University, BLU Universities that received Silver Winner is Mulawarman University, and SatKer

Bronze Winner College is the Kalimantan Institute of Technology. Based on ISO : 9001 quality management principle indicators include customer focus, leadership, engagement of people (empowering everyone in achieving organizational goals), process approach (organizational activities), improvement (continuous improvement), evidence-based decision making (decision making based on analysis and evaluation of information data), and relationship management (fostering good relations). The three universities met the requirements with proof of the indicators. The following is the explanation of the indicator researcher; The first indicator of focus on customers is the disclosure of information that is easily accessible to the public both conventionally and digitally about requirements, standard operating procedures (SOPs), service standards (SP) that have service delivery using the concept of bureaucratic reform, cutting bureaucratic flows according to their authority and risk, accuracy in time and transparency in processing licensing services, Manufacturing Delivery Service that has clear legal certainty, service employees who have professional credibility of service work with proof of internal and external Bimtek certificates, quality and quality applicant facility infrastructure, good security and physical guarantees.

TABLE 1: Recipients of the 2022 Diktiristek Award.

No	Sub Award	Category	Sub Category	Agency	Appreciation
1	Public Relations Award	PTN BH	Integrated Service Unit	Padjadjaran University	Gold Winner
2	Public Relations Award	PTN BH	Integrated Service Unit	Bogor Agricultural University	Gold Winner
3	Public Relations Award	PTN BH	Integrated Service Unit	University of North Sumatra	Silver Winner
4	Public Relations Award	PTN BH	Integrated Service Unit	Sepuluh Nopember Institute of Technology	Silver Winner
5	Public Relations Award	PTN BH	Integrated Service Unit	Indonesian University of Education	Bronze Winner
6	Public Relations Award	PTN BH	Integrated Service Unit	University of Indonesia	Bronze Winner
7	Public Relations Award	PTN BLU	Integrated Service Unit	Yogyakarta State University	Gold Winner
8	Public Relations Award	PTN BLU	Integrated Service Unit	Mulawarman University	Silver Winner
9	Public Relations Award	PTN BLU	Integrated Service Unit	Surabaya State University	Silver Winner
10	Public Relations Award	PTN BLU	Integrated Service Unit	Syah Kuala University	Silver Winner
11	Public Relations Award	PTN BLU	Integrated Service Unit	Sultan Ageng Tirtayasa University	Bronze Winner
12	Public Relations Award	PTN BLU	Integrated Service Unit	Jenderal Soedirman University	Bronze Winner
13	Public Relations Award	PTN Satker	Integrated Service Unit	Indonesian Institute of Cultural Arts Bandung	Gold Winner
14	Public Relations Award	PTN Satker	Integrated Service Unit	Tidar University	Silver Winner
15	Public Relations Award	PTN Satker	Integrated Service Unit	University of Bangka Belitung	Silver Winner
16	Public Relations Award	PTN Satker	Integrated Service Unit	Kalimantan Institute of Technology	Bronze Winner
17	Public Relations Award	PTN Satker	Integrated Service Unit	Teuku Umar University	Bronze Winner
18	Public Relations Award	PTN Satker	Integrated Service Unit	Raja Ali Haji Maritime University	Bronze Winner

Source : <http://ringkas.kemdikbud.go.id/PemenangAD2022>

The second indicator is the leader, in terms of the leader's public service is an important point in the implementation of public services, the leader's commitment is needed. In PP No. 96 2012 concerning the Implementation of Public Services, it is stated that the service declaration is interpreted as a written statement containing all details of obligations and promises in service standards, followed by the fact of integrity. It is the leader who can make the value of the community satisfaction with the services provided maximum values. The third indicator is empowering everyone in

achieving organizational goals from the three PTNs has been able to empower everyone in achieving goals; it has been proven that ULT service personnel are motivated to work and work in accordance with their basic function duties; however, in the field, there are no employee resources who are able to carry out more than one field of service still in accordance with their fields, so that if the applicant wants to do services but not the intended service officer must wait for the service officer. However, to that extent, everything else can be controlled if only the delivery of information throughout the service is considered, it is just that the processing must be in accordance with the field of each service. The fourth indicator of the organizational activities of these three units shows that the implementation of organizational activities using an electronic-based service system (SPBE), namely utilizing electronic and network sophistication in terms of integrating service processes between rectorates and faculties so that the flow of service administration activities can be checked through the system used by each university. The fifth indicator is continuous improvement, with all three units already having a strategy plan that follows or leads the university's strategy plan.

However, innovation is carried out every year with various kinds of innovation activities, from both the internal Integrated Service Unit (ULT) and the unit to external parties or the community. The sixth indicator is decision making based on the analysis and evaluation of information data carried out by the three units based on monthly reports of service both in terms of complaints or internal organizational problems, in addition to quarterly reporting, semester and annual organizational performance reports with Evaluation of supervision of each employee's performance level in terms of discipline, motivation, innovation, and creativity at work. The seventh indicator is fostering good relations: the Integrated Service Unit (ULT) is a non-profit government institution organization that fosters good relations and is carried out with partners who are able to encourage or increase employee expertise in service delivery and work with parties who can support infrastructure facilities as well as reward merchandise from companies that help. Each of these Integrated Service Units has its own cooperation partners who establish relationships with regional or private banks as a form of service cooperation in the financial sector, with the services of training institutions to upgrade skills expertise in the field of service, coordinate with central agencies for strengthening and monitoring evaluation, and cooperate with third parties on the procurement of goods and services related to the system, networks, and telecommunications. Thus, in terms of service quality management, it can be said that it is always heading towards improvement and towards exceeding quality management standards.

### 3.2. Quality of Public Service Integrated Service Unit (ULT)

The quality of public services is a joint commitment; therefore, all elements of the organization must work together to provide quality and quality public services. Quality refers to customer satisfaction. A product, both goods and services, can be bound for quality if it can provide full satisfaction to the community or customers, which is in accordance with what customers expect. Tjiptono [3] Service quality is an effort to meet needs accompanied by consumer desires and the accuracy of how to deliver it in order to meet customer expectations and satisfaction. Kotler [1] Quality of service is any action or performance offered by one party to another party that essentially has no form and no ownership whatsoever. According to Parasuraman et al. [4] service quality has five main dimensions.

1. Reliability is the ability to provide the promised services immediately, accurately, and satisfactorily.
2. Responsiveness is the willingness of the staff to help customers and provide services promptly.
3. Assurance includes the knowledge and respect of employees and their ability to provide trust and confidence.
4. Empathy refers to a sense of care and concern for each individual customer.
5. Physical evidence (tangibles) includes physical facilities, equipment, employees, and communication means.

Based on the above indicators, the three Integrated Service Units (ULT) at the university met the requirements of the five dimensions above. Reliably, the Integrated Service Unit (ULT) works following service rules in the form of Standard Operating Procedures (SOP), which are guidelines that aim to ensure that the work and operational activities of organizations or companies run smoothly [5]. In line with this definition, Tjipto Atmoko [6] defines SOP as a guideline to carry out work in accordance with the functions and performance assessment tools of government and Non-government agencies, business and non-business, based on technical, administrative, and procedural indicators in accordance with work procedures, work procedures, and work systems in the work unit concerned. Service Standards (SP), Integrity Facts, Service Declarations, Public Information Disclosure through Information and Documentation Management Officers (PPID) are responsible for storing, documenting, providing, and/or servicing information in public bodies for handling complaints using the LAPOR application, complaint channels made

independently in each Integrated Service Unit (ULT), and Index Community Satisfaction (IKM) measured in accordance with RB Regulation No.14 of 2017 concerning Guidelines for the Preparation of Community Satisfaction Surveys for Public Service Organizing Units.

Furthermore, for responsiveness to applicants, each Integrated Service Unit (ULT) empowers service staff to assist applicants by always being integrated. The availability of Service Ambassadors who function as receptionists and guides for the course of service activities in the room, Front Liner consisting of Customer Office, Front Office, Complaint Counter, and Call Center is available in the three Integrated Service Units (ULT) with the hope that applicants can be helped by as soon as possible and quickly resolved well. Furthermore, the service guarantee is that with an electronic service application that can be accessed from the Internet network, the applicant can view the file through a page called e-ult, which contains the position of the service file, the service time process to the completion time in accordance with Standard Operating Procedures (SOP), and the physical form of service that can be uploaded through the application page. Next is the emphasis and physical evidence where the Integrated Service Unit (ULT) provides infrastructure facilities that pamper the applicant so that the applicant feels like in his own home when doing service, friendly, polite, polite, smiling and ethical are non-physical facilities provided by the unit, for physical facilities the availability of a waiting room or lobby that is comfortable and can make the applicant feel like in a luxurious room that feels calm and cool. For disabilities, you can also use the service comfortably, the availability of lactation rooms for breastfeeding, and children's playrooms for applicants who bring children, not forgetting the worship facilities available along with ablution rooms and restrooms that are in accordance with standards.

From the explanation above, the existence of the Integrated Service Unit (ULT) in improving service quality and public service quality is said to be a quality and quality service organization according to even the above standards. The use of technological sophistication makes an integrated service system into one door through electronic service applications, and the quality of service employees whose skills can be thumbs up in service because they pocket a service certificate in the formation of personal service, modern and sophisticated infrastructure facilities, and quality are seen when you first enter a building or room. The delivery of information that utilizes wise and interesting social media so that the latest information about universities or campus activities will always be updated through webpages and other information pages. In addition, the inhibiting and supporting factors of the Integrated Service Unit (ULT) in carrying out public service activities are explained. The inhibiting factors are divided



into two internally and externally, internally there are generational differences in carrying out service activities, both in terms of applicants and employees who carry out services, especially the backoffice that still employs age approaching old age, and work culture that is still not accustomed to using the sophistication of the system that has been integrated so that it is still carrying it out manually and flowed. Externally, it comes from a third party or vendor in the telecommunications network because it is often an error and disrupted. The supporting factors are a joint commitment to carry out services well, budgets for the fulfillment of facilities and infrastructure, students who are enthusiastic in carrying out services in the Integrated Service Unit (ULT), and partners who help smooth technical guidance activities and training education for Integrated Service Unit (ULT) employees.

## 4. Conclusion

### 4.1. Integrated Service Unit (ULT) Quality Management Improvement

In terms of customer focus, it is qualified to be declared customer focus because the purpose of the organization is indeed focused on customer satisfaction with the proof of an above-average Community Satisfaction Index Survey. The leader is the head of the organization that controls the flow of public services, the commitment of leaders from the rector, vice rector and other structural positions that have signed the service commitment is a declaration of service and the fact of integrity so that the promise of service to be responsible for serving is fulfilled.

To empower employees, the Integrated Service Unit (ULT) implemented a one-person, all-service management system for front servants. Each employee can replace other field employees when unable to attend, so that the applicant does not wait for the presence of the employee. All electronic-based organizational activities utilize technology networks and the Internet to build an integrated system, so that the course of the service process is not manually paperless. In the continuous improvement stage, the three Integrated Service Units (ULT) each have continuous innovation and future plan programs, as evidenced by the strategic plan of the Integrated Service Unit (ULT), which is sustainable with the university's Vision and Mission and Goals. At the time of decision making in the event of a policy that must be changed or updated, the Integrated Service Unit (ULT) each has different decision making but one goal, one of which is deliberation, for the implementation of the evaluation runs by starting once a week, once a month,

performance reports quarterly, six months, and annually. In terms of fostering good relations with partner relations, it is quite good and quite a lot in establishing good coordination with the central, regional, banking, education, and training services, as well as technical guidance. Synergize and integrate with each other.

## 4.2. Improving the Quality of Public Services

The three Integrated Service Units (ULT) already have a high level of reliability in providing public services because they are supported by the completeness of public service standards based on the principle of public service. Good responsiveness and responsiveness, both conventionally and digitally, and each Integrated Service Unit (ULT) guarantees both service and service results to its applicants. The Integrated Service Unit (ULT) provides services wholeheartedly, requiring service employees to have an attitude of care, with disability groups, space for children's needs and breastfeeding pregnant women, and friendly and ethical employee behavior. The Integrated Service Unit (ULT) proves that this indicator is the result of services or service products that can be uploaded through the electronic service system. The public can access the application system and applicants can access information about any service and the existence of service times and processes through the service application account.

Inhibiting and Supporting Factors, Inhibiting factors internally are differences in the way each generation works in Integrated Service Unit (ULT) employees affect work culture, and external third-party vendors are not working in one place, making it difficult to do so. Access if there is a problem in a network or system. Supporting Factors in Internal is the commitment of employees who are compact and highly motivated in terms of serving, and external is a good cooperation with outside partners so that it can supply the needs or needs of the Integrated Service Unit (ULT) with branding.

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