



## Optimization of public services post regional head general election (Study in Tomohon city)

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### Abstract

State Civil Apparatus (ASN) is a profession for civil servants and government employees with work agreements who work in government agencies. The role of the state civil apparatus or the government has a direct impact on the people of Indonesia as citizens of the Republic of Indonesia, especially in the process of administering public services. State Civil Apparatus (ASN) is a profession for civil servants and government employees with work agreements who work in government agencies. This research is focused on how to optimize public services after the regional head elections in Tomohon City with reference to 3 research indicators: 1) fair and non-discriminatory, 2) professionals, and 3) comply with reasonable superior orders. Data sources consist of: 1) Primary Data Primary data and 2) Secondary Data Secondary data. Based on the results of the research above, it can be concluded that public services in Tomohon City after the 2022 Regional Head Election have not been optimal, this is because: 1) It was found that in carrying out services to the community there were ASNs who were unfair and discriminatory, to non-supporters of the elected mayor, and tend to prioritize relatives or acquaintances; 2) As a result of the change of mayor, there was a transfer of positions, 3) The attitude of obedience to superiors' orders becomes unnatural if the order is not in accordance with the existing duties and functions.

**Keywords:** optimization, public services, regional head election

### Introduction

Public Service is an activity or series of activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. Public Service Providers referred to here are every state administration institution, corporation, independent institution formed under the Law for public service activities, and other legal entities formed solely for public service activities. Whereas Public Service Executors, hereinafter referred to as Executors, are officials, employees, officers, and everyone who works within the implementing organization who is tasked with carrying out actions or a series of public service actions.

State Civil Apparatus (ASN) is a profession for civil servants and government employees with work agreements who work in government agencies. The role of the state civil apparatus or the government has a direct impact on the people of Indonesia as citizens of the Republic of Indonesia, especially in the process of administering public services.

Civil Servants or abbreviated PNS are employees who work in the government environment, both Central Government and Regional Government. As state apparatus and public servants, civil servants, which are a type of State Civil Apparatus (ASN), are a means of implementation or completeness of the state with responsibilities in the field of government, Astomo (2014) <sup>[9]</sup>. Civil servants themselves are regulated in the Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus. All general provisions of civil servants have been regulated in existing laws, both the duties and responsibilities as well as the status and position.

Pilkada or General Election of Regional Heads is a form of democracy and people's sovereignty. It is hoped that the

regional elections for each region will be carried out smoothly and according to the wishes of the Regional Government, the Regional General Election Commission (KPUD) and also the people themselves. Bureaucratic neutrality is regulated in Law Number 5 of 2014 Article 9 paragraph (2) that "State Civil Service Employees must be free from the influence and intervention of all groups and political parties". The neutrality of the State Civil Apparatus in the bureaucracy in regional head elections is also regulated in the Circular Letter of the Minister for Administrative Reform No: B/2355/M.PANRB/07/2015 concerning Neutrality of State Civil Apparatuses and the prohibition on the use of government assets in concurrent Regional Head elections. Bureaucrats are prohibited from providing support to candidates participating in elections/local elections by becoming a success team, becoming campaign participants using employee attributes, and mobilizing fellow brikrats.

According to data from the Tomohon City Bawaslu for 2021, the violations of civil servant neutrality that were found and reported consisted of various types of alleged violations. Where, according to the Circular Letter (SE) and the Ministry of Administrative Reform and Bureaucratic Reform (KEMENPAN RB) numbered B/71/M.SM.00.00/2017, there are a number of prohibitions for civil servants which lead to the partiality of one of the candidates or acts that indicates being involved in practical politics/affiliated with a political party.

The ban by Bawaslu then became the findings and reports from a number of parties to be followed up to the stage of investigation, investigation, and some even reached the stage of prosecution in court, and was taken to the State Civil Apparatus Commission (KASN) for further recommendations for imposing sanctions by Civil Service

Development Officer (PPK) in the area. The most commonly encountered and reported prohibitions are civil servants taking photos with prospective regional head candidates, responding to or giving likes to photos or posts related to one of the regional head candidates on social media, placing party attributes or stickers from one of the head candidate pairs. area and so on. This can affect the professionalism of employees in serving the community.

In fact, the non-neutral attitude of these civil servants has led to services to the public who seem to be favoritism and only prioritize those who are in line/the same color over those who are not. The community and even fellow civil servants also received a lot of intimidation from fellow civil servants so that in their service, they prioritize people who want to support certain candidates. For example, the provision of social assistance in the form of cash or food. There are people who complain that they are not beneficiaries of aid because they openly do not support certain candidates.

Until 2021, the City of Tomohon only has one type of ASN, namely PNS. Meanwhile, for one other type, namely Government Employees with Employment Agreements (P3K) will only be owned by Tomohon City in 2023 whose recruitment will be carried out in 2022.

State Civil Apparatus (ASN) is a profession for civil servants and government employees with work agreements who work in government agencies. The role of the state civil apparatus or the government has a direct impact on the people of Indonesia as citizens of the Republic of Indonesia, especially in the process of administering public services. The non-neutrality of ASN has an effect on not optimal public service duties and polarization of ASN into practical political interests, which can trigger clashes and conflicts of interest. This non-neutral ASN phenomenon is inconsistent with the behavior of public service implementers which should be in accordance with Law Number 25 of 2009 article 39 which states that public service implementers must, among other things, be fair and non-discriminatory, professional and obey reasonable superior orders.

Excellent service according to (Ni Wayan Suwithi, 1996), is a person's maximum ability to relate to other people in terms of service. Excellent service is the best service provided to customers, both internal and external customers based on service procedures. Atep Adya Barata (2003), in his book Basics of Excellent Service, states that there are various definitions of excellent service that are often expressed by business people.

On the basis of these definitions, it can be concluded that service can be called prime if the community as the recipient of the service is satisfied and achieves what is expected or needed. If the community is not satisfied with the services provided, it can be interpreted that the services provided are not excellent or not as expected by the service recipients. Civil servants as public servants are also required to work optimally in providing services to the community. Especially for people who need services in the administrative field

**Research methods**

**Location and Time of Research**

The location of this research is in Tomohon City, where the research area is in North Sulawesi Province and is a city that will become a simultaneous regional head general election in 2020. This research will be conducted from August to December 2022.

**Research focus**

This research is focused on how to optimize public services after the regional head elections in Tomohon City with reference to 3 research indicators, namely:

1. fair and non-discriminatory,
2. professionals
3. comply with reasonable superior orders.

**Data source**

**Data sources consist of**

1. Primary Data Primary data 2) Secondary Data Secondary data
2. Data Collection Techniques

Data collection techniques to be carried out in this research are primary data and secondary data. Primary data is data obtained from respondents through the provision of questionnaires, data and focus groups derived from the results of interviews conducted by researchers and predetermined sources. While secondary data is data obtained or collected by researchers through sources that are already available in the field. According to Sugiyono (2017: 194) data collection methods or techniques can be carried out by interviews, questionnaires, observation and a combination of the three.

**Data analysis technique**

According to Sugiyono (2010: 335) what is meant by data analysis techniques is the process of searching for data, systematically compiling data obtained from interviews, field notes and documentation by organizing data into categories, describing them into units, synthesizing, arrange into patterns of choosing which are important and which will be studied and make conclusions so that they are easily understood by oneself and others.














**Research results and discussion**

The general election for Mayor of Tomohon 2020

The General Election for the Mayor of Tomohon 2020 was held on 9 December 2020 to elect the Mayor of Tomohon for the 2021-2024 period. The incumbent mayor, Jimmy Feidy Eman, is unable to seek re-election as he has served two terms.

The results of the 2019 legislative elections in Tomohon City found 6 Political Parties with a total of 20 seats in the Tomohon City DPRD, namely:

**Table 1:** The results of the 2019 legislative elections in Tomohon City

No.	Political parties	Chairs amount	Seat change (2014)
1	 Golkar	10 / 20	 3 chair
2	 PDI-P	4 / 20	 1 chair
3	 NasDem	2 / 20	 1 chair
4	 Gerindra	2 / 20	 1 chair
5	 Hanura	1 / 20	
6	 Demokrat	1 / 20	 2 kursi
Preceded by: Jimmy Feidy Eman		 The mayor of Tomohon2021	Forwarded by: Caroll Senduk

**Prospective candidate pair**

This general election was attended by two pairs of candidates for mayor and deputy mayor.

**Table 2:** Candidates, supporting political party and number of DPRD seats

Candidates for Mayor and Deputy Mayor		Supporting Political Party	Number of DPRD seats	Information
Caroll Senduk (Kader PDI Perjuangan)	Wenny Lumentut (Kader Partai Gerindra)	Bearer PDI-P Gerindra	6 / 20	[2]
Wakil Ketua DPRD Kota Tomohon (2014-2024).	anggota DPRD Sulawesi Utara (2019-2024).	Supporters PKB Perindo PSI		
Jilly Gabriella Eman (Non-Partisan)	Virgie Baker (Kader Partai Nas Dem)	Golkar Nas Dem	14 / 20	[3]
Ketua DPD AMPI Kota Tomohon (2020-2025)	Senior Manager Marketing Development Media Group	Hanura Demokrat		

**Election results**

The results of the 2020 regional head election by the General Election Commission (KPU) of Tomohon City through a Plenary Meeting on the Determination of Vote Recapitulation for Simultaneous Local Elections in Tomohon City in 2020 validated the vote acquisition for the Tomohon Mayor/Deputy Mayor candidate pair, (15/12/2020) at the Grand Master Hotel Tomohon.

The determination of the vote results was led directly by the Chairman of the Tomohon KPU Drs Harryanto Lasut MAP accompanied by the commissioners Stenly Kowaas SP, Robby Golioth ST, Albertien V Pijoh SE and Jacobus A Wowor SH, witnessed by the Tomohon Bawaslu and witnesses from the candidate pairs. The results determined were able to absorb confirmed community participation reaching 91.79%, covering the number of users of the right to vote 68,404 people, as well as a total of 67,656 valid ballots.

Determination of the results of the votes for the mayor/deputy mayor of Tomohon:

JGE-VB = 23,495 votes

Carroll-Wenny = 43,611 votes

Rose = 550 votes



**Fig 1**

**Research result**

The implementation of public services must be based on the principles contained in Article 4 of Law Number 25 of 2009, namely: a. public interest; b. legal certainty; c. equal rights; d. balance of rights and obligations; e. professionalism; f. participatory; g. equality of treatment/non-discrimination; h. openness; i. accountability; j. special facilities and treatment for vulnerable groups; k. punctuality; and l. speed, convenience, and affordability.

In this study, the data obtained were data that the researcher found from the results of interviews in the form of questions and answers with informants to support this research. The data presented is closely related to the research focus examined by researchers, namely regarding the optimization of Public Services after the Election of Regional Heads in Tomohon City.

**1. Fair and non-discriminatory**

With regard to public services, the researcher conducted an interview with Mr. GW as a service user community at one of the Offices in Tomohon City, by asking the question: How is the service provided by officers to the community served?

"Officers have carried out according to the existing provisions, but often there is a picky attitude if there are relatives or acquaintances who are often prioritized and made easy"

The same question was asked of an IG citizen who is not a supporter of the same party as the elected mayor.

"Because we are not the same party, we do not get social assistance, even though we are included in the category that meets the requirements"

The same question was asked of a civil servant in one of the offices in Tomohon City, namely, how are the public services provided to the community?

We have carried out according to our duties and functions, namely providing services to the community.

From the research results obtained through interviews with several informants, it was found that public services had been provided to all residents of Tomohon City, but there were some people who received discriminatory services related to the community not being supporters of the elected mayor, judging from not being included in the list of recipients of social assistance. The details can be seen in the findings table below.

**Table 3:** Temuan

Indicators	Findings
Fair	<ul style="list-style-type: none"> <li>All people have got public services</li> <li>There are officers who are still picky in providing services, namely giving priority to acquaintances</li> <li>There are differences in the services provided to supporters and non-supporters of the elected mayor regarding recipients of social assistance to the community.</li> </ul>

**2. Professionalism**

Regarding the professionalism of civil servants in providing post-election services for the regional head of Tomohon City, the researcher asked a question to a civil servant "JK", namely how was the situation for the employees after the election for the new regional head?

"There is a feeling of anxiety about what the new leadership will do, because usually after the election of a new regional head there is a rotation of leadership and employees. If we are placed in a new location there must be adjustments which are sometimes not in accordance with our competence and qualifications"

Furthermore, the researcher asked whether there were officials who held positions that were not in accordance with the appropriate qualifications and competencies?

After the regional head elections this often happens, because these officials are supporters of the elected pair. So that the position filled even though it is not in accordance with the competence of the official.

Are there officials who are transferred or transferred if they do not support the elected couple? yes, one thing for sure if there are employees who don't support them they will definitely be transferred.

Are there any obstacles in carrying out tasks with new and incompetent officials/leaders?

Yes, we have to make a lot of adjustments with the new leadership.

The research results obtained in this indicator are that there are employees whose duties are not in accordance with the existing competencies because they have to adapt to a new place due to changes in officials and leaders, so that it will affect the services provided to the community.

**Table 4:** Findings of professionalism.

Indicators	Findings
Professionalism	After the election of the regional head, there is a change in existing officials who are often not in accordance with the qualifications and competence of the field. Employees must adjust to the new leadership.

**3. Obey the reasonable orders of superiors**

In connection with the indicators of obeying reasonable superior orders, the researcher asked a question to the MT informant, a civil servant in Tomohon City. Does the employee work according to the existing duties and responsibilities?

"We have worked in accordance with the existing duties and functions, even though there are additional orders outside of our duties"

Then the researcher continued to ask the question, namely were there any orders from superiors that were not reasonable, especially with regard to the regional head election period and after the regional head election?

"Yes, we who are supposed to be neutral, in fact, have to be supporters of the pair of candidates in power, to win over the candidate in power. Even after the candidate pair is elected, the employees must follow the leading party.

**Table 5:** The findings of the indicator obey the orders of a reasonable superior

Indicators	Findings
Obey the orders of a reasonable superior	-ASN works according to the existing duties and functions, even though there are additional commands outside the duties and functions - After the new mayor is elected, ASN must join the party that supports the new mayor.

**Discussion**

**1. Fair and non-discriminatory**

Injustice in social relations is closely related to greed as the main characteristic of unfair actions (Cottingham, 1996: 97). Justice as part of social values has a very broad meaning, even at one point it can conflict with law as one of the social value systems. A crime committed is a mistake. However, if this is not greed, it cannot be called causing injustice. Conversely, an action that is not a crime can lead to injustice.

**A. Justice in a special meaning**

Justice in a special sense is related to the following definitions, namely (Cottingham, 1996: 113):

- a. Something that is manifested in the distribution of awards or money or other things to those who have a share of the rights. This justice is equality among members of society in a joint action.
- b. Correction of a part in the transaction Another special meaning of justice is rectification. Improvements arise because of the relationship between people with people who are done voluntarily. This relationship is a justice if each gets a share up to the middle point (intermediate), or an equation based on the principle of reciprocity. So justice is equality, then injustice is inequality.

Corrective action is not carried out solely by taking the benefits obtained by one party to be given to another party in the sense of retaliation. Someone who injures is not resolved by allowing the injured person to injure back Reciprocity in this context is carried out by exchanging certain values so that they reach a level of proportion. It is for the purposes of this exchange that money is used. Justice in this case is the midpoint between unfair actions and being treated unfairly (Cottingham, 1996: 133). Unlike Aristotle, John Rawls places more emphasis on social justice. This is related to the emergence of conflicts between individual interests and the interests of the state at that time. Rawls sees the main interests of justice as (1) guaranteeing the stability of human life, and (2) a balance between private life and social life (Cottingham, 1996: 213). Rawls believes that an ideal, just society structure is the original basic structure of society where basic rights, freedom, power, authority, opportunity, income and welfare are fulfilled.

The results of research in the city of Tomohon after the regional head election found that government officials in providing public services were unfair and discriminatory in providing social assistance to the community. Communities who are not supporters of the spouse who is the elected mayor tend to be second to none and are not even involved as beneficiaries of social assistance, even though they meet the requirements as beneficiaries.

Another thing that also happens is that officers in providing services to the community prioritize relatives/acquaintances. Based on these results, the researcher analyzed that government officials, in this case ASN in Tomohon City, did not reflect an attitude that was not in accordance with existing provisions wherein the delivery of public services ASN had to be based on equal rights and not be discriminatory, meaning that they had to uphold the value of justice.

**2. Professional**

Bureaucratic professionalism is an absolute requirement for realizing good governance in his book "Bureaucratic Community Development", efforts to realize good governance require an element of professionalism from government officials in providing public services. According to Achmad Gani, employees' perceptions of professionalism in the form of consistent, firm and disciplined actions show that employee professionalism is very good and plays an important role in improving performance. Meanwhile, according to Siagian, Professionalism is reliability and expertise in carrying out

tasks so that they are carried out with high quality, at the right time, carefully, and with procedures that are easily understood and followed by customers or the public with indicators of professionalism including ability, quality, facilities and infrastructure, number human resources, information technology, and reliability.

The results of the study showed that after the regional head election in Tomohon City, there were unprofessional officers. Post-election mutations are commonplace in order to provide a new atmosphere for employees at work. Changes in post-election structural officials are common or often occur, there are changes and rolling of positions carried out with the aim of refreshing the bureaucracy so that employees work in a new atmosphere and with new people. However, in practice there are still interventions by factors that are outside the interests of the initial goals of bureaucratic reform itself. Because only people who are pro to the elected leader will take office, later this will form a ruling dynasty. And if this happens, it will close the opportunity for new generations who are smarter, more skilled, and loyal to the region. Political intervention in bureaucratic reform will indirectly lead to discrimination against the services provided to the community. When viewed from an institutional perspective, the bureaucracy will be polarized which will lead to divisions based on political power and interests. The more ASN involved in practical politics, the greater the possibility of divisions within the bureaucracy.

### 3. Obey the orders of a reasonable superior

Civil servants as a profession in carrying out their duties and functions are based on the following basic values/principles: a. The basic values include: 1) Upholding the ideology of Pancasila; 2) Loyal and defending the 1945 Constitution of the Republic of Indonesia and the legitimate government; 3) Serving the country and people of Indonesia; 4) Carry out tasks in a professional and impartial manner; 5) Make decisions based on the principle of expertise; 6) Creating a non-discriminatory work environment; 7) Maintain and uphold noble ethical standards; 8) Accountability for actions and performance to the public; 9) Have the ability to implement government policies and programs; 10) Providing services to the public in an honest, responsive, fast, precise, accurate, efficient, effective and courteous manner; 11) Prioritizing high quality leadership; 12) Value communication, consultation and cooperation; 13) Prioritize the achievement of results and encourage employee performance; 14) Promote equality in employment; and 15) Improving the effectiveness of a democratic government system as a career system device

The code of ethics and code of conduct aim to maintain the dignity and honor of civil servants. The code of ethics and code of conduct contain behavioral regulations so that civil servants: 1) carry out their duties honestly, responsibly and with high integrity; 2) Carry out their duties carefully and disciplined; 3) Serving with respect, courtesy and without pressure; 4) Carry out their duties in accordance with the provisions of laws and regulations; 5) Carry out their duties in accordance with orders from superiors or authorized officials insofar as they do not conflict with the provisions of laws and regulations and government ethics; 6) Maintain secrecy regarding state policies; 7) Use state property and assets responsibly, effectively and efficiently; 8) Ensure that there is no conflict of interest in carrying out their duties; 9)

Providing information that is correct and not misleading to other parties who need information related to official interests; 10) Do not misuse internal state information, duties, status, power and position to gain or seek profit or benefit for oneself or for others; 11) Uphold basic values and always maintain reputation and integrity; and 12) Implement the provisions of laws and regulations regarding employee discipline.

### Conclusion

Based on the results of the research above, it can be concluded that public services in Tomohon City after the 2022 Regional Head Election have not been optimal, this is because: 1) It was found that in carrying out services to the community there were ASNs who were unfair and discriminatory, to non-supporters of the elected mayor, and tend to prioritize relatives or acquaintances. 2) As a result of the change of mayor, there was a transfer of positions, but it was found that some of the transfers were carried out unprofessionally because they did not match the qualifications and competencies of the positions, only because of political interests. 3) The attitude of obedience to superiors' orders becomes unnatural if the order is not in accordance with the existing duties and functions.

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