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## New Public Service in Improving Quality of Public Services in Siak Regency, Riau Province, Indonesia

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### **Abstract:**

*This research departs from the many problems that occur in public services that are felt by the people in the village because the concept of bureaucratic pathology is still known to have so many weaknesses that occur in bureaucratic organizations both in Indonesia and in various countries. In the world. The basic purpose of this research is to develop contemporary concepts in the study of government science because the public service problems discussed in this study will be analyzed from the concept of new public service. The method that I will use to analyze this research problem is to use a qualitative approach because this method is able to touch all aspects that occur outside of what is in the research indicators. The results of this study are the slow response from the government as a service provider to the community, making some services not completed on time as expected. The conclusion of this study is from the indicators used to analyze the problems that occur in the field, there are still problems in the service aspect. The research suggestions that the author can give so that the government can further improve the quality and quality of education for the state civil servants, especially provide opportunities for all bureaucrats to continue their studies to a higher level of education.*

**Keywords:** *New public service, local government and pathology bureaucracy*

### **1. Introduction**

Public services are more oriented to the needs of the community so that various public service facilities must be closer so that they are easily accessible by the community. One of the important government functions for the implementation and improvement of public services. Providing services to the community is a major obligation for the government. The role of the government in the service delivery process is to act as someone who speeds up the process as it should. With the role of service as a catalyst, of course, it will become the foundation of government organizations in providing the best service to the community.

The realization of quality public services is one of the characteristics of good governance as the goal of the utilization of the state apparatus. For this reason, the state apparatus is expected to be more efficient and effective in carrying out its duties and responsibilities in administering government, development, and protecting the community to realize good governance, and provide excellent service to the community. The regulations that have been applied in Indonesia regarding service issues are Law Number 25 of 2009 concerning Public Services.

New Public Service is one of the new service concepts introduced (Denhardt and Denhardt 2015) because it gives a view to the emphasis on new patterns in providing the best services provided by the government to the community. Because so far it has been paradigm by people thinking that dealing with the bureaucracy tends to be difficult, prolonged and complicated. So that there are still many people who are reluctant to deal with the bureaucracy, even though on the one hand the presence of the bureaucracy is in order to provide the best service to the community without the service being requested by the community, the government continues to provide the best service to the community.

Empirically, Siak Regency, Riau Province, is one of the regencies that has a fairly good service when compared to regencies/cities in Riau Province, but when viewed in the field, researchers still observe that what is known as bureaucratic pathology is still a culture in the bureaucracy. exists in Siak Regency, especially with the perception that if it can be complicated, why make it easier, if it can be prolonged, why accelerate like that, that's the bureaucratic culture in Indonesia which is very difficult to get rid of to its roots. And the researchers also observe that every business given by the bureaucracy will be quickly responded to if it brings financial income and sometimes also those who are not known by the bureaucratic apparatus dealing with it will tend to take a long time to process and if they know it, the bureaucracy will respond quickly.

From the explanation above, both from the empirical aspect and from the theoretical aspect, the authors are interested in conducting a study on "New Public Service in Improving Quality of Public Services in Siak Regency, Riau Province, Indonesia".

## 2. Literature Review

Both can be used to increase interest in the notion of public value as a way of understanding government activity, policy making, and service delivery. This section is a response to the question of the 'new public management', but also provides a way of actually attracting the public sector and public managers (O'Flynn 2007). Intra-organizational processes on the reality of inter-organizational public service delivery that are based on management theory derived from the experience of the manufacturing sector and which ignores the reality of public service as a "service." Contemporary public management but also draws on the dominant service substantial theory which is more relevant to public management than the earlier manufacturing focus (Osborne et al. 2015) argues that this approach makes an innovative contribution to public management theory in the New Public Governance era.

UNDP partners with people in all walks of life to help build countries that can withstand crises, and promote and sustain the kind of growth that improves the quality of life for all. On the ground in more than 170 countries and territories, offering global perspectives and local insights to help empower lives and build resilient nations. The Global Center for Public Service Excellence is UNDP's catalyst for new thinking, strategy and action in the field of public service, promoting innovation, evidence and collaboration (Robinson 2015). NPS (New Public Service) has become the modern view of government after NPM (New Public Management) where the New Public Service fundamentally criticizes the part of the country that fails to move the wheels of progress and Indonesia is still included in that category. (Farizi, Dewi, and Azhar 2021).

The development of public administration has implications for the implementation of the role of public administration, especially with regard to the approach used in strategy making and implementation, internal organizational management and interactions between the public and politicians, society and other actors, in terms of the extent to which public administration can adapt to developments existing paradigm (Kurnia 2010). New public service (NPS) which places more emphasis on organizational humanism. A model of public service that recognizes that they interact with the government not only as customers but as citizens (Tamami 2020).

George Frederickson (2003) explained that the emergence of the new public administration began with several events such as in the 1960s the crisis occurred simultaneously. First, the urban crisis stems from the non-negotiable suburbanization supported by the government. Second, the racial crisis is very closely related to the previous crisis, partly stemming from ghettoization (villages in cities that are generally inhabited by residents of minority groups). With the deterioration of urban centers, so will public service institutions, uncontrollable unemployment rates especially among minorities and the welfare system is too heavy to bear. Third, there was an energy crisis followed by an environmental crisis, health care, and transportation and so on and all these crises have affected the state administration. (Alamsyah 2016).

In the 1980s public sector reforms were carried out in several industrialized countries in response to strong criticisms that the public sector seemed weak. Various changes were made as a sign of the reform movement in the public sector. The most famous is the concept of New Public Management, abbreviated as NPM and reinventing government in many countries. Administrative reforms were adopted during the 1980s and 1990s to better define NPM than a well-defined doctrine or set of administrative tools. While generalizations about policy reform may be related to NPM, they always reflect the adoption of local institutional history, culture and policy objectives. By bringing together existing concerns and opportunities regarding NPM implementation with insights into adaptive capacity and governance emerging in the theoretical literature, we have identified several thematic areas where NPM objectives and adaptive capacity intersect, to highlight the differences between anticipated NPM outcomes and expectations for adaptive capacity (Pratama and Kalalinggi 2019).

The New Public Service places citizens in a strategic position in the government process. Citizen identity is not only focused on personal interests or self-interest but also involves values, belief systems and tolerance among citizens. Citizens are the owners of the government and have the same opportunity to take collaborative action with the government to achieve the best governance results. Therefore, the public interest is not defined as the aggregation of individual interests but as the result of dialogue and public commitment to unify the values of priorities and define the public interest as the rationale behind public decisions and policies (Wicaksono 2019).

New Public Management (NPM) is an approach in public administration that applies knowledge and experience gained in the world of management and other disciplines to improve the efficiency and effectiveness of public service performance in modern bureaucracies. The new public management focuses on performance-oriented, not policy-oriented public sector management (Indahsari and Raharja 2020). NPM is a public management theory which assumes that private sector management practices are better than public sector management practices (Sayidah, Mulyaningtyas, and Winedar 2015). The concept of the New Public Management (NPM) paradigm is an important issue in public sector reform. The concept of NPM is also related to the problems of public sector performance management because performance measurement is one of the main principles of NPM (Ahmad 2016). We examine the relationship between various new public management practices (NPM) and citizens' perceptions of efficiency, responsiveness, equity and service effectiveness in UK local government. We find that public-private relations have a negative relationship with citizens' perceptions of all four dimensions of local service performance, but the strategic orientation of entrepreneurship shows a positive relationship with all four (Andrews and Walle 2013).

The New Paradigm of Public Administration has led to a pattern of relations between the state and society, which emphasizes the interests of the community. As a result, the state is required to provide better and more democratic services to the community. The measurement of Public Accountability must be in line with the development of the paradigm and civilization of society. Understand that accountability is not simple. Public services must pay attention to more than just the market, they must also pay attention to laws and constitutions, community values, political norms, professional standards, and the interests of citizens. Public accountability must be built in line with the development of a multi-cultural society (Larasati 2017). The study begins with a brief theoretical discussion of the defining features of the new public management (NPM) and the implications of its working relationship. This is followed by an analysis of managerial and union strategies where changes were made, opposed and negotiated in Australia and New Zealand (Donnell, O'Brien, and Junor 2011).

**Paradigm Shift in Public Administration Science.** The research carried out using a qualitative descriptive approach is a literature study. Paradigm Shift or paradigm change starting from Old Public Administration (OPA) with a focus on public administration with regard to efficient, economical in providing services. The New Public Administration (NPA) with a focus other than efficiency and economy in service delivery also prioritizes social justice. New Public Management (NPM) which is characterized by reinventing government with a focus on privatization in managing the state by placing the community as customers and New Public Service (NPS) focusing on community services that place the community not as customers but as citizens who must be served by the state (Supriyadi 2021).

Ahmad (2018) stated that the supporting factors for service innovation are local government regulations and commitments, while the inhibiting factors for innovation implementation are limited funds and incompetent personnel in service tasks. Fourth, the assessment and awarding of regional innovations. The Minister of Home Affairs evaluates regional innovations based on reports from regional heads. Assessment of the implementation of regional innovation results is carried out to provide rewards or incentives to local governments (Wiryanto 2020). King dan Stivers (1998) The idea that is promoted is that public administration should view the community as citizens (citizens), not just customers because government does belong to the community (Nurdin 2019). New Public Service as a paradigm in Public

Administration wants to position the community not as customers as in New Public Management (Sumarto 2018). Political and government reforms in 1998 which were expected to be in line with government bureaucratic reform have not materialized, indicated by public services not being optimal, ASN performance is still low, cases of corruption, collusion and nepotism (KKN) are still a chronic disease both among the executive and legislature. has even penetrated to the forefront government level, namely the village (Hartati 2020). The successful implementation of New Public Management (NPM) in several developed countries has paved the way for the continuous promotion of the NPM doctrine to developing countries. Privatization is a doctrine in which services provided by the government must be transferred into the hands of private agents (Akbar 2015).

New Public Management as a new paradigm of public administration is projected to provide solutions to the complexities of public sector problems. New Public Management offers its ideas to improve the performance of the public sector by transforming the spirit of private sector performance that prioritizes the value of effectiveness and efficiency. In the context of the Indonesian bureaucracy, the opportunity for implementing New Public Management is quite strategic, because of the support for bureaucratic reform policies that have been echoed by the government since the birth of the Reformation Order. (Winengan 2018). New Public Management (NPM) is a new public/government management concept, which applies private sector work practices to the public sector to create efficiency and effectiveness of local government performance so that public welfare will be created. The main idea put forward in the concept is that the public sector should be market oriented so that there is great cost efficiency for the government (Indrawati 2010).

The perspective of public administration "New Public Management", uses a private sector approach and a business approach in the public sector. In addition to being based on public choice theory, intellectual support for this perspective comes from public policy schools (public policy schools) and the managerialism movement. The flow of public policy in the previous decades has strong roots in economics, so that policy analysts and experts in policy evaluation are trained in market economics, cost and benefit, and rational models of choice (Puspawati 2016). Bureaucratic reform has become an interesting study in government, especially post-reform. How to become an expected public servant, as well as what a bureaucrat must do to achieve a bureaucracy that his people expect will be discussed in this paper. Realizing humanistic public service is the main goal in the implementation of public services using the New Public Service approach (Ningtyas 2017).

### 3. Method

This research will be conducted using a qualitative method with a descriptive approach, which is a type of research that has the aim of analyzing in depth a phenomenon. This study describes more about a phenomenon that occurs in the field and does not carry out calculations using statistical techniques.

### 4. Results and Discussion

To determine the quality of public services at the Population and Civil Registration Office of Siak Regency at this time, the authors use 3 dimensions of measuring the success of public services proposed by Denhart and Denhart (2007), namely tangible, reliability and courtesy. Knowing the quality of public services is important because it will affect the satisfaction of the people served. The magnitude of the quality of public services for each indicator is determined in the form of answers given from each indicator as follows:

#### 4.1. Tangable

The appearance of physical facilities and infrastructure as well as the state of the surrounding environment is tangible evidence of the services provided by the service provider. Physical evidence (tangible) is a measuring dimension used to measure service quality which emphasizes the provision of facilities, employee equipment, and facilities and infrastructure. Measuring the physical evidence (tangible) is based on indicators that will be used as question items for respondents. The indicators of the physical evidence are facilities and infrastructure in providing services.

From interviews conducted with respondents, according to the author, the facilities and infrastructure provided by the Population and Civil Registration Office of Siak Regency have not been carried out well enough and there are still several factors that make people still feel unsatisfied. This has not met the standards of public services, as it is said that the standards of public services at least include adequate service facilities and infrastructure by public service providers.

According to the author, the facilities and infrastructure provided are not adequate, in addition to residents as well as for employees of the Siak Regency Population and Civil Registration Service. The building where they work must share with 3 other offices, the narrow work space and no air conditioning machine make employees unmotivated and uncomfortable at work. Facilities and infrastructure that are still inadequate can be seen from the existence of several supporting facilities for service activities that have been provided by the Population and Civil Registration Office of Siak Regency but cannot be sufficient for the entire community when the situation is crowded. For example, there are not many seats provided, so there are still people who have to stand because they run out of seats while waiting for the service process to finish. As well as a narrow waiting room, people get crowded when things are crowded. These conditions were stated by the community who became research respondents, namely as follows:

*"I think the facilities and infrastructure provided are not good enough. Because there are still people who don't get a seat when queuing and the narrow waiting room makes it difficult for us to move quickly."*

According to researchers, complete and adequate facilities and infrastructure can support services quickly, do not make people have to wait longer and certainly will not be a complaint for people who feel the service. The Siak Regency Population and Civil Registration Office should pay more attention to this so that people don't complain, so that the service process can run smoothly without any protests from the community. But besides that, other facilities and infrastructure that support excellent service are information boards. This information board has been placed in a place that is easy for the public to find, so that people who come can immediately see and read the information.

Based on the previous information, according to the author, here the organizers are too focused on improving the system in carrying out the management process as conveyed by the Head of Birth and Death of the Siak Regency Population and Civil Registration Office as follows:

*"The facilities and infrastructure are good, but it depends on the opinion of the people themselves. For this year we will implement an online management system which will probably start in June. We have conducted counseling and there are still people who do not understand."*

*The slow internet network and even the signal that is still lost several times, especially in small islands outside Siak Regency, will be a new problem for service providers. In addition, as stated above, there are still people who do not understand the process of obtaining a birth certificate online. In addition, the lack of facilities and the lengthy process of obtaining birth certificates make people outside Siak Regency or on different islands decide to use the services of brokers. The services of brokers themselves can be seen from the people who repeatedly come to take care of population data. With the services of these brokers, individuals who take advantage of this will make the community pay very expensive fees. As stated by the service officer of the Population and Civil Registration Service of Siak Regency as follows:*

*"At the moment there are no major obstacles. However, people outside Siak mostly use the services of brokers. Within a week, you can see that the same people come to take care of different letters or some even take care of the same letters in one day."*

Other supporting facilities that cannot be used by the public and employees of the Department of Population and Civil Registration is the internet network. The internet network will make it easier for employees who work and also people who take care of birth certificates to send and receive the necessary files. This internet network is often inactive or with a slow connection, making people who do not have their own internet have to go out to find the nearest internet cafe. This is of course very ineffective and inefficient for the community, because they have to spend time, energy and additional costs from the costs they should have spent.

However, amid the lack of facilities and infrastructure provided, the target set by the Population and Civil Registration Office of Siak Regency has been achieved and is in accordance with the existing work program. Currently the Population and Civil Registration Office of Siak Regency is in the process of constructing a new building that is more strategic and better than before. This was stated by the Head of Birth and Death of the Population and Civil Registration Office of Siak Regency, namely as follows:

*"We have targets and all of these targets have been achieved in accordance with the work program that has been set."*

In addition, so that people who take care of birth certificates still feel comfortable, the Population and Civil Registration Office of Siak Regency has prepared a suggestion box. Which is where the box contains all the criticisms and suggestions from the community so that the services provided can run even better. This was conveyed by the service officer of the Population and Civil Registration Service of Siak Regency as follows:

*"We have prepared a suggestion box up front. Many criticisms and suggestions are given by the community. But so far it hasn't been a big obstacle for us."*

From the indicators mentioned above, the researcher concludes that there is still a lack of facilities and infrastructure provided. This can be seen from the employee's work space which is narrow and there is no air conditioning machine so that the employees are not enthusiastic to work. The facilities for the community themselves are not adequate, the narrow waiting room makes it difficult for people to move freely when the situation is crowded and the seats are still lacking making people have to stand up, even to the point that some have to sit around the stairs in the building, also found people sitting around the parking lot so that the parking atmosphere becomes crowded and this makes it difficult for people who use motorbikes to get out. The Head of Birth and Death of the Siak Regency Population and Civil Registration Service said that:

*"For facilities, we have proposed things that are lacking at the budget level. But all of this depends on how the regional finances are."*

From the explanation above, it can be seen that the Department of Population and Civil Registration has tried to solve this problem so that people can feel satisfied and comfortable. However, as said, it all depends on how the Siak Regency's regional finances are, considering that there are many things that must be improved and done so that Siak Regency becomes even better. But if this can be realized soon, of course it will also have a good impact on themselves, if the facilities and infrastructure provided are good then the community will feel satisfied with their performance and the services provided can run as expected or in accordance with the work program already set.

From the results of interviews and observations made to several informants, the lack of adequate facilities and infrastructure such as a narrow waiting room and seats that are only available for 30 people are things that must be improved. This is in accordance with one of the service principles stated in the Decree of the Minister for Empowerment of State Apparatus No.63/KEP/M.PAN/7/2003, namely the availability of adequate work facilities and infrastructure and other supports, including providers of telecommunications and information technology facilities. And contained in Law no. 25 of 2009 that the provision of adequate service facilities and infrastructure by public service providers.

#### 4.2. Reliability

Reliability is the ability to provide services provided as promised, accurate and satisfying for the community. This is very important considering that the community always proves a proof of service promises. One form of good public service is the creation of fast and precise services. Therefore, the State Civil Apparatus (ASN) is required to be more agile in their work. The quality of public services will not work in accordance with the objectives if it is not balanced with the reliability, discipline or ability of good employees in serving the community.

The author uses this dimension to measure whether the quality of birth certificate processing services at the Population and Civil Registration Service of Siak Regency has been carried out as stated above. To measure the dimension of reliability (reliability), the authors base on the indicators that will be used as question items for respondents. The indicator of this reliability is the implementation of good service. According to the author, this is a bad side of bureaucratization as it has been a complaint for the public. People often complain because the services that are completed are not as promised. So, for people who are outside Siak Regency, they prefer to use the services of brokers rather than having to wait for the direct management process. Of course, this will be used by these individuals, namely by setting high tariffs or prices, even though the Dukcapil itself has determined that all forms of services are free of charge. In addition, errors in typing names or other errors also cause people to have to wait even longer.

This is a problem that often occurs among the community and employees of the Population and Civil Registration Office of Siak Regency. As stated by the Head of Birth and Death Dukcapil Siak Regency, namely as follows:

*"That's the ability we can give. Even from the center it has eased and from us sometimes the time that should have been 5 days has been shortened to 2 days in order to satisfy the community, but it returns to the public's own opinion."*

The employee's inaccuracy in carrying out this task can also be a reflection of the employee's sincerity when providing services. Because if the employee pays close attention to the applicant's data when providing services, errors in writing names or other errors will not occur. Listening to the needs of the community in detail and then understanding them well will be able to help the employee himself in carrying out his duties to the maximum so that it will not cause mistakes as already mentioned. However, when viewed from a different perspective, errors such as typing the name incorrectly can also occur due to the fault of the community itself and as a service provider, of course, the community will assume this is a mistake providing services. This makes the public disappointed with the services provided by the Population and Civil Registration Office of Siak Regency, as stated when the author conducted interviews, namely as follows:

*"As a community that has taken care of the deed here, according to you, the services provided are not satisfactory. Sometimes it doesn't match the promised time and still likes to type in the name wrong."*

In accordance with the results of interviews that have been carried out, what the community put forward is one form of what is felt in accordance with the existing conditions. The community still complains about the performance of the apparatus in providing services which are considered to be inadequate. However, if viewed as a community, if we follow the procedures that have been set by the service then we complete them and the data is complete, the service will certainly be on time. It is the same with the views of the Service Officer of the Population and Civil Registration Service of Siak Regency, namely:

*"We are always ordered by superiors to simplify the management process. If the community fills out the form correctly and completes all the requirements quickly then we will process it quickly too. Errors in writing names or other things sometimes come from the community itself because we only follow according to the submitted files."*

According to the author himself, the requirements set are easy enough for the community to fulfill and it is very clearly written in the form to take care of the birth certificate, except for people who, for example, do not have a marriage certificate. This is because there are still many people who do unregistered marriages, both for economic reasons and other reasons. In addition, due to limited information regarding the marriage process, one must first register with the district court in order to obtain a marriage book. This is usually an obstacle in making birth certificates. Because a marriage certificate or marriage book is one of the requirements for making a birth certificate.

For their own requirements, the Population and Civil Registration Service employees have put it up in the form of a banner near the service counter, it is also found on the birth certificate registration form with the aim of making it easier for the community to immediately meet the requirements that have been set, but sometimes there are still people who are less careful so that ask the same thing to the service officer and if the officer does not answer this will be a problem again. Each employee has had their respective main duties and functions, so that there is no throwing of responsibilities between fellow employees. However, the public still does not understand and understand the duties and functions of these employees.

From the results of interviews and observations that have been made with several sources, according to the author, the Population and Civil Registration Office of Siak Regency should not promise the settlement process is far from the day that the management should have been completed, so as not to make people feel disappointed because they think that the service provider is not clear in terms of this. And it is also advisable for the Department of Population and Civil Registration to hold a socialization that explains how the process of taking care of a birth certificate, starting with explaining the requirements that must be met, also confirming to the community to review whether the requirements that have been met are in accordance with what they expected, because such as a mistake in writing a name could be the fault of the community itself. Then informing that all the requirements have been made in the form of a banner that is installed right near the service counter and is also found on the birth certificate registration form so that this will make it easier for the community without having to repeat the same question.

#### 4.3.Courtesy

Attitude (courtesy) is the behavior shown by officers in providing services. Attitude is the dimension used by the author to measure whether during providing services in the administration of birth certificates by the Population and Civil Registration Office of Siak Regency it has been carried out in a friendly, friendly manner, and responsive to the wishes of the community. To measure this dimension, the authors base on the indicators that will be used as question items for respondents. The indicator of courtesy is the behavior of service providers.

In addition to services that are not in accordance with what was promised, the attitude or behavior of service officers is also a complaint from the community. People often complain because the officers who serve are not as expected, for example when people ask questions the service officers answer them carelessly or when doing services, the officer does not show a friendly expression. As stated by one of the people in the interview that the author has conducted, namely as follows:

*"Sometimes the way of answering the officers who serve is unfriendly, arrogant. Often also see officers who are not there during service hours."*

Service officers should be friendly to the community considering that it is their position to provide services and the position of the public who are customers. The attitude or behavior of the officer will also affect the process of obtaining a birth certificate in the future. If the community is satisfied, it will make it easier for the employee himself to do his job, which means the service process will run smoothly without any complaints or protests from the community. Because the community will be happy to meet all the requirements that have been set. However, when the author conducted interviews with service officers and saw several times they provide services, they have done their best and have shown an attitude like a service provider. The following are the results of interviews that the author conducted with the Service Officer of the Population and Civil Registration Service of Siak Regency:

*"If the people are polite, we will be more polite. For example, he came with incomplete requirements, we explained one by one patiently."*

This problem is the same as the service that is not as promised. The community thought he had completed all the requirements so he forced the officers to complete the management process quickly. And it's the same thing with mistakes in writing names, people who have been explained that the mistakes that occurred started from themselves but they did not accept it so that they made them respond to service officers with emotion and then service officers became carried away. As stated by the Head of Birth and Death of the Siak Regency Population and Civil Registration Service, as follows:

*"Often. Many people do not accept when we tell, even to the point of being emotional."*

Service personnel have tried to always be friendly. A small example is by always trying to smile if there are people who will take care of birth certificates, but humans have limits of ability which if they have tried to be nice and people behave otherwise of course this will make both parties uncomfortable. The Population and Civil Registration Office of Siak Regency hopes that every employee has the same room or one table in each task so that with this their mindset will change and of course it will become one thought according to their respective duties and functions.

From the results of the interviews and observations mentioned above, according to the authors, it is expected that the Department of Population and Civil Registration really needs to be done. That is, every employee has the same room so that their mindset changes into one thought. This will make it easier for them to understand and deal with the community so that people can feel satisfied and there will be no more complaints about the attitude of officers in providing services.

## 5. Conclusion

The conclusion of the research that the author can convey in this study is based on the results of interviews that the authors conducted with informants regarding the New Public Service in the Management of Birth Certificates at the Population and Civil Registration Service of Siak Regency, namely that the level of community satisfaction served in general is not maximized. This can be seen from the results of the 3 indicators that the author determines that there are still obstacles in each of these indicators. Constraints in the New Public Service in the Management of Birth Certificates at the Population and Civil Registration Service of Siak Regency, namely based on the data the author obtained from the Siak Regency Population and Civil Registration Service, there are still many honorary employees who graduated from high school, amounting to 21 people and junior high school graduates totaling 1 person so that they don't really understand how to serve society well. Because it can be said that the success of a service can be determined by the quality of the apparatus appointed as public service providers.

## 6. Recommendation

The addition of facilities to support services that can make services run well and on time should be prioritized so that in the process there are no more obstacles. To the government to be able to re-evaluate the New Public Service in the Management of Birth Certificates at the Population and Civil Registration Office of Siak Regency so that it can run better and there are no complaints from the public.

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