

PUBLIC SERVICES RESPONSIBILITIES OF BAUBAU CITY AIRPORT OPERATOR UNIT OFFICE

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ABSTRACT

This study aims to explain the public services responsibility of the Baubau City Airport Management Unit Office. This study uses a descriptive method with a qualitative approach. Sources of data are primary data and secondary data, the informants were selected using purposive sampling technique. Data were collected by interview, observation and documentation techniques. The data technique is analyzed by preparing the data and organizing the data, reducing the data and presenting the data. The results of the study show that the public services responsibilities of the Betoambari Airport Operator Unit Office Baubau City related to understanding the responsibility show that the employees in it in carrying out the organization and service have worked in accordance with their main duties and functions. An understanding of the main tasks and functions and Standard Operating Procedures already exists and is implemented even though there are still some employees who are still lacking discipline. The granting of authority in accordance with the responsibilities has been followed by a decision letter. There is compliance shown by staff to superiors in carrying out their duties in accordance with the rules and decisions given by superiors. Performance evaluation is carried out both for the organization as a whole and for employees. For organizations it is done annually, while for employees every month. The performance evaluation standards used by the Betoambari Airport Unit are in the form of strategic plans, performance agreements and the Performance Accountability System for Government Agencies. The Betoambari Airport Office serves the community where every service is provided according to the needs of the community. The services provided are also equal for all or fair. The Head of Betoambari Airport is always at the forefront of every problem that occurs within the organization and always supports every step that is considered good for members and partners. Leadership commitment is also in the delegation of authority. If there are employees who are not or lack discipline, they will be reprimanded verbally and in writing. There are even some contract employees whose contracts are not extended because their service performance is lacking.

Keywords: Public Service, Responsibility, Betoambari Airport Operator Unit Office.

INTRODUCTION

The Betoambari Airport Operator Unit Office is one of the service providers and transportation managers. To improve the quality of service, one alternative that needs to be developed is the perspective of public services, which is manifested in concrete actions in the form of public service performance that is able to implement public services with good governance insight. Among them have professional ability and responsibility. The urgency to develop public services that are characterized by responsibility because the public has the right to obtain services that prioritize effectiveness, responsiveness, sustainability and downstream is the public's will for progress and

prosperity. Kumorotomo (2014) stated that decision makers have certain bonds to the public because they have received a portion of the rights that previously were private rights.

In the context of the Betoambari Airport Organizing Unit Office, the implementation of responsibilities in optimizing the performance of service resources has problems. The determination of officials in delivering services is in line with the mechanism and is very visible, including carrying out strict supervision. Likewise, there is the enforcement of penalties on employees who do not carry out their duties properly in the form of oral submissions and written warnings. However, there is a problem, namely that although the understanding of responsibility in carrying out obligations has been described in the main duties and responsibilities, the implementation is not supported by the supply of quality apparatus, one of which is because there are still many who are contract employees and some are not yet graduates. Service implementation has been carried out well and with discipline according to the code of ethics, however, sometimes complaints occur that are slow to follow up. Finally, internet network problems often occur and interfere with reporting on organizational performance evaluations that must be reported frequently (action plans and performance accountability systems of government agencies). However, betoambari airport managers are required to continue to improve their service performance.

Theoretically, Dwiyanto (2002) explains that the performance appraisal of government organizations is not only assessed by using measures attached to the organization such as efficiency and effectiveness, but must also pay attention to measures that are closely related to service users such as satisfaction, accountability, responsiveness and responsibility. Seeing this important role, this airport is one of the prioritized airports to be developed in the future, of course paying attention to aspects of government order and the dimensions of responsible public service performance or prioritizing service responsibility.

Previous research related to responsiveness has existed, but is still limited or rare. First, Syarifah Muslimah (2018) examines the responsibility of public services at the Salewangan Hospital, Maros Regency. Maslahatul Ummah (2020) in his research shows that the accountability of public services has been implemented rather adequately based on SOPs that have been legalized and in line with the distribution of functions and responsibilities of each individual. The difference with previous research is that the theory used is the opinion of accountability indicators based on Jabra and Dwivedi (Widodo, 2001) including understanding responsibilities, giving authority according to responsibilities, performance evaluation, accurate, fair, and timely actions, commitment from leadership

LITERATURE REVIEW

A. Good Governance

Good governance is translated as good governance. Good governance can also be defined as an implementation of development management, empowerment, and services that are in line with democracy (government of, by, and for the people). Good has the meaning of values that uphold the wishes of the people, independence, functional aspects, and effective and efficient government. Meanwhile, governance means all the mechanisms, processes, and institutions in which citizens and community groups express their interests, exercise legal rights, fulfill obligations, and bridge differences between them. Sarinah (2016) explains that good governance can also be interpreted

as actions based on values that are directing, controlling, or influencing public problems to realize these values into daily life actions. The term good governance is not only addressed to state administrators or government, but also aimed at the public and the private sector outside the bureaucracy who continue to demand the implementation of good governance in the state. One of the strategic choices to develop good governance in Indonesia is through the development of public service delivery. The implementation of Good Governance in Indonesia is carried out by seeking responsibility and accountability in every government agency, by making various laws and regulations regarding both. It is hoped that government or bureaucratic actors, especially leaders, can apply the concept of accountability and responsibility in order to realize good governance that is responsible and upholds government ethics.

B. Responsibility

Responsibility is the organization's ability to regulate the extent to which service delivery has been carried out in accordance with the applicable rules or regulated procedures. Responsibility measures the level of compliance of service providers in carrying out their duties. Responsibility is also interpreted as a measure that shows the extent to which the process of providing public services is carried out in accordance with the principles or provisions of the administration and organization that have been properly established. Dwiyanto (2014) states that to assess the quality of public services itself, there are a number of indicators that can be used. Public service products in a democratic country must at least meet three indicators, namely responsiveness, responsibility, and accountability. Responsiveness, is the responsiveness of service providers to the expectations, desires, aspirations and demands of service users. Responsibility, is a measure that shows how far the process of providing public services is carried out in accordance with the correct and established principles or provisions of administration and organization. Accountability is a measure that shows how much of service delivery is in accordance with the interests of stakeholders and the norms that develop in society.

Responsibility greatly affects the realization of good governance, because good governance emphasizes responsible governance and good ethics in the government. The implementation of Good Governance in Indonesia is carried out by seeking accountability and responsibility in every government agency, by making various laws and regulations regarding Accountability and Responsibility. It is hoped that government or bureaucratic actors, especially leaders, will be able to apply the concept of accountability and responsibility in order to realize good governance that is responsible and upholds government ethics.

Jabra and Dwivedi (Widodo, 2001) explain that the parameters of responsibility consist of the first understanding of responsibility. The existence of an understanding of the responsibility to carry out tasks will certainly help the public bureaucracy determine what are the main points of their duties and what consequences will be accepted if the tasks given are not carried out in accordance with existing procedures. Second, granting authority according to responsibility. This means that the provision of authority in accordance with the responsibilities carried out is expected to be able to foster a sense of awareness of the public bureaucracy to take the most appropriate decision. Third, there is a performance evaluation. Is a method and process of assessing the implementation of the duties of a person or group of people or work units within a company or organization in accordance with predetermined performance standards or goals. Fourth, actions - actions that are accurate, fair, and timely. It is another important thing that must be done by the public bureaucracy,

which means that in the process of serving the community, the bureaucracy must be able to provide accurate actions according to the needs of the community, be fair in providing services regardless of one's social status, and on time without delaying the work or services provided so that customers satisfied with the existing services. Fifth, commitment from the leadership. Commitment to the organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to put forth a high level of effort for the benefit of the organization in order to achieve goals. Commitment in the organization includes elements of loyalty to the organization, involvement in work, and identification of the values and goals of the organization. Low commitment reflects a person's lack of responsibility in carrying out their duties.

C. Public Service

Service is understood as a way of serving, assisting, preparing, and managing, completing the needs, needs of a person or group of people, meaning that the objects served are individuals, individuals, organizational groups, while the public can be interpreted as the community or the people (Ahmad Ainur Rohman, 2010). Kurniawan (in Sinambella, 2006) describes public services as providing services the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been set. Meanwhile, Ahmad Ainur Rohman (2010) describes public service as a service or provision to the community in the form of the use of public facilities, both services and non-services, which are carried out by public organizations in this case a government. In government, the party providing services is the government apparatus and all its institutional features. Lastly, Law No. 25 of 2009 concerning public services defines public services as activities or series of activities in the context of fulfilling 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.

RESEARCH METHODS

The researcher wants to know the problem of responsibility, so the researcher speaks and listens directly from the actors or resource persons involved and knows the responsibility of the Betoambari Airport Organizing Unit Office, thus using a qualitative approach. This research is more descriptive. In this study, researchers conducted face-to-face interviews with resource persons and asked directly about an object that was studied and had been previously designed. The researcher conducted interviews with informants, namely elements of staff and officials related to the responsibility of the Betoambari Airport Organizing Unit Office, the informants were chosen because they were considered competent, namely the head of the airport, the head of the technical, operations and service section, the administrative staff of the administrative sub-section, the staff of the administrative division. personnel and passengers (service users). Researchers also make observations by seeing or hearing the existing information directly so that researchers can process the existing information. Researchers made observations in terms of the responsibility of the Betoambari Airport Operator Unit Office. Among other things, it will observe the process of serving the community whether it provides accurate actions as needed, fair in providing services, and on time without delaying work. Also observe commitment. Finally, the researcher also conducted a document study to explore various information and data related to the responsibility problem of the Betoambari Airport Organizing Unit Office. The documents referred to are the 2021 Betoambari Airport Unit Office Performance Accountability Report and the December 2021 Community Satisfaction Survey Report. Researchers conducted data analysis as described by Miles and Huberman (Agustinova, 2015). The data analysis technique in question is data

collection, data reduction, displaying data and drawing conclusions. The validity of the data findings can be done by triangulation. Test the validity of the data used in this study using the method of triangulation of data sources and triangulation methods.

RESULTS

Responsibilities of Betoambari Airport Operator Unit Office Baubau City in Public Service

It is not enough to assess the performance of organizations and public bureaucracies using indicators attached to the bureaucracy, such as efficiency and effectiveness, but also indicators attached to service users such as satisfaction, responsiveness and responsibility. Responsibility is the ability to regulate the extent to which the service provided has been carried out in accordance with applicable rules and procedures. As for in this study, the responsibility for the service of the Betoambari Airport organizing unit will be described according to Jabra and Dwivedi's opinion (Widodo, 2001). Where responsibility consists of understanding responsibilities, granting authority according to responsibilities, performance evaluation, accurate, fair, and timely actions and commitment from the leadership, which are described as follows :

A. Understanding Responsibilities

Basically betoambari airport, in this context the employees in it in carrying out the organization and services have worked in accordance with their main duties and functions. An understanding of the main tasks and functions and SOPs already exist and are carried out with responsibility. In the observations of researchers, most of the employees have carried out their responsibilities, because they already understand their main duties and functions. Although there are still some who still lack discipline.

Betoambari Airport employees in carrying out their main tasks understand the consequences that will be accepted if in carrying out their main duties they are contrary to what they are doing or doing. If there are procedures that are not carried out properly, sanctions will be given, especially verbal warnings and written warnings by the responsible unit. In the observations of researchers, verbal or written reprimands are usually carried out. If the violation is categorized as quite serious, for example, often does not carry out tasks several times and of course does not carry out its main tasks and functions, it often results in strict penalties. For contract employees, their contracts are often terminated and not renewed. However, for employees who have been categorized as State Civil Apparatus, the process is rather long, because it is adjusted to the rules and regulations of the Ministry of Transportation's employment law.

There are no serious problems related to the understanding and implementation of the employee's responsibilities in his obligations or his understanding of the main duties and functions. Based on the LAKIP of the Betoambari Airport Unit Office, the problem is that the human resources owned by the Betoambari Airport Unit Office have not met the ideal ratio, both in quality and quantity, so that in carrying out daily activities there are still multiple positions, this causes the implementation of daily activities. - UPBU Betoambari office days are not optimal. Therefore, it is necessary to optimize human resources both in terms of quantity and quality as well as possible in the implementation of the annual work program that has been planned so that it can be realized in accordance with the targets that have been set. Currently the airport unit office is trying to coordinate with the Directorate General of Civil Aviation so that it can consider the fulfillment of the number of employees at the Betoambari Airport Unit Office. Currently, the available resources at the Betoambari Airport Unit Office consist of 31 ASN personnel and 60 Contract Workers. With

a description of energy education. The Betoambari Airport Unit Office has limitations related to employee training and development. Employees categorized as ASN who have attended various trainings are limited, especially for those who are still in the contract category, it is very difficult to attend training and development related to their main duties and functions.

B. Granting Authority According To Responsibilities

Every employee who works at the Betoambari Airport Office in granting authority in accordance with responsibilities has been followed by a decree. There is compliance shown by staff to superiors in carrying out their duties in accordance with the rules given by superiors. However, every Betoambari airport employee in making important decisions must always consult with the Betoambari airport head who is fully responsible.

At Betoambari Airport there are also laws that regulate everything from regulations from the central government to regulations for the head of Betoambari airport. Regarding the main tasks and functions of Betoambari Airport, it refers to PM 118 of 2016 concerning the third amendment to Ministerial Regulation No. 40 of 2014 concerning Organization and Work Procedures of Airport Operator Unit Offices. Airport Operator Unit Office. In the observations of the researchers, in every service every employee must have clarity on what responsibilities they carry, in addition to the clarity of responsibilities, each must also have clarity about what authority they are allowed to do and what they are not allowed to do. So decisions are made carefully. Regarding the responsibilities and authorities given based on the main duties and functions of each section and employee, it is clear what their responsibilities and authorities are. Each employee also has a commitment to carry out their responsibilities properly and carry out their work according to the authority they carry.

At the Betoambari Baubau Airport office, there are several units. Each section has a person in charge. All persons in charge will be given authority by the leadership to make decisions. Each unit is to coordinate all its members and the person in charge of the unit will report all activities carried out by members every working day. Not all employees are given the authority to make a decision. Each unit is committed and very careful in carrying out their responsibilities and authorities and only does what is their duty, but if there is a problem then a decision is taken by the leadership of each unit or section and if it is not enough, it is consulted with the head of the airport. Betoambari airport employees have taken responsibility for an obligation, ability and obligation to be responsible for the laws that are implemented.

C. Performance Evaluation

The Betoambari Baubau Airport Unit Office conducts an evaluation of each employee, both ASN and contract workers every month. Its performance is always evaluated. And each employee has a different report according to the main task. While the evaluation contract staff also every month and every year. If the work is good, the contract will be extended. There is also an evaluation at the airport unit office. The basis of the evaluation is the planning and performance agreement of the Betoambari Airport Unit Office. This is a form of determination from the Betoambari Airport Operator Unit Office to realize "Good Governance" by implementing the Government Agency Performance Accountability System (SAKIP) which is a tool for measuring organizational success and becomes the basis for evaluating performance accountability each year. The Performance Agreement of the Betoambari Airport Operator Unit Office is the points of the performance

agreement or performance agreement or service agreement and contract documents between the Head of the Betoambari Airport Operator Unit Office and the Director General of Civil Aviation. This is then passed down to each unit and employee. In the 2021 performance agreement as an example, the first strategic target to be achieved is to increase air transportation connectivity with performance indicators for the number of passengers transported, the number of cargo transported and the number of aircraft movements. Second, improving the safety and security of air transportation with performance indicators improving the safety and security of air transportation

Based on the Betoambari airport performance report and the Comparison of the realization of 2021 and Previous Years with the Strategic Plan Target, and also of course it has become a performance agreement for the Betoambari Air Agency Unit Office, it was found that the achievement of air agency performance based on strategic targets and performance indicators fluctuated in three years. The last one is 2019-2021.

In terms of the target of activities, increasing the performance of airport infrastructure services, from the Performance indicator the Number of Passengers served still reaches the target in 2019 there was a decline due to the reduction of Garuda Indonesia's fleet of flights which resulted in not achieving the target in that year. COVID-19 pandemic conditions. In 2021, the target was not able to reach the target due to many flight reductions and flight schedule cancellations that were carried out in early 2021. In 2019, 172,800 passengers from the realization target of 285,000 people or reached. In 2020, passengers were 105,003 people from the realization target of 105,592 people or reached a percentage of 99.44%. In 2021, Passengers are 103,664 people from the target of 130,000 people or reaching a percentage of 79.74.

Furthermore, the indicator of the number of cargo served in 2019 decreased due to the reduction in flights from Garuda Indonesia. In 2020 our target is adjusted to the number of flights so that we can achieve the target, while in 2021 it will increase due to the covid-19 pandemic which only allows the movement of goods/cargo. As for the details in 2019, the realization of cargo was 231,978 Kg from the realization target of 295,000 Kg or reached a percentage of 78.64%. In 2020, cargo realization was 136,382 Kg from the realization target of 133,671 Kg or reached a percentage of 102.03%. In 2021, cargo realization was 168,471 Kg from the realization target of 136,382 Kg or reached a percentage of 123.53%.

From the Performance Indicators on the Number of Aircraft Movements, the 2019 target could not be met due to a reduction in flights, while in 2020 and 2021 the target has been adjusted to the existing flight schedule due to the impact of the Covid-19 pandemic. With the details in 2019, the number of aircraft movements realized was 3,131 movements from the target of 5,500 movements or reached a percentage of 56.93%. In 2020, the number of aircraft movements realized was 2,170 movements from the target of 2,148 movements or reached a percentage of 101.02%. and In 2021, the number of aircraft movements realized was 2,277 movements from the target of 2,170 movements or reached a percentage of 104.93%.

The next indicator is the performance achievement regarding the percentage of airport security standard compliance that will be held/reconditioned during the 2019-2021 period. In the graph, it can be seen that the performance achievement of the indicators in 2019-2021 has reached the realization according to the set target, which is 100%. Achievements in 2021 are supported by the

fulfillment of facilities such as the procurement of Spare Parts for Aviation Electronics and Electrical Aviation Security Facilities, Fulfillment of the Number of Security Human Resources by sending several employees to attend several trainings every year, conducting socialization of the ASP/AEP security and safety committee and fulfilling airport safety standards based on the results of the safety audit by the Technical Directorate and Airport Authority of Makassar region V

It must be admitted that the services provided by the Betoambari Airport Unit Office are not as perfect as expected, therefore this agency is always trying to make improvements. One of the corrective steps taken is by periodically evaluating. The Betoambari Airport Unit Office has a performance evaluation standard set by the Ministry of Transportation. The performance evaluation standards used by the Betoambari Airport Unit are strategic plans, performance agreements and Sakip (Government Agency Performance Accountability System). This form of evaluation report is not only owned and applied at the Betoambari Airport Unit Office but is also used by all Airport Unit Offices. In addition, the evaluation carried out usually holds a meeting or meeting. Through this evaluation meeting, unit leaders and airport leadership meetings provide assessments, directions and jointly seek solutions to fix problems. In addition to evaluating the work program based on reports, the West Betoambari Airport Unit Office also evaluates staff performance in terms of their work performance and discipline as well as their work attitude.

D. Accurate, Fair, And Timely Actions

Services at the Betoambari Airport Office are responsive which can be seen from accurate, fair and timely actions. The Betoambari Airport Office serves the community where every service is provided according to the needs of the community. The services provided are also the same for all or fair and in accordance with the work ethic code.

Betoambari airport has been able to provide good and responsible services. The services provided are good and according to standards from ticket inspection to passengers getting on or off the plane, it is satisfactory, at least for the informants. There are various obstacles, for example found in the field, usually there are unscrupulous officials or community leaders who want to get preferential treatment. But the officers, still treat the same service.

Based on the search for complaint handling data documents, suggestions and input based on a community satisfaction survey, the results show the same trend as the results of the interviews above. Where based on the results of related surveys related to public or passenger opinions regarding the handling of complaints, suggestions and inputs indicate :

Table 1 Complaint Handling Data

Complaint Handling	Amount	Percentage
Not Helpful	1	1 %
Less Helpful	7	7 %
Helpful	35	35 %
Very helpful	57	57 %
Total	100	100 %

Source: Community Satisfaction Survey Results on 2021

The results of the analysis of the elements of public services, service performance based on a community satisfaction survey in the service quality category provided by the Betoambari Unit Office received a Service Quality Score of 3.17 with Service Quality Category A (very good).

E. Commitment From Leadership

The Betoambari Airport Chief's loyalty to the organization is very good, he is always at the forefront of every problem that occurs within the organization and always supports every step that is considered good for members and partners and is usually directly involved in work such as his involvement in airport land issues. Leadership commitment is also related to the delegation of authority (empowerment). In this case, they are committed to entrusting their duties and responsibilities to subordinates. On the other hand, subordinates also have a commitment to improve self-competence. The Head of the Airport is able to empower in terms of work, such as the responsibility given to all units to coordinate all existing work, meaning he gives responsibility to the person in charge of the main unit in paying attention to the performance of the employees in his unit. Leadership commitment is also shown when coaching subordinates to provide accurate services. Leaders also supervise their subordinates. If subordinates are found to be underperforming, resulting in inaccurate service, they will be given a warning and also a warning letter. It also provides an explanation that the leadership's commitment is to provide quality public services and have quick, easy criteria and clear procedures so that passengers or the public feel satisfied.

Leadership at Betoambari Airport has sensitivity, responsiveness and responsibility primarily to service users or the public. To his own subordinates, the airport leadership is also very concerned about his service to the community. Even if there are employees who are not or lack discipline, they will be reprimanded verbally, even in writing. There are even some contract employees whose contracts are not extended because their service performance is lacking..

CONCLUSION

Public Service Responsibilities of the Betoambari Airport Operator Unit Office Baubau City regarding the understanding of responsibility shows that the employees in it in carrying out the organization and services have worked in accordance with their main duties and functions. The granting of authority in accordance with the responsibilities has been followed by a decision letter. Performance evaluation is carried out both for the organization as a whole and for employees where performance evaluation standards are in the form of strategic plans, performance agreements and SAKIP (Government Agencies Performance Accountability System). Services at the Betoambari Airport Office are in accordance with the needs of the community. and carried out fairly and in accordance with the code of work ethics. and there is a strong leadership commitment in service and at the forefront of every problem that occurs within the organization

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