

SWOT Analysis in Improving Service to the Community in Jepara Village Surabaya City

Febri Yuriperka, Hermien Tridayanti

Department of Management, Narotama University,

Jl. Arif Rahman Hakim No 51, 60117, Surabaya, Indonesia

febriyuriperka@gmail.com, hermien.tridayanti@narotama.ac.id

Abstrack

The purpose of the study was to determine the quality of public services at the Jepara sub-district office, Bubutan sub-district, Surabaya and to determine the factors that influence the quality of public service at the Jepara sub-district office, Bubutan sub-district, Surabaya. Descriptive qualitative data analysis to provide an overview of the research problem. In data collection, the methods used are observation, interviews, and documentation. This research was conducted at the Jepara Sub-District Office using SWOT, because by using SWOT, the Jepara Sub-District office can identify and determine the strengths, weaknesses, opportunities, and threats at the Jepara Sub-District office which aims to determine the condition of the Jepara Sub-District office by maximizing the strengths (Strengths), and opportunities (Opportunities), but can also face weaknesses (Weaknesses) and threats (Threats). In the SWOT analysis that has been carried out at the Jepara Village office, it can be seen that the Jepara Village office is included in the quadrant 1 strategy which means it supports an aggressive strategy, therefore in organizational development that will have a very large opportunity, so this can be a good consideration for the Village. Japan. Implementation in the development of this SWOT analysis is to improve public services at the Jepara Village office.

Keywords:

Public Service Quality

1. Introduction

Public services are all forms of services carried out by public service providers as an effort to fulfill public needs in the implementation of laws and regulations. The implementation of public service providers by government officials creates prosperity. Public services as all forms of services, public services which in principle are the responsibility and are carried out by central or regional government agencies in the context of efforts to meet the needs of the community and in the context of implementing the provisions of laws and regulations . Along with the implementation of a decentralized system. The public service law has a different character from the law in general, because this law regulates how the system and mechanism for administering government, also includes the interests of the people, namely how to empower the people as well as possible so that they can enjoy and take advantage of public services. In addition, it also regulates the government's right to be more disciplined and improve its performance. Along with that, the community's guidance to getting quality services continues to improve from time to time. These demands are growing along with the growing awareness that citizens have the right to be provided with services. To realize the rights of the community, it is required good work effectiveness from government agencies. Some of the reasons for dissatisfaction for each element presented by respondents are as follows:

Tabel 1. Number of Public Complaints Against Services in Jepara Village, Surabaya city. Periode February 2022 to April 2022

No	Service element	2022		
		February	March	April
1	Competency of Implementing Officer. (delay in handling complaints)	5	7	8
2	Service time for e-KTP settlement	2	3	5

Source: Jepara Village, Surabaya City (2022)

As for the suggestions given by the community to improve services, the officers are more agile and responsive to residents' complaints, especially residents and faster for E-KTP management services.

According to Hardiyansyah (2018) defines that "service can be interpreted as an activity that is given to help, prepare, and manage whether it is in the form of goods or services from one party to another". Service is

essentially a series of activities, therefore the service takes place regularly and continuously, covering all organizational life in society. The intended process is carried out in relation to meeting the needs of the recipient and the service provider.

In government regulation No. 73 of 2005 concerning Village Administration, the Village Government is obliged to provide guidance to every member of the community in order to realize the duties of regional autonomy as it should have been stipulated in the regulations and in the implementation of its duties and functions. government, development, and social sectors.

The public services provided by the state to the community have not been maximized, to overcome this problem The government issued the National Movement for Mental Revolution as mandated by Presidential Instruction Number 12 of 2016 concerning the National Movement for Mental Revolution. Through this National Movement, it is hoped that a new Indonesian human will be realized, namely Indonesian people who have a perspective, way of thinking, and way of working based on integrity, work ethic and mutual cooperation in providing public services..Head of PKP2A IV LAN Ir. Faizal Adriansyah, M.Si in front of the participants of the Mental Revolution Training in Aceh Besar Province which was held on February 20, 2018.

Through the performance of the Village Government employees to form an organizational structure, The government is expected to be able to show its real work contribution in improving the quality of services, especially in the village government order in providing services to the community. As an effort to improve the quality and guarantee the provision and the population from abuse of authority in the administration of public services in an organizational forum, both government and private.

The Jepara Village Office is a dynamic government work unit in carrying out its function as a service center in its area. The types of services at the Jepara Village Office include, cover letters for identity cards, cover letters for family cards, business certificates, certificates of domicile, certificates of underprivileged, certificates of heirs, certificates of land ownership, birth certificates, letters of information on the addition of the name on the family card. The service process at the Village Office can be seen from the employee staff as service providers at the office, staff employees who are the backbone of the work unit at the Village office. The increasing importance of service quality for improving public services at the Jepara Village office, according to the results of research on the quality of services carried out by the apparatus in the Jepara Village District has not been maximized, which is still causing dissatisfaction from the community, including many people who come more than 2 (two) times to take care of various needs such as cover letters for family cards, cover letters for identity cards, and others. This is due to the inaccuracy of service time, responsibility and convenience, comfort, and friendliness have not fully gone well as expected.

From this description, the service of staff employees in carrying out public services continues to be improved. Public services carried out by the Regency Government are public services at the Jepara Village Office, Bubutan District, Surabaya City. Based on the description above, the research conducted research with the title: "SWOT Analysis in Improving Services to the Community in Jepara Village, Surabaya Municipality".

1.1. Literature Review

1.1.1. Empirical Overview

QUALITY OF PUBLIC SERVICES (Study of Population Administration Services in Cipatujah District, Tasikmalaya Regency) Dynamics : Scientific Journal of State Administration Science e-ISSN 2614-2945 Volume 7 Number 1, April 2020 By : Dasep Dodi Hidayah Dasephidayah89@gmail.com YPPT School of Administration Tasikmalaya (Hidayah & Dodi, 2020). This study aims to find out how the quality of public services in population administration in Cipatujah District, Tasikmalaya Regency. The main problem is that the quality of public services in population administration is still not optimal.

This research is a descriptive study using a qualitative approach, data collection techniques were carried out by means of observation, interviews and documentation. The results show that the quality of public services in Population Administration in Cipatujah District, Tasikmalaya Regency is still not optimal. CHALLENGES OF PUBLIC SERVICE QUALITY IN LOCAL GOVERNMENTS. Robi Cahyadi Kurniawan Department of Government Science, University of Lampung. ISSN: 2087-0825 Kurniawan (2016) public services have become the initial reference for the government, especially local governments in setting service standards for people who use government services. Based on data from the Ombudsman RI, service standards require a relatively long time in practice. This paper describes the inhibiting factors for public services, challenges faced by local governments, problems that arise such as administrative malpractice, to the need for service synergy between local governments and the Indonesian Ombudsman to accelerate service quality, to the idea of electronic government by using fully connected information technology. This paper is based on literature research with secondary data analysis, through several existing studies on local governments in Indonesia. with the portion of the bureaucracy on the side that is more problematic in public services.

1.1.2. Definition of Public Service

Public service is one of the needs in order to fulfill the appropriate service in legislation. Fulfillment of needs is a basic right for every citizen and resident to obtain administrative services that have been provided by the government in providing maximum and good public services.

Public services regulate the rights and obligations of public service providers and there are sanctions for violators. Therefore, the Public Service Law has a coercive, binding nature and regulates public relations as beneficiaries of public services with implementers and providers of public services. The purpose of establishing the Public Service Law is the same as the formation of law in general, namely to create goodness, ensure justice and order in social life. The desired good in the law of public service is Good governance and Clean Government. Public service law, like law in general, can also be used as a tool to create a social order within the territory of the Unitary State of the Republic of Indonesia (Putra, 2020).

1.1.3. SWOT Analysis

In order for the strategy of the company or organization to be formulated effectively, it is necessary to be able to information about the strengths, weaknesses, opportunities and threats related to the conditions and situations of the Company or the organization. One method to find out the strengths, weaknesses, opportunities and threats of a company or organization is a SWOT analysis.

SWOT is an acronym for Strengths (strength), weaknesses (weakness), opportunities (opportunity), and threats (threats). According to Griffin (2004:248) SWOT analysis is an evaluation of strengths (strengths) and weakness (weakness) a careful internal audit of an organization, as well as an evaluation of opportunities (opportunities) and threats (threats) from the environment.

According to Freddy (2006) the tool used to compile the company's strategic factors is the SWOT matrix. This matrix can clearly describe how the external opportunities and threats faced by the Company can be adjusted to its strengths and weaknesses. This matrix can produce four sets of possible strategic alternatives (Freddy, 2006).

Tabel 2. SWOT Matrix

IFAS EFAS	Strengths (S)	Weaknesses (W)
	Determine 5-10 factors-internal strength factor	Determine 5-10 factors of internal weakness
Opportunities (O)	Strategi SO	Strategi WO
Define 5-10 opportunity factor external.	Create a strategy that use power to take advantage of opportunity.	Create one that minimizes weaknesses for take advantage of opportunities.
Threats (T) Define 5-10 threat factor external	Strategi ST	Strategi WT
	Create a strategy that use power to deal with threats.	Create a strategy that minimize weaknesses and avoid threats.

Source : SWOT Analysis Business Case Dissecting Techniques (2017:26)

The four possible alternative strategies that can be developed are as follows:

1. SO Strategy : This strategy is based on the Company's mindset, namely by utilizing all strengths to seize and take advantage of opportunities as much as possible.
2. ST Strategy : strategy in using the Company's strengths to overcome threats.
3. WO Strategy : this strategy applied based on utilization opportunity which there is with method minimize existing weaknesses.
4. WT Strategy : is based on activities that are defensive in nature and try to minimize existing weaknesses and avoid threats. This stage is to generate reasonable alternative strategies, not to select or determine which strategy is the best. Therefore, not all strategies developed in the SWOT Matrix will be selected for implementation (Fred, 2011).

1.1.4. Framework of Thinking

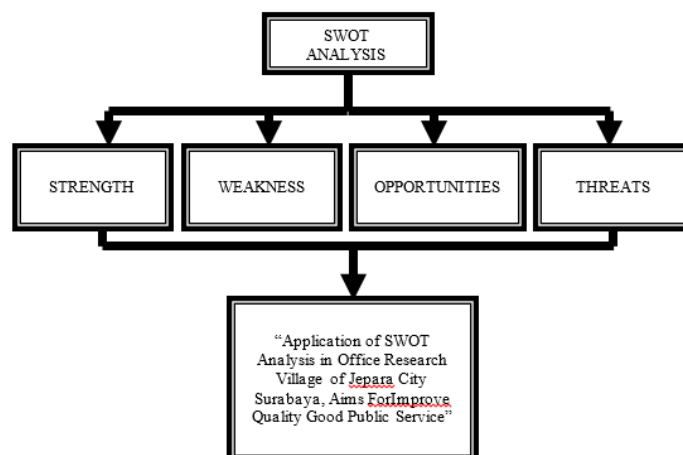


Figure 1. Framework of Thinking

2. Research Method

This type of research is in the form of qualitative descriptive. Qualitative research is research about research which is descriptive and tends to use analysis. Process and meaning (subject perspective) are more highlighted in qualitative research. The theoretical basis is used as a guide so that the research focus is in accordance with the facts on the ground. In addition, the theoretical basis is also useful for providing an overview of the research background and as a material for discussing research results. There is a fundamental difference between the role of theoretical foundations in quantitative research and qualitative research. In quantitative research, research departs from theory to data, and ends in acceptance or rejection of the theory used: whereas in qualitative research research starts from data, utilizes existing theory as explanatory material, and ends with a "theory".

2.1. Data Collection Technique

1. Observation : Observations are used as the first technically carried out directly on the company in various problems that arise in the object of research in connection with the existing problems.
2. Documentation : Documentation is used in collecting data regarding the data studied. Documentation is a technique by viewing, recording, and using documents such as the financial statements of the company under study.
3. Live Interview : What is meant by interview according to Nazir (1988) is the process of obtaining information for research purposes by way of face-to-face questioning between the questioner or interviewer and the answerer or respondent using a tool called an interview guide interview guide.

2.2. Data Analysis Technique

1. EFAS and IFAS

SWOT analysis compares external factors of opportunities and threats with internal factors of strengths and weaknesses. Internal factors are entered into a matrix called the internal strategy factor matrix or IFAS (Internal Strategic Factor Analysis Summary). External factors are entered into a matrix called the EFAS external strategy factor matrix (External Strategic Factor Analysis Summary).

The data analysis mode used is SWOT analysis. The strategic planning method used to evaluate strengths (strengths), weakness (weaknesses), opportunity (opportunities), threat (threats) in a public service.

a. Strength (S)

That is an analysis of the strengths, situations or conditions that are the strengths of an organization or company at this time. What needs to be done in this analysis is that each company or organization needs to assess its strengths and weaknesses. For example, if the company's strength is superior, then that advantage can be utilized for better quality.

b. Weaknesses (W)

Namely analysis of weaknesses, situations or conditions that are weaknesses of an organization or company at this time. It is a way of analyzing weaknesses in a company or organization that are a serious obstacle in the progress of a company or organization.

c. Opportunity (O)

That is the analysis of opportunities, situations or conditions which are opportunities outside an organization or company and provide development opportunities for the organization in the future. This method is to look for opportunities or breakthroughs that allow a company or organization to develop in the future or in the future.

d. Threats (T)

Namely threat analysis, how to analyze the challenges or threats that must be faced by a company or organization to deal with various kinds of unfavorable environmental factors in a company or organization that cause setbacks. If not addressed immediately, the threat will become a barrier for a company or organization concerned, either, in the future.

3. Research Results And Discussion**3.1. Description of Research Object**

This research was taken at one of the urban village offices in Central Surabaya, which is more precisely in the Jepara Village office, Surabaya City. The Jepara Village Office is located in the Jl. Raya Demak No. 276 Surabaya. The Jepara Village Office itself has the following building sizes. The area of the Jepara Village office building is 160.00 m² and the width of the road is 10 m², the Jepara Village Office itself does not have a parking area, for the condition of the Jepara Urban Village office it is still suitable for use because it has just been renovated. The Village office building consists of 3 floors, the 1st floor is used for public services and the 2nd floor is used as an office or place for the Lurah to work and the 3rd floor is used as a meeting room.

In the Jepara village area, there are a total of 25,162 inhabitants, consisting of 12,524 male residents and 12,637 female residents, and there is 1 male resident with foreign citizenship (WNA).

Tabel 3. Population of Jepara Village
Population Data by Gender

WNI		Total	WNA		Total
Male	Woman	WNI	Male	Woman	WNA
12,524	12,637	25,161	1	0	1

Total Overall Citizens : 25,162

3.2. Jepara Urban Village Organizational Structure

In this Jepara Village, the highest leadership in the organizational structure of the Village is entrusted to Mrs. Tiena Wahjuningsih Pribadi, SH, M.Hum, Mrs. Tiena in carrying out her village duties assisted by Nur Ening Minarni, SE who serves as the village secretary. Then there is the Trantibum (Public Peace and Order) section headed by Mr. Diah Firdaus Rachmatullah, ST. and there is a Development section headed by Ms. Suratin Widya Astuti, ST. Mr. Sugeng Priyadi, SS who was entrusted as the head of the General and Personnel Sub-Section, and there were several staff who assisted in carrying out the village tasks, including Sugiono, Agus Sudjarwo, Faradila and Priyo Utomo, Eddy Hendratno, S.Pd, and Slamet Rijadi.

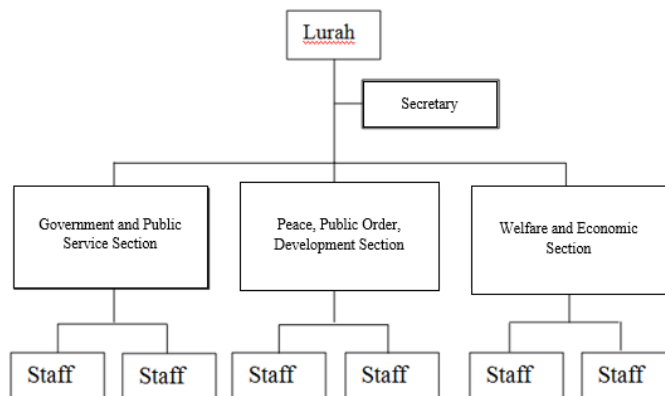


Figure 2. Organizational Structure of Jeparu Village

3.3. SWOT Analysis

From the results of data collection that has been carried out, the elaboration of the SWOT analysis in Jeparu Village is as follows:

The table below is a description of the strengths, weaknesses, opportunities, and threats found in Jeparu Village. and below are the SWOT factors found in Jeparu Village which have been analyzed:

Tabel 4. SWOT Analysis

Strengths	Weaknesses
Prioritizing good and friendly community service. Prioritizing good and friendly public services is one of the mandatory tasks for the Government and Public Service Section. Discipline in serving the public administration. One example is the discipline of working time. Facilitating the administrative process of its citizens, one example of making an ID card.	Lack of adequate facilities at the Jeparu Village office. Lack of coordination between leadership and staff. The slow process of public services at the Jeparu Village office.
Opportunities	Threats
Annual deliberative forum of stakeholders to agree on the Development Work Plan (RKP) for the planned fiscal year. The proximity of Jeparu Village office employees to the people of the Village area.	Rapid technological advances. Lack of security system in the Village Office.

3.3.1. IFAS Matrix Factor Analysis (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary)

1. Internal Factors

Tabel 5. Resulte of IFAS Analysis (Internal Factor Analysis Summary)

No	Strength	Weight	Rating	Weight x rating
1.	Prioritizing service nice and friendly community.	0,10	4	0,40
2.	Prioritizing service the public in a good and friendly manner is one of the mandatory tasks for the Government Section and Public service.	0,20	3	0,60
3.	Discipline in serving the public administration. One of the example discipline of working time.	0,15	4	0,60
4.	Make it easy in administrative process its citizens is an example of making an ID card.	0,15	3	0,45
	Total Strength Factor	0,60		2,05

No	Weakness	Weight	Rating	Weight x Rating
1.	Lack of adequate facilities in the office Japanese Village.	0,10	4	0,40
2.	Lack of coordination between leadership and staff.	0,10	3	0,30
3.	Slow Process Public Service at the Jepara Village office.	0,20	4	0,80
	Total Weakness Factor	0,40		1,5
	Total Internal Factor	1		3,55

Based on the results of the analysis in table 4.1 the strength factor(strength)has a total score of 2.05 while the weakness(weakness)has a total score of 1.5

2. Eksternal Factors

Tabel 6. Results of EFAS Analysis (external factory analysis summary)

No	Opportunity	Weight	Rating	Weight x rating
1.	activities of the annual deliberation forum of stakeholders interest(stakeholders) to agree on the Plan Development Work (RKP) for the fiscal year planned.	0,25	3	0,75
2.	The proximity of Jepara Village office employees to the community in the Village area.	0,25	3	0,75
	Total Threat Factor	0,50		1,5

No	Threat	Weight	Rating	Weight x rating
1.	Rapid technological advances.	0,25	3	0,75
2.	Lack of security system in the Village Office.	0,25	3	0,75
	Total Threat Factor	0,50		1,5
	Total External Factors	1		3

Based on the results of the analysis in table 4.2 opportunity factor(opportunities)has a total score of 1.5 while the threat(threats)has a total score of 1.5 Then the total score of each factor can be broken down into strengths 2.05, weaknesses 1.5 opportunities 1.5 and threats 1.5.

3.3.2. SWOT Analysis Diagram

The result of the IFAS calculation is 0.55 and the EFAS calculation is 0. Results

This calculation is then compiled to determine a SWOT analysis diagram or determine condition points in existing organizations in the village so that it can determine the right system development strategy for the Jepara village. With the value that has been obtained, it can be determined the point of the SWOT analysis diagram at the Jepara sub-district office, namely as follows:



Figure 4. SWOT Analysis Diagram

The calculation in the diagram above are as follows :

Internal Point = Strength – weakness = 2.05 – 1.5 = 0.55

External Point = Opportunity – Threat = 1.5 – 1.5 = 0

3.3.3. SWOT Matrix

After calculating the IFAS and EFAS values and making a SWOT analysis diagram that has been done, the next step is to create a SWOT matrix. Below is a SWOT matrix that has been made in accordance with the SWOT analysis that has been made previously:

Tabel 7. Strategy Formulation of The SWOT/TOWS

IFAS EFAS	<p>Strengths (S)</p> <ol style="list-style-type: none"> 1. Prioritizing good and friendly community service. 2. Prioritizing good and friendly public services is one of the mandatory tasks for the Government and Public Service Section. 3. Discipline in serving the public administration. One example of discipline to working time. 4. Facilitate the administrative process of its citizens, one example of making ID cards. 	<p>Weaknesses (W)</p> <ol style="list-style-type: none"> 1. Lack of adequate facilities at the Jepara Village office. 2. Lack of coordination between leadership and staff. 3. The slow process of public services at the Jepara sub-district office.
	<p>Opportunities (O)</p> <ol style="list-style-type: none"> 1. forum activities annual meeting the holders interest (stakeholders)for agree on plan Development Work (RKP) fiscal year planned. 2. Closeness of employees Jepara Village office with the community village area. 	<p>Strategi SO</p> <ol style="list-style-type: none"> 1. Facilitating the administrative process of citizens, one example of making ID cards. The proximity of Jepara Village office employees to. 2. Prioritizing good and friendly public services is one of the mandatory tasks for the Government and Public Service Section. 3. Work discipline, for now service employees The public in the Jepara Sub-District office is quite disciplined in serving the administration of the community. One of For example, discipline on work time.
<p>Threats (T)</p> <ol style="list-style-type: none"> 1. Progress technology that fast. 2. Lack security system in the office Ward. 	<p>Strategi ST</p> <ol style="list-style-type: none"> 1. Socialize application use make it easier and speed up service Public. 	<p>Strategi WT</p> <ol style="list-style-type: none"> 1. Request security features to the relevant agencies so that the security system facilities are better awake.

4. Conclusion

Based on the results of the analysis that has been carried out by researchers on the Jepara Urban Village office in Surabaya, the conclusions that can be drawn by researchers are as follows:

1. From the results of interviews with informants, observations, and documentation, it can be seen Strength (Strength), Weakness (weakness), Opportunities (opportunity), Threats (threats) at the Jepara Urban Village office, Surabaya City.
2. The data analysis method used is SWOT analysis. The strategic planning method used to evaluate strengths (strengths), weakness (weaknesses), opportunity (opportunities), threat (threats) in a public service.
3. Jepara Urban Village Office Surabaya City has an internal strength of 2.05, weaknesses have a score
4. of 1.5, opportunities have a score of 1.5 and threats have a score of 1.5.
5. The results of the SWOT analysis diagram of the Jepara Village Office are in quadrant 1 (one) position which supports an aggressive strategy by using strength to take advantage of long-term opportunities and minimize future threats.

4.1. Sugesstion

The development of information technology or information systems is very much needed by the Jepara Village office in order to meet the needs of good, valid and integrated data and information. The creation of an information system regarding services to the community is considered effective enough to be carried out so that the existing system can be further developed and can maximize the existing opportunities both for the existing facilities and infrastructure in the Jepara Village office area very well and can optimize the work system to the fullest.

There are several things that we need to know and want in public services in the Jepara Village office as follows:

1. The service needs to be accelerated again so that residents who take care of the administration feel comfortable in.
2. In the Jepara Sub-District office regarding rapid technological progress due to the demands that must and must be known by sub-district employees so that in service they can improve the quality of the village for the better.
3. In coordination between leaders and staff, it is necessary to evaluate regularly so that employees understand their

References

- Bismawati. (2016). Pengaruh Kinerja Pegawai terhadap Kualitas Pelayanan Publik di Badan Penanggulangan Bencana Daerah Kabupaten Mamuju Utara. *Jurnal Katalogis*, 4(3), 1–12.
- Fred, R. D. (2011). *Strategic Management Manajemen Strategi Konsep* (12th ed.). Salemba Empat.
- Freddy, R. (2006). *Teknik Mengukur dan Strategi Meningkatkan Kepuasan Pelanggan*. PT Gramedia Pustaka Utama.
- Griffin, R. W. (2004). *Manajemen*. Erlangga.
- Hardiyansyah. (2018). *Kualitas Pelayanan Publik: Konsep, dimensi, Indikator dan Implementasinya*. Gava Media.
- Hidayah, & Dodi, D. (2020). Kualitas Pelayanan Publik (Studi Pelayanan Administrasi Kependudukan Di Kecamatan Cipatujah Kabupaten Tasikmalaya). *Jurnal Wawasan Dan Riset Akuntansi*.
- Ihsanuddin. (2014). No Title.
- Kurniawan, R. C. (2016). antangan Kualitas Pelayanan Publik Pada Pemerintah Daerah. *Jurnal Ilmiah Administrasi Publik Dan Pembangunan*, 7(1), 15–25.
- Mulasari, H., & Suratman, B. (2021). Pengaruh Motivasi dan Kinerja Pegawai terhadap Kualitas Pelayanan Publik di Kantor Kecamatan Buduran Kabupaten Sidoarjo. *Jurnal Pendidikan Administrasi Perkantoran (JPAP)*, 9(1), 198–210.
- Nazir. (1988). *Metode Penelitian*. Ghalia Indonesia.
- Pramularso, E. Y. (2020). Kualitas Pelayanan dan Kinerja Pegawai terhadap Kepuasan Masyarakat di Unit Pelayanan Terpadu Satu Atap Kementerian Ketenagakerjaan. *Jurnal Perspektif*, 18(1), 68–74. <https://doi.org/10.31294/jp.v18i1.7549>
- prof. DR. Sugiyono. (2010). *statistika untuk penelitian*.
- Putra. (2020a). No Title.
- Putra, M. B. (2020b). *Mengenal Pelayanan Publik*. OMBUDSMAN Republik Indonesia. <https://ombudsman.go.id/artikel/r/artikel--mengenal-pelayanan-publik>
- Sugiyono. (n.d.). *Metode Penelitian, Kualitatif, Dan R&D*. (Alfabeta (ed.); cetakan ke).

JURNAL EKONOMI

Yudha, P., Putri, A., & Latrini, M. Y. (2013). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Sektor Publik , Dengan In-Role Performance Dan Fakultas Ekonomi dan Bisnis Universitas Udayana (Unud), Bali , Indonesia. E-Jurnal Akuntansi, 3, 627–638.