

ANALYSIS OF RESPONSIBILITY FACTORS IN THE IMPLEMENTATION OF SOCIAL ASSISTANCE PROGRAMS IN THE SOCIAL SERVICES OF GUNUNGSITOLI CITY

by

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ABSTRACT

This study aims to analyze employee responsiveness in the implementation of the National Health Insurance Contribution Assistance Recipient (PBI JKN) program during the Integrated Social Welfare Data (DTKS) verification process at the Gunungsitoli City Social Service. The research focuses on factors influencing employee responsiveness and efforts made to overcome technical service constraints. The study uses a qualitative descriptive approach with data collection techniques through observation, in-depth interviews, and documentation. Research informants consisted of leaders and employees directly involved in the issuance of PBI JKN reactivation certificates. The research results indicate that employee responsiveness in providing JKN PBI services is not yet optimal, primarily due to limited human resource quality, unstable internet networks, limited facilities and infrastructure, and the complexity of the bureaucratic structure. On the other hand, internal communication, leadership, and employee commitment are supporting factors in accelerating the service process. Efforts to address technical challenges include coordination between employees, maximizing the use of information technology, and providing assistance to the community during the DTKS verification process. This study concludes that increasing employee responsiveness requires strengthening human resource capacity, improving technological infrastructure, and simplifying bureaucratic procedures. These findings are expected to provide evaluation material for local governments in improving the quality of public services, particularly in the implementation of social assistance programs.

Keywords: Responsiveness, Public Services, PBI JKN, DTKS, Social Assistance

ANALISIS FAKTOR-FAKTOR RESPONSIVITAS DALAM IMPLEMENTASI PROGRAM BANTUAN SOSIAL DI DINAS SOSIAL KOTA GUNUNGSITOLI

ABSTRAK

Penelitian ini bertujuan untuk menganalisis responsivitas pegawai dalam implementasi program Penerima Bantuan Iuran Jaminan Kesehatan Nasional (PBI JKN) pada proses verifikasi Data Terpadu Kesejahteraan Sosial (DTKS) di Dinas Sosial Kota Gunungsitoli. Fokus penelitian diarahkan pada faktor-faktor yang memengaruhi responsivitas pegawai serta upaya yang dilakukan dalam mengatasi kendala teknis pelayanan. Penelitian menggunakan pendekatan deskriptif kualitatif dengan teknik pengumpulan data melalui observasi, wawancara mendalam, dan dokumentasi. Informan penelitian terdiri atas pimpinan dan pegawai yang terlibat langsung dalam pelayanan penerbitan surat keterangan reaktivasi PBI JKN. Hasil penelitian menunjukkan bahwa responsivitas pegawai dalam pelayanan PBI JKN belum sepenuhnya

optimal, terutama disebabkan oleh keterbatasan kualitas sumber daya manusia, ketidakstabilan jaringan internet, keterbatasan sarana dan prasarana, serta kompleksitas struktur birokrasi. Di sisi lain, komunikasi internal, kepemimpinan, dan komitmen pegawai menjadi faktor pendukung dalam mempercepat proses pelayanan. Upaya yang dilakukan untuk mengatasi kendala teknis antara lain koordinasi antarpegawai, pemanfaatan teknologi informasi secara maksimal, serta pemberian pendampingan kepada masyarakat selama proses verifikasi DTKS. Penelitian ini menyimpulkan bahwa peningkatan responsivitas pegawai memerlukan penguatan kapasitas sumber daya manusia, perbaikan infrastruktur teknologi, serta penyederhanaan prosedur birokrasi. Temuan ini diharapkan dapat menjadi bahan evaluasi bagi pemerintah daerah dalam meningkatkan kualitas pelayanan publik, khususnya pada implementasi program bantuan sosial.

Kata kunci: Responsivitas, Pelayanan Publik, PBI JKN, DTKS, Bantuan Sosial

INTRODUCTION

Public service is a key indicator of the success of government administration in fulfilling the basic rights of the people. One form of public service in the social and health sectors is the National Health Insurance Contribution Assistance Recipient Program (PBI JKN), which aims to provide access to healthcare for the underprivileged. This program is implemented by the local government through technical means, including the Gunungsitoli City Social Services Agency. The implementation of the National Health Insurance (JKN) PBI program at the regional level is realized through the issuance of membership reactivation certificates, which begin with the verification process of the Integrated Social Welfare Data (DTKS). This process is crucial because it determines the accuracy of the targeted recipients. Based on applicable service standards, the DTKS verification completion time is set at approximately 10 minutes per applicant. However, in practice, this process often experiences delays due to limited internet connection and the high number of applications.

This condition demonstrates the importance of apparatus responsiveness in public services. Zeithaml in Ahmad Yamin (2023) states that responsiveness is one dimension of public service quality that reflects the apparatus' ability to provide services quickly and responsively. Similarly, Ratminto and Atik Septi Winarsih (2020) define responsiveness as the ability of service providers to identify community needs, prioritize services, and develop programs according to the aspirations of service users. Dwiyanto (2020) emphasizes that responsiveness describes the extent to which a public organization is able to align service activities with community needs.

Furthermore, Siagian (2023) explains that responsiveness relates to the ability of officials to anticipate demands, aspirations, and new developments. Tjiptono (in Alamsah, 2022) states that

responsiveness reflects the willingness of service providers to assist the public quickly and appropriately. Hardiansyah (2020) also emphasizes that responsiveness is a primary measure in assessing the quality of public services because it is directly related to public satisfaction. Service responsiveness is influenced by various factors. Edward III (in Sangkala, 2022) identified four main factors influencing successful policy implementation: communication, resources, disposition, and bureaucratic structure. Dwiyanto (2021) added that the availability of facilities and infrastructure is a basic prerequisite for fast and responsive service delivery. Meanwhile, Sinambela (2020) emphasized that public participation and complaint mechanisms are important indicators in measuring the responsiveness of public organizations.

Initial observations at the Gunungsitoli City Social Services Office indicate that the DTKS verification process for issuing PBI JKN reactivation certificates continues to face various technical challenges, particularly related to internet network stability, limited supporting facilities, and staff workload. These conditions have resulted in variations in service times that do not fully meet established standards. Based on this background, this study aims to analyze employee responsiveness in the implementation of the JKN PBI program, identify influencing factors, and examine employee efforts to overcome technical obstacles in the DTKS verification process. The results are expected to serve as evaluation material for local governments in improving the quality of public services and strengthening the effectiveness of social assistance program implementation.

LITERATURE REVIEW

Public Service Responsiveness

Responsiveness is a crucial indicator in assessing the quality of public services. Ratminto and Atik Septi Winarsih (2020) define responsiveness as the ability of service providers to identify community needs, establish service agendas and priorities, and develop programs aligned with user aspirations. Dwiyanto (2020) emphasizes that responsiveness reflects the alignment between service programs and community needs. Fitzsimmons, in Sedarmayanti (2020), explains that responsiveness is the willingness of officials to assist the public and provide prompt service. Meanwhile, Siagian (2023) states that responsiveness relates to the ability of officials to anticipate demands, developments, and new knowledge. Thus, responsiveness encompasses not only speed of service but also accuracy, thoroughness, and the ability to respond to public

complaints.

Zeithaml et al. (in Sangkala, 2022) outlined several indicators of public service responsiveness, including the ability to respond to the public, speed of service, accuracy of service, precision, timeliness, and the ability to respond to complaints. These indicators serve as the basis for assessing the responsiveness of officials to public needs. Sinambela (2020) added that public service is a process of fulfilling the needs of the community in accordance with their rights, while Hardiansyah (2023) emphasized that the quality of public service is greatly influenced by the attitude of the apparatus in serving, including alertness, friendliness, and professionalism.

National Health Insurance Contribution Assistance Recipient Program (PBI JKN)

The National Health Insurance Contribution Assistance Recipient Program (PBI JKN) is a form of government social assistance aimed at providing health protection for the poor and underprivileged. Through this program, beneficiaries receive a Healthy Indonesia Card (KIS) that can be used to access healthcare services in collaboration with BPJS Kesehatan. JKN PBI recipients are determined based on the Integrated Social Welfare Data (DTKS) verified by the local Social Services Agency. The DTKS verification process is a crucial step in ensuring accurate targeting of aid. In the context of services at the Gunungsitoli City Social Services Agency, DTKS verification is conducted prior to issuing a JKN PBI reactivation certificate as a further administrative requirement for BPJS Kesehatan. This stage demands employee responsiveness because it directly relates to the community's urgent need for access to healthcare services. Therefore, the quality of service during the DTKS verification process reflects the effectiveness of the JKN PBI program implementation at the regional level.

Factors Affecting Responsiveness

Various experts state that the responsiveness of government officials is influenced by several factors. Edward III (in Sangkala, 2022) outlined four main factors in policy implementation: communication, resources, disposition, and bureaucratic structure. Clear communication ensures understanding of service procedures, while resources include the quality of human resources and the availability of supporting facilities. Dwiyanto (2021) added that facilities and infrastructure are basic prerequisites for fast and responsive service delivery. Ibrahim (2020) emphasized the importance of human resource quality in determining the success of public services. Furthermore, Tangkilisan (2021) stated that service-oriented leadership can increase the responsiveness of officials to public complaints.

Other factors influencing responsiveness include managerial function (George & Leslie, 2021), organizational culture (Tjiptono, 2020), the use of technology and service innovation (Osborne & Brown, 2021), and public participation and feedback (Sinambela, 2020). The combination of these factors determines the extent to which officials are able to provide services that are fast, accurate, and meet public needs.

RESEARCH METHODS

This study uses a qualitative descriptive approach to gain a deeper understanding of employee responsiveness in implementing the National Health Insurance Contribution Assistance Recipient Program (PBI JKN), particularly in the verification process of the Integrated Social Welfare Data (DTKS). This approach was chosen because it allows researchers to explore public service phenomena organically based on the experiences and perspectives of informants. The research location was the Gunungsitoli City Social Services Office. The study was conducted from March to October 2025. The data sources consist of primary and secondary data. Primary data were obtained directly from informants through in-depth interviews and field observations. The research informants consisted of six individuals: heads of departments, structural officials, and employees directly involved in the issuance of PBI JKN reactivation certificates. Secondary data were obtained through documentation, administrative reports, and literature relevant to the research focus.

Data collection techniques are carried out in three main ways, namely:

1. Observation, to directly observe the service process and interactions between employees and the public.
2. In-depth interview, to obtain information regarding the experiences, perceptions, and obstacles faced by employees in the DTKS verification process.
3. Documentation, to complete data in the form of service archives, standard operating procedures, and other supporting documents.

The primary research instrument was the researcher herself, supported by an interview guide, writing materials, a recording device, and administrative documents. The researcher played a direct role in data collection, processing, and analysis. Data analysis was conducted qualitatively, including data reduction, data presentation, and conclusion drawing. Data reduction involved selecting information relevant to the research focus. The data was then presented in narrative

form for ease of understanding. The final stage was drawing conclusions based on the patterns of findings that emerged in the field. To maintain the validity of the data, researchers triangulated sources and techniques, namely comparing the results of interviews, observations, and documentation, so that a more comprehensive picture was obtained regarding employee responsiveness in implementing the JKN PBI program.

RESULTS AND DISCUSSION

This research was conducted at the Gunungsitoli City Social Service with a focus on employee responsiveness in the implementation of the National Health Insurance Contribution Assistance Recipient Program (PBI JKN), particularly in the verification process of the Integrated Social Welfare Data (DTKS) for the issuance of membership reactivation certificates. Based on the results of interviews, observations and documentation, several main findings were obtained as follows:

Employee Responsiveness in JKN PBI Services

The research results show that employees have strived to provide responsive services to the public, particularly in providing information on administrative requirements and assisting with the DTKS verification process. Employees have also been cooperative in responding to applicants' questions and complaints. However, the standard service time of approximately 10 minutes per applicant has not been consistently implemented. In certain situations, people have to wait longer due to internet network disruptions and the high number of applicants. This results in unstable and suboptimal service processes. Factors Inhibiting Responsiveness Several factors that hinder employee responsiveness in PBI JKN services include:

- 1) Limitations in the quality and quantity of human resources, so employees have to handle several applicants simultaneously.
- 2) Internet network instability, which hinders access to the DTKS system and slows down the data verification process.
- 3) Limited facilities and infrastructure to support services, including work equipment.
- 4) High workload, especially when there is a surge in requests for PBI JKN reactivation.

These factors have a direct impact on the speed and accuracy of services to the public. Supporting Factors for Service Apart from obstacles, the research also found supporting factors for employee responsiveness, namely:

- 1) There is good internal communication and coordination between employees.
- 2) Employee commitment to continue serving the public despite technical limitations.
- 3) Leadership directives which helps maintain the smooth running of the service process.

Teamwork is an important element in reducing service backlog.

Efforts to Overcome Service Constraints

To address technical challenges, staff are taking several steps, including providing direct assistance to the public in completing requirements, improving coordination between staff, and explaining the causes of service delays to applicants. Staff are also maximizing service time when the network is stable again to ensure the verification process can be completed promptly.

Discussion

This discussion outlines the relationship between field findings and the concept of public service responsiveness and policy implementation factors. The research results show that employee responsiveness in the PBI JKN service at the Gunungsitoli City Social Services Office has been ongoing, but not yet optimal. Employees are generally willing to assist the community, provide information on administrative requirements, and assist with the DTKS verification process. This reflects the apparatus' willingness to serve the community. These findings align with Fitzsimmons's opinion in Sedarmayanti (2020), which states that responsiveness is the willingness of staff to assist service users promptly. However, in practice, the standard service time of approximately 10 minutes per request has not been consistently implemented due to internet network disruptions and the high number of requests. This situation indicates that service speed is not solely determined by employee attitudes but is also significantly influenced by system and infrastructure support.

Ratminto and Atik Septi Winarsih (2020) explain that responsiveness reflects a public organization's ability to identify community needs, prioritize services, and develop programs aligned with user aspirations. In the context of this research, employees have attempted to understand community needs, particularly regarding access to healthcare services, but limited facilities and infrastructure hamper service optimization. Dwiyanto (2020) emphasized that responsiveness reflects the extent to which a public organization is able to align service activities with community needs. Research results show that although staff strive to tailor services to the needs of JKN PBI applicants, technical obstacles prevent services from fully meeting community expectations, particularly regarding timeliness.

The main inhibiting factors for responsiveness in this study were limited human resources, unstable internet networks, limited supporting facilities, and high workloads. These findings align with Edward III's policy implementation model (in Sangkala, 2022), which states that successful policy implementation is influenced by four main factors: communication, resources, disposition, and bureaucratic structure. In this study, resources and bureaucratic structure were the dominant inhibitors, while employee disposition or attitudes were relatively positive. Siagian (2023) stated that responsiveness is also related to the ability of officials to anticipate new demands and developments. The limited technological proficiency of some employees and their reliance on online systems indicate that their ability to adapt to technological change still needs improvement.

Furthermore, Zeithaml et al. (in Sangkala, 2022) stated that responsiveness indicators include the ability to respond to the public, speed of service, accuracy of service, and the ability to handle complaints. Based on these indicators, this study found that responsiveness and service attitude were quite good, but speed and timeliness remained weak due to technical constraints. Hardiansyah (2023) emphasized that the quality of public services is largely determined by the attitude of the apparatus and the availability of supporting facilities. Research findings show that employees are quite cooperative, but limited facilities, particularly internet access, directly impact service quality. This finding is further supported by Sinambela's (2020) opinion, which states that public services are a process of meeting community needs that must be supported by an effective work system.

The efforts made by employees to address service challenges, such as improving internal coordination, providing direct assistance to the public, and explaining the causes of service delays, reflect the organization's commitment to maintaining good relationships with service users. Tjiptono (2020) emphasized that responsiveness is also reflected in the willingness of service providers to assist the public quickly and provide clear explanations of any problems that arise. Thus, the results of this study confirm that the responsiveness of JKN PBI services depends not only on individual employees but is also significantly influenced by organizational readiness, infrastructure support, and workload management. Therefore, increasing responsiveness requires strengthening human resource capacity, improving facilities and infrastructure, and simplifying bureaucratic procedures to ensure more effective and efficient service delivery.

CONCLUSION

Based on the research results and discussion, it can be concluded that employee responsiveness in implementing the National Health Insurance Contribution Assistance Recipient Program (PBI JKN), particularly in the Integrated Social Welfare Data (DTKS) verification process at the Gunungsitoli City Social Services Office, has been ongoing, but not yet fully optimal. Employees demonstrated a cooperative attitude and commitment to serving the community, particularly in providing information and administrative assistance. However, service time standards have not been consistently implemented due to limited human resources, unstable internet networks, limited facilities and infrastructure, and high workloads. These factors directly impact the speed and accuracy of service. Meanwhile, internal communication, coordination between employees, and leadership support are key factors in maintaining smooth service delivery.

The results of this study confirm that the responsiveness of PBI JKN services is not only determined by the attitudes of individual employees, but is also greatly influenced by organizational readiness and service infrastructure support. The local government, through the Gunungsitoli City Social Services Office, needs to improve human resource capacity through technical training, particularly regarding mastery of the DTKS system and information technology. Improvements and strengthening of service facilities and infrastructure, particularly internet network stability, are necessary to expedite the data verification process and reduce waiting times for the public.

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