



TECHNIUM
SOCIAL SCIENCES JOURNAL

www.techniumscience.com



Vol. 70/2025
A New Decade for Social Changes

PLUS
COMMUNICATION P



International
Communication & PR

Administrative Services at the Regional Secretariat of North Sulawesi Province

Franklin Timothy Aray¹, Evi Elvira Masengi², Thelma Wawointana³

Public Administration Magister Program, Universitas Negeri Manado, Indonesia

Email: araymoti@gmail.com¹, evielviramasengi@unima.ac.id²,
thelmawawointana@unima.ac.id³

Abstract. This research aims to analyze strategies to improve the quality of administrative services, identify inhibiting factors, and provide recommendations for solutions to support the realization of public services that are more responsive, accountable, and oriented to community needs. This research was conducted using a descriptive qualitative method based on the Miles and Huberman model. Data were collected through observation, in-depth interviews with key informants, and related documentation. The research location was in the Administrative Services Unit (ULA) of the General Bureau of the Regional Secretariat of North Sulawesi Province. Data analysis techniques included data reduction, data presentation, and conclusion drawing, with triangulation to ensure data validity. The results showed that despite improvements in the transparency and accountability aspects of the service, there were still obstacles in terms of service time, compliance with standard operating procedures (SOPs), and inadequate supporting facilities. The inhibiting factors include lack of human resource training, limited infrastructure, and bureaucratic complexity. In conclusion, improving the quality of administrative services at ULA can be achieved through strengthening employee capacity, providing adequate facilities, and optimizing the implementation of SOPs. This research recommends the need for continuous innovation and collaboration between stakeholders to create more inclusive and highly competitive services.

Keywords. Public Services, Administrative Services, Service Quality, Good Governance

A. Introduction

In line with the development of the flood of Science and Technology in this era of Globalization, it has an impact on various government and private fields as well as increasingly complex community infrastructure. Technology is certainly rooted in human needs (Batool et al., 2021) [1]. Without technology, of course, humans as the main subject cannot do work and carry out tasks quickly, precisely and efficiently in accordance with other mutual desires. Technology is a characteristic that defines human nature, which is part of its history covering the entire history that has been touched by technology. Inseparable from good technology, it certainly provides a good service system as well. Likewise with the services of government institutions as administrators and their functions as public servants (Nurlaila et al., 2024) [2].

Service can be said to be the main indicator of the level of public satisfaction with the services provided by both the state apparatus (PNS) and the private sector. According to Syahrir

in Fakhriyah et al. (2022), public services are all activities carried out by the government and the private sector that produce goods and services, which are intended to meet public needs [3]. Almost the same as what was expressed by Syahrir was also stated by Miftah Thoha (2016), social services are an effort made by a person or group of people or certain institutions to provide assistance and convenience to the community in order to achieve a certain goal [4]. Meanwhile, based on the Decree of the Minister of Administrative Reform No. 81 of 1993 concerning Guidelines for the Management of Public Services, it is stated that the definition of public services is all forms of public service activities carried out by government agencies at the central and regional levels and within BUMN / BUMD, in the form of goods / services, both in the context of efforts to fulfill community needs and in the context of implementing the provisions of laws and regulations (Moenir, 2008) [5].

Public organizations are organizations that operate under the auspices of the government. The role of public sector organizations in Indonesia is very important for the community, because with so many government agencies in Indonesia, it is hoped that they can prioritize public satisfaction and some matters relating to their accountability to be more transparent (Wicaksono, 2015) [6]. Public sector organizations are currently required to be able to make innovations in institutions and government systems, by making innovations it is hoped that they can improve existing public service facilities, which will form good governance that can improve organizational performance so that they can better meet the demands of public needs such as productive, responsive, quality, transparent, accountable, fair services, the availability of service information that is easily accessible to the public and free from corrupt practices, collusion and nepotism (Dilapanga, 2020) [7].

Administrative services in government are an integral part of the mechanism of state administration, including in order to realize transparency, efficiency and accountability in government management (Wawointana et al., 2023) [8]. In Indonesia, one of the main challenges in managing administrative services is how to ensure that all administrative processes run well, efficiently, and in accordance with existing regulations. This is closely related to the quality of human resources, the systems used, and other supporting factors such as infrastructure and information technology (Dewi & Suparno, 2022) [9].

In the midst of the rapid development of information technology, the government sector, including in North Sulawesi Province, is faced with great challenges in optimizing administrative services. The application of technology in administrative services is expected to simplify processes, increase efficiency, and reduce bureaucratic obstacles that have occurred so far. However, despite many advances in the application of technology, problems related to limited human resources and infrastructure remain a significant obstacle in improving the quality of public services (Saerang et al., 2023) [10].

The General Bureau of the Regional Secretariat of North Sulawesi Province, as one of the institutions responsible for organizing government administration, has an important role in providing various administrative services to local governments and the community. In the organizational structure of the General Bureau, there is an administrative service unit that has the main task of carrying out administrative services which include staffing, finance, administration, archive management, and management of official vehicles. However, in its implementation, the Administrative Services Unit often faces various challenges, such as limited competent human resources (HR), sometimes unstable internet networks, and lack of adequate service support facilities (Pane et al., 2020) [11].

As the main administrative manager in the General Bureau, the Head of Administration plays a very important role in ensuring the smoothness and effectiveness of all administrative

processes. The duties and functions of the Head of Administration are very broad, covering various administrative aspects involving the management of personnel, finance, archives, and official vehicles. The Head of Administration is responsible for planning, coordinating and supervising all administrative activities within the General Bureau. This includes maintaining the quality of the administrative system, budget management, and services to other units within Setda. In this case, the Head of Administration is also responsible for ensuring that every administrative process runs in accordance with established procedures and that administrative services to employees and the public are carried out efficiently and in a timely manner (Linelejan, 2021) [12].

However, based on the results of initial observations made, it was found that administrative services in the Administrative Services Unit of the General Bureau of the Regional Secretariat of North Sulawesi Province were often less effective and efficient. Service processes that are not in accordance with standard operating procedures (SOPs), delays in service time, and discrepancies in service requirements indicate a gap between the objectives to be achieved and their implementation in the field. This has the potential to reduce the quality of public services which should be a top priority in government.

In order to improve the quality of administrative services at the General Bureau of the Regional Secretariat of North Sulawesi Province, an in-depth evaluation of the various aspects that affect Administrative Services at the Administrative Service Unit of the General Bureau of the Regional Secretariat of North Sulawesi Prov. North Sulawesi. The main focus of this research is to identify and analyze the factors that hinder the implementation of optimal administrative services and provide recommendations for improvement, taking into account the concepts of public service management based on efficiency, transparency, and accountability.

This research aims to analyze strategies to improve the quality of administrative services, identify inhibiting factors, and provide recommendations for solutions to support the realization of public services that are more responsive, accountable, and oriented to the needs of the community.

B. Method

This research uses a qualitative descriptive method. In writing this research, the researcher refers to Huberman and Miles (2002), a qualitative method that provides a comprehensive description of a problem that develops in society. descriptive in nature, which tends to focus on the process of searching for the meaning behind the phenomena that arise in research, with the aim that the problems to be studied are more comprehensive, in-depth, and natural. Thus it is hoped that through this qualitative approach it can produce data systematically, factually and accurately so that it can explore more [13].

This research focused on Administrative Services for Incoming and Outgoing Correspondence in the Administrative Services Unit of the General Bureau of the Regional Secretariat of North Sulawesi Province with indicators: 1) effectiveness and efficiency, 2) consistency, 3) standards, and 4) systematic.

The data collection technique used was triangulation technique: observation, interview and documentation study. The data analysis technique used the interactive model of Miles, Huberman and Saldana (2014) in Masengi et al. (2023), namely: data collection, data reduction, data display, and conclusion/verification [14].

C. Result and discussion

Result

Effectiveness and Efficiency of Administrative Services

The informants gave a consistent view that the implementation of Standard Operating Procedures (SOPs) is a key element in creating effective and efficient administrative services within the Regional Secretariat of North Sulawesi Province. SOPs are not only a formal guideline, but also a foundation for employees in carrying out tasks with measurable standards.

The Head of the General Bureau, for example, said that, "Every obstacle is an opportunity to innovate. With clear SOPs, we can ensure services run consistently and professionally." This view is in line with achievements such as the implementation of an electronic queuing system, online consultation services, and regular employee competency training. These measures speed up the service process, reduce waiting times, and increase transparency.

In addition, the Head of Administration added, "A good service is one that can be accessed anytime and anywhere. We believe technology is the backbone of efficiency." With innovations such as digital service portals and online document tracking systems, services have become more responsive to community needs.

From the perspective of service users, efficiency is also tangible. GR, a member of the general public, said, "I feel appreciated because the officers always make sure my documents meet the requirements, even serving politely even at closing time." MO, an ASN, appreciated the professionalism of the officers who continued to serve well even in urgent situations.

However, the expected effectiveness and efficiency have not been fully achieved without challenges. The Head of Administration admitted that there were obstacles in understanding the SOP by some employees, especially new ones. He stated, "The implementation of SOPs is the foundation, but the uneven understanding is a challenge that we have to overcome."

On the technology side, the IT Team identified infrastructure issues that often become obstacles. "Some devices are outdated, and an unstable internet connection reduces the smoothness of the online system," said one team member. These challenges are exacerbated by the high volume of work that is not proportional to the number of employees, as stated by the Head of the General Bureau.

Service users also voiced complaints about long waiting times during peak hours, as well as the lack of clear information on administrative requirements. This, according to GR, "often leaves people confused and having to ask repeatedly."

From the interviews, the author summarizes that consistent implementation of SOPs and utilization of technology have been progressive steps in improving administrative services. Although challenges such as limited resources and infrastructure still exist, the spirit of collaboration and innovation continues to be a key driver.

As expressed by the Chief Financial Officer, "Every dollar allocated for facility improvement is an investment in public trust." This statement underscores the importance of commitment in delivering effective and efficient services, not just as a duty, but also as a calling.

With sincere dedication, ULA is expected to continue transforming into a symbol of modern bureaucracy that is responsive, friendly, and professional, reflecting the vision of a more advanced and serving North Sulawesi.

Consistency of Administrative Services

The implementation of Standard Operating Procedures (SOPs) within the Regional Secretariat of North Sulawesi Province shows a commitment to creating administrative services that are consistent and oriented towards the needs of the community. The informants emphasized the importance of the SOP as the main guideline for maintaining service quality that evolves over time.

The Head of the General Bureau said, “The SOP is a road map that guides every step of our service. By complying with the SOPs, we can ensure that the public gets the best service, without compromising on quality.” The implementation of clear SOPs allows services to run efficiently, as well as being an adaptation tool to technological developments and the dynamics of community needs.

For example, digital-based services such as electronic queuing systems and online document tracking are designed to support the applicable SOPs. This not only makes it easier for employees to carry out their duties, but also provides convenience to the public. The Head of Administration added, “The SOP must be a living document that is continuously adjusted to the needs of the field. That way, services are not only consistent, but also relevant and progressive.”

SOP consistency is also supported by efforts to improve employee competence through continuous training. According to the Head of Sub Division of Administration, “Every employee must understand that SOPs are not just rules, but represent our commitment to quality service.”

Nevertheless, some challenges in maintaining SOP consistency remain. One obstacle identified was the lack of in-depth understanding of the details of the SOPs by some employees, especially new ones. The Head of the General Bureau explained, “SOPs are guidelines, but without proper understanding, they become just text on paper.”

In addition, there is a tendency that in urgent situations, some steps in the SOPs are ignored in favor of speeding up the service process. This can affect consistency and reduce public trust in the system. The Chief Financial Officer admits, “Consistency is key, but without adequate infrastructure support, SOPs are difficult to fully implement.”

Another challenge is the flexibility of the SOPs, which are sometimes not in line with community needs. Some service users feel that administrative procedures are too rigid and less adaptive to certain situations. MO, an ASN, revealed, “There are times when SOPs are too formal so we have difficulty providing quick and appropriate solutions for the community.”

Based on these interviews, it can be said that consistency in the implementation of SOPs is a key pillar to ensure professional and developed administrative services. Although there are challenges in understanding and implementing the SOPs, efforts to continuously evaluate and adjust the SOPs to the needs of the field are important steps that must be taken.

As stated by the Head of Sub Division of Administration, “A good SOP is one that facilitates, not restricts. We continue to be committed to improving the SOP so that it is in line with the needs of the community.”

Through close cooperation between all elements, both employees and the community, SOPs can be an instrument that not only maintains consistency, but also encourages innovative and inspiring services. With the spirit to continue serving, the Regional Secretariat of North Sulawesi Province is expected to be a role model in creating modern, consistent and inclusive administrative services.

Understanding and Implementation of Administrative Service Standards

The implementation of Standard Operating Procedures (SOPs) in the Regional Secretariat of North Sulawesi Province is a solid foundation to ensure that administrative services run according to predetermined standards. Based on interviews with informants, employees' understanding of SOPs contributes greatly to the consistency and quality of services received by the community.

The Head of the General Bureau explained, "The SOP is our promise to the community that every service will be carried out with professionalism and high accuracy." This statement reflects the institution's dedication in maintaining the quality of administrative services to always meet expectations.

Innovations in digital-based services, such as electronic queuing systems and online document tracking, are also designed to support the implementation of the SOPs. According to the Head of Administration, "With SOPs, we have guidelines that ensure every process is done systematically. This not only improves efficiency, but also provides a sense of trust to the public."

Employees also felt that ongoing training played an important role in strengthening their understanding of the SOPs. The Head of Sub-Division Administration added, "We always try to combine the theory of SOPs with daily practice, so that SOPs are not just a document, but a living guide in the field."

From the perspective of service users, the standards applied have created a positive experience. GR, a member of the general public, stated, "I feel comfortable because all processes are done clearly and according to the rules. There is no confusion because the officers understand what to do."

However, on the other hand, some challenges in the implementation of the SOP are recognized to still exist. The Head of the General Bureau revealed, "The SOP will only be an effective standard if all parties understand it well. There are still employees who do not fully understand the details of the SOP, especially those who have just joined."

This condition sometimes causes a mismatch between the procedures applied and the standards that should be. Some steps in the SOP are not always followed consistently, especially in urgent situations. The Head of Finance also said, "In certain situations, the pressure to complete work quickly can result in some procedures being skipped."

Service users also noted that technical constraints often hinder the smooth process of service according to standards. MO, an ASN, said, "The digital system that supports the SOP sometimes experiences disruptions, so the service must return to the manual method which takes longer."

In addition, some people feel that there is a lack of clear information about the service standards applied. This can lead to confusion and dissatisfaction, especially for those who are not familiar with modern administrative procedures.

Thus, the service standards set out in the SOPs are a reflection of the commitment of the Regional Secretariat of North Sulawesi Province to provide the best service possible. Employee understanding of the SOP, supported by training and technological innovation, is the key to success in creating quality services.

As expressed by the Head of Subdivision Administration, "Standards are promises that we must keep. We continue to learn and adapt to ensure SOPs become tools that really help, not just rules."

Although challenges remain, the spirit to continue to improve understanding and consistency in the application of SOPs is a strong motivation. With the cooperation and commitment of all parties, the Regional Secretariat can continue to be an example in presenting administrative services that are of a high standard and oriented towards public satisfaction.

Systematic Approach to SOP Implementation

The implementation of Standard Operating Procedures (SOPs) in the Regional Secretariat of North Sulawesi Province has a significant impact on the orderliness and systematization of work. Informants emphasized that the SOP is a framework that not only provides direction, but also creates efficiency and consistency in every step of administrative services.

The Head of the General Bureau said, “The SOP is our compass. With SOPs, every process is more organized, so that no steps are missed or done in a hurry.” This statement shows the importance of SOPs as a foundation in creating work order that supports service effectiveness.

The implementation of SOPs is also seen as a tool that helps leaders ensure employees work according to standards. The Head of Administration added, “Leaders must be role models in understanding and implementing SOPs. That way, employees will follow directions with confidence and responsibility.”

The systematic steps laid out in the SOPs support various service innovations, such as the electronic queuing system and online document tracking. These technologies help ensure that every stage of the service goes according to procedure. According to the IT Team, “Technology is the main support in implementing the SOP consistently. With an integrated system, all steps are easier to monitor and follow.”

For service users, the existence of SOPs provides a sense of confidence that administrative processes are conducted in an organized manner. GR, a member of the general public, said, “I see that all the services here are very organized. The officers know what they have to do, so I feel that no time is wasted.”

However, despite these advantages, some challenges in systematically implementing SOPs remain. The Head of Sub Division of Administration stated, “The SOP will only work if all employees understand the details. There are some new employees who still need assistance in following the steps contained in the SOP.”

In addition, the pressure of a high volume of work sometimes makes the application of SOPs less than optimal. The Head of Finance mentioned, “In urgent situations, there are often steps that are skipped. This certainly affects the orderliness of the process and can lead to small mistakes that could have been avoided.”

Another challenge comes from the technology supporting the SOP. Some outdated devices and unstable internet connections can hinder the systematic implementation of procedures. The IT team added, “When the technology goes down, we have to revert to manual processes which are slower and error-prone.”

On the service user side, there were several complaints regarding the lack of systematic information on administrative requirements. MO, an ASN, said, “Sometimes information is not conveyed clearly, so people have to ask several times to understand the steps that must be followed.”

Systematic implementation of SOPs is an important foundation in creating organized and professional administrative services. Although there are still challenges in implementation,

continuous efforts to improve employee understanding and update technological infrastructure are solutions that must be carried out.

As expressed by the Head of Administration, “Systematization is not just about following steps, but also about building public trust that we are working in a planned and responsible manner.”

With dedication from leaders, commitment from employees, and technological support, the Regional Secretariat of North Sulawesi Province is expected to continue to be a model of administrative services that are organized, responsive, and oriented to the needs of the community. In this spirit, SOPs are not only technical guidelines, but also symbols of professionalism and service integrity.

Discussion

This study uses Grand Theory according to Vincent Gaspersz in Ardane et al. (2017) to find out how the Administrative Services for Incoming and Outgoing Correspondence in the Administrative Services Unit of the General Bureau of Regional Secretariat Prov. North Sulawesi and what are the inhibiting factors for improving administrative services in the field of incoming and outgoing correspondence in the Administrative Services Unit of the General Bureau of Regional Secretariat Prov. North Sulawesi.

Vincent Gaspersz in Ardane et al. (2017) form several dimensions or attributes that must be considered in the quality of Service Quality in the service industry, namely as follows [10]:

- 1) Timeliness of Service Quality are things that need to be considered here related to waiting time and process time.
- 2) Accuracy of Service Quality is with the reliability of Service Quality and error-free to consumers.
- 3) Politeness and friendliness in providing Service Quality, especially for those who interact directly with external consumers, such as: telephone operators, security officers, drivers, cashiers and consumer reception officers. The image of the Service Quality of the service industry is largely determined by the people of the company who are on the front lines in serving directly with external consumers.
- 4) Responsibility is related to receiving messages and handling complaints from consumers.
- 5) Completeness, which concerns the scope of Service Quality and the availability of supporting facilities and other complementary Service Quality.
- 6) Ease of getting Service Quality is related to the number of outlets, many serving officers such as cashiers, administrative staff etc. The number of supporting facilities such as computers for processing data.
- 7) Variety of Service Quality models is related to innovation to provide new patterns in Service Quality and features of Service Quality.
- 8) Personal Service Quality is related to flexibility, handling special requests and so on.
- 9) Convenience in obtaining Service Quality is related to good location coverage, vehicle parking, directions to the service quality room and ease of obtaining parking and so on.
- 10) Other Service Quality Supporting Attributes relate to the environment, cleanliness, waiting room, music facilities, air conditioning and so on.

The Administrative Services Unit (ULA) of the General Bureau of the Regional Secretariat of North Sulawesi Province has shown progressive steps in improving service

quality through the dimensions of timeliness and accuracy. The implementation of Standard Operating Procedures (SOPs), electronic queuing systems, and technology-based innovations such as online services and document tracking systems have successfully minimized waiting times, created efficiency, and improved document management accuracy. Regular employee training has also supported professionalism in the consistent application of SOPs, ensuring service accuracy and reducing fatal errors.

However, ULA faces internal challenges that affect timeliness and accuracy. Limited staffing, workload imbalance, and outdated technology infrastructure are the main obstacles. Technical glitches in digital systems and employees' varying understanding of SOPs mean that service processes are sometimes not up to standard. This has an impact on the length of time it takes to complete documents and the potential for minor errors in data processing.

Nevertheless, the dedication of officers who serve outside working hours, the reliability of information, and a friendly and dexterous approach to the community increase the trust of service users. According to Vincent Gaspersz's theory, timeliness and accuracy are important attributes of service quality that require consistency. By strengthening training, procuring modern technology, and improving understanding of SOPs, ULA can better meet expected quality standards, providing efficient, barrier-free, and reliable services to the community.

The Administrative Services Unit (ULA) of the General Bureau of the Regional Secretariat of North Sulawesi Province places courtesy, responsibility, and completeness as the main pillars in improving service quality. In the aspect of courtesy and hospitality, officers show a friendly and polite attitude through effective communication training, so as to create a harmonious relationship between the government and the community. Quick responses to complaints, even in difficult situations, reflect humane professionalism. However, challenges such as high workloads and variations in communication skills among officers sometimes reduce the consistency of friendly attitudes.

The responsibility dimension is realized through a structured grievance mechanism, both online and in person. The transparency of grievance status updates strengthens public trust, although challenges such as high workloads and technical constraints in the online system still affect the speed of grievance handling. In addition, uninformed complaints often slow down the resolution process, pointing to the need for capacity building of officers and infrastructure.

In terms of comprehensiveness, ULA is committed to providing modern facilities and infrastructure, such as online services and comfortable physical facilities. These innovations support service efficiency, but challenges related to budget and infrastructure constraints remain. Some outdated hardware and unstable internet connections often reduce the effectiveness of the system, while waiting room capacity is often inadequate when the volume of users increases.

According to Vincent Gaspersz's theory in Hilda (2016), consistency in politeness, responsibility, and completeness is key in building reliable public services [15]. Although ULA has shown progressive steps, internal challenges such as training, budget, and infrastructure require more attention to achieve optimal service quality.

The convenience and variety of service models at the North Sulawesi General Bureau's Administrative Services Unit (ULA) reflect progressive efforts in providing modern, inclusive, and technology-based services. The implementation of electronic queuing systems, online document tracking, and digital consultations make it easier for people to access services without complicated procedures. Regularly trained professional officers also support efficiency, with

direct assistance for users who are less familiar with digital services. This initiative demonstrates ULA's commitment to ease of access for the entire community.

ULA has also innovated through a variety of service models, such as the development of online systems and new features that meet the needs of the community. This variety of services reflects inclusivity, serving users with technology as well as manually for those who require additional assistance. However, obstacles such as outdated technological infrastructure, unstable internet connections, and lack of officer competence in operating new technology are major barriers. Limited socialization has also meant that the benefits of innovation have not been fully felt by the community.

In terms of the quality of personalized service, ULA demonstrates attention to flexibility and empathy towards individual needs. Officers provide personalized explanations and serve the public patiently, even outside operational hours. However, the limited number of officers and high workload often affect the ability to provide flexible service. Efforts to improve interpersonal skills and consistency in response to special requests are still needed to ensure optimal service quality and humanity.

The Administrative Services Unit (ULA) of the North Sulawesi General Bureau has committed to creating convenience through strategic locations, representative waiting rooms, and technological innovations such as electronic queuing systems. The clean and organized atmosphere of the waiting room, coupled with the friendliness of the staff, enhances the user experience. However, limited waiting room capacity during peak hours, parking challenges, and unclear directions are still obstacles that affect convenience. In addition, technical glitches in the online service system reduce efficiency, forcing people to fall back on manual methods.

In terms of supporting attributes, ULA provides adequate facilities such as optimal lighting, air-conditioning, and comfortable waiting rooms, creating a more professional service atmosphere. Environmental cleanliness remains a priority with regular supervision by officers. However, some challenges still arise, such as inadequate waiting room capacity, toilets that need repair in certain conditions, and lack of entertainment facilities such as television or music. Room temperature that is not always stable is also a concern.

According to Vincent Gaspersz's theory, comfort and supporting attributes are important elements in public service. The efforts made by ULA have shown significant progress, but challenges in facility stability and space capacity need to be addressed to ensure a consistent and maximized service experience for the community.

D. Conclusion

Based on the results of the research and discussion above, it is concluded that the Standard Operating Procedure (SOP) is the main foundation in creating effective, efficient, consistent, and systematic administrative services. The implementation of SOPs in the Regional Secretariat of North Sulawesi Province has shown success in creating an organized workflow, reducing errors, and accelerating task completion. SOPs are not only a technical guide, but also a strategic tool for building a professional, accountable and transparent work culture. Consistent implementation results in services that are more responsive to community needs, creates public trust, and reflects the dedication of local governments in providing quality services.

Successful implementation of SOPs requires synergy between people, systems, and innovation. The regularity resulting from SOPs allows each administrative process to run according to established standards. However, efficiency is not only determined by the existence of SOPs, but also the quality of human resources, supporting technology, and the commitment

of leaders. Training, supervision, and continuous evaluation are key to ensuring SOPs remain relevant to the times.

Consistency in the implementation of SOPs shows that service quality is not just a goal, but a journey that continues to be improved. With systematic implementation, SOPs create adaptive, efficient and innovative work patterns. This is clear evidence that the Regional Secretariat of North Sulawesi Province is able to provide excellent services that are modern and inclusive. By prioritizing order and dedication, administrative services not only meet standards, but also inspire positive change in the bureaucracy. The excellence that results from SOPs is a reflection that public services can be a transformation tool that supports community progress.

References

- [1] S. Batool, S. A. Gill, S. Javaid, and A. J. Khan, "Good governance via E-Governance: moving towards digitalization for a digital economy," *Rev. Appl. Manag. Soc. Sci.*, vol. 4, no. 4, pp. 823–836, 2021.
- [2] N. Nurlaila, Z. Zuriatin, and N. Nurhasanah, "Transformasi Digital Pelayanan Publik: Tantangan dan Prospek dalam Implementasi E-Government di Kabupaten Bima," *Public Serv. Gov. J.*, vol. 5, no. 2, pp. 21–37, 2024.
- [3] R. Fakhriyah, N. Kencana, and M. Qurâ, "Efektivitas Penerapan Inovasi Pelayanan Publik Dalam Pengembangan E-Government (Studi Kasus Aplikasi Sp4n Lapori di Provinsi Sumatera Selatan)," *J. Pemerintah. dan Polit.*, vol. 7, no. 3, 2022.
- [4] M. Thoha, *Birokrasi dan Dinamika Kekuasaan*. Kencana, 2016.
- [5] A. S. Moenir, *Manajemen Pelayanan Umum di Indonesia*. Jakarta: Bumi Aksara, 2008.
- [6] K. W. Wicaksono, "Akuntabilitas organisasi sektor publik," *JKAP (Jurnal Kebijak. Dan Adm. Publik)*, vol. 19, no. 1, pp. 17–26, 2015, doi: <https://doi.org/10.22146/jkap.7523>.
- [7] A. R. Dilapanga, "Iklim Kerja Organisasi (Studi pada Dinas Sosial Kabupaten Minahasa)," *J. Kaji. Kebijak. dan Ilmu Adm. Negara (JURNAL Adm.)*, vol. 1, no. 2, 2020.
- [8] T. Wawointana, I. Pangkey, and J. Langkay, "The Performance of Bureaucrats in Public Services," in *International Conference on Social Science 2019 (ICSS 2019)*, Atlantis Press, 2019, pp. 660–668.
- [9] R. C. Dewi and S. Suparno, "Mewujudkan good governance melalui pelayanan publik," *J. Media Adm.*, vol. 7, no. 1, pp. 78–90, 2022.
- [10] N. Ardane, N. M. S. Wijaya, and L. G. L. K. Dewi, "Faktor-Faktor Yang Mempengaruhi Kualitas Pelayanan Pada Scoot Fast Cruises Di Bali," *J. IPTA p-ISSN*, vol. 5, no. 1, p. 2017, 2017.
- [11] T. Pane, F. Tulusan, and G. B. Tampi, "Efektivitas Unit Layanan Administrasi Dalam Pengelolaan Data Di Sekretariat Daerah Provinsi Sulawesi Utara," *J. Adm. Publik*, vol. 6, no. 91, 2020.
- [12] K. B. Linelejan, "Implementasi Kebijakan Pelayanan Administrasi Berbasis Sistem Aplikasi E-Office Pada Unit Layanan Administrasi Pemerintah Provinsi Sulawesi Utara," *PAPATUNG J. Ilmu Adm. Publik, Pemerintah. dan Polit.*, vol. 4, no. 1, pp. 90–98, 2021.
- [13] M. Huberman and M. B. Miles, *The qualitative researcher's companion*. New York: sage, 2002.
- [14] E. E. Masengi, E. M. C. Lumingkewas, and B. F. Supit, "Implementation of Government Regulation No. 53 of 2010 concerning Civil Servant Discipline in the Finance, Asset, and Revenue Management Office of Minahasa Regency," *Tech. Soc. Sci. J.*, vol. 40, pp.

11–22, 2023, doi: <https://doi.org/10.47577/tssj.v40i1.8404>.

[15] B. HILDA, “Analisis Indikator Kinerja Utama Pemerintah Kota Padang Tahun 2015.” Universitas Andalas, 2016.