Riwayat

Original Article

Implementation of Coordination in the Organization of One-Stop Integrated Services at the Office/Ministry/Religious Affairs/District/Sintang

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Abstract:

In an effort to implement better public services, the Sintang Regency Ministry of Religion Office has built and implemented one-stop services through One-Stop Integrated Service programs and activities at the Sintang Regency Ministry of Religion Office. In the implementation of this one-stop integrated service, it appears that all elements of public service as stipulated by the Minister of Religion of the Republic of Indonesia have not been fulfilled, even though in reality public services can be implemented. This needs to be expressed by looking at one of the management functions, namely the coordination carried out in the implementation of PTSP at the Sintang Regency Ministry of Religion Office. The purpose of this research is to find out about the implementation of coordination between units at the Sintang Regency Ministry of Religion Office in implementing PTSP, the obstacles experienced, and the efforts that will be made, through the coordination indicators proposed by Hendry Fayol which include Cooperation, Building Sections that know the needs of other units, the maintenance section which maintains the condition of equipment, the finance section which provides funding and budget requirements, the security section which carries out asset guarding duties, systematically sequenced work, clear orders, and work plans that are always up to date. The research method uses a descriptive qualitative approach, by conducting observations and interviews with relevant sources. From the results of the research, it was found that in order to carry out coordination in PTSP organizers at the Sintang Regency Ministry of Religion Office, it is necessary to form an organization as coordinator of the implementation of activities starting from planning, action to control of activities, so that orders can be clearly implemented, and efforts to re-collect SOPs that have been made.

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Introduction

Indonesia has undergone numerous changes since the reform was rolled out in 1998, where the reform aimed to eradicate corruption, collusion, and nepotism (KKN), thus improving public services. As stated by Maya Septiani (2020), good public services and good governance are integral parts of the reform.

Public services involve the rights of citizens. Therefore, the government is fully responsible for meeting the needs of its citizens. Public service providers must be capable of fostering trust in the community, as the government is always under scrutiny when providing services to the public (https://bkd.riau.go.id/pelayanan-publik-apa-dan-mengapa-ada-pelayanan-publik-2).

Similarly, Hayat explains that public service encompasses all aspects of service based on the needs of the community according to applicable regulations (Hayat, 2019: 22).

The Ministry of Religion, as one of the state institutions, carries out public services. According to Presidential Regulation No. 83 of 2015 concerning the Ministry of Religion, Article 2 mentions the tasks of the Ministry of Religion, which includes the administration of government affairs in the field of religion with various specified functions. Based on these tasks and functions, the Ministry of Religion carries out service activities aimed at the public.

The Ministry of Religion is a vertical institution, as per Regulation of the Minister of Religion No. 19 of 2019 regarding the Organization and Work Procedures of the Vertical Institutions of the Ministry of Religion. Based on its position, tasks, and functions outlined in Article 1, it is stated that the Ministry of Religion carries out its tasks and functions in the regions, consisting of the Regional Office of the Ministry of Religion Province and the Office of the Ministry of Religion District/City.

Referring to Article 4 of this Ministerial Regulation, it is explained that the task of the Regional Office of the Ministry of Religion province is to carry out the tasks and functions of the Ministry of Religion within the provincial territory based on the policies of the Minister of Religion and the provisions of laws and regulations.

Meanwhile, the Office of the Ministry of Religion District/City, as mentioned in Articles 6 and 7, is responsible for implementing the tasks and functions of the Ministry of Religion within the district/city territory based on the policies of the Regional Head of the Ministry of Religion Province and the provisions of laws and regulations.

Based on this Ministerial Regulation, it can be concluded that the Regional Office of the Ministry of Religion Province and the Office of the Ministry of Religion District/City have a vertical and coordinative relationship, where policies from the organization above are cascaded down to the organizations below, which can take the form of orders or coordination.

As one of the provinces in Indonesia, West Kalimantan has the Regional Office of the Ministry of Religion Province located in Pontianak. The Regional Office oversees the Office of the Ministry of Religion in the 14 Districts/Cities of West Kalimantan, including the Office of the Ministry of Religion in Sintang.

The Office of the Ministry of Religion in Sintang is located in the capital city of Sintang Regency, Sintang City. It carries out tasks and functions as mandated in the Regulation of the Minister of Religion No. 19 of 2019 concerning the Organization and Work Procedures of the Vertical Institutions of the Ministry of Religion.

Public services have been initiated by the Ministry of Religion through the issuance of Ministerial Regulation No. 65 of 2016 concerning Integrated Services at the Ministry of

Religion, which aims, as stated in Article 2, to bring public services closer to the community, with a shorter and faster process, providing more certainty to the public, and broader access.

Additionally, the Ministry of Religion has issued Ministerial Decree No. 109 of 2017 on Service Standards at the Ministry of Religion, followed by Technical Guidelines in Ministerial Decree No. 90 of 2018 on the Implementation of Integrated Services at the Ministry of Religion.

The tangible manifestation of providing services to the public by the Office of the Ministry of Religion in Sintang, in line with Bureaucratic Reform to consistently carry out excellent public services, is by establishing the Integrated One-Stop Service Program at the Office of the Ministry of Religion in Sintang. This program was initiated in 2019, involving the construction of a dedicated building in front, which was inaugurated by the Head of the Regional Office of the Ministry of Religion in West Kalimantan.

To assess the readiness of the implementation of the One-Stop Integrated Service Program at the Office of the Ministry of Religion in Sintang in terms of supporting facilities, one can refer to the Circular Letter of the Secretary General of the Ministry of Religion RI No. SJ/B.IV/2/OT.00/296/2014, dated February 4, 2014, which outlines 30 variables or service unit elements that should be present in a service unit.

Public services, as mentioned by Gidion Steven Hutagalung (2021), are influenced by human resources, systems used, facility availability, guarantee of no losses, leadership, time, and a sense of security and freedom from risks.

Issues such as the absence of service requirement booklets, unclear information regarding service completion times, the absence of a specialized service complaint unit, and the lack of adjustments to the vision and mission of the Ministry of Religion for the years 2019-2024 are present. Consultation and complaint rooms are also unavailable, leading to visitors or individuals with technical matters to be attended to directly within the office space.

This often occurs due to the absence of dedicated rooms and the practice of keeping technical office doors or buildings open, seemingly neglecting the existence of the one-stop integrated service process.

In this regard, an evaluation is needed regarding the availability of service unit variables at the Office of the Ministry of Religion in Sintang concerning the implementation of the One-Stop Integrated Service Program.

The Office of the Ministry of Religion in Sintang is a service provider, requiring readiness in providing services, including the availability of supporting facilities for service quality.

However, despite these challenges, public services continue to be carried out, and the main tasks in the One-Stop Integrated Service Program (PTSP) continue to function as intended.

Attention must also be given to the coordination conducted both internally within the Office of the Ministry of Religion in Sintang. Public services, as mentioned by Gidion Steven Hutagalung (2021), are influenced by human resources, systems used, facility availability, guarantee of no losses, leadership, time, and a sense of security and freedom from risks.

Considering these factors, the phenomenon observed at the PTSP of the Office of the Ministry of Religion in Sintang, particularly in terms of the human resources managing PTSP, shows that there are only 2 individuals, while the workload handled by the Ministry of Religion is significant. This is evident from the division of the number of sections in the

Office of the Ministry of Religion in Sintang.

This situation needs to be studied to understand how coordination is implemented to ensure that the work proceeds normally and optimally.

It is crucial to mention that the Ministry of Religion is a vertical institution, requiring coordination in the implementation of tasks and functions in the regions. This is in line with the principles of integrated services in the Ministry of Religion, as stated in the Minister of Religion Regulation No. 65 of 2016, which emphasizes coordination.

The phenomenon observed with the incomplete fulfillment of service elements in the One-Stop Service at the Office of the Ministry of Religious Affairs in Sintang District, despite the fact that public services continue to operate, indicates that there are issues in the effective coordination within the Office of the Ministry of Religious Affairs in Sintang.

Another apparent phenomenon is the lack of clarity in implementing the Decree of the Minister of Religious Affairs of the Republic of Indonesia Number 90 of 2018 regarding the Guidelines for the Implementation of Integrated Services at the Ministry of Religious Affairs. One example is the implementation of tasks and functions related to integrated services in the Ministry of Religious Affairs. This leads to coordination challenges among different sections within the Office of the Ministry of Religious Affairs in Sintang.

Based on the preliminary study, it is evident that the elements of the Service Unit, which are the standard facilities and infrastructure for the One-Stop Integrated Service at the Office of the Ministry of Religious Affairs in Sintang District, are not fully met. This also applies to the coordination among sections within the office.

Considering the issues in the implementation of the One-Stop Integrated Service program, the focus of this study is on efforts to fulfill the elements of the service unit in the One-Stop Integrated Service at the Office of the Ministry of Religious Affairs in Sintang District and horizontal coordination. To provide a clear direction, the general issues can be formulated as follows:

How is the horizontal coordination conducted by the Ministry of Religious Affairs in Sintang District in providing services at the One-Stop Integrated Service Office, considering the limitations of service elements (in accordance with the Circular Letter of the Secretary-General of the Ministry of Religious Affairs of the Republic of Indonesia Number SJ/B.IV/2/OT.00/296/2014, dated February 4, 2014)?

The main objective of this research is to identify the elements of the Service Unit in the One-Stop Integrated Service at the Office of the Ministry of Religious Affairs in Sintang District. The focus is on understanding, describing, and analyzing the horizontal coordination conducted in the office in implementing the One-Stop Integrated Service.

This research has theoretical significance with the hope that the results can contribute to the development of knowledge in the field of Public Administration. With the basic standards for the implementation of the One-Stop Integrated Service at the Office of the Ministry of Religious Affairs in Sintang District, this research is expected to make a meaningful contribution to the development of the field. Practically, this research also serves as a source of information for understanding and decision-making or policy-making related to the fulfillment of service unit elements and the implementation of internal coordination within the organization vertically.

Methods

Research Design

This research is conducted to evaluate the variables or elements of the service unit in the implementation of the One-Stop Integrated Service program at the Office of the Ministry of Religious Affairs in Sintang District, linked to the coordination conducted in the implementation of the Integrated Service at the Office of the Ministry of Religious Affairs in Sintang using a descriptive method and a qualitative approach.

Descriptive, in this context, means that the research aims to depict the situation as it is in detail, and the results can be used for decision-making considerations (Ulber Silalahi, 2012:27). Meanwhile, the chosen qualitative approach, as stated by Sugiyono (2013:25), is for theory development and ensuring the accuracy of data, with the goal, as expressed by Ragin and White (2004) in Morissan (2019:19), to better understand a phenomenon.

Information Sources

The information sources in this research include primary and secondary data:

1. Primary Data

Primary data in this research is referred to as informants or sources of information. According to Rahmadi (2011:62), the research subjects are individuals utilized to provide information about the situation and conditions of the research background.

The subjects in this research include:

a. Head of the Office of the Ministry of Religious Affairs in Sintang District
b. Head of the Administrative Section of the Office of the Ministry of Religious Affairs in Sintang District
c. Section Heads and Organizers at the Office of the Ministry of Religious Affairs in Sintang District
d. Civil Servants at the Office of the Ministry of Religious Affairs in Sintang District

2. Secondary Data

Secondary data in this research consist of legal regulations and documents relevant to the study.

Research Instruments

The research instruments used for data collection in this study include:

a. Observation: Observation guidelines
b. Interview: Interview guidelines

Documentation Study, with tools such as a camera, smartphone recording, and photocopying machine.

Data Collection Procedure

The data collection techniques in this research include:

1. Observation

Margono in Rahmadi (2011:80) defines observation as activities conducted on the research object through observation and recording, whether done directly or indirectly. In this case, the researcher will be directly and indirectly involved in collecting data.

2. Interview

Silalahi (2012:312) states that the interview method involves collecting oral data through a structured conversation, with the results recorded or documented afterward. The use of the interview method is expected to unearth both known and hidden information from the subjects, covering past, present, and future aspects (Djunaidi Ghony, et al., 2020:16-17). In this research, interviews are conducted with employees responsible for the One-Stop Integrated Service at the Office of the Ministry of Religious Affairs in Sintang District, those managing equipment, financial personnel, personnel in the Administrative Section for Personnel Affairs, Section Heads and Organizers, and the Head of the Office of the Ministry of Religious Affairs in Sintang District.

3. Documentation Study

Documentation study involves the examination of documents related to the One-Stop Integrated Service at the Office of the Ministry of Religious Affairs in Sintang District, including legal regulations and the results of the implementation process of the One-Stop Integrated Service at the office.

Results

1. Collaboration

An organization is a collection of individuals who are required to consistently collaborate in achieving predetermined goals, especially in the implementation of jointly formulated activity programs. In the implementation of the One-Stop Integrated Service Center (PTSP) at the Office of the Ministry of Religious Affairs in Sintang Regency, it must be realized that PTSP cannot stand alone but is connected and related to other sections, especially the processing units in the Office of the Ministry of Religious Affairs in Sintang Regency. Therefore, harmonious cooperation is needed among each component in the Office of the Ministry of Religious Affairs in Sintang Regency. This is because coordination can be achieved through collaboration (Handayaningrat in Muchlisin Riadi: 2020).

Coordination that occurs in the implementation of PTSP at the Office of the Ministry of Religious Affairs in Sintang Regency can be seen from the elements of collaboration, namely:

a. Personal (two or more individuals)

Executors at the PTSP Office of the Ministry of Religious Affairs in Sintang Regency consist of 1 civil servant (PNS), which is very minimal for the implementation of PTSP in the Office of the Ministry of Religious Affairs in Sintang Regency. As mentioned by Mrs. Sri Dewi Julianti, SH, the Job Analyst, in an interview with the researcher on July 17, 2023, stating that:

> *"Human Resources (HR) at the Office of the Ministry of Religious Affairs in Sintang Regency are still very limited to handle administration. In recent years, more appointments have been made for PNS teacher positions. This year, out of several people who took the PPPK test, only 1 person passed and became a PPPK candidate."*

The Head of the Administrative Sub-Division, in this case, as the head of the Administrative Sub-Division, took the initiative to involve honorary employees in the implementation of PTSP. As stated in the researcher's interview on May 15, 2023, he said:

> *"To facilitate the work at the PTSP Office of the Ministry of Religious Affairs in Sintang Regency, we have called on honorary workers, both security guards and cleaning service, to assist in the PTSP work processes, especially in delivering letters to processing units, recording incoming and outgoing letters, and other tasks needed at PTSP."*

The provision of human resources providing services at the PTSP Office of the Ministry of Religious Affairs in Sintang Regency is one of the requirements for the establishment of PTSP, as stated in the Decree of the Minister of Religious Affairs of the Republic of Indonesia Number 90 of 2018.

In addition to the number of employees, the quality of employees working at PTSP is also considered, both civil servants and honorary workers. According to the interview with Mrs. Sri Dewi Julianti on July 17, 2023:

> *"Some employees at the Office of the Ministry of Religious Affairs in Sintang Regency have received education and training from the Jakarta Religious Training Center through On-the-Job Training related to the implementation of PTSP, which took place at the STAIMA Sintang Hall in 2022."*

Training, by including employees who manage PTSP at the Office of the Ministry of Religious Affairs in Sintang Regency, is essentially one of the standard service components as stipulated in the Republic of Indonesia Law Number 25 of 2009 concerning Public Services and also explained in the Decree of the Minister of Religious Affairs of the Republic of Indonesia Number 90 of 2018, which states:

> *"Human resources assigned in the implementation of integrated services prioritize competence in their field."*

The Head of the Office of the Ministry of Religious Affairs in Sintang Regency, in his guidance on Monday, July 24, 2023, attended by the researcher, stated that:

> *"Even with the limited human resources available at the Office of the Ministry of Religious Affairs in Sintang Regency, public services must still be carried out."*

b. Organization

The organization referred to by the researcher is the Implementing Organization, as explained in the Republic of Indonesia Law Number 25 of 2009 concerning Public Services, in Article 1 paragraph (4), the definition of the implementing organization is explained:

> *"A public service organizing unit located within the state organizing institution, corporation, independent institution formed by law for public service activities, and other legal entities formed solely for public service activities."*

The public service organizing organization as explained in Article 8 paragraph (1) is obliged to organize public services in accordance with the objectives of its formation.

In the Decree of the Minister of Religious Affairs of the Republic of Indonesia Number 90 of 2018 concerning the Guidelines for the Implementation of Integrated Services of the Ministry of Religious Affairs, the organization structure of the Integrated Services of the Ministry of Religious Affairs, both at the Central, Regional, and District/City levels, is regulated as follows:

1) Chairperson;
2) Secretary;
3) Service Division;
4) Administration Division;
5) Data and Information Division.

The passage describes the organizational structure and activities related to Integrated

Service Office of the Ministry of Religious Affairs in Sintang Regency. It is mentioned that the leadership of the Integrated Service Office at the district level is held by the Head of the Administrative Subdivision. According to observations, the PTSP organization at the Ministry of Religious Affairs Office in Sintang Regency has not been formed based on the Decree of the Head of the Ministry of Religious Affairs Office in Sintang Regency. This information was confirmed in an interview with Mrs. Sri Dewi Julianti, SH, who stated that the organization would be formed soon in collaboration with the Head of the Administrative Subdivision.

The importance of establishing this organization as a team to foster cooperation is emphasized, echoing the sentiment expressed by Leroy Samy Uguy and Aditya Paramita Achayat (2019:3.3) that a team can accomplish tasks more effectively than individuals, promoting collaboration and sharing knowledge and skills to achieve goals. The development of the team is considered crucial for institutional development.

Referring to management functions, Ulber Silalahi (2011:45) suggests that managers, to optimize human resources and materials, need to design a structure that defines work units, tasks, and relationships between units. Cooperation is highlighted as a key indicator of coordination within an organization, as emphasized in previous research by Dahyar Daraba in 2015, stating that organizational structure clarifies authority and responsibilities, contributing to effective and efficient service quality.

Jones, as cited by Agus Joko Purwanto and Wilfridus B. Elu (2019:1.6), sees an organization as a tool to coordinate activities to achieve goals. Mahmud M. Hanafi (2022:5) defines an organization as a structured group of people coordinating to achieve objectives.

Consistent with research by Gidion Steven Hutagalung (2021), the establishment of the PTSP Body is seen as advantageous, particularly in facilitating coordination. The Ministry of Religious Affairs Office in Sintang Regency implements PTSP based on its organizational structure, as indicated in the service flowchart.

Regarding activities, observations reveal that the PTSP Office at the Ministry of Religious Affairs in Sintang Regency only has a Front Office and lacks a Back Office due to a shortage of staff. Nevertheless, public services are still provided by directing applicants or the public to directly engage with processing units. Therefore, the back office is considered the processing unit itself.

This is corroborated by an interview with the Head of the Section for Hajj and Umrah Organization, Mr. H. Koliq, S. Ag, on July 25, 2023, stating that for Hajj services, the produced documents are managed directly by the Section for Hajj and Umrah Organization, with the PTSP's role being to guide the public to engage directly with the section for Hajj and Umrah Organization.

2. The building section understands the needs of other units

The building section is aware of the needs of other units related to coordination in the implementation of the Integrated Service Office (PTSP) at the Ministry of Religious Affairs Office in Sintang Regency. This means that the building section coordinates with other sections related to the available facilities and infrastructure. The facilities and infrastructure at the Ministry of Religious Affairs Office in Sintang Regency are state-owned.

The building section is aware of the needs of other units in the management of goods, particularly in the planning and implementation processes, such as procurement. Therefore, the researcher focuses more on the planning and procurement process in this section.

The implementation of planning for state-owned goods is typically handled by a designated planner responsible for managing the planning of the Ministry of Religious Affairs Office in Sintang Regency. However, since August 1, 2022, Civil Servants appointed as planners at the Ministry of Religious Affairs Office in Sintang Regency were transferred or relocated to the Regional Office of the Ministry of Religious Affairs in West Kalimantan Province based on organizational needs.

From August 1, 2022, until the completion of this study, the planning process at the Ministry of Religious Affairs Office in Sintang Regency has been managed by the State Goods Manager (Pengelola BMN). Previously, based on observations of facilities and infrastructure supporting the implementation of PTSP at the Ministry of Religious Affairs Office in Sintang Regency, availability had reached 70%. This indicates that the coordination carried out by planners, the State Goods Manager, the Head of the Ministry of Religious Affairs Office in Sintang Regency as the KPA (Commitment Maker), PPK (Implementing Official), PPSPM (Manager of Goods and Services Procurement), and PPK of other Work Units has been successful.

In 2023, the provision of facilities and infrastructure related to the implementation of PTSP at the Ministry of Religious Affairs Office in Sintang Regency includes the installation of CCTV and the procurement of access roads for people with special needs. This can be achieved through coordination, as described by Inu Kencana Syafiie (2019: 83-5), which includes:

1) Horizontal Coordination

Implemented by PPK with the Treasurer and the State Goods Manager in the budget analysis activities.

2) Vertical Coordination

Implemented by PPK, Planning, and Finance with the Head of the Administrative Subdivision and the Head of the Ministry of Religious Affairs Office in Sintang Regency, as well as with the Head of the Regional Office of the Ministry of Religious Affairs in West Kalimantan Province.

3) External Coordination

Within the Ministry of Religious Affairs Office in Sintang Regency, coordination is carried out horizontally between the Planner and the State Goods Manager with the Spending Treasurer and other units. Additionally, there is coordination with the Ministry of Religious Affairs Regional Office in West Kalimantan Province.

3. Maintenance Section Ensures Equipment Condition

The maintenance of state-owned goods is related to the management of goods, as stated by Reiza Apriadinihari, Haryono, and Nina Febriana Dosinta (2020). The management activities include:

1. Planning
2. Implementation, including:
   a. Procurement
   b. Utilization and utilization
   c. Security and maintenance
   d. Valuation
   e. Disposal
   f. Transfer

3. Administration
4. Development

Maintenance, according to Wijaya in Miftah Alaina Hammi and Arnida Wahyuni Lubis (2022), is the act of preserving and repairing assets to ensure they are ready for use according to standards, effectively and efficiently. According to Sudrajat in Muhammad Arin Lubis, et al. (2016), maintenance is the activity of maintaining facilities and infrastructure to ensure quality, functionality, and readiness for use.

Maintenance activities include:

1. Programmed Activities: Maintenance activities based on a pre-established plan, including maintenance, care, and repair activities.
2. Unprogrammed Maintenance: Maintenance activities outside of planning and not included in the budget, including emergency maintenance.

Regarding the maintenance section responsible for maintaining equipment, equipment is categorized by Kamaludin in Miftah Alunia Hammi and Arnida Wahyuni Lubis (2022) into three types:

1. Sheet Form: Such as paper, forms, etc.
2. Non-Sheet Form: Such as pens, printer ink.
3. Book Form: Such as guest books, agendas, organizational guides.
4. In terms of usage, equipment can be categorized as:
   a. Movable Items, divided into:
   Consumable Items, such as paper, ink, pens.
   Non-consumable Items, such as printers, laptops, chairs, desks.
   b. Non-Movable Items, such as land, buildings, structures.

Regarding equipment maintenance in the implementation of PTSP at the Ministry of Religious Affairs Office in Sintang Regency, in relation to coordination, the researcher concludes that there is good coordination.

The implementation of coordination in the maintenance section of PTSP is both horizontal and vertical, carried out through direct orders, meetings, or directives. Effective coordination in equipment maintenance, as seen in previous research by Miftah Alaina Hammi and Arnida Wahyuni Lubis in 2022, emphasizes routine maintenance of inventory items to ensure their long-term usability and a sense of ownership among individual employees.

4. Finance Section is responsible for providing funding and budget needs

In the management of governmental affairs and in the effort to provide services to the public, the availability of budget is crucial, as stated by M. Ikhsan (2021:1.2). The government requires funds to finance various expenditures in carrying out its activities. In the financial management of the Ministry of Religious Affairs Office in Sintang Regency, it is clearly budgeted in the State Budget Execution Plan (DIPA) established before the fiscal year begins.

Regarding the PTSP implementation program at the Ministry of Religious Affairs Office in Sintang Regency, which is a mandatory work program set by the Ministry of Religious Affairs of the Republic of Indonesia, it should be included in the DIPA established since the program's initiation. However, based on coordination results from each component and available budget considerations, PTSP implementation can still be carried out successfully according to the established goals and urgent needs.

This is evident in the observation of accessible facilities for people with special needs.

In an interview with Mr. Fajrin, S.T., the PPK at the Secretariat Work Unit on July 25, 2023, he stated:

"There is no specific allocation in the budget for the construction of access roads for people with special needs. However, from the available budget, we allocate some funds for the installation of ceramic tiles in the lobby, the construction of canopies, and the creation of access roads for people with special needs. We realize that this is part of the PTSP implementation, and we always coordinate with the Head of the Ministry of Religious Affairs Office in Sintang Regency, as the KPA, Treasurer, and PPSPM."

This statement is confirmed by the Head of the Ministry of Religious Affairs Office in Sintang Regency, based on the researcher's interview on July 26, 2023:

"There is no specific budget mentioned in the DIPA of the Ministry of Religious Affairs Office in Sintang Regency for the year 2023 specifically for PTSP implementation, including the construction of access roads for people with special needs. I have discussed with the PPK to allocate funds for the construction of these access routes, the creation of canopies, and the installation of ceramic tiles in the lobby. These are perceived as current needs, especially during events in the hall, which appeared somewhat dusty before the installation of the ceramic floor."

In the implementation of PTSP, as shown in previous research by Sri Hartati, NettyYHerawati, and EndangYIndriYListiani in 2013, titled "Organization Performance / Public Service at the Integrated One-Stop Service Office in Sintang Regency," financial resources are a factor influencing the performance of one-stop integrated services in the provision of public services.

Regarding the absence of a specific budget allocation stated in the DIPA of the Ministry of Religious Affairs Office in Sintang Regency for PTSP implementation, it is addressed through coordination between the KPA, PPK, PPSPM, and the Treasurer, based on the analysis of DIPA and the needs of service facilities.

This is as stated by M. Ikhan (2021:7.10), where the purpose of budgeting is an economic effort by the government to control the budget for employees, supplies, equipment, and others to create operational efficiency, including limited operational costs. Managers are given discretion to use resources.

Regarding budget availability and budgeting in the implementation of PTSP, in the Regulation of the Republic of Indonesia Number 65 of 2016, Article 7 explains that adjustments to existing financial support are necessary in the implementation of integrated services.

Consistent with this, regarding the implementation of budget utilization, the Head of the Ministry of Religious Affairs Office in Sintang Regency stated in an interview on July 7, 2023, that:

"Coordination of budget implementation, managed by each PPK in the work units in the Ministry of Religious Affairs Office in Sintang, has been ongoing since the issuance of DIPA. It is followed by the signing of the Integrity Fact and Performance Agreement at the beginning of the fiscal year, and formal evaluation meetings of budget management scheduled every month. This facilitates us in obtaining reports on the extent to which budget management has been carried out and the immediate implementation of activities, allowing us to monitor the achievement of budget

realization targets."

Regarding this explanation, it can be concluded that the coordination in the implementation of PTSP at the Ministry of Religious Affairs Office in Sintang Regency related to finances is going well.

5. Security Section Executes Asset Guarding Duties

Based on the laws of the Republic of Indonesia, Number 27 of 2014 concerning State/Regional Asset Management, it is explained that State Assets are all items purchased or obtained at the expense of the State Budget or from other legitimate acquisitions, including Security and Maintenance in their management.

According to Monik Ajeng Puspitoarum (2016), the management of state assets includes planning, implementation, and supervision, where security and maintenance are part of the implementation of state asset management. It includes administrative security, physical security, physical security of land and buildings, and legal security.

For physical security and asset guarding at the Ministry of Religious Affairs Office in Sintang, it is the duty of the Security Unit, as stated in the Indonesian Police Regulation Number 4 of 2020 concerning Private Security. According to Article 16 paragraph (2), the duties of security personnel include organizing security and order in the workplace and its environment, covering aspects of physical security, personnel, information, and other technical security.

Based on the researcher's interview with one of the honorary employees serving as a Security Guard at the Ministry of Religious Affairs Office in Sintang, Nanang Nurchasani, on July 17, 2023, he stated:

> *"The physical security activities for assets at the Ministry of Religious Affairs Office in Sintang are not only related to assets in the implementation of PTSP but also cover all parts within the Ministry of Religious Affairs Office in Sintang's environment. We always coordinate among security personnel and with the Head of the Sub-Bureau of Administration as our supervisor."*

This physical security activity is consistent with the results of previous research conducted by Siti Adinda Maulina, Elisa Susanti, Nunung Runiawati in 2020, stating that physical security is carried out to ensure the safety of assets from theft or loss and to preserve them from damage.

Among these physical security activities, based on the researcher's observation on July 18, 2023, included closing the yard gate, locking all doors and windows in the evening, and checking at night. As stated by Rudiansyah in an interview on July 17, 2023:

> *"Our physical security activities include locking all doors and windows in each room in the evening after the evening roll call when all employees have gone home. We provide lighting, and if there are employees still finishing their work, we will wait for them. We always remind them to leave the room in a safe condition, especially concerning electricity, the locking of doors and windows. Sometimes we will recheck when we leave the office or change shifts with other officers."*

6. Systematic and Sequential Work

Regarding systematic and sequential work in the implementation of PTSP at the Ministry of Religious Affairs Office in Sintang, where coordination has been carried out, especially in human resources, PTSP, and the Section and Organizers as units processing public services. Standard Operating Procedures (SOP) have been issued to guide PTSP officers on the processing flow of public requests.

In Regulation of the Minister of Religious Affairs of the Republic of Indonesia Number 65 of 2016 concerning Integrated Services at the Ministry of Religious Affairs, Article 6 states that every integrated service organizing organization must prepare SOP. This regulation is followed by the issuance of the Minister of Religious Affairs Regulation Number 168 of 2010 concerning Guidelines for the Preparation of Standard Operating Procedures in the Ministry of Religious Affairs, stating that SOP is created to realize quality services and serves as a guide for officials in carrying out service tasks and for the public to understand and comprehend the service procedures performed by officials.

Meanwhile, in the Minister of Religious Affairs Regulation Number 90 of 2018 concerning Guidelines for the Implementation of Integrated Services at the Ministry of Religious Affairs, it is stated that SOP is one of the PTSP requirements that must exist as a legal basis for the types of services provided. Standard Operating Procedures are created to enhance the effectiveness of public service implementation.

Given the importance of SOPs for the implementation of PTSP at the Ministry of Religious Affairs, as shown in previous research conducted by Ayu Siami Sulistiani in 2016, with the title "Standard Operating Procedures (SOP) for Population Administration in Improving the Effectiveness of Public Services in the Sambutan Sub-district," where the conclusion is that SOP is created to improve the effectiveness of public services.

Regarding the existence of SOPs that have been created by the public service management unit and have been conveyed to the PTSP management at the Ministry of Religious Affairs Office in Sintang, the current situation indicates that SOPs are no longer available due to unforeseen circumstances. Sintang experienced a major flood in 2020, so further coordination is needed regarding the availability of these SOPs. It needs to be realized that SOPs serve as a provision for officials in service management, and the public will understand the flow of the services provided, serving as a legal basis for the implementation of public services at the Ministry of Religious Affairs Office in Sintang.

7. Clear Commands

Regarding clear commands as one of the coordination implementation indicators, as stated by Fayol, it is closely related to the existing organizational structure. The organizational structure clearly depicts who issues commands and who receives them, as stated by Evi Zahra (2018). The organizational structure will influence communication, where communication between subordinates and leaders will be very different from communication built among peers.

In the organizational structure, commands are clearly outlined. Commands are closely related to communication, and communication is closely related to the coordination that occurs within the organization. Ulber Silalahi (2017:270) states that communication is a process of relationships between organizational components, both vertically and horizontally, which affects the implementation of individual tasks conveyed in the form of written, oral, visual, and physical messages.

In communication, there are three elements that must be fulfilled, as stated by Umam in Arif Yusuf Hamali et al. (2019:161): the presence of a communicator, communication, and a channel. The communicator, in delivering the message, must consider the level of knowledge of the person receiving the message, whether in the form of commands/instructions, suggestions, proposals, requests, announcements, news, and so on.

Regarding the implementation of PTSP at the Ministry of Religious Affairs Office in Sintang, the organizing structure has not been formed. In the establishment of services in PTSP implementation, as mandated in the Decree of the Minister of Religious Affairs of the Republic of Indonesia No. 90 of 2018, the formation of the organization and its duties and functions are required.

The PTSP organization at the Ministry of Religious Affairs, both at the central, regional, and district/city levels, consists of a Chairperson, Secretary, Service Division, Administration Division, and Data and Information Division. The chairperson is directly appointed by the Head of the Sub-Bureau of Administration.

With the absence of the PTSP organizing organization at the Ministry of Religious Affairs Office in Sintang, it is difficult to analyze clear commands as one of the indicators of coordination implementation or the chain of command.

In this regard, in the implementation of work in PTSP at the Ministry of Religious Affairs Office in Sintang, communication in delivering command messages is based on the structure of the Ministry of Religious Affairs Office in Sintang. Therefore, the researcher concludes that the implementation of PTSP is nothing more than the implementation of General Affairs in the Sub-Bureau of Administration of the Ministry of Religious Affairs Office in Sintang, which has only changed its name to PTSP.

Consistent with previous research by Faisal Nomaini, Sylvie Agustina, and Febrimarani Malinda in 2020, stating that supporting factors for unity of action in coordination include structured management, SOP guidelines, direct orders, employee training, leadership supervision, and employee awareness. Meanwhile, according to Ulber Silalahi (2017:229), coordination is an effort to unify individual and unit activities working towards goals within the unity of command, chain of command, and management span.

8. Always Updated Work Plans

Ulber Silalahi (2017:150-153) states that planning is the basis for all managerial actions, resulting from planning that will determine the organization's direction. Meanwhile, Sondang P. Siagian (1978:108) states that an organization without a plan has no basis for carrying out activities to achieve its goals.

Regarding coordination, Ulber Silalahi (2017:150-1) says:

> *"One important aspect of planning in an organization, where planning provides advantages for improving coordination. All activities are coordinated based on the plan that has been established to minimize overlapping activities, save costs, and waste by focusing attention on organizational goals."*

Meanwhile, according to Arif Yusuf Hamali et al. (2019:74), a plan answers the following questions:

a. What actions need to be taken?
b. Why choose those actions?
c. Where will the actions be carried out?
d. When will the actions be carried out?
e. Who will perform the actions?
f. How will the actions be carried out?

In this regard, the researcher concludes that, regarding coordination in the implementation of One-Stop Integrated Service at the Ministry of Religious Affairs Office in Sintang, there is no clear direction for a well-organized plan. It is not apparent what actions will be taken, when, who, and how the planning will be carried out. The researcher also assesses the absence of a program and activities, as well as control functions. As shown in previous research by Atik Rochaeni and Bambang Somantri in 2017, which states that in developing a plan, an assessment of various alternative program choices must be made. However, in terms of coordination, both horizontal and vertical planning models used, the researcher assesses them as good, as shown in the results of Abdul Haris Abbas's research in 2020. In the planning of regional development based on legal aspects in South Sulawesi, the implementation of both horizontal and vertical coordination has been well portrayed, and there is a need for integrated coordination at the Ministry of Religious Affairs Office in Sintang.

Conclusion

The main objective of this research is to identify the elements of the Service Unit in the One-Stop Integrated Service (PTSP) at the Office of the Ministry of Religious Affairs in Sintang District. The focus is to understand, describe, and analyze the horizontal coordination conducted in the office in the implementation of PTSP.

This research has theoretical significance with the hope that the results can contribute to the development of knowledge in the field of Public Administration. With the existence of basic standards for the implementation of PTSP at the Office of the Ministry of Religious Affairs in Sintang District, this research is expected to make a meaningful contribution to the development of the field. In practical terms, this research also serves as a source of information that can be used as a basis for understanding and decision-making or policy-making related to the fulfillment of service unit elements and the implementation of internal organization coordination vertically.

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