

# INTEGRITY IN PUBLIC SERVICE IN THE CITY OF TOMOHON

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**Abstract.** The focus of this research is on the aspects of public service delivery, the application of integrity values by state civil servants and the community, as well as the efforts made to optimize the application of integrity values in public services at the Tomohon City public service mall. Using a qualitative research approach with descriptive methods. Data analysis techniques include data reduction, data presentation, and drawing conclusions. Data were collected through observation, interviews, and documentation. The research findings show: 1) The implementation of public services by the Tomohon City Public Service Mall is based on the Tomohon Mayor Regulation Number 11 of 2018. In the midst of the covid-19 pandemic, it is carried out in 4 ways, namely physical distancing, online services, normal direct services (public come to take care of themselves), and walk-in or mobile service, 2) The application of the value of integrity by state civil servants at the public service mall of Tomohon City and the service user community is still not fully in line with the desired expectations. Although several applications of integrity values already exist which are categorized as good and very good, some are categorized as not good, and 3) The Tomohon City Government through the public service mall has made various efforts to optimize the implementation of public services to the community, including optimizing the application of integrity values in any ongoing public service process. These efforts are in the form of direct coaching, technical guidance, mentoring, building open communication between all components, providing complaint box facilities both physically and electronically, providing motivation and education, monitoring and evaluation, awarding, online use, and online-based services.

**Keywords:** service; public service; integrity.

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## INTRODUCTION

The service of providing goods or services to the community may at some time not run as well as expected. If this happens to goods or services that are included in the fulfillment of primary needs, it will certainly greatly affect and threaten the harmonization and survival of human beings. In such situations and conditions, the state must be present to prepare the services needed by the community. The state is responsible for taking over the provision of the services that every citizen needs. The state is obliged to provide assurance that the provision of services (goods and services) will always be there for the community. This is what is then known as public services by the state, namely services provided by the state or government that put the public interest first, are easily accessible to the public, the implementation time for an affair is short, and can have an impact on community satisfaction. Services that are carried out fairly, do not discriminate, are professional, do not make it difficult, meet the principles of decency and appropriateness, are in accordance with procedures, are accountable and have integrity.

All affairs or matters that must be carried out by the Government as a form of state presence and responsibility to its citizens have been regulated in the Preamble to the 1945 Constitution of the Republic of Indonesia, particularly in the fourth paragraph or paragraph. The point is, among others, to protect all and all of Indonesia's bloodshed and promote public welfare. It can be interpreted that the state is obliged to carry out certain jobs or

activities to provide benefits not for certain individuals, groups or communities but for all its citizens. The implementation of this work or activity is then called the implementation of services by the state or government.

Public services that people want are public services that are more transparent, open, and honest (Pasolong, 2013). People (Purukan, Tondobala, & Rogi, 2014) crave public services with clear procedures, transparent financing, timely settlement of affairs, quality, friendly, faster, affordable, easy, accountable, free from illegal fees, happy and fun (Bertot, Estevez, & Janowski, 2016).

Facts on the ground, it turns out that there is still a gap between what the community expects and what public service providers do (Widarti, 2018).. Past practice that tends to still regard the community as an object whose position is very dependent on the service provider. There are still services that have not been completed on time, there are still brokering practices, there are still priorities given using special channels, favoritism still occurs, there are still people who are not satisfied. It is the attitude of the organizers that has the potential to provide space for the growth of service behavior that ignores the values of accountability, transparency, and responsiveness in the delivery of public services (Mahsyar, 2011). This fact is further exacerbated by the common understanding and perspective of some people who need services with public service providers who want to benefit from the services they provide. Some people have the desire that public service providers are willing to provide services

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that are uncomplicated, quickly resolved and prioritized according to their wishes. They usually ask for a special route or use the services of a broker so that their business can be completed quickly even if they have to spend extra money.

The presence of public service malls is considered a real effort by the government to create a bureaucracy that can work and provide fast, accurate, and flexible services ([Cordella & Tempini, 2015](#)). Forming a State Civil Apparatus that has a mindset for high performance and always provides the best service to the community. The success of the management of the Public Service Mall is largely determined by the existence of complete synergy, high commitment, good coordination from various parties and good and optimal cooperation between all related components. For the Tomohon City Government, the existence of the Public Service Mall is a form of the city government's commitment to be able to provide services to the community in a fast, integrated, and easily accessible manner. At the beginning of its formation it was highly appreciated by the community because it was considered to have provided very real benefits with a very fast and easy service process. Unfortunately, this only happened in a few months. After that, return to the previous service practice.

As a result of past practice being seen again, it also resulted in an assessment of the level of compliance with public service standards as regulated in Law Number 25 of 2009. The 2018 North Sulawesi Representative Ombudsman Assessment, the City of Tomohon scored 67.17 in the category of level compliance. medium or in the yellow zone. In 2019, getting a score of

69.22 is relatively almost the same as the score in 2018 which is still in the yellow zone. The score obtained shows that the level of compliance with public service standards that has been carried out by the Tomohon city government has not made significant progress. This means that much remains to be done and improved.

The results of the identification of the causes of the gap include the problem of capability, competence, and integrity of the state civil apparatus assigned to the Tomohon City public service mall. In terms of capabilities and competencies, the assigned state civil apparatus must consider the relevance of the required knowledge, expertise, skills, and character suitability ([Mundiarsih, 2019](#)). In the matter of integrity ([Aryana, 2021](#)), the assigned state civil apparatus must be able to show consistency in aligning mindsets, work patterns, interaction patterns and high responsibility to provide the best service for the community ([Suyatmiko & Nicola, 2019](#)). State Civil Apparatus who can always understand their existence as civil servants or civil servants ([Picazo-Vela, Gutiérrez-Martínez, & Luna-Reyes, 2012](#)).

Based on this description, the problems in this research are formulated as follows: (1) how is the implementation of public services at the Tomohon public service mall?, (2) how is the application of integrity values by the State Civil Apparatus and the Community in the implementation of public services?, and (3) What are the efforts made by the Tomohon City Government to optimize the application of integrity values in the implementation of public services? The benefits obtained from the results of this study are: (1) contributing

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to the development of public service literature and integrity values as a reference for cognitive, affective, and psychomotor behavior for state civil servants and the community in providing quality public services, (2) for researchers, as information that can add insight, broaden experience, and become a reference in developing knowledge both theoretically and practically according to the field of management science, (3) for Domestic Administration Institutions, becomes one of the important references in order to encourage optimization of Domestic Government Institutions Realizing its existence as a pioneer campus driving mental revolution through strengthening the application of integrity values in the implementation of civil servant education, (4) for the Tomohon City Government, is one of the recommendations to optimize the performance of the state civil apparatus and community involvement ([Biryanto, Hubeis, Matindas, & Ma'mun](#), 2018). in the process of providing public services and becoming a reference in evaluating and improving services in the public sector in Tomohon City, and (5) for other parties, becoming an academic reference both theoretical and applied as a reference in conducting further research.

## **METHODS**

This study uses a qualitative approach with the aim of describing the data that has been processed so that the research problem can be explained accurately ([Neuman](#), 2013) and explores its meaning from certain things to the general ([Husni](#), 2016). The data source was determined by purposive sampling technique for the state

civil apparatus (ASN) who served as public service providers as many as 16 (sixteen) people from various regional apparatus organizations and vertical agencies that still provide services at the Tomohon City public service mall as well as sampling that unintentionally for service users or the public as many as 17 (seventeen) people who temporarily take care of the need for licensing/non-licensing documents at the Tomohon City public service mall.

Data collection techniques using triangulation techniques in the form of observation, interviews, and documentation. The use of this technique is intended so that the data collected is valid and accurate because it is obtained from various points of view. The observation technique was carried out for 2 months (July and August 2021) when the public service process took place at the Tomohon City public service mall. Observing the application of core values, ethos values, attitude values, and patient values in integrity among ASN (16 people) when providing services and the community (17 people) when visiting to take care of something as service recipients. Interview technique (10 ASN and 17 community members) was carried out to confirm the data obtained during observation and to obtain an explanation regarding the description of ASN behavior and society in general as well as policies made to guide the application of integrity values in the implementation of public services at Tomohon City public service mall. Documentation techniques are carried out to obtain information related to the implementation of public services at the Tomohon City public service mall based on

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Tomohon Mayor Regulation Number 11 of 2018, direct service models and online-based services (EDL, SICANTIK and SIMANTAPTOM applications) along with guidelines for the management flow.

Data analysis techniques include data reduction, data presentation, and drawing conclusions. Data analysis was carried out since data collection in the field, during research even to writing research results ([Sugiyono, 2016](#)); ([Natow, 2020](#)).

## RESULTS AND DISCUSSION

### 1. Implementation of Public Services in Tomohon City

The reference used by public service malls in carrying out their duties, functions, responsibilities, and authorities is Law Number 32 of 2004 concerning Regional Government, Circular Letter of Menkowsabangan Number 56/MK.WASPAN/6/1998 regarding measures to improve service quality. the community by implementing an integrated service pattern (one door and one roof), and the Tomohon City Mayor Regulation (Perwali) Number 11 of 2018 concerning the Implementation of Public Service Malls in Tomohon City. The coordinator for the utilization and management of the Public Service Mall building based on the Perwali is the Office of Investment and One Stop Integrated Services (DPMPTSP).

However, the situation and conditions that have occurred since 2020 until now where the COVID-19 pandemic is still engulfing the entire world, Indonesia in general, and the

City of Tomohon in particular have resulted in the disruption of the function of providing public services which are carried out directly or face to face with service users. general. Therefore, the Tomohon City public service mall provides a smart solution by doing 4 (four) ways, namely physical distancing, online services, normal direct services where people can come directly to the public service mall to take care of the required documents, and a service model that called walk-in (service is restricted outside the fence).

The normal direct service model that is still provided by the Tomohon City public service mall still follows the same management flow as before the COVID-19 pandemic. Meanwhile, the implementation of online public services, the Tomohon City public service mall has provided various applications including the E-Doclicence (EDL) application which can be accessed by all service users through the website [www.simantaptom.tomohon-kota.com](http://www.simantaptom.tomohon-kota.com), the SICANTIK application and SIMANTAPTOM for the use of online queues and service registration that continues to be developed in order to optimally facilitate community needs in public services during the COVID-19 pandemic. Public service malls have also attempted to develop digitization of services to the community by all agencies/services/offices in public service malls in the context of effectiveness and efficiency of outreach and provision of public services to the entire community, both in villages and

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in cities in Tomohon City.

## **2. Application of Integrity Values Among State Civil Apparatus in Public Implementation at the Tomohon City Public Service Mall**

### **a. Implementation of the Core value of Integrity**

Reflected in 3 (three) values, namely the value of honesty, the value of discipline, and the value of responsibility. The application of honest values is shown through the right attitude and behavior in carrying out the work. The results of the observations found the fact that most ASN had applied the value of being honest when carrying out their duties and functions as public service providers (18.75 percent good and 62.50 percent classified as very good), although there are still some who have not implemented it well (18.75 percent). ,75 percent). The application of the value of discipline is shown through punctuality in completing work. The results of the observations found the fact that most of the ASN had applied the value of discipline when carrying out their duties and functions as public service providers (classified as good 12.50 percent and classified as very good 56.25 percent), although there were still some who had not implemented it properly (31 .25 percent). The application of the value of responsibility is shown through the ability to carry out tasks that are always in accordance with their

duties and functions and are ready to accept the consequences of their work. The results of the observations found the fact that most ASN had implemented the value of responsibility when carrying out their duties and functions as public service providers (18.75 percent good and 75 percent very good), although there are still some who have not implemented it well (6, 25 percent).

Overall, it can be seen that the application of honest values and discipline values by ASN in public service malls when carrying out their duties and functions is still classified as not in accordance with the desired expectations (good and very good categories are still less than 90 percent). Meanwhile, the application of the value of responsibility can be classified according to the desired expectations (good and very good categories are more than 90 percent). There are still ASNs who do not consistently show the right attitude and behavior in carrying out their work and have not been on time in completing their work.

Honest values and discipline values as core values are the most basic and main values, values that are very important to be carried out and must be carried out every day by the state civil apparatus when carrying out their duties and functions. Serious and immediate handling of the problem of applying honest values and

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discipline values will give positive results and can prevent the state civil apparatus from making it an automatic habit. Serious and immediate handling can also prevent the state civil apparatus from other bad behaviors as a result of the habit of dishonest and undisciplined behavior.

**b. Application of the Value of Work Ethic in Integrity**

Reflected in 3 (three) values, namely the value of independence, the value of simple, and the value of hard work. The application of independent values is shown through the ability to carry out their own work, being able to make decisions quickly and accurately in carrying out work. The results of the observation found the fact that most ASN had applied the value of honesty when carrying out their duties and functions as public service providers (25.00 percent and classified as very good 68.75 percent), although there were still some who had not implemented it well (6.25 percent). The application of simple values is shown through the ability to display reasonable, not excessive, polite, and friendly attitudes and behavior. The results of the observation found the fact that most ASN had implemented simple values when carrying out their duties and functions as public service providers (31.25 percent were classified as very good and 62.50 percent classified as very

good), although there were still some who had not implemented them well (6.25 percent). The application of the value of hard work is shown through diligent work, not procrastinating, working earnestly and not wanting to delay work that must be completed. The results of the observations found that most ASN had applied the value of hard work when carrying out their duties and functions as public service providers (25.00 percent and classified as very good 68.75 percent), although there were still some who had not implemented it properly (6.25 percent).

Overall, it can be seen that the application of independent values, simple values, and the application of hard work values are classified as having met the desired expectations (good and very good categories more than 90 percent). State civil servants have demonstrated the ability to carry out their own work and can make decisions quickly and accurately when problems arise.

The character or character of ASN at the Tomohon City public service mall, both individually and in groups in the form of a will or will accompanied by high enthusiasm becomes a force to be able to realize increasingly quality, fast, affordable, easy, and happy public services for service users in accordance with the intention of establishing a public service mall

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for the City of Tomohon as stated in the Tomohon Mayor Regulation Number 11 of 2018 in Chapter II Article 2 paragraph 1.

**c. Application of Attitude Values in Integrity**

Reflected in 3 (three) values, namely the value of courage, the value of caring, and the value of fairness. The application of courageous values is shown through high self-confidence and willingness to refuse gifts/promises/something that is not in accordance with the principles and values adopted in public service malls. The results of the observations found the fact that most ASN had applied the value of courage when carrying out their duties and functions as public service providers (31.25 percent good and 62.50 percent classified as very good), although there are still some who have not implemented it well (6.25 percent). The application of the value of caring is shown through work behavior that is not difficult, is willing to pay attention, and does not want to sacrifice the interests of other people or many people. The results of the observations found the fact that most of the ASN had implemented the value of caring when carrying out their duties and functions as public service providers (18.75 percent good and 75.00 percent classified as very good), although there are still some

who have not implemented it well (6.25 percent). The application of fair values is shown through the implementation of work according to the provisions, not favoritism, and not exaggerating/understating the rights of others in providing services. The results of the observations found that all ASN had applied fair values when carrying out their duties and functions as public service providers (25.00 percent classified as good and 75.00 percent classified as very good).

Overall, it can be seen that the application of courageous values, caring values, and fair values are classified as having met the desired expectations (good and very good categories more than 90 percent). ASN already has high self-confidence, is willing to refuse gifts or promises or something that is not in accordance with the principles and values that exist in public service malls, does not make it difficult for service users, is willing to pay attention, does not want to sacrifice the interests of other people or many people, always carries out his work according to the provisions, do not be selective, and do not exaggerate or reduce the rights of others.

ASN at the Tomohon City public service mall already has attitudes and behavior patterns that can adapt to certain social situations or social situations that have been conditioned. Have a steady heart

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and will always show things that are right and fair in carrying out their duties and functions. This situation is a strength and opportunity for the Tomohon City public service mall to be able to continue to improve the quality of public services as expected by the community and government.

The application of the value of patience is shown through the ability to control oneself, not to get angry easily and not to speak harshly in providing services. The results of the observation found the fact that most ASN had applied the value of patience when carrying out their duties and functions as public service providers (37.50 percent good and 50.00 percent classified as very good), although there are still some who have not implemented it well (12.50 percent). Overall, it can be seen that the application of the value of patience is still classified as not in accordance with the desired expectations (good and very good categories are still less than 90 percent). There are still state civil servants who are easily influenced by the attitudes and behavior of service users, sometimes cannot control themselves, and get angry easily.

This problem really needs to get serious attention to be handled as soon as possible in order to realize public services that make people happy and happy. A form of coaching or the like is needed for

ASN which can be done directly or indirectly. It is necessary to enrich the content of the material on the currently available online media. The content of the online media material referred to by the researcher is information about integrity values, ways to grow them, and how to maintain them. In addition to the material content of integrity values, it is also necessary to produce information related to ethics in serving and being served. This information is then packaged in the form of interesting broadcast material and can foster a desire to be watched over and over again by ASN and the public. The duration of the show is 3 to 5 minutes. Thus, the broadcast material can be made into several parts according to the material and the duration of the broadcast. The broadcast material must be easily accessible to the people of Tomohon City, can be watched anytime and anywhere by the public as service recipients and ASN as public service providers to the community even while carrying out their work in the office. Broadcasting material with material values of integrity and ethics in serving and being served will be very good if it is always broadcast during the operating hours of public service malls, easily accessible online, and disseminated through social and electronic media.

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### **3. The application of integrity values among the public visiting the Tomohon City public service mall**

#### **a. Implementation of the Core value of Integrity**

Reflected in 3 (three) values, namely the value of honesty, the value of discipline, and the value of responsibility. The application of honest values is shown through honest attitudes and behavior in managing the required documents for the ASN on duty. The results of the observation found that only some people had applied the honest value when administering and receiving services (25.00 percent and classified as very good 37.50 percent), although there were still some who had not implemented it properly (37.50 percent). . The application of the value of discipline is shown through compliance with the mechanism and willingness to get services according to the provisions when processing documents. The results of the observations found the fact that all people had applied the value of discipline when administering and receiving services (43.75 percent good and 56.25 percent very good). The application of the value of responsibility is shown through a willingness to respect the rules. The results of the observation found the fact that most of the community had implemented the value of responsibility when managing and receiving services (25.00 percent

and classified as very good 56.25 percent), although there were still some who had not implemented it properly (18.75 percent). ).

Overall, it can be seen that the application of honest values and the value of responsibility by service users at public service malls when processing the required documents is still not in line with the desired expectations (good and very good categories are still less than 90 percent). Meanwhile, the application of discipline values can be classified according to the desired expectations (good and very good categories reach 100 percent). There are still people who have not been able to demonstrate honest attitudes and behavior in the process of processing the required documents and have not fully respected the applicable rules.

This problem really needs to get serious attention to be handled as soon as possible because it can interfere with the optimization of work in public service malls. Aspects that support the performance of the Tomohon City public service mall are the obedient attitude shown by the service user community towards the established mechanism and the public's willingness to receive services according to the provisions when managing the required documents.

#### **b. Application of the Value of Work Ethic in Integrity**

Reflected in 3 (three) values, namely the value of independence,

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the value of simple, and the value of hard work. The application of independent values is shown through the willingness to take care of themselves and not to use the services of other people or brokers in managing the required documents. The results of the observations found that some people have shown independence when administering and receiving services (25.00 percent good and 37.50 percent very good), although there are still some who have not implemented it properly (37.50 percent). The application of simple values is shown through the ability to behave and behave fairly and not excessively in managing the required documents. The results of the observations found that some people have applied simple values when administering and receiving services (25.00 percent good and 50.00 percent very good), although there are still some who have not implemented them properly (25.00 percent). The application of the value of hard work is shown through enthusiasm and sincerity in managing, and does not give rewards when taking care of the required documents. The results of the observations found that some people have applied the value of hard work when administering and receiving services (25.00 percent good and 50.00 percent very good), although there are still some who have not implemented it well (25.00 percent).

Overall, it can be seen that the application of independent values, simple values, and the value of hard work by service users is still not in line with the desired expectations (good and very good categories are still less than 90 percent). There are still people who use the services of other people or brokers in managing the required documents, displaying inappropriate and excessive attitudes and behavior, lacking enthusiasm and not taking the required documents seriously, and there are still those who provide compensation for services related to processing documents required at the Tomohon City public service mall.

Menghilangkan atau setidak-tidaknya Minimizing the practice of brokering in the management of licensing documents or non-licensing documents among the community during the COVID-19 pandemic, it is necessary to provide operators who control the online application system provided by public service malls to the village level. The operators are taken from the village apparatus (head of the neighborhood or others appointed by the head of the neighborhood) who want to be trained so that they can skillfully master the application system used in the Tomohon City public service mall. These operators will become partners of public service malls in helping people who want to take care of certain documents but are hindered due to

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busyness or other matters that cannot be left behind. The services provided by the operator are not limited to working hours, but can be done in the afternoon or evening according to the busyness of the villagers.

Regarding the verification of the completeness of the required data, the determination and issuance of documents required by the public remains the authority of the public service mall which is regulated in accordance with certain mechanisms. Documents that have been completed, the physical documents are issued by the public service mall and submitted to the head of the neighborhood to be forwarded to the service user community. Document receipts by the public are still required to be held to ensure that the completed document has been received by the service user community.

**c. Application of Attitude Values in Integrity**

The application of the values of attitude in integrity by the public visiting the Tomohon City public service mall is reflected in 3 (three) values, namely the value of courage, the value of caring, and the value of fairness. The application of courageous values is shown through high self-confidence, not wanting to give/promise something that is not in accordance with the principles and values that exist in public service malls when managing the required documents. The results

of the observations found that most of the community had applied the value of being brave when administering and receiving services (31.25 percent were good and 62.50 percent very good), although there were still some who had not implemented it well (6.25 percent). The application of the value of caring is shown through an attitude that can respect the duties of ASN and does not want to sacrifice the interests of other people or the crowd when taking care of the required documents. The results of the observation found that some people had applied the value of caring when administering and receiving services (good 12.50 percent and very good 68.75 percent), although there were still some who had not implemented it well (18.75 percent). The application of fair values is shown through proper attitude, not excessive in attitude, and willing to queue. when processing the required documents. The results of the observations found that most of the people had applied fair values when administering and receiving services (good 31.25 percent and very good 62.50 percent), although there were still some who had not implemented it well (6.25 percent).

Overall, it can be seen that only the application of the value of caring is still classified as not in accordance with the desired expectations (good and very good categories are still less than 90

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percent). There are still people who do not respect the duties of the state civil apparatus as service providers and still do not care if there are other people's interests or many people are sacrificed because of their attitudes and behavior.

The application of the value of patience is shown through the ability to control oneself, not to get angry easily and not to speak harshly when handling the required documents. The results of the observation found the fact that some people had applied the value of patience when carrying out their duties and functions as public service providers (37.50 percent good and 43.75 percent very good), although there are still some who have not implemented it well (18, 75 percent). Overall, it can be seen that the application of the value of patience is still classified as not in accordance with the desired expectations (good and very good categories are still less than 90 percent). There are still people who can't show the ability to control themselves, get angry easily and there are still people who say harsh words.

This problem really needs serious attention to be handled as soon as possible because it can affect the mental condition of ASN at the Tomohon City public service mall. The community needs to get education about the ethics of serving and being served. Therefore, the existence of

broadcast materials as a medium of communication and education for the community needs to be easily accessed by the public or at least can be watched when the public is processing the required documents at the Tomohon City public service mall.

#### **4. Implementation of Integrity Values Among State Civil Apparatuses Based on Community Assessments of Visitors to Public Service Malls**

##### **a. Implementation of the Core value of Integrity**

Reflected in 3 (three) values, namely the value of honesty, the value of discipline, and the value of responsibility. The application of honest values is shown through the right attitude and behavior in carrying out their work, the application of discipline values is shown through the punctuality of completing work, and the application of the value of responsibility is shown through the implementation of ASN work according to their duties and functions and ready to accept the consequences of the results of their work.

The results of interviews with the community obtained information that 1) some ASN have applied honest values when carrying out their duties and functions in providing public services (29.41 percent good and 47.06 percent very good), although there are still 23.53 percent who

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have not implemented it properly, 2) some ASN have implemented the value of discipline when carrying out their duties and functions in providing public services (23.53 percent classified as good and 52.94 percent classified as very good), although there are still 23.53 percent who have not implemented it properly. good, 3) some ASN have implemented the value of responsibility when carrying out their duties and functions in providing public services (29.41 percent classified as good and 58.83 percent classified as very good), although there are still 11.76 percent who have not implemented it properly.

Overall, it can be seen that the public assesses the application of honest values, discipline values, and the value of responsibility by state civil servants in public service malls when carrying out their duties and functions is still classified as not in accordance with the expectations desired by the community (good and very good categories are still less than 90 percent). There are still state civil servants who do not consistently show the right attitude and behavior in carrying out their work, are not punctual in completing the work for which they are responsible, carry out work that are not in accordance with their duties and functions, and always look for reasons for the consequences of their work.

This problem really needs to get

a response and serious attention to be handled as soon as possible so that it does not interfere with the performance and optimization of the work of the Tomohon City public service mall. Evaluating and discussing openly the public's responses and assessments of the attitudes and behavior displayed by the state civil apparatus at the Tomohon City public service mall will be very beneficial for the improvement and improvement of the quality of public service delivery to the community.

**b. Application of the Value of Work Ethic in Integrity**

Reflected in 3 (three) values, namely the value of independence, the value of simple, and the value of hard work. The application of independent values is shown through the ASN's ability to carry out their own work and can make decisions quickly and accurately, the application of simple values is shown through the reasonable attitude and behavior displayed by ASN, not excessive, polite, and friendly. The application of the value of hard work is shown through the diligent attitude of the ASN, not procrastinating, carrying out work seriously, and not wanting to delay work that must be completed.

The results of interviews with the community obtained information that 1) most of the ASN have implemented independent values when carrying out their

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duties and functions in providing public services (35.29 percent good and 58.82 percent classified as very good), although there are still 5.88 percent who have not implemented it well, 2) all ASN have applied simple values when carrying out their duties and functions in providing public services (35.29 percent good and 64.71 percent classified as very good), 3) all ASN have implemented hard work values in when carrying out their duties and functions in providing public services (23.53 percent classified as good and 76.47 percent classified as very good).

Overall, it can be seen that the application of independent scores, simple grades, and hard work grades are classified as being in line with the desired expectations (good and very good categories are more than 90 percent). ASN has demonstrated the ability to carry out their own work and can make decisions quickly and accurately when there are problems they experience, can display reasonable attitudes and behavior, not excessive, polite, friendly, diligent, not procrastinating, and carry out their work seriously. , and always gets the job done. This situation is at the same time a strength and opportunity for the Tomohon City public service mall to realize public services that are increasingly quality, fast, affordable, easy, happy and pleasing to the people who use the services.

**c. Application of Attitude Values in Integrity**

Reflected in 3 (three) values, namely the value of courage, the value of caring, and the value of fairness. The application of courageous values is shown through the high self-confidence that ASN has, willing to refuse gifts or promises or something that is not in accordance with the principles and values that exist in public service malls. The application of the value of caring is shown through the attitude of ASN who does not make it difficult, is willing to pay attention, and does not want to sacrifice the interests of other people or the people in their work. The application of fair values is shown through carrying out work in accordance with the provisions, not being selective, and not exaggerating or reducing the rights of others.

The results of interviews with the community obtained information that 1) some ASN have applied the value of courage when carrying out their duties and functions in providing public services (29.41 percent good and 52.95 percent classified as very good), although there are still 17.64 percent who have not implemented it properly, 2) all ASN have applied the value of caring when carrying out their duties and functions in providing public services (35.29 percent good and 64.71 percent classified as very good), and 3) all

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ASN have applied fair value to when carrying out their duties and functions in providing public services (35.29 percent good and 64.71 percent very good).

Overall, it can be seen that only the application of the bold value is still not in line with the desired expectations (good and very good categories are still less than 90 percent). Meanwhile, the application of the value of caring and fair value is classified as being in accordance with the desired expectations (good and very good categories are more than 90 percent). There are still state civil servants who do not have high self-confidence, are still willing to accept gifts or promises or something that is not in accordance with the principles and values that exist in public service malls. This situation is at the same time a strength and opportunity for the Tomohon City public service mall to improve the quality of public services for the community.

The application of the value of patience is shown through the ability of ASN to control themselves, not to get angry easily and not to speak harshly when providing public services. The results of interviews with the community obtained information that some ASN have applied the value of patience when carrying out their duties and functions as service providers (29.41 percent good and 47.07 percent classified as very

good), although there are still 23.52 percent of ASN who have not implemented it well.

Overall, it can be seen that the application of the value of patience by ASN in public service malls when carrying out their duties and functions is still classified as not in accordance with the desired expectations (good and very good categories are still less than 90 percent). There are still state civil servants who have not been able to consistently control themselves so that they sometimes convey unpleasant words to the public as service users.

This situation really needs to get serious attention and handling as soon as possible in order to realize public services that are happy and pleasing to the community. Monitoring and evaluation, providing broadcast material with content of integrity values and ethics of serving and being served, and discussing openly through meetings or meetings held will have a positive impact on improving and improving the performance and quality of services at the Tomohon City public service mall.

##### **5. Efforts made by the Tomohon City government to optimize the application of integrity values in the implementation of public services in Tomohon City**

The results of interviews with 10 (ten) ASN at a public service mall in Tomohon City obtained information

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that the application of integrity values in the process of providing public services to the community has been carried out as well as possible so that the process can take place well, safely, quickly and happily. ASN capabilities continue to be developed and trained so that ASN is increasingly able to master their duties and work well.

However, there are still several inhibiting factors experienced by the Tomohon City public service mall in the process of public service to the community, including 1) the existence of new habits that ASN must carry out in providing public services to the community. Initially, ASN was accustomed to direct or face-to-face interaction, it had to be changed to interaction with strict restrictions according to the procedures and provisions of health protocols and the interaction of providing public services online, 2) the smooth and stable internet network which was often problematic had resulted in the completion of several jobs. not on time so that it has an impact on inconvenience in the public service process, and 3) there are still ASN and the public who are not used to implementing certain integrity values in the ongoing public service process.

Against various obstacles and their impacts, the Tomohon City Government has made various efforts to overcome them in order to optimize the implementation of public services and the application of integrity values by ASN and the community including guidance to ASN during meetings,

open discussions, providing assistance in carrying out tasks, giving motivation and education, conducting inspections and monitoring, implementing strict health protocol procedures and provisions in carrying out their duties, creating a climate of healthy competition in the workplace, technical guidance, and evaluating the entire process of providing public services that take place at the Tomohon City public service mall. To the public, socialization was carried out regarding the function and role of public service malls as well as providing complaint boxes and WhatsApp to convey input, suggestions, and criticism from various parties. During the current COVID-19 pandemic, public service malls provide online-based application systems and other forms of digitization services.

## **CONCLUSIONS**

Based on the results of the research and discussions that have been described, it can be concluded as follows: (1) the implementation of public services in Tomohon City is based on Tomohon Mayor Regulation Number 11 of 2018 concerning Public Service Malls. During the COVID-19 pandemic, public services are carried out in 4 (four) ways, namely physical distancing, online services, normal direct services, and walk-in services (mobile services), (2) Application of the value of integrity by state civil servants in public service malls. The city of Tomohon is still not fully in line with the desired expectations. Although the application of work ethic values and the application of attitude values have been categorized as good and very good, the

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application of honest values and the application of discipline values to the core value group and the application of patient values are still categorized as not good. The application of integrity values by the people who visit the Tomohon City public service mall has not fully met the desired expectations. Although the application of the value of discipline to the group that applies the core values has been categorized as good and very good, the application of the value of honesty and the application of the value of responsibility is still categorized as not good. All values that are included in the group that applies the value of a work ethic with integrity are still categorized as bad. The application of the value of caring which is included in the group of applying the value of the attitude of integrity is still categorized as not good. Meanwhile, the application of courageous values and the application of fair values is good and very good. The application of the value of patience is still categorized as not good. The application of the value of integrity by state civil servants based on the assessment of the people who visited the public service mall of Tomohon City has not fully met the expectations of the community. Although almost all of the values in the group that apply work ethic values are categorized as good and very good, the application of honest values, discipline values, and the value of responsibility in groups that apply core values is still categorized as not good. Likewise, the application of the value of courage to groups that apply the value of attitude in integrity. Meanwhile, the application of the value of caring and the application of the value of justice has been

categorized as good and very good. The application of the value of patience is still categorized as not good, (3) the Tomohon City Government through the public service mall has made various efforts to optimize the implementation of public services and the application of the value of integrity in every ongoing public service process. These efforts are in the form of direct coaching, technical guidance, mentoring, building open communication between all components, providing complaint box facilities both physically and electronically, providing motivation and education, monitoring and evaluation, awarding, and using online, as well as online-based services and digital.

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