



Guidelines for service standards at goods quality testing unit (UPT PSMB) in Medan: Implementing ministerial regulation 15/2014

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Abstract

The purpose of this writing is to analyze the Implementation of Policy of Permenpan-RB Number 15 of 2014 Regarding the Guidelines for Service Standards in improving calibration service at UPT. PSMB Medan and the challenges faced. This study uses a descriptive method with a qualitative approach, which collects data related to the issues to be researched and presents them descriptively, qualitatively, and comprehensively. The theory used is Edward III, namely Communication, Resources, Disposition, and Bureaucratic Structure. The research findings indicate several aspects that need evaluation. In terms of communication, it has been running well. However, in terms of resources, there is a shortage of calibration personnel and budget funds, as well as inadequate facilities and infrastructure. good disposition, although the potential reduction of employee commitment towards the newly appointed Head of UPT PSMB Medan needs to be anticipated. In terms of bureaucratic structure, the implementation has been successful. The challenges faced are the lack of calibration personnel, insufficient budget resources, potential weakening of employee commitment, and insufficient coordination with related stakeholders.

Keywords: Implementation, ministerial regulations, service standards guidelines, technical implementation unit, testing and certification of goods quality

Introduction

The implementation of public services carried out by the government has now become one of the benchmarks for evaluating the quality of government administration performance in carrying out its duties and functions. The public policy paradigm in the era of regional autonomy, which is oriented towards the satisfaction of service users, has provided a shift in the direction of the paradigm of governance from the paradigm of rule government to the paradigm of good governance (Astanti & SH, 2015; Kaban *et al.*, 2017) ^[1, 5]. All public service organizations in Indonesia have the same obligation, which is that before providing services to the public, they must have established service standards. These standards are intended as a basis for administrators to carry out their service duties.

This is the mandate of Law Number 25 of 2009 concerning Public Services which is spelled out in Article 21 of Law Number 25 of 2009, that these service standards include among others the legal basis, requirements, systems, mechanisms and procedures, timeframe for completion, costs/tariffs, product services, infrastructure and/or facilities, competence of implementers, internal handling, handling of complaints, suggestions and input, number of implementers, service guarantees that provide certainty that services are carried out in accordance with service standards, guarantees of service security and safety in the form of a commitment to provide a sense of security, free from danger, and the risk of doubt and evaluation of the performance of the executor. Service Standard is a benchmark used as a guideline for service delivery and a reference for evaluating service quality as an obligation and promise of administrators to the community in the framework of quality, fast, easy, affordable and measurable services (Musri & Mulia, 2022) ^[9].

There are 3 important elements in the implementation of public services, namely the Regional Government as an organizational element that provides services has a strong position as a service monopoly holder, so that the Regional Government will be static in providing services, because the services are really needed by the people who have an interest. The second element is service users who often do not have access to good services. The third element is satisfaction received by service recipients. So that it becomes the government's concern to determine the direction of public service policies that are oriented to satisfying service users by continuing to improve the performance of local government management (Mulyawan, 2016) ^[8]. Service recipient satisfaction can be achieved if service recipients receive services according to what is needed and expected. Thus the needs of service recipients absolutely must be met by service providers so that service recipients obtain satisfaction (Suharyanto *et al.*, 2022) ^[16].

As a follow-up to the implementation of Law Number 25 of 2009 concerning Public Services, the government has stipulated Government Regulation Number 96 of 2012 concerning Implementation of Law Number 25 of 2009 concerning Public Services, which explicitly states the system of public service delivery, such as regarding standards service; service announcements; management of service information systems; management of facilities/infrastructure and service facilities; service fee/tariff; implementing behavior in service.

To implement the provisions of Government Regulation Number 96 of 2012, the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 15 of 2014 concerning Service Standard Guidelines has been stipulated, which requires that every public service provider is obliged to compile, determine and implement Service Standard

Guidelines and stipulate Information Services while still paying attention to aspects of the ability of the organizers, aspects of community needs and environmental conditions (Hardiyansyah, 2018; Raharjo, 2022) ^[4, 12]. With regard to public service standards, if you look at the condition of the level of compliance of the Regional Government in North Sumatra with Public Service Standards, especially the North Sumatra Provincial Government, currently it only achieves the title of Moderate Compliance. This can be interpreted that the level of compliance in the implementation of public services is not good.

In order to carry out the mandate from Permenpan-RB Number 15 of 2014 concerning Service Standards, UPT. Medan Goods Quality Testing and Certification has implemented it by stipulating the Decree of the Head of UPT. Medan Goods Quality Testing and Certification Number 800/048/UPT.PSMB-M Year 2021 concerning Stipulation of Service Standards and Notices of Calibration Services and Quality Control. This service standard setting policy aims to provide certainty, improve the quality and performance of calibration services according to the needs of the community and the business world, and gain the trust of the public in providing services. With the establishment of calibration service standards, it is expected to increase local revenue (PAD). Also creating a calibration laboratory that is reliable, competitive and continues to grow both in terms of service quality and the number of people served (Haeba *et al.*, 2021) ^[3].

The results of the implementation of the policy for setting calibration service standards will later be reflected in the large number of calibrated tools, calibration certificates that have been issued as well as the results of the satisfaction index survey of the community using UPT calibration services. Testing and Certification of Goods Quality Medan Industry and Trade Service. The achievement of the effectiveness of the implementation of this policy also illustrates that the UPT. PSMB Medan is able to compete with competitors of other calibration service providers in the North Sumatra region.

Basically according (Winarno, 2008) ^[17] that policy implementation is a way that is carried out together to implement policies to produce the desired goals. Then explicitly Edward-III theory is quoted from (Subarsono, 2011) ^[14] states that policy implementation is an important process, however, no matter how good a policy is, if it is not well prepared, then what has become the goal of the policy will never be realized. Thus the implementation of the policy of setting standards for calibration services and quality control established by the Head of UPT. PSMB Medan is expected to achieve the goals that have been set. So that UPT. PSMB Medan can compete in providing calibration services and trying to increase local revenue (PAD).

The results of research that has been conducted by Ika Devy Pramudiana regarding the Implementation of Public Service Policy for People with Disabilities, which concludes that there are inhibiting factors in the implementation of this service, especially in the aspect of facility resources which are still lacking for the blind (Pramudiana, 2016) ^[11]. Previous research was also conducted by Savitri and Noviana, who concluded that the implementation of motorized vehicle testing services had not been carried out properly. There are inhibiting factors, a lack of human resources, as well as very limited facilities and

infrastructure. Other inhibiting factors are policy standards and targets, characteristics of implementing organizations, inter-organizational communication, disposition effects and other inhibiting factors on aspects of the social, economic and political environment (Noviana & Noor, 2021; Savitri, 2021) ^[10, 13].

In this study, the author focuses on the implementation of the Permenpan-RB Policy No. 15 of 2014 concerning Guidelines for Service Standards in improving calibration services at UPT. PSMB Medan And the obstacles encountered.

Research methods

This study uses a descriptive method with a qualitative approach, namely collecting data related to the problem to be studied so that it is described descriptively, qualitatively and comprehensively. This descriptive method is used, because researchers want to obtain results that are truly factual in accordance with existing and developing conditions (Moleong, 2011) ^[6]. By describing the prevailing reality and discussing the problems raised in connection with Implementation of Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 15 of 2014 concerning Guidelines for Service Standards at UPT. Medan Goods Quality Testing and Certification (PSMB).by gathering various sources of information

In the context of qualitative methods according to (Sugiyono, 2013) ^[15], research informants refer to individuals or groups who provide data or information relevant to research objectives. These informants can be important sources of data because they have experience, views, or knowledge relevant to the topic being researched. In qualitative research, the importance of selecting informants in accordance with the research objectives and the topic being studied. The selected informants should have in-depth insight and experience related to the topic so that the data obtained can be richer and more meaningful. In addition, the approach to interacting with informants is also emphasized in qualitative methods, where researchers must be open, sensitive, and empathetic in gathering information (Moleong, 2016) ^[7].

In this study, the authors conducted interviews with several informants as follows: key informants namely, Head, Head of Section Head of Administrative Subdivision, Service Administration Officer; UPT Calibration Service Users. PSMB Medan and employees of PT. Immortal Immortal Permai.

According to (Sugiyono, 2013) ^[15], that data collection techniques are strategic steps in a study, because it has the main objective in the stages of obtaining data, carried out through interviews, observation and also documentation.

In this study, a qualitative method was used, namely to describe the condition of the data and information obtained and the symptoms that existed. With more character description of the results of interviews and documentation studies. The data that has been obtained will be analyzed qualitatively and described in descriptive form.

According to Patton (Moleong, 2011) ^[6], data analysis is "the process of arranging data sequences, organizing them into a pattern, category and basic description". This definition provides an illustration of how important the position of data analysis is in terms of research objectives. The main principle of qualitative research is finding theory from data.

The data analysis technique used in this study is to use the steps as stated by (Burhan Bungin, 2019) ^[2], which are as follows: Data Collection, Data Reduction, Data Display, Verification Data Display and Conclusion Drawing and Verification.

Results and discussion

Implementation of permenpan-RB policy No. 15 of 2014 concerning guidelines for service standards in improving calibration services at UPT. PSMB Medan

Policy implementation will begin after the goals and objectives of the policy have been determined through a policy maker's decision. Implementation can be interpreted as the stages of activities carried out by various elements so that in the end they can achieve and realize a result that is in accordance with the ideals of the goals and objectives of the policy itself (Winarno, 2008) ^[17].

Based on the results of these interviews and the results of direct observations made, the UPT. PSMB Medan has a commitment to always provide optimal service to the community/business actors in North Sumatra.

This is evidenced by the policy of the Head of UPT. PSMB Medan to issue a decision to determine calibration service standards. By including in this policy 2 components of service standards as regulated in Permenpan-RB No.15 of 2014, namely:

- a. Components of Service Standards related to the service delivery process, namely service points. This component must be conveyed and published to the public as service users.
- b. Components of Service Standards related to the service management process. Components are things that will be implemented by the UPT. PSMB Medan in providing calibration services.

In this study, Edward-III Theory in (Winarno, 2008) ^[17] used as an approach in analyzing the implementation process of setting calibration service standards at UPT. PSMB Medan. According to the theory presented by Edward-III, there are 4 factors, namely communication, resources, disposition and bureaucratic structure that affect the process of implementing public policies.

1. Communication

Decision of the Head of UPT. Testing and Certification of Goods Quality Medan Number 800/048/UPT.PSMB-M Year 2021 concerning Establishment of Service Standards and Notices for Calibration Services and Quality Control Services is a manifestation of the implementation of Permenpan-RB Number 15 of 2014 concerning Guidelines for Service Standards carried out by UPT. PSMB Medan, with policy implementers carried out by:

- a. ASN employees at UPT.PSMB Medan, as policy executors.
- b. Communities / Business Actors as the object of policy.

Communication of policies on setting standards for calibration services at UPT. PSMB Medan is a delivery of policy information from the Head of UPT. PSMB Medan to UPT ASN Employees. PSMB Medan and made it more effective with information conveyed to the community/business actors and other parties.

A. Transmission (Submission of messages)

Transmission, wants the policy that has been set by the Head of UPT. PSMB Medan was conveyed to all ASN UPT employees. PSMB Medan and also conveyed to the community/business actors.

Based on the results of research observations and interviews, it shows that the communication transmission side is from the UPT Head. PSMB Medan has been conveyed to policy implementers and also to policy objects. This is supported by Edward-III theory in Budi Winarno, 2012: 178 which states that the initial requirement to achieve effective policy implementation is the Head of UPT. PSMB Medan as a policy maker must already know what action to take.

In this way the Head of UPT. PSMB Medan in conveying policy information has been sufficient, so it really supports the implementation of the Permenpan-RB policy Number 15 of 2014 concerning Service Standard Guidelines in improving calibration services at UPT. PSMB Medan.

B. Clarity

The next indicator is clarity of communication, with clear communication it prevents differences that can occur between UPT heads. PSMB Medan, implementing staff and also the community (service users). From the results of interviews with informants and documentation, it was shown that most of the informants understood, knew the goals, objectives, procedures and requirements contained in the calibration service standards at the UPT. PSMB Medan.

Based on the results of research in the field, it shows that information regarding the policy for calibration service standards has been conveyed clearly to all policy implementers, namely the Head of Administration Subdivision, Head of Calibration Section and ASN employees as well as service users (community, business actors) regarding calibration service standards at UPT. PSMB Medan.

Edwards III (Winarno, 2008) ^[17] argues that the lack of clarity in the information conveyed will result in an unwanted change in action. There are different interpretations of the meaning of communication which can conflict with the main objectives to be achieved. Thus it was concluded that the role of the UPT Head in conveying service standard policy information was sufficient, so that it has supported the implementation of the Permenpan-RB policy No. 15 of 2014 concerning Service Standard Guidelines in improving calibration services at UPT. PSMB Medan.

C. Consistency

If you want the process of implementing Permenpan-RB Number 15 of 2014 concerning Guidelines for Service Standards in improving calibration services at UPT. PSMB Medan, which is faster and more effective, requires consistent and clear instructions from superiors. Inconsistent command instructions will actually make policy implementers take action at will according to their respective understandings in implementing the policy.

From the observation results obtained information that simultaneously UPT. PSMB Medan has implemented another policy, namely North Sumatra Governor Regulation No. 37 of 2019, regarding Calibration Service Fee Tariffs. The Pergub has regulated the calibration rates according to the type of equipment to be calibrated. Furthermore, from

the results of the interviews and observations above, it can be explained that the Head of UPT. PSMB Medan always tries to ensure that any information conveyed goes well, so that the implementation of calibration service standards does not deviate from the goal.

This is in line with what is mandated in the PAN-RB Ministerial Regulation Number 15 of 2014 concerning Service Standard Guidelines regarding Service Standard Indicators namely Requirement Identification, Procedure Identification, Time Identification, Tariff/Charge Identification, so that the process quality, fast, easy, affordable, and measurable services can be implemented properly. Thus the provision of information or directions by superiors is consistent with the objectives of service standards so that they can be applied by subordinates in implementing the Permenpan-RB policy Number 15 of 2014 concerning Service Standard Guidelines in improving calibration services at UPT. PSMB Medan.

2. Resource

In implementing the Permenpan-RB policy No. 15 of 2014 concerning Guidelines for Service Standards in improving calibration services at UPT. PSMB Medan, without sufficient resources what is planned will not materialize as expected (Winarno, 2008) ^[17]. This is important in supporting success, as Edwards III's theory explains that policy implementation must be supported by resources which include human resources and financial resources and facilities which are described as follows:

A. Employee resources (HR)

In order to properly implement the policy for setting calibration service standards, it is important to pay attention to employee resources. Submission of communication has been conveyed properly, but if the UPT. PSMB Medan lacks staff resources, so policy implementation will fail and become less effective. From the aspect of the number of equipment calibration officers, 2 people are assigned each in accordance with the scope and expertise of each. The division of tasks is carried out so that each UPT calibration officer. PSMB Medan really masters the scope of calibration services that are its responsibility.

Based on the results of observations and interview results, it can be explained that the competence of calibrators at UPT.PSMB Medan is generally not a problem, because each calibrator has been provided with focused education and training according to their respective areas of expertise. However, seen from the aspect of the availability of the number of human resources (calibration officers), it is not sufficient in achieving the maximum target of calibration services. According to Edward-III (Winarno, 2008) ^[17] competence and number of employees are 2 things that must be considered in order to achieve the effectiveness of policy implementation. The Minister of Administrative and Bureaucratic Reform on Service Standard Guidelines has also regulated this in the service standard components which include the competence of executors and the number of executors in the service management process.

Thus it can be concluded that the competence of calibration officers at UPT.PSMB Medan is very adequate, but the number of human resources for calibration officers is not sufficient enough to implement the Permenpan-RB policy No. 15 of 2014 concerning Guidelines for Service Standards in improving calibration services at UPT. PSMB Medan.

B. Information

Information is the second resource after employee resources in the theory of policy implementation.

1. Instruments (regulations) policies

From the results of the information obtained from observations and interviews that have been conducted, there are several policy instruments (regulations) that accompany and complete the determination of calibration service standards at UPT. PSMB Medan. Because each setting of public service standards is adjusted to regional conditions, laws and regulations, and other policy regulations which form the basis for the implementation of this policy.

The information aspect is an indicator of the resources needed in implementing the policy. This policy instrument (regulation) is a form of information that explains the stages of activities that must be carried out in order to implement the policy of establishing calibration service standards at UPT. PSMB Medan. From the results of observations and interviews it is known that the policy instrument for setting calibration service standards at UPT. PSMB Medan consists of:

1. Law Number 25 of 2009 concerning Public Services
2. pp. Number 96 of 2012 concerning Implementation of Law Number 25 of 2009 concerning Public Services
3. Permenpan-RB Number 15 of 2014 concerning Service Standard Guidelines.
4. Governor of North Sumatra Regulation No. 37 / 2019 concerning Regional Retribution Rates.
5. Letter SekdaprovSU Circular No.060/1271/ORG, regarding the preparation of Service Standards within the SKPD Prov.SU environment.
6. Decision of the Head of UPT. PSMB Medan Number 800/048/UPT.PSMB-M Year 2021 concerning Stipulation of Service Standards and Notices of Calibration Services and Quality Control.
7. Quality Management System Document ISO 17025-2017 Lab. Calibration.

A. Cost / Budget information

UPT. PSMB Medan has allocated budget funds to support the establishment of calibration service standards. However, these budget funds have not fully accommodated the service standard components related to the service management process. As the regional income-producing UPT Perindagsu Service (PAD), this budget fund can certainly be further increased. This of course will affect the UPT's original regional income (PAD). PSMB Medan from year to year.

Regional original income (PAD) generated from UPT calibration services. PSMB Medan is related to the amount of service tariffs. The tariff for equipment calibration services is determined in North Sumatra Governor Regulation Number 37 of 2019, concerning Regional Retribution. For each type of equipment, of course, has a different calibration service fee. According to Paul C. Light (RAND Corporation, 2005) a public administration expert who put forward the concept of "high-performance government". Stating that the availability of sufficient budget is important to encourage innovation and increase the effectiveness of public services. Thus it can be concluded that the budgetary resources are not sufficient enough to reach or exceed the local revenue (PAD) target, so that the implementation of the Permenpan-RB policy No. 15 of 2014 concerning Guidelines for Service Standards in improving calibration services at UPT is not optimal. PSMB Medan.

B. Authority

Authority which can be interpreted as the right to do something that is owned by someone. And it is the right and authority to act, such as to make decisions, organize, and delegate responsibility to others. From the information obtained at the research location, there are interrelated policy instruments regulating the implementation authority for setting calibration service standards at the UPT. PSMB Medan. Decision of the Head of UPT. PSMB Medan No.800/048/UPT.PSMB-M dated 04 January 2021 concerning Standards for Calibration Services, has included the stages of service standards. However, the policy document has not stated in detail regarding the roles, tasks and competencies of each service provider.

Based on the results of interviews regarding authority, it can be explained that each implementer of calibration services at the UPT. PSMB Medan has known the duties and authorities of each. In terms of administrative services, the tasks assigned to the executor of service administration have been included in the job description document. Meanwhile for technical calibration services, it has been regulated in the ISO/IEC 17025 quality management system document. It includes Normative References, Terms and Definitions, Management Requirements and Technical Requirements, of which the two main items in ISO/IEC 17025 are Management Requirements and Technical Requirements. Thus it can be concluded that the aspect of authority has been carried out according to the rules and is sufficient in carrying out the implementation of the Permenpan-RB policy No. 15 of 2014 concerning Guidelines for Service Standards in improving calibration services at UPT. PSMB Medan.

C. Facilities (Infrastructure)

Adequate laboratory facilities and equipment play a major role in supporting the implementation of calibration service standards at UPT. PSMB Medan. Building facilities are adequate, but the availability of tools that are in good condition (not) damaged is also important. The condition of the readiness of the calibration laboratory equipment will certainly affect the completion time and guarantees for the equipment that has been calibrated by the calibrator. As a result of the existence of some calibration equipment that needs repair (damaged), causing a delay in completion time. So this is one of the reasons for the non-optimal implementation of calibration service standards at UPT PSMB Medan. And this also has an impact on service users related to the completion time of the device to be calibrated. Based on the research results, the resources of this facility can be explained as that there are still some calibration equipment that are in bad condition and must be repaired immediately. The condition of equipment that is not good is one of the causes of delays in completing calibration services. Quoting writing (Winarno, 2008) [17] in Edward-III theory states that physical facilities/infrastructure are an important resource in the implementation of policies. Even though aspects of employee resources and employee understanding of duties and authorities have been carried out properly. However, without supporting facilities/infrastructure such as buildings, tools and equipment, the policy will certainly not be implemented optimally. Thus it can be concluded that the availability of infrastructure, especially calibration laboratory equipment, is inadequate, so it is considered not to support the

implementation of the Permenpan-RB policy No. 15 of 2014 concerning Guidelines for Service Standards in improving calibration services at UPT. PSMB Medan.

3. Disposition

If policy implementers have a positive attitude towards the policies that have been taken by policy makers, it is likely that policy implementation can be carried out as desired. However, if the negative attitude of the executor is different from that of the leader, the policy implementation process will become a complicated thing to implement (Winarno, 2008) [17].

A. Disposition effect

Commitment of UPT employees. PSMB Medan is very good, this can be seen from the great desire to succeed and support the implementation of this calibration service standard, from the superior level to the level of service implementing employees. This high commitment is of course due to the financial support provided to employees in the form of additional employee income allowances (TTP) and functional allowances which are of very adequate value. Based on the results of observations and interviews with several informants, the following information was obtained:

1. UPT employee. PSMB Medan, has a high commitment in implementing and succeeding the service standard setting policy set by the UPT Head. PSMB Medan.
2. UPT Calibration Officer. PSMB Medan is willing to perform equipment calibration directly at the company's location. Although the distance to the company's location is quite far from the UPT office. PSMB Medan.
3. The thing that carried out by the calibration officer, wants to change the perspective of the community, especially business actors towards calibration services. At the same time approaching business actors in conducting socialization and community satisfaction surveys on the quality of UPT calibration services. PSMB Medan.

According to Edward-III in (Winarno, 2008) [17], that the aspect of disposition in implementing a policy depends on the attitude of the implementer of the policy, such as commitment, communicative, honest and upholding democratic values. From the results of the research that has been done, it shows that most of UPT.PSMB Medan employees have a high commitment to support the achievement of better calibration services.

B. Incentives

Edward-III in (Winarno, 2008) [17] states that this incentive aspect is a way that is able to overcome problems that arise from the attitude of policy implementers with the provision of incentives. Providing incentives to UPT employees. PSMB Medan is carried out in several ways, namely Additional Employee Income (TPP), Functional Position Allowances and the existence of official travel accommodation funds.

Provision of TPP given to UPT employees. This Medan PSMB is also accompanied by a TPP reduction mechanism, if the employee does not meet the attendance and workload (SKP) component which is reported on a daily basis. So based on the information from the results of the interviews conducted with some of the informants mentioned above,

information was obtained that the incentives in the form of official travel funds and additional employee income (TPP) had been given to all UPT employees. PSMB Medan, while the reduction of TPP funds received has also been carried out based on the level of attendance and workload.

According to Edward-III theory in (Winarno, 2008) ^[17], provision of incentives in the form of benefits for employees and certain costs. Meanwhile, Subarsono said that for the implementation of the policy to go well, it must be supported by a mechanism for providing incentives and sanctions.

Thus it can be concluded that the provision of incentive funds in the form of TPP to supervisory employees is very adequate, so that it has a positive impact on employees implementing the implementation of the Permenpan-RB policy No. 15 of 2014 concerning Guidelines for Service Standards in improving calibration services at UPT. PSMB Medan.

4. Bureaucratic structure (Bereucratic structure)

Edward-III in (Winarno, 2008) ^[17], stated that Standard Operating Procedures (SOP) and Fragmentation had an effect on policy implementers who were still hampered by the bureaucratic structure. In implementing the policy, it is necessary to divide the duties and responsibilities of activities to each UPT employee. PSMB Medan and also need the availability of SOP. With the division of tasks and this SOP, it is hoped that it will be able to reduce the abuse of authority.

A. Standard operating procedure (SOP)

Referring to the Government SOP provisions regulated in Permenpan-RB No. 35/2012, that the Standard Operating Procedure is a summary of written instructions that have been standardized and determined about how and when, where and who should do it. This is reinforced by the SOP for Calibration Services that has been contained in the SK. Head of UPT.PSMB Medan, regarding Standard of Calibration Services. Procedures and procedures for calibration services that have been established for service recipients. The service procedure is a stage that must be passed by a customer in order to obtain the required calibration services.

Based on the results of the documentation, observations and interviews conducted with some of the informants mentioned above, it is concluded that:

1. Availability of SOPs, both Administrative, Service and Technical SOPs, are available and implemented properly by UPT.PSMB Medan employees.
2. Medan UPT.PSMB employees already know and are guided by the SOP, Standard Calibration Guidelines and Work Instructions that have been set.
3. Even though SOPs are available and well executed by employees, the large number of requests causes delays in completion time.

Besides that, according to the mandate from Permenpan-RB Number 15 of 2014 that service delivery organizations are required to have Standard Operating Procedures (SOP). Thus it can be concluded that the availability of SOP for Calibration Service Standards is sufficient, so it is very supportive implementation of the Permenpan-RB policy No. 15 of 2014 concerning Guidelines for Service Standards in improving calibration services at UPT. PSMB Medan.

B. Organizational fragmentation (Sharing of responsibilities)

Fragmentation is the division of roles, tasks and responsibilities in organizational work units. The more power involved, the less likely a policy will be implemented successfully. The availability of clear rules regarding the roles, duties and responsibilities of employees implementing calibration service standards has been included in the SOP. This statement was also reinforced by Immanuel, Calibration Officer in the Calibration Section, who explained the division of tasks and responsibilities for implementing the policy. From the results of the interviews, information was obtained that the distribution of roles and responsibilities was known and understood by the calibration officer and administrative staff in the calibration section and also Head of UPT. PSMB Medan and its staff are always active in coordinating in providing public services to business actors, because they realize they must be able to provide the best service to customers, so everything must be well coordinated. Thus it can be concluded that the organizational fragmentation aspect, namely the division of tasks, responsibilities and coordination in providing the best service, is adequate, so that it strongly supports the implementation of the Permenpan-RB policy No. 15 of 2014 concerning Guidelines for Service Standards in improving calibration services at UPT. PSMB Medan.

Obstacles faced in implementing the permenpan-RB policy No. 15 of 2014 concerning guidelines for service standards in improving calibration services at UPT. PSMB Medan.

1. Number of HR (Calibration Officer) in performing equipment calibration

The main factor in this resource indicator is the implementing staff, both administrative officers and calibration officers. The source of non-optimal implementation of policies is the unavailability of adequate implementing staff. Talking about the competence (ability) of employees, especially calibration officers, in general there are no problems. Each calibration officer has been equipped with technical knowledge, by frequently attending technical trainings held by the Ministry of Trade and internal training conducted independently at the UPT. PSMB Medan. Therefore, the limited number of Human Resources for Calibration Officers is still inadequate, so that they do not support the implementation of the Permenpan-RB policy No. 15 of 2014 concerning Guidelines for Service Standards in improving calibration services at UPT. PSMB Medan.

2. Lack of budgetary resources

The availability of budgetary sources needed for the implementation of service standards is insufficient, especially for the fulfillment of various supporting facilities and infrastructure, such as the procurement of new calibration equipment in accordance with technological developments, the budget for equipment repairs and equipment maintenance. In addition, the process of disbursing budget funds often experiences delays, which can cause delays in activities and cannot be carried out immediately according to a predetermined schedule. and infrastructure, so that it does not support the implementation of the Permenpan-RB policy No. 15 of 2014 concerning Guidelines for Service Standards in improving calibration

services at UPT. PSMB Medan. Overcoming the unavailability of an adequate budget is a complex challenge, but there are several strategies that can be taken to manage this situation, namely Priority Budget allocation and Innovative Approaches in budget planning

3. Potential weakening of employee commitment

The obstacles in the implementation of calibration service standards at UPT. PSMB Medan one of which is consistent employee commitment. This should be watched out for in the future, the degradation of employee commitment refers to a decrease in the level of commitment given by employees to the organization where they work. This can be caused by various internal and external factors that influence employee motivation and loyalty to the organization. Based on the results of the observations and interviews above, it shows that the selection of officials who are not in accordance with the qualifications, competencies, or integrity required for these positions can disrupt organizational performance and cohesion, as well as affect employee commitment, can greatly contribute to the degradation of employee commitment to new superiors. especially if the new boss has been appointed arbitrarily. To overcome the potential for a decrease in employee commitment to the newly appointed supervisor, it is necessary to take steps that can build a positive relationship between employees and new superiors, namely open communication and adhering to rules and procedures.

4. Lack of coordination with related stakeholders

Lack of coordination with the business world and other stakeholders can hinder efforts to improve calibration services at UPT PSMB Medan. This will have an impact, among others, on the process of increasing the budget, less than optimal service, community dissatisfaction and lack of innovation and improvement in implementing services. Based on the results of the interview above, it shows that there is an impression that the Head of UPT PSMB Medan is quite comfortable with the current service conditions. However, with the lack of coordination with the business world and other stakeholders, it can actually hamper efforts to improve public services. To overcome these obstacles, steps need to be taken to improve coordination with the business world and other stakeholders, namely identifying key stakeholders and forming a forum or consulting group.

Conclusion

Implementation of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 15 of 2014 concerning Guidelines for Service Standards at UPT. Goods Quality Testing and Certification (PSMB) Medan, in terms of communication, has been going well. In terms of resources, the Implementation of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 15 of 2014 concerning Guidelines for Service Standards at UPT. Goods Quality Testing and Certification (PSMB) Medan has not gone well. The lack of personnel for calibration officers is still inadequate, and the provision of budget funds and infrastructure is not sufficient to meet the needs so that they do not support the implementation of service standards at UPT. PSMB Medan. In terms of disposition, Implementation of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 15 of 2014 concerning Guidelines for

Service Standards at UPT. Goods Quality Testing and Certification (PSMB) Medan has been going well. However, it is necessary to anticipate the potential for degradation of employee commitment to the newly appointed Head of UPT PSMB Medan. In terms of bureaucratic structure, the implementation of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 15 of 2014 concerning Guidelines for Service Standards at UPT. Goods Quality Testing and Certification (PSMB) Medan has been going well. In terms of bureaucratic structure, the implementation of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 15 of 2014 concerning Guidelines for Service Standards at UPT. Goods Quality Testing and Certification (PSMB) Medan has been going well. In terms of bureaucratic structure, the implementation of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 15 of 2014 concerning Guidelines for Service Standards at UPT. Goods Quality Testing and Certification (PSMB) Medan has been going well. In terms of bureaucratic structure, the implementation of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 15 of 2014 concerning Guidelines for Service Standards at UPT. Goods Quality Testing and Certification (PSMB) Medan has been going well.

Obstacles faced by UPT. PSMB Medan in implementing the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 15 of 2014 concerning Guidelines for Service Standards is a lack of HR for Calibration Officers, lack of budgetary resources, potential for weakening of employee commitment and lack of coordination with related Stakeholders.

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