

Economic Development and Sustainable Human Resources by Supply Chain Management in Government Towards in West Kalimantan Indonesia

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Abstract- The growth of global supply chains has changed the distribution of incomes across countries. Participation in these supply chains, initiated by the successful completion of low value-added manufacturing tasks, contributed to industrialisation and high rates of economic growth in several Asian developing economies. The quality of economic development and sustainable human resources in government can be seen from excellent service for the realization of a mental revolution. These qualities are demonstrated through the attitude of government officials who are friendly, polite, and a work ethic that is disciplined, productive, and innovative. But the service in Sungai Ambawang Kuala Village, West Kalimantan Indonesia, was allegedly not yet excellent. For this reason, the purpose of this study is to analyze excellent service leading to a mental revolution in the apparatus of Sungai Ambawang Kuala Village through a descriptive qualitative method. Data was collected through observations on the quality of services carried out by the apparatus in Sungai Ambawang Kuala Village, interviews with village heads, village secretaries, heads of government affairs, hamlet heads, and community leaders, and by collecting documents related to services in Sungai Ambawang Kuala Village. Based on research, it is known that until the end of 2016 the village profile as a village development planning document has not been realized and does not yet have clear service standards. It was found that the quality of service of the apparatus of Sungai Ambawang Kuala Village was fulfilled in the aspect of guarantee, real, empathy, and responsiveness but it was still lacking in the aspect of reliability. The conclusion of this study, to overcome the lack of service of government apparatus in serving the community, the concept of service apparatus is harmonized with the vision of a mental revolution that emphasizes the work ethic and the spirit of mutual cooperation. The recommendation given is the existence of a synergistic social movement between the government and the community in routine activities starting from the scope of the family, school to the community.

Keywords; *Mental Revolution Paradigm, Village Officers, Village Development, Indonesia.*

1. Introduction

As competition moves beyond a single firm into the supply chain, integration between sustainability and supply chain management (SCM) becomes necessary. In

this nowadays globalization era, government leadership and service quality are interrelated which refers to the public sector availability. The intended public sector refers to the implementation of administrative order towards customer orientation through government services [1]. Obviously, the services provided reflect the development of a government that shows a particular quality. Indonesia as a developing country certainly has an interest in capturing opportunities in this current globalization era [2]. In this current rapid globalization era, countries have to filter the process of globalization that has the potential to pose a threat to the economic process. The process of anticipating the current of globalization can minimize the adverse impacts in the development process.

One important step in carrying out development is by performing a sacrifice to create economic development by modernization [3]. The sacrifice refers to the existence of a cooperation and shoulder to shoulder process between the community and the government to achieve a goal in the process of economic development. State is the highest order of authorities in a territory [4]. The presence of a state is expected to be able to carry out the development process and provide services for various interests, needs and complaints in a community.

From the social point of view, the development rate of a government organization is determined by the ability of apparatus resources in providing excellent services, in order to be able to meet the interests. This can be seen through the ability in efficiency and effectiveness of management. The quality of the apparatus resources carries out the duties of service, development, and empowerment as servants of the state and servants of community. As a public servant, prioritizing, putting services ahead of various interests, needs and complaints of the community [5].

Welfare in a state depends on public services efforts [6]. In addition, one of the benchmarks in the level state welfare can be calculated from the resources and skills of government in regulating it. The ability of government to manage and organize resources are indispensable for the

achievement of common goals in economic development. According to [7], the role or vision of government is directing the community towards the goal articulated in public policy sustainably, in other words, the government endeavors to serve the community by creating conditions that allow each member of the community to develop their ability and creativity in order to achieve common goals. In essence, every government organization is formed to provide services to the community or citizens.

The lack of superstructure and infrastructure conditions is an inhibiting factor in a development [8, 9]. Therefore, the role of government in raising a social awareness and setting a policy, as well as attention to environmental conditions in an area is required. The basic factor of public service in government that cannot be ignored is the quality of service that determines recipient's satisfaction [10]. Observing the circumstance of apparatus resources in Sungai Ambawang Kuala Village, Sungai Ambawang District, Kubu Raya Regency, the implementation of duties of service encountered an obstacle caused by the effects of various aspects, especially on the knowledge and ability of apparatus resources, as well as inadequate facilities and infrastructure factors in supporting the implementation of services to the community. From the 11 (eleven) apparatus of the Sungai Ambawang Kuala, only 5 (five) already have a bachelor (S1) education qualification and the rest have high school education.

Service is a form of work unit that provides excellent, right on target, efficient and inexpensive services for people from the weak group in the economy. Based on pre-research conducted by the researchers, the service provided was not in accordance with the concept of excellent service, the service in Sungai Ambawang Kuala Village showed that there were officers who were not friendly in their attitude and tended to be indifferent to the community, impolite attitudes such as not staring service recipients when speaking in the service process. In addition, in the work ethic it can be felt from the competitiveness, was more productive and innovative. However, it was allegedly found officers who were not disciplined in working hours. Based on such thing, mental health problems have occurred.

Mental health problems are difficult issues to handle [11]. One of the efforts to deal with mental health problems is by conducting a mental revolution. One achievement that measures the successful implementation of the Mental revolution namely the increasing quality of public service. Therefore, based on this issue, the researchers were motivated to perform excellent service for the realization of the Mental Revolution. Based on this statement, the objective of this study was to analyze the excellent service towards mental revolution of Sungai Ambawang Kuala Village officers in West Kalimantan Indonesia.

2. Research Methodology

Comparative advantage is naturally relevant in the formation of global supply chains because location

decisions for firms revolve around efficiency, specifically, placing each stage of production in the lowest cost location. This cost calculation trades off direct factor costs with "separation" costs. The former include wages, technology, capital costs, subsidies and other policy-related incentives. This study used descriptive research methods with a qualitative approach. This study was conducted in Sungai Ambawang Kuala Village, Kubu Raya Regency, by interviewing the village head, 1 secretary village, 1 head of government affairs, 3 heads of hamlets, and 2 public figures. Since this study is a qualitative research, analysis technique used is descriptive analysis technique. Technically, the steps of data analysis carried out were 1) Categorization, classifying and reducing data, 2) Verification of data, and 3) Analysis and interpretation of data. Data obtained from interviews, observations and collection of document in the field were categorized/separated so that the source of data is still searchable, easy to be classified, rechecked, processed, analyzed and drawn conclusions.

Quality of Excellent Service by Sungai Ambawang Kuala Officers in West Kalimantan Indonesia.

Sustainable development and human resource development can be seen from the development of the economic development process [12]. The development of the economic development process itself can be seen from the performance of the apparatus in government, both at the central level and at the village government level. To know the ability of the government apparatus of Sungai Ambawang Kuala village in giving an accurate and satisfying service to the community, documentary research was conducted on the education level of the village government apparatus and conducted a series of interviews with several informants, as well as direct observation of the village administration activities.

Based on the results of data on the government structure of Sungai Ambawang Kuala Village 2016, it had a complete apparatus which consisted of 1 village head, 1 village secretary, 1 head of government affairs, 1 head of economic and development affairs, 1 head of welfare of community affairs, 1 treasure, 2 hamlet heads, and 2 staff members. From such 11 village government apparatuses, there were 6 (six) people who had high school and 5 (five) people who had bachelor degree.

Human resources with a bachelor's background were believed having the ability to apply the theories and computer technology to access information sourced from the internet. With the ability to operate computers and use internet applications, it can facilitate the affairs of government and village administration, whether in the form of general administration, population, monetary, development, and others.

The results of observations of the researchers in the field by observing the activities of village government officials who provide services duties to the community, the average of village government apparatuses who had taken bachelor degree (S1) were proficient in operating computers and able to access information through internet

virtual media. With the ability to operate the computer, it could help to implement the village administration rapidly for the formats had been stored in the computer files.

Any needs of the community, for instance those related to certificates, and correspondence could be immediately served quickly and carefully by filling in the data contained in computer files by the apparatus. Every community who came was asked for a complete identity and/ or was invited to record a complete identity input the data, examined several times by the apparatus to avoid editorial errors and/or sentence confusion and so on.

The village government apparatus can position themselves as a community guide to the various problems of its community, by providing advice and motivation to encourage the community to rise and move forward, so that the problems that were being experienced by their community could be resolved. As Sawerdi, one of the residents of Parit Aim Hamlet in Sungai Ambawang Kuala said:

“In matters of requesting a certificate in the village could be served directly and quickly. We often ask the village officials to reconcile family issues related to the distribution of inheritance, accounts payable and receivable, and even problems of young people and so forth. With the help of village officials, many community affairs were completed at the village level”.

The information above was also supported by Mansur, a resident of Ambalang Kuala Hamlet, Sungai Ambawang Kuala Village who stated, “The village head and his apparatus diligently visit the residents to solve the problems faced by their community. They do not even the time”. The statements of the residents proved that the ability of the apparatus to provide services that satisfied the community was quite good.

Meanwhile, the Head of the Ambawang Kuala BPD specifically highlighted the quality of the Sungai Ambawang Kuala Village Head for his responsiveness in running the government, that:

“If observed by the village secretary who was considered by him and who always helps him, he is a great person. Charismatically, his personal is okay. He often visits the community”.

The statement of the Head of BPD suggested that in terms of reliability, the managerial skill of Sungai Ambawang Kuala Village head was quite good, but required a companion to provide advice and make village development plans.

While a statement from Abu Bakar, a religious figure of Sungai Ambawang Kuala village stated that:

“God willing, the village head is also an experienced person in village governance. Even though he is not educated in the fields of government or development, since he has long devoted himself as village administrator in previous eras of the village head, he already has experience.”

Based on the statement of the figure, it was showed that the quality of the village head in terms of responsiveness to his field of duty in government affairs and service to the community was good. However, he also needs to be accompanied by experts who understand the development of the village, because he is not a development bachelor but an Islamic Religious Education bachelor.

Furthermore, the objective standards are needed to assess the quality of service, whether it is according to community expectations or not. Based on the researcher's observations, no Standard Operating Procedure (SOP) was found on the information board or on the wall about the flow of service according to the SOP, so that the flow of service reception became less clear. This condition could make it difficult for the village government apparatus because their obligation is to explain the workflows and materials prepared by the community to obtain a certain service. Thus, the ability of the apparatus in preparing and publishing Standard Operating Procedures was still lacking.

Moreover, the ability of the apparatus in using tools such as computers certainly affected the service process. At present, typewriters were almost gone and replaced by computers. The average apparatus of Sungai Ambawang Kuala Village were able to use tool in the form of a laptop or a computer, except for the hamlet heads and two village staffs who were still less able. The head of Sungai Ambawang Kuala village government affairs stated that:

“In carrying out village administration in the form of general and population administration had a format in the computer file we have made. The average apparatus are adept at operating computers except for two staff members and the hamlet head are somewhat lacking.

Thus, in fact all head of affairs, treasurer, secretary and Village head of Sungai Ambawang Kuala were able to operate computers well in order to carry out administrative duties of the village administration. While the hamlet heads and two village staffs with a high school education were not good at operating a computer or technology illiterate.

Technology illiterate for village government apparatus is an issue that needs to be seriously considered. Because in the service administration such as correspondence, the village staff and hamlet heads were often constrained by their inability to operate computers, so that in certain conditions and situations they cannot serve the needs of the community maximally. In addition to service assignments, there were also other duties from the hamlet head (Kadus) to input the Family Base Data every time that was reported monthly to the village. This required the ability or expertise to input data for village heads and staff of the village government apparatus, as well as the ability to input data entered into computer files.

Thus, the ability to operate a computer for the village government apparatus should be an obligation because in this day and age, a lot of correspondence or other

administrative matters that require output from a computer. In the future, the implementation of village government administration will be carried out using the e-government application, in which all village administrations will be carried out online and the affairs of incoming and outgoing letters will be carried out through virtual dispositions. As stated by the Ambawang Kuala helmet head that:

The hamlet head currently has a large number of duties. The obligation for the hamlet head is to input the family's basic data. Lots of data that must be collected every day, week and month that must be reported to the village every month. Honestly, we have not been able to carry out the task as a whole because of limitations, especially the most severe obstacle is the inability to operate a computer" [13].

The duties and functions of the hamlet head if examined from the interview above are indeed not easy, besides providing service assignments in the hamlet, it also has the task of inputting Family Base Data in each hamlet which is reported to the village every month. The accuracy of the village data is very much determined by the accuracy and truth of the data from the family inputted by the hamlet heads. The input data from the hamlet head in each hamlet is reported to the village, then recapitulated by the staff of the village government apparatus to become a village profile.

The data displayed in the village profile is a picture of the village's condition which largely determines the status of the village, the amount of assistance received, the amount of income and allocation of village funds received, and so forth. The amount of village funds received by each village is determined based on the total population, the total population of the poor, and geographical difficulties. The level of equity and equitable assistance, and the amount of budget received by the village is largely determined by data from the village profile and the main source of village profile data is the basic family data that is inputted by each hamlet head.

There were 84 (eighty four) form formats that must be inputted by each hamlet head regarding with basic family data. These formats had not been able to be implemented by the heads of hamlets and government officials of Sungai Ambawang Kuala Village until now so that in fact Sungai Ambawang Kuala Village did not yet have a Village Profile document.

This was justified by the statement of Sungai Ambawang Kuala Village Secretary stating that "the village profile is not yet ready, we cannot show it because it is still in progress" [14]. This information indicates that the village profile which is an important village document was not able to be carried out quickly. This shows the inability of the village government apparatus to carry out village administration to the maximum. It turns out that computer skills are not necessarily free from administrative errors. The inability in this case is due to the lack of human resources' ability to access information

from below to input basic family data as a basis or guidelines for making village profiles.

Based on the documentary research and the results of previous interviews, it can be interpreted that the reability effect or the ability of the village administration of Sungai Ambawang Kuala in conducting accurate and correct data and satisfactorily shows the lacking category, because until the end of 2016, the village profile as an important document for conducting village development planning had yet to materialize and unclear service standards. Although in other dimensions the ability to serve the community and free from mistakes was good; and the ability or expertise of the apparatus that utilizes supporting media in the service system is already adept at dealing with case resolution in the community is already good, and the public perception is quite satisfying, as well as direct services provided by officers to the public are carried out quickly.

2.1 Assurance

Assurance belongs to the quality of management part of a product or service, which refers to customer satisfaction due to trust as quality requirement. One of these quality elements is accounted for by the quality assurance department which facilitates an effective and efficient structure for the operational unit. Thus, the position of the department must be occupied by parties who meet standardization, dedicated, and competent [15].

The guarantee qualification can be seen from the ability of the government apparatus of Sungai Ambawang Kuala Village in providing the best services that reflect a guaranteed attitude of discipline, honesty, trustworthiness and so forth. A series of interviews and observations were made on public service activities in Sungai Ambawang Kuala Village.

The observations of the researchers showed that the services provided by the apparatus were direct services, so that in terms of timeliness of service had been carried out on time. As far as the researchers knew during the observation, the village apparatus did not charge fees or were discriminated. However, sometimes people voluntarily gave their sincere gratitude for the assistance provided by the village apparatus. In terms of work discipline, it appeared that the village apparatus was very disciplined about the time of arrival and time of return and disciplined in the work completed with seriousness. In welcoming and serving the people who came, the Apparatus of Sungai Ambawang Kuala Village was very friendly and smiled a lot while giving positive jokes.

Friendly, honesty, and discipline attituded as well as seriousness in working to prove a guarantee of the sincerity of the apparatus in providing the best service to the community. The honest attitude conveyed to the community raised a trust in the apparatus, as social capital to obtain sympathizers. Therefore, whoever was elected to be the village head, this apparatus can still be maintained based on community aspirations.

The statement of the community and the Head of the BPD Sungai Ambawang Kuala Village indicates a great trust in the Sungai Ambawang Kuala Village Apparatus for guaranteeing attitudes and behavior in daily life as members of a large community, as well as guaranteeing their attitudes and behavior in providing services to the community as Village Apparatus.

Meanwhile, the Head of Ekbang Affairs acknowledged in his statement that: "We try to serve the community immediately and directly, but we also do not deny that on certain days, there is a very important preoccupation which can interfere with the service process, we convey to the community honestly ". Attitudes that were concerned with the needs of the community carried out directly and immediately without delay, provide a sense of satisfaction for the community and for the apparatus themselves in helping their residents quickly.

Apparatus often faced with very many duties and required a predetermined deadline. The dutie of the village government apparatus was very much towards village development. To do village planning is so hard and not simple. As if being chased with time, the village government apparatus must try to do a job not to exceed the specified time limit. As a requirement for village fund disbursement, the apparatus must prepare important documents that were carried out in a planned, integrated and participatory manner. After that, the apparatus must be faced with the realization of the budget and accountability report. They all have a set deadline.

In addition to the work that is not easy and simple as described above, village apparatus were often faced with social problems that must be resolved immediately. This took the attention and could disrupt the service process. As the statement from the Head of Sungai Ambawang Kuala Village that:

The statement showed a high commitment from the village government apparatus to guarantee the best works in serving the community. The commitment not to delay work was a disciplined attitude towards time and work itself. Despite the fact the results were still not optimal. This was understandably reasonable by the Head of the Sungai Ambawang District Government as the Trustee of the Village Government Apparatus, that:

The statement from the Head of the Sungai Ambawang District Government is in line with the statement of the Head of the Village Administration Section of the Community Empowerment Agency and the Village Administration (BPMPD) of the Kubu Raya Regency where:

Based on the results of the observation and interview above, it was found that the Assurance aspect of of Sungai Ambawang Kuala apparatus Village showed a very good attitude and behavior. The attitude of trust, discipline, honesty and high commitment shown by the Village Apparatus in serving the community, is a guarantee (assurance) of the best work given by the Village Government Apparatus to gain the trust of the people of

Sungai Ambawang Kuala Village. In addition, the guarantee of the quality of village headship leadership is charismatic, open, honest, good at socializing and collaborating with the community [16, 17].

2.2 Tangibles

Tangibles is defined as a realization identified as physical element of a service. This element covers various aspects, such as performance of real facilities, equipment and property. Thus, tangibles are a reality that includes material facilities, media, apparatus and a place of interaction. This direct evidence can be something that can be seen, or felt directly by the community when receiving services. Some of them are the appearance of the apparatus in providing services; convenience location in providing services; coefficients in the service system; discipline of apparatus in carrying out service; effectiveness of customer access in service requests; the use of supporting media in service and others.

In order to find out the provision of the scope of public services by the village government apparatus including those concerning the appearance of officers, the convenience of the place, the ease of access, and the use of service aids, a series of obervation activities and interviews with several informants from the community were carried out. The performance of village apparatus can be directly felt by customers (the community) which can influence the emotions of the community overflowing with feelings of pleasure, pride, and feeling protected by the village apparatus. Researchers' observations regarding the appearance of the Sungai Ambawang Kuala Village Apparatus were generally quite neat and convincing. Every day they used uniforms according to the provisions of the day from the government. Their performance and authority are quite convincing, they were on average young people who were more intense to maintain their appearance. Except for one staff member who was classified as not young anymore, his appearance was rather not good.

Furthermore, service place can determine the level community's convenience as a service user. Observation of the place convenience was still lacking because of the cleanliness and beauty of the room was not well maintained. Seen on each table were piles of scattered documents and papers. Filing cabinets and shelves were very dusty; cabinet filing and scattered documents were not organized; paint the old, chipped room.

Nationalism awareness reflects an identity and character that is able to respect the existence of other groups and has strong rationality [17]. One example of the above interview is a manifestation of the nationalism awareness existence from village apparatus officers towards the community. The ease of services access in the village is largely determined by the attitudes of civil servants who always sincerely serve the needs of the community regardless of social status, ethnicity and religion. Not based on close friends, rich or poor people and someone who is influential. With the observations and

statements of the people above, services access in Sungai Ambawang Kuala Village is very good and easy.

Furthermore, the ease of the service process showed a situation where the service process can run orderly, smoothly, and pleasant. Based on the results of interviews with several community members, most of the community considered the service process to be quite easy, orderly and smooth. It can be seen from the results of the researchers' observation that the direction given by the apparatus in the service was quite smooth and orderly so that the community did not encounter difficulties and complications in the process of meeting the needs of the community. However, at certain times when people who come in relatively large numbers cannot be accommodated in a room with a very small diameter and diagonal. Room facilities consisted of 3 (three) rooms, namely:

1. 1 (one) Village Head Room with a diameter of 2.5m x 3m with a height of around 2.5m;

2. 1 (one) Lobby Room is used for work space for three Head of Affairs and two staffs at the same time as a guest room, with an area of 5m x 6 m with a height of 2.8 m.

3. 1 (one) meeting room with a diameter of 2.5 m x 7.5 m and height 2.5 m.

The condition of such a building was certainly very influential on the service process received by customers (the public). The condition of the small and cramped room entered by the customer (the public) until it was full and the community could no longer queue orderly which caused the service process to be disrupted. People who were inside felt the heat and did not like staying long in the room. So some customers preferred sitting outside the building or in the office yard, waiting their turn. Even though the outside was also full of their vehicles. Some others could not stand and left the office and chose another day to receive services from village apparatus.

Such conditions only occurred at certain times if by chance the community came in greater numbers (for example more than 10 people because the room's tensile power cannot exceed 10 people). Based on the analysis of researchers, the service process in such conditions could be disrupted or uncomfortable was common / reasonable because of limited space or a small and narrow room, and the unavailability of adequate waiting rooms.

The statement of the head of the BPD needs support from all parties, especially depending on the role of the village head together with the stakeholders in Sungai Ambawang Kuala Village. This is where the achievements of the Village Head can be tested and assessed by the community, whether he is able to embrace all community members to provide thought participation (ideas and ideas); financial and energy support; a sense of responsibility to work together to develop the village; and access has the support of the district and provincial governments. If this development is realized, it is not

impossible that political support for the Village Head will continue for two periods of tenure.

Furthermore, public services in Sungai Ambawang Village are very needed and must be supported by the availability of equipment both for data storage and for correspondence output. The researchers' observations seen from the completeness of service aids have been adequate, each apparatus already had a desk and laptop except the staff and head of the village that were not equipped with a computer or laptop. The average village apparatus was adept at operating computers so as to facilitate their duties in the service process. In the future it is also necessary to add a laptop or computer for the staff and head of the hamlet to facilitate administration at the hamlet level. Whereas based on the analysis of researchers, the duties, functions and responsibilities of the Hamlet Heads (Kadus) are no lighter than the Head of Affairs.

Based on the documentary research, the results of previous interviews and observations, it can be interpreted how the tangibles effect of public services provided by the village government apparatus related to tangibles of the officer's appearance, place convenience, ease of access, and use of service aids felt by the community were quite well and satisfying. The things needed to be improved were the cleanliness and beauty of the room. It needed to be organized more so that it did not look dirty even though the room was inadequate because it was small and narrow. The problem of convenience in the service process which was slightly disrupted was caused by the condition of the village head's office building which was old, and small, but that was very well understood by the community.

3. Empathy

Empathy is an important mechanism for controlling relationships between service providers and recipients based on behavior that is adaptive and prosocial. In practice, this element is seen through the level of adaptation in service activities that results in communication between the parties involved and satisfaction of the service recipients. This function of empathy can be indicated as a form of symbiosis in which there is reciprocity between the parties in a service meeting [4].

If implemented in the phenomenon of government service quality, empathy refers to the level of interest, as well as interest of the apparatus over the interests, needs, and complaints of the community. The ability to empathize in the form of the attitude of the village government apparatus that makes it easy for people to contact, communicate well, pay attention to consumers and understand consumer needs. The attitude of empathy carried out by the authorities in providing this service can be in the form of an objective and friendly attitude when providing services, not discriminating or discriminating against the people who receive services, and always being polite in responding to all kinds of problems or complaints complained of by the community.

Based on the researchers' observations, customers or the public were served according to the queue based on the awareness of the people who arrived earlier without a queue number. In the lobby, there were seats reserved for the public or guests who had been prepared to wait for their turn to receive services, but the number was limited to only 4-6 people. Even if the capacity was only forced up to 10 by using emergency chairs that usually belonged to the village apparatus.

The services provided to the community were direct and generally relatively fast, since all village administration formats were available in the computer files of the apparatus. To avoid errors in the name or identity of the customer, the apparatus requested a Resident Identity Card (KTP) or SIM and / or other valid / official identity information from a particular institution, for example student cards / student cards and so forth. All people without exception, were always asked for their identity if they wanted to take care of the paperwork. This attitude was in addition to avoiding mistaken identity, also to show the apparatus' objective attitude towards the services provided to whoever the community is.

Moreover, the researchers' observation also assessed that the village apparatus were very friendly in serving the community. Loose smiles and jokes were often done by village apparatus. However, there was also a response from the community who stated that the village apparatus was not friendly, as stated by Berry, a resident of Dusun Parit Aim that: "The apparatus is still not friendly because it tends to stay quiet in front of the computer when people come" (interview, 08/08 / 2016). Another case was stated by Mesdi, a resident of Parit Meliau Hamlet, who said that

"The village apparatus today are friendly young people and most of them graduated from IAIN Pontianak. So I guess they are on average friendly people and very polite"(interview, 08/08/2016).

With this interview, it can be perceived that the current village apparatus were quite friendly and polite. Apparatus tried to improve the quality of services, one of which was by maintaining and / or increasing politeness in serving the community so that service is optimal. Observations, the apparatus in providing services has been very polite. The politeness given was reflected in the communication carried out gently.

In addition, as a form of concern for the community, the Head of Sungai Ambawang Kuala Village strived to involve community participation in village development, from planning, implementation to supervision of development. Every policy carried out by the village head was always discussed first with the BPD and other stakeholders, and after all agreed he socialized to the community through RT / RW forums in the hamlets. This policy is for example the formation of village arts groups, the provision of sports evans, the formation of early childhood education in villages, and others. The RT / RW and Karang Taruna (village youth organization) Forums are the basis of the participation of the Sungai Ambawang

Kuala community in their efforts to participate in advancing the village.

The statement showed that the village head actually had tried very hard to foster community participation, but the participation shown and developing at this time is pseudo participation, which is donating energy but behind it asking for compensation. Then in terms of communication, the researchers observed that the apparatus gave communication in the form of jokes, and smiles as a welcome greeting. This was said by Sawerdi, a migrant from Madura, East Java who has long been a resident of Parit Aim Hamlet, that: "When I was taking care of a certificate to make a KTP, I was immediately served well, I was asked for an identity card with a very polite and polite to adjust and making sure there are no errors "(interview 15/08/2016). The statement indicated that the service provided by the apparatus is very pretentious and polite with gentle communication.

Attitudes that always sincerely serve the needs of the community regardless of social status, ethnicity and religion make the community comfortable with village apparatus officials. With the observations and statements of the people above, the service provided by the Apparatus of Sungai Ambawang Kuala Village is very good and easy without discriminating against the people who receive the service.

Thus, it can be seen that in the empathic aspect of attention and concern level of Sungai Ambawang Kuala Apparatus in the interests, needs, and complaints of the community was good. The ability to empathize in the form of the attitude of the village government apparatus which had made it easy for the community to be contacted at any time by the community. Every community or guest who arrived was greeted with a friendly and polite, whoever the person was treated with an objective attitude. Every customer or community who wanted to take care of the statement of information was asked for an identity card in soft and polite language. In providing non-discriminatory services or discriminating against people who receive services and always be polite to respond to all kinds of problems or complaints complained of by the community. Then the village apparatus also tried hard to encourage community participation in every village development activity as a form of guarantee of attention to the community.

4. Responsiveness

Responsiveness refers to a willingness to help or provide an effective service. The effectiveness is proven through responses in responding to complaints or problems, as well as meeting the interest for a service [12]. Nowadays, people tend not to be able to follow changes in terms of quality and quantity from various aspects. This unpreparedness certainly has to be anticipated with a responsive attitude in community.

In this study, to determine the ability of the apparatus to respond to every community's complaint quickly and appropriately, the observations and interviews were

conducted with several informants from the community and the government apparatus of Sungai Ambawang Kuala Village.

The pace of service provided by officers was assessed by the community in response to service officers when providing direct services when the applicant came to the Sungai Ambawang Kuala Village office. Thus, the service was done in accordance with the right time and quickly. Dealing with community complaints, the apparatus gave a response in the form of an explanation of the complaint directly at the village office. The researchers observed that the apparatus providing an explanation or informing what was being done so that the community would hear and understand the problems that the community complains about.

The village head and his staff often make visits to the hamlets in rotation either through religious events, attending arts events, events conducted by residents and others, so that direct complaints from the village community can be directly accommodated immediately. The community had already known that the Village Head was not a managerial person who knew the exact conditions in the field with one hundred percent certainty, and in order to acquaint with the needs of the community with certainty was carried out by a village secretary and other village apparatus. The village head's ability to manage village government could be seen from his efforts in developing Sungai Ambawang Kuala's potential for the welfare of his community. There were so many ideas from the village head of Sungai Ambawang Kuala to explore village potentials, for example, carik (bent) soil improvement, creation of village icons and others.

The pace of service provided by officers was assessed by the community according to the right and fast time. Dealing with community complaints, the village head and his staff often take turns visiting hamlets in turn so that direct complaints from the village community could be immediately well-informed. The apparatus gave a response in the form of an explanation of the complaint directly, giving direction and information about what was being done so that the public understood the problem that the community was complaining about.

Excellent Services Towards Mental Revolution of Sungai Ambawang Kuala Village Officers in West Kalimantan Indonesia

Job retention is very important to maintain a competitive job [6]. The spirit of mental revolution as a continuation of the struggle that had been promised by independence fighters on August 17, 1945, namely Ir. Soekarno, his aim was to arouse the spirit of the advancement of the Indonesian nation. Mental revolution is the latest sustainable movement to be able to realize TRISAKTI namely sovereignty of politics, self-reliance in economic aspects and personality over culture. Referring to the program established by Keminko-PMK, it is called Mental revolution because in it there are different perspectives on the paradigm, attitude, behavior of Indonesian work processes that refer to instrumental

strategic values such as integrity, work ethic, and the spirit of mutual cooperation based on Pacasila for the sake of more developed, prosperous, peaceful and dignified Indonesia in the world eyes.

The mental revolution itself is based on the rise of sense of pioneering, nationalism and morality. Pioneering work on the spirit of mental revolution aims to be able to realize changes which are aimed at making people more advanced in through Presidential Instruction No.12 of 2016 concerning the National Movement for Mental Revolution. The presence of the Mental Revolution is to answer the weak integrity in society marked by KKN and deviations in the management of human development. On the other hand, there is a weakening of the work ethic in the community environment which is more more concerned with the achievement result than the process than the achievement process, tends to choose an easy and pragmatic way that triggers a corruption culture. This is accompanied by the weakening of mutual cooperation culture which results in the community feeling to have an individualistic character. Therefore, it is necessary to have a social movement simultaneously and effectively, the government and the community stimulate work spirit in routine activities starting from the family, school to the community.

In government institution, service related to providing facilities for other people and in this case in services in Sungai Ambawang Kuala Village. The problems that were often encountered was that the services was less than optimal. This service was also called excellent service which cannot be directly realized according to the established rules. The problems complained by the community in the services received in Sungai Ambawang Kuala Village led to the creation of a government program.

5. Conclusions and Recommendations

From the facts of the research results above, it can be concluded that the apparatus of Sungai Ambawang Kuala Village already had a quality of service in the assurance, tangibles, empathy and responsiveness, but it is still lacking in the reliability aspect. It can be deduced by using supply chain strategy in developing the efficiency and human resource. In the Reability aspect, Sungai Ambawang Kuala Village Apparatus is still unable to provide accurate and true and satisfying data, because until the end of 2016, the village profile as an important document for village development planning had not yet been realized and the service standards were not yet clear.; In the Assurance aspect, Sungai Ambawang Kuala Village Apparatus had been able to provide the best service guarantees for the trust given by the community by being trustworthy, disciplined, honest and committed to carrying out their duties; In the Tangibles aspect, Sungai Ambawang Kuala Village Apparatus were quite satisfying in performance but still unable to organize office / building space into a comfortable place; In the Empathy aspect, Sungai Ambawang Kuala Village Apparatus had devoted their attention and care to the needs of the

community openly, friendly, polite, objective and not discriminating; In the Responsiveness aspect, Sungai Ambawang Kuala Village apparatus had committed to respond directly to any complaints of the community quickly and helped to solve problems that occur in a family and deliberation.

The authors recommend that excellent service towards mental revolution should be carried out by using human resource in supply chain management as follows: a) Assurance is a form of trust of the services provided to ensure the quality of service to the community, b) Tangible means that the services provided contribute directly and manage the operating system, so that the quality of services becomes more planned and accommodated, c) Empathy means the sensitivity to the ongoing environment and the service is directed at the community and provides sympathy to build social relations, d) Responsiveness means being responsive in carrying out the service duties provided to the community.

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