



# A strategy to enhance the quality of public administration services at better Tadulako University

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## ABSTRACT

The study aims to explore strategies to enhance public administration capacity at Tadulako University, using a qualitative approach through case studies. This research mainly focuses on understanding how the applied strategies can improve administrative processes and provide better services to students and staff. Researchers collect data by conducting in-depth interviews, live observations, and document analysis with administrative staff, students, and faculty. Researchers conduct thematic analysis to identify key themes and comprehend the effectiveness and impact of implemented strategies. Research results show that integrating information technology, staff training, and revising bureaucratic processes are critical factors in improving the efficiency and quality of administrative services. Data triangulation reinforces these findings, ensuring the validity and reliability of the results. The research provides insights into best organizational practices and offers valuable recommendations for other higher education institutions facing similar challenges. These implications extend beyond operational improvements to enhancing student education experiences, illustrating the connection between effective administration and academic success in higher education institutions.

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## 1. INTRODUCTION

Public administration services at Tadulako University facilitate administrative processes and play a crucial role in shaping a practical educational experience for students. Efficient administration means students can spend more time on academic activities than on bureaucratic matters. It reflects the university's commitment to providing a supportive learning environment where students can focus on their intellectual and professional development. (Boulton et al., 2019; Tani et al., 2021). Therefore, improving administrative services at Tadulako University will accelerate procedures and enhance meaningful interaction between students and administrative staff, creating a more integrative and interactive academic ecosystem. (Elina Perdwati & Hafulyon, 2021; Li Gao, 2020)

Tadulako University understands that academic performance depends not only on the quality of teaching and curriculum but also on the ease and availability of administrative services. For example, an efficient enrollment process, easy access to academic resources, and a responsive support system help students feel more engaged and appreciated. This initiative aligns

with Tadulako University's vision to develop an inclusive and dynamic educational environment where every student has equal opportunities to grow and thrive. Therefore, focusing on improving administrative services not only results in operational efficiency but also helps foster a sense of community and ownership among students and staff. (Kumar & Limbachiya, 2023; Ma, 2023; Y. et al., 2023)

To this end, Tadulako University continues to adopt best practices in administrative management and information technology. These efforts include upgrading the IT infrastructure, training staff to refine interpersonal and technical skills, and developing a digital platform that facilitates interaction between students and university administration. Through these measures, Tadulako University seeks to create synergies between its administrative services and academic goals, ensuring that every aspect of the university experience contributes to creating an environment conducive to student learning and personal growth. (Macea-Anaya et al., 2023; Tarhini et al., 2019; Wang, 2023)

In addition, Tadulako University also focuses on aspects of student involvement in the development of administrative services. Through feedback mechanisms and discussion forums, the university absorbs views and advice from students, allowing the administration to adapt services to their needs and preferences proactively. It creates an environment where students feel empowered and recognized as primary stakeholders. This strategy increases student satisfaction and helps build a stronger and more confident relationship between students and the university administration. (Esterhazy & Damşa, 2019; Hughes et al., 2020; Owusu-Agyeman & Moroeroe, 2022)

In a broader context, this Tadulako University initiative reflects a paradigm shift in higher education management, where a student- and technology-oriented approach is becoming increasingly important. Implementing integrated information systems and digital services facilitates more open and transparent policies, providing broader and more flexible access to a range of services for students. This, in turn, not only improves operational efficiency but also strengthens the university's image as an innovative and responsive institution to the developments of the times. (Bahasoan et al., 2020; Pinto & Leite, 2020; Ratnawati & Idris, 2020; Schumann et al., 2023)

Tadulako University hopes that these ongoing efforts will improve the quality of administrative services and enrich the educational experience for students overall. These steps are expected to produce graduates who excel academically and feel satisfied with their learning experience. Thus, the University of Tadulako not only achieves its goal of providing quality education but also builds a reputation as a higher education institution that prioritizes the needs and well-being of students. Finally, the innovative steps taken by Tadulako University in improving its administrative services make internal processes more efficient and strengthen the university's reputation in the eyes of the general public. Universities that demonstrate a solid commitment to quality service and student satisfaction lead the industry in the global competition of higher education. Through these continuing efforts, the University of Tadulako not only enhances the educational experience of its students but also places itself as a progressive and future-oriented educational institution ready to face the global academic challenges of the 21st century.

This article aims to systematically identify critical areas that require improvement in public administration services at Tadulako University and propose concrete strategies to improve the quality of such services. With a focus on a comprehensive evaluation of integrated information management systems and existing administrative processes, this article seeks to analyze the challenges faced as well as opportunities that can be exploited for higher operational efficiency. This investigation aims to provide practical solutions for maximizing user satisfaction, speeding up administrative processes, and improving accessibility and transparency of information. It aims to contribute significantly to the literature on higher education management while providing valuable guidance to Tadulako University and other educational institutions in adopting best practices for more effective and efficient public administration services.

## 2. RESEARCH METHOD

A qualitative approach focusing on case studies is a suitable research method for this analysis. This approach allows researchers to deeply understand the phenomena at the University of

Tadulako by exploring the context, processes, and experiences of people directly involved in administrative service. (Koz & Lokey-Vega, 2022; Rashid et al., 2019). Case studies allow researchers to collect comprehensive data about specific situations at this university, enabling in-depth analysis of how and why a particular strategy works. (Flavell et al., 2019).

In this study, we used a qualitative method of case studies to understand in depth the improvement of administrative services at Tadulako University. We collected data through interviews, observations, and documentation related to individuals directly involved in organizational processes. Data was obtained from university archives, interviews with administrative staff, and student satisfaction surveys. We also review relevant policies and procedures and compare them with existing literature to ensure credibility and validity. The research results will be measured based on improved user satisfaction and efficiency of administrative processes, which are tested through qualitative data analysis and evaluated based on benchmarking with industry standards and best practices in the higher education sector.

Data collection in this research involves qualitative techniques such as interviews, observations, and document analysis. In-depth interviews with administrative staff, students, and faculty provide insight into their perceptions and experiences of the organizational strategies applied. (Erasmus, 2020; Reynolds et al., 2023). Direct observation of administrative processes provides an accurate picture of how such methods are implemented and the daily interactions in executive services. (Alfred et al., 2022; Gottlieb et al., 2021). Document analysis, such as university policies and annual reports, provides the context and official background of strategies that have been implemented, as well as data to confirm or question findings from interviews and observations.

Researchers conduct thematic analysis of the collected data to identify emerging themes and patterns. This approach allows researchers to organize and explain data systematically, ensuring that the interpretations and conclusions drawn are accurate and represent the data collected. To ensure the validity of the findings, the study relies on triangulation, i.e., using various methods and data sources to verify and confirm the findings. It is essential to guarantee the reliability and credibility of research.

The ethical aspects of this study are emphasized through an informed consent process with all participants, as well as their confidentiality and anonymity. Ensuring research integrity and respecting participants' rights are paramount. (Caulfield et al., 2020; Michael Nnaemeka Ajemba & Ebube Chinwe Arene, 2022; Tulyakul & Meepring, 2020). In presenting the results, the study will describe how Tadulako University's public administration capacity-building strategy is implemented, its effects, and recommendations for further development. This research report is expected to be useful for Tadulako University and provide valuable insights for other higher education institutions facing similar challenges in public administration.

### **3. RESULTS AND DISCUSSIONS**

#### **Technology and Digitalization**

In today's digital age, technological advances have opened up opportunities for optimizing administrative processes in higher education institutions, including Tadulako University. The university's introduction of an integrated information management system is an important initiative. The system is designed to simplify various administrative processes that previously took time and resources, such as the enrollment of new students, the management of academic data, and student financial administration, with the primary objective of improving efficiency and reducing the workload for staff and students. (GOMATHY, 2022; Sethi & Malhotra, 2023; Zhou & Hou, 2023).

Integrating this information management system not only reforms the university administration's work but also significantly improves the student experience accessing educational services. This system allows students to access real-time information such as school schedules, semester scores, and enrollment status. It helps create a more transparent academic environment and enables students to plan their studies more effectively.

Additionally, Tadulako University has used digital platforms to enhance communication between students, teaching staff, and administrative staff. This digital platform enables a rapid and efficient exchange of information, addressing students' questions, input, and concerns more

quickly. It increases student satisfaction and strengthens the relationships within the academic community, creating a more collaborative and supportive learning environment.

Information technology at Tadulako University also includes developing and implementing a mobile application that allows students and staff to access the university's information management system from their mobile devices. The application provides easy access to important academic and administrative information, enabling users to stay informed and connected with university activities wherever they are. It demonstrates the university's commitment to adopting technological solutions that support mobility and comfort. (Gunawan et al., 2021; Zhou & Hou, 2023)

Through these measures, Tadulako University demonstrates its commitment to innovation and improving the quality of public administration services through digital technology. These initiatives enhance operational efficiency and provide a better user experience for students and staff. By continuously integrating the latest technologies into its administrative system, Tadulako University has set new standards in higher education management, showing how digitization can positively transform public administration services in the context of education.

The successful implementation of integrated information management systems at Tadulako University also underlines the importance of training and development for administrative and academic staff. To maximize the potential of this new technology, the university has organized a series of workshops and training sessions to enhance its users' digital skills. The training not only focuses on integrating technology into the teaching and learning process, as well as university administration, on creating added value for the entire academic community but also enhances the digital skills of its users through a series of workshops and training sessions.

In addition to improving technology infrastructure and user training, Tadulako University implements a continuous feedback and evaluation policy to ensure that information management systems adapt to user needs. Students and staff are welcome to share feedback on the system's operation and areas for enhancement. Thus, universities can proactively identify and address problems, as well as update and improve systems based on received feedback, ensuring that technology remains relevant and effective in supporting academic and administrative goals (Henderson et al., 2019; Sarcona et al., 2020; Winstone & Boud, 2022)

Tadulako University's digital initiative also reflects the institution's commitment to sustainability and environmental impact reduction. By reducing reliance on paper documents and using electronic systems for administration, the university accelerated the process and contributed to efforts to reduce paper waste. This step aligns with the global trend towards greener and more sustainable operations, showing that improved administrative services can also go hand in hand with environmental responsibilities.

Looking forward, Tadulako University plans to continue to develop and integrate new technological solutions into its service strategy. This includes exploring technologies such as artificial intelligence (AI) and machine learning for data analysis and service personalization and developing more interactive and responsive e-learning platforms. (Aiwen, 2022; Gligorea et al., 2023; Qian & Feng, 2020) By continuing to invest in technology and innovation, Tadulako University aims to maintain its position as a leader in efficient higher education management and provide a richer and more dynamic learning experience for its students.

In conclusion, the digital transformation at Tadulako University has shown how strategic application of information technology can significantly improve the quality of public administration services in higher education. With a holistic approach that includes infrastructure development, user training, continuous evaluation, and commitment to sustainability, the university has set a model that other institutions can follow. This effort strengthens operational efficiency and improves academic experience, placing the University of Tadulako at the forefront of educational and administrative innovation.

### **Staff training and development**

At Tadulako University, recognition of the importance of human resources has driven the development of regular training programs designed to enhance the competence of administrative

staff. The primary objective of this program is to ensure that all staff can provide high-quality service to students and lecturers, improving operational efficiency and user satisfaction. This training covers various aspects, from the use of information technology to effective communication and time management, strengthening the ability of staff to face everyday challenges and improving their performance in delivering services.

In addition to regular training programs, Tadulako University also organizes workshops and seminars that offer staff the opportunity to learn directly from experts in higher education administration. The topics discussed in the seminar are very diverse, including innovation in administrative management, customer service improvement strategies, and information management systems. These workshops and seminars are a means of learning and a forum for staff to share experiences and best practices, encouraging collaboration and innovation in the work process. (Aldahdoh et al., 2020; Burton et al., 2020; Gorbunov\* et al., 2019)

These training and development programs have proven effective in increasing the motivation and commitment of staff to university goals. With updated knowledge and skills, staff become more confident in their roles, which directly contributes to improving the quality of the services they provide. This, in turn, creates a more positive and productive working environment where staff feel appreciated and supported in their professional growth.

Implementing training and staff development programs at Tadulako University also marked a significant shift in organizational culture. The university acknowledges that investing in human resource development is an investment in the university's future. By preparing staff to face change and new challenges, the university ensures they remain relevant and competitive in the ever-changing higher education landscape.

This training program's success also paved the way for similar initiatives in departments and other faculties within the university. Seeing the direct benefits of increased administrative staff competence, other departments are motivated to implement training and development programs tailored to their needs, promoting a learning culture and sustainable improvement throughout the university.

Tadulako University's efforts in implementing these training and development programs also reflect the university's commitment to adaptation and innovation in the digital age. By leveraging the latest technology in the learning and staff development process, the university improves internal efficiency and prepares its workforce to face the challenges brought by technological change. Using e-learning platforms, webinars, and other digital tools in training enables greater flexibility and access for staff, enriches their learning experiences, and facilitates a more dynamic and interactive knowledge exchange. (Kavitha & Lohani, 2019; MOLOTSI, 2020; Rakic et al., 2020).

In addition, integrating constructive feedback policies and continuous evaluation mechanisms is essential to training and development programs. The University of Tadulako actively seeks input from its staff on the effectiveness and relevance of training materials, ensuring that the programs align with their needs and career aspirations. This approach improves staff satisfaction and ensures that learning initiatives continue to evolve and adapt to changing environments, guaranteeing such programs' long-term relevance and effectiveness. (Hale & Adhia, 2022; Sellberg et al., 2022).

Finally, the leadership role in supporting and promoting training and development programs at Tadulako University cannot be ignored. Strong support from top management for learning and professional development creates an organizational culture that values sustainable improvement and innovation. It encourages staff to invest in personal and professional growth, strengthen the working team, and improve the university's competitiveness. Through this commitment, Tadulako University demonstrates its understanding that investing in human resources is the key to achieving excellence in service and education. (Kozioł-Nadolna, 2020; Kremer et al., 2019; Sulaiti, 2019).

In conclusion, the training and staff development program at Tadulako University has been a critical component of the university's strategy to improve the quality of public administration services. Through training focused on competence enhancement and workshops that promote the exchange of knowledge, the university has created a working environment that supports the

professional growth of staff and, ultimately, improves the academic experience for students and lecturers. This initiative reaffirms the University of Tadulako's commitment to pursue excellence in its operations, placing it as a model for other higher education institutions. In conclusion, the training and staff development program at Tadulako University has been a critical component of the university's strategy to improve the quality of public administration services. Through training focused on competence enhancement and workshops that promote the exchange of knowledge, the university has created a working environment that supports the professional growth of staff and, ultimately, improves the academic experience for students and lecturers. This initiative reaffirms the University of Tadulako's commitment to pursuing excellence in its operations, placing it as a model for other higher education institutions.

### **Reform of bureaucratic processes**

The reform of bureaucratic processes at Tadulako University is essential to increasing efficiency in daily operations. Reducing steps in administrative procedures accelerates the completion of administrative tasks and reduces staff workload, enabling them to focus on more strategic tasks and have a more significant impact. This initiative has changed the university's processes, leading to slimmer and more responsive operations. (Ma, 2023; Wei & Wang, 2022).

This process's simplicity also benefits students and lecturers, who now experience more smooth and less time-consuming administrative processes. For example, a more efficient enrollment and scheduling process means students can get the information they need faster, improving their overall experience at the university. It directly contributes to student satisfaction, essential to retaining and attracting new students.

Implementing transparency and accountability policies has changed how universities interact with all stakeholders. By making information more accessible and procedures more transparent, universities have built a more open and inclusive environment. It boosts confidence between the university and its community and strengthens its reputation as a responsible and honest institution.

Today's digital age makes accountability in service crucial, as information can be easily shared and accessed. Tadulako University has utilized information technology to track and audit procedures and decisions, ensuring fair and transparent processes. It helps identify areas for improvement and builds public confidence in the integrity of the university. (Argento et al., 2020; Kroll, 2021; Lee et al., 2021)

Staff experience increased productivity and job satisfaction due to this bureaucratic reform. With simpler and clearer procedures, staff can work more efficiently, reduce stress, and raise morale. It creates a more positive working environment where staff feel appreciated and empowered to contribute to the university's mission.

Furthermore, these reforms have spurred innovation in service delivery. Tadulako University is now more open to adopting new approaches and technologies to improve efficiency and service quality. For example, an integrated information management system allows faster and more accurate decision-making processes based on data and analytics. (Awulor et al., 2022; Jharko, 2023; Nebaba et al., 2023).

Tadulako University's experience shows that bureaucratic reforms can broadly impact internal operations and the user experience and reputation of institutions. The measures taken by the university demonstrate a commitment to sustainable improvement and excellence in service, critical aspects of long-term success in a competitive higher education environment. Finally, reforming the bureaucratic process at Tadulako University reaffirms that changes focused on increased efficiency, transparency, and accountability can benefit all stakeholders significantly. This initiative improves how universities operate and how they communicate and interact with their communities, placing universities as examples of how higher education institutions can adapt and thrive in the face of new challenges.

### **Implementation at Tadulako University**

Implementing online information systems at Tadulako University is an innovative step that reflects the university's commitment to improving service quality and operational efficiency. The

system facilitates access to information and services for students and staff, marking a significant transition from time-consuming manual procedures to faster and more efficient digital solutions. With this system, Tadulako University improves the user experience and demonstrates its adaptation to modern technology, which is crucial in today's digital age.

This innovative information technology enables administrative processes, such as college enrollment, document submission, and scheduling, to be more smooth and hassle-free. Students can save time and effort by physically reducing the need to visit the administrative office. This significantly increases student satisfaction with university administrative services while improving the efficiency of administrative staff, who can now focus more on tasks that require special attention rather than being stuck by repetitive routine tasks.

In addition, the system also provides a robust platform for data management and analytics, enabling universities to collect and analyze information in real-time. With this capability, decision-makers at Tadulako University can identify trends, evaluate policy effectiveness, and make decisions based on informed data. It paves the way for sustainable improvement in the quality of academic services and policies, contributing to achieving the university's strategic goals. Implementing this online information system reflects the University of Tadulako's commitment to transparency and accountability. The university strengthens trust relationships with students, staff, and other stakeholders by facilitating access to information. It shows the university's openness in its operations and enhances its reputation as a responsible and responsive institution to the needs of its community.

Finally, this initiative demonstrates Tadulako University's vision to prepare its community for the future. The university improves its internal efficiency by embracing digital technology and prepares its students and staff with skills and knowledge relevant to the digital age. It places the University of Tadulako as a progressive educational institution that adapts to changing times and actively shapes the future of higher education.

### **Results and Impact**

The strategy of improving the quality of public administration services at Tadulako University has significantly impacted student satisfaction and operational efficiency. Through systematic reforms, the enrolment process for students and other administrations has become faster and more efficient. It represents a fundamental change in the way universities manage their processes, with a focus on reducing bureaucratic barriers and improving the accessibility of services for students.

Student satisfaction, one of the critical indicators of successful implementation of this strategy, has significantly increased. Students feel more appreciated and supported by the university, with simpler administrative processes and responsiveness to their needs. This not only improves their experience at the university but also strengthens the reputation of the University of Tadulako as an institution that cares for and responds to its academic community (Aldi & Ade Rahma, 2019; Rossini et al., 2022; Sulaeman et al., 2021)

On the operational efficiency front, the changes have resulted in improved staff productivity and more optimal resource use. With more efficient processes, administrative staff can allocate their time and effort to more valuable activities, improving the overall quality of service. It also helps the university manage its resources more effectively, reducing waste of time and unnecessary costs.

Transparency and accountability in administrative processes have also increased, building confidence and satisfaction among students, staff, and faculty. Universities can easily track and audit all administrative processes by implementing an integrated information management system. It encourages a more open and ethical environment where every decision and action can be held accountable.

Furthermore, these changes have sparked innovation in service delivery. Tadulako University is now more open to using new technologies in student administration and services, using digital tools to enhance student interaction and accelerate administrative processes. Thus, the university improves internal efficiency and increases student engagement and satisfaction through better user experiences.

Overall, the strategy implemented by Tadulako University to improve the quality of public administration services has proven to be an essential step forward. With a focus on efficiency, transparency, and user satisfaction, the university has created a more conducive environment for learning, teaching, and working. It strengthens the University of Tadulako's position in higher education and sets new standards for public administration services in the education sector.

### **Case studies and comparisons**

To improve the quality of its public administration services, Tadulako University has carried out a comparative study of the practices applied by other universities that have succeeded in this. This research allows the university to understand various effective strategies for improving administrative services, providing valuable insights into how other institutions deal with similar challenges.

One of the key findings from this case study is the importance of integrating technology into administrative processes. Tadulako University observes that universities that successfully improve the quality of their services often adopt integrated information systems that facilitate data access and management. This encourages universities to focus more on digitizing their processes, using information technology to accelerate and simplify administrative operations. (Bahasoan et al., 2023; Banu, 2023; Husin et al., 2020)

Tadulako University also found that staff training and development are critical to improving administrative services. Case studies show that universities with high-quality administrative services often have comprehensive training programs for their staff, ensuring that all team members are equipped with the skills and knowledge necessary to deliver efficient and effective services. (Bai & Yoon, 2022; Y. et al., 2023)

In applying best practices found through case studies, Tadulako University prioritizes transparency and communication as fundamental principles in its administrative services. Taking inspiration from other successful examples, the university has strived to ensure that all procedures and policies are easily accessible and understood by students and staff to build confidence and strengthen relationships within its academic community.

In addition, Tadulako University adopts a feedback-based approach to improving its administrative services. Through case studies, the university recognizes the importance of listening and responding to input from its service users. This has prompted the development of a robust feedback mechanism where students and staff can easily give advice and comments about the services they receive.

The initiative also includes enhanced inter-departmental collaboration within the university. Tadulako University acknowledges that effective administrative services require cross-functional teamwork, based on examples from other universities. Therefore, the university has worked to improve coordination between the various departments, ensuring that the administrative processes run smoothly and efficiently.

As part of its commitment to sustainable improvement, Tadulako University regularly evaluates the effectiveness of implemented strategies. Through this evaluation process, the university seeks to identify areas that still need improvement and adapt its approach to evolving needs. In conclusion, through case studies and comparisons with practices at other universities, Tadulako University has successfully identified and implemented effective strategies to improve the quality of its public administration services. With a focus on technology, staff training, transparency, communication, and collaboration, the university has taken significant steps to improve efficiency and user satisfaction, demonstrating its commitment to providing high-quality administrative services.

## **4. CONCLUSION**

Tadulako University's comprehensive and proactive measures have notably advanced the quality of its public administration services with the adoption of cutting-edge technology and the ongoing development of human resources through continuous training. Integrating an advanced information management system has notably improved administrative processes, decision-making speed, and data accuracy, enhancing communication and transparency and resulting in heightened user

satisfaction. However, this research has limitations; the study's focus on a single university limits the broader applicability of its findings across different educational contexts with varying administrative challenges. Additionally, while adopting new technologies has been beneficial, the pace of technological advancement means that today's cutting-edge systems may quickly become outdated. Therefore, future research must investigate the long-term sustainability of these technical solutions in public administration. Moreover, a comparative study involving multiple institutions could provide more generalized results, and a mixed-method approach would enable a more nuanced understanding of the interplay between technology, human resources, and administrative effectiveness. Future studies should also explore the impact of emerging technologies, such as artificial intelligence and big data, on administrative processes and assess the scalability of Tadulako University's strategies to different institutional sizes and settings. The effectiveness of staff training programs and the influence of organizational culture on service efficiency warrant further investigation, as does the potential for increased student participation in service design and evaluation, ensuring services meet evolving student expectations and needs.

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