

The Employee Performance Management of the Regional Technical Implementation Unit (UPTD) of the Animal Health and Veterinary Public Health Center of Seruyan Regency in Improving Public Services.


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Abstract — This research aims to analyze the quality of animal health service management at the Regional Technical Implementation Unit (UPTD) Animal Health Center of Seruyan Regency using the POAC (Planning, Organizing, Actuating, Controlling) management approach. Conducted from June 1 to September 1, 2024, this study employs a qualitative method with descriptive analysis. Data were collected through literature reviews, direct observations, and interviews with staff and management involved in the service delivery process. The findings reveal that the service planning at the UPTD Animal Health Center and Veterinary Public Health has not effectively engaged farmers, which has resulted in a disconnect between the programs offered and the actual needs of the farming community. Although the internal organization of the center is assessed as practical, the accessibility of services for farmers residing in remote areas remains a significant concern that requires attention. The execution of veterinary health services showcases the competence and skills of health workers. However, there are notable deficiencies in communication and the availability of information that hinder effective service delivery. Furthermore, the existing control system does not adequately accommodate user feedback, highlighting an urgent need for enhanced communication channels. Overall, this research aims to provide actionable recommendations to improve the quality of veterinary health services in Seruyan Regency, ultimately fostering a more responsive and user-centered service environment. The insights gained from this study will contribute to the ongoing efforts to align veterinary health services with the community's needs, ensuring better health outcomes for livestock and the farming population.

Keywords — Employee Performance, Services, Animal Health, Public Service, Seruyan

I. INTRODUCTION

The government plays a vital role in regulating societal life and managing public services. One of the government's main tasks is to provide excellent service, which indicates an agency's performance (Asni et al., 2024). Quality public services form the basis of public trust in the government, particularly in fulfilling every citizen's right and basic needs, as mandated by the Constitution of the Republic of Indonesia of 1945 (Yuliani, 2020). Increasing public trust in public services is crucial, in line with the hopes and demands of citizens for improved service quality (Kurniawan, 2021). Public service can be defined as a series of activities aimed at meeting the needs of society by statutory regulations. These activities include providing goods, services, or administrative services carried out by public service providers (Susilo & Wahyuni, 2021). The institutions delivering public services include government agencies, state-owned enterprises, and other legal entities that serve the public. Their roles are essential in maintaining sustainable public service quality (Hermawan, 2022).

In public service delivery, animal health services play a significant role. The UPTD Balai Pusat Kesehatan Hewan dan Kesehatan Masyarakat Veteriner (KESWAN and KESMAVET) Seruyan Regency is one of the institutions responsible for livestock health in the region (Prasetyo & Gunawan, 2020). The tasks of this UPTD include the prevention, treatment, and control of animal diseases and serving as a center for information and education for farmers. This role is crucial because the health of livestock is directly related to public health and the sustainability of the livestock sector (Yusuf, 2021).

The importance of animal health services is related to the animals and directly impacts human health. Certain animal diseases can be transmitted to humans, so maintaining the health of livestock also protects public health (Rachman, 2021). In this regard, the UPTD

KESWAN and KESMAVET must operate effectively in carrying out their duties to ensure that public health is maintained.

To improve the quality of animal health services, the KESWAN and KESMAVET in Seruyan Regency require an effective and efficient management system. This management system encompasses the daily operational aspects and includes planning, organizing, implementing, and controlling (Hidayat et al., 2022). Implementing good management is crucial to ensure that the services provided meet the standards expected by the community.

Research on the quality of animal health services has been widely conducted; however, most studies focus on the technical aspects of service or disease management. Previous research, such as that undertaken by Prasetyo & Gunawan (2020), emphasizes the effectiveness of animal health services in reducing disease spread. However, in-depth studies on applying POAC management principles in the context of animal health services, particularly at the local level, such as in the Seruyan Regency, are still minimal. Therefore, this study aims to apply POAC management analysis to evaluate the performance of animal health services at the UPTD KESWAN and KESMAVET in Seruyan Regency, providing targeted recommendations for improving service quality through a comprehensive management approach.

This research analyzes the services provided by the UPTD KESWAN and KESMAVET in Seruyan Regency through the perspective of POAC management (Planning, Organizing, Actuating, Controlling). This analysis aims to evaluate the extent to which the institution's quality of services is based on these four management functions (Rahmawati & Andriani, 2023).

First, in terms of planning, the UPTD needs to have a clear strategic plan related to implementing animal health services. This plan should be developed considering the needs of farmers and the community, focusing on enhancing service quality. The involvement of farmers in the planning process is also a crucial element, as they are the ones who feel the impact the most (Handayani, 2022).

Second, in terms of organization, the UPTD must manage an organizational structure that can support the efficient implementation of services. This structure includes appropriate placement of personnel, provision of necessary resources, and clear organization of workflows (Utami & Putra, 2020). A well-organized system will minimize the risk of confusion and enhance the overall effectiveness of services.

Third, animal health personnel must possess adequate competencies to perform their duties in actuating. Effective implementation of plans requires good communication between health officials and farmers, ensuring that farmers feel involved in efforts to maintain the health of their livestock (Santoso, 2023). It is crucial for building trust and active engagement among farmers.

This research aims to provide a deeper understanding of improving the quality of animal health services at the KESWAN and KESMAVET offices in the Seruyan Regency. Therefore, the results of this study are expected to serve as a basis for better policy recommendations in

public services, particularly in the field of animal health, which will ultimately have a positive impact on public health and the sustainability of the livestock sector in Seruyan Regency (Tanjung, 2023).

II. LITERATURE REVIEW

In recent years, animal health services in Indonesia have seen an increase in priority in supporting a sustainable livestock sector. According to Ardiansyah et al. (2020), efficient animal health services can improve livestock health quality and reduce mortality rates, especially in rural areas. One approach is improving service quality by implementing digital-based animal health technology that enables early diagnosis and more timely treatment.

A. Employee performance

Employee performance dramatically affects the quality of animal health services. According to Kurniawan (2021), the enhancement of training and development of human resources is a crucial factor in improving the technical competencies of employees at UPTD. Simatupang (2022) also emphasizes that work motivation and managerial skills influence employee performance. This performance improvement can be measured by the employees' ability to address animal health issues quickly and accurately.

Rahmawati and Wijaya (2023) also demonstrate that employees with high motivation levels tend to perform better in providing services to the public. Support from leadership and a conducive work environment also play a role in enhancing productivity.

B. Public Service

Public service is one of the essential functions of public administration. Public service is generally defined as the government's or certain institutions' efforts to meet the community's needs in various fields, including health, education, infrastructure, and social welfare. (Setiawan, 2020). According to Rahmawati (2021), the effectiveness of service management dramatically determines the quality of service to the community, the quality of human resources, and the availability of supporting facilities and infrastructure. Quality service involves several critical indicators, such as accessibility, response speed, clarity of information, and transparency.

According to a study by the Ministry of Administrative and Bureaucratic Reform (2020), good public service is characterized by the ease with which the community can access services, quick responsiveness from service providers, and transparency in the service process. It aligns with the opinion of Joko et al. (2021), who emphasize that the quality of public service enhances public satisfaction and increases public trust in government institutions.

In the context of healthcare, particularly animal health, these principles of public service are also applied. Veterinary services aim to improve animal welfare and protect the public from the risks of diseases transmitted by animals. (Sari et al., 2020). The UPTD KESWAN and

KESMAVET, as public service providers in this field, are expected to deliver fast, accurate, and reliable services to support food security and the welfare of farmers.

C. Application of POAC Management

Applying a management system based on POAC (Planning, Organizing, Executing, Controlling) helps improve the quality of services at the UPTD. Sari et al. (2020) state that structured management is necessary to enhance the efficiency of veterinary services. This approach also facilitates regular evaluations of employee performance and improvements in operational processes.

The POAC management approach also allows for regular evaluations of employee performance and operational processes, ultimately enhancing service quality. Widodo (2020) adds that implementing POAC management in public institutions provides for better control over employee performance, as every operational process is closely monitored. It allows for continuous improvement in services to the community.

Furthermore, Rahmawati (2021) shows that in the context of public service, the application of POAC helps align the organization's goals with the community's needs. With proper planning and appropriate implementation, services can be tailored to the increasingly complex demands of society. Setiawan and Pratama (2022) state that implementing POAC management at the UPTD Animal Health Center in several regions successfully improved the responsiveness of officers in handling animal diseases, thereby positively impacting animal health and community satisfaction. Effective management also ensures the efficient use of resources, from labor to medical equipment, which is crucial in maintaining the sustainability of veterinary services.

POAC consists of four main stages: Planning, Organizing, Actuating, and Controlling. (Controlling). Each stage ensures that the service operates by the established objectives.

The planning stage is the initial step in the implementation of POAC. In the context of the UPTD Veterinary Health Center and Veterinary Public Health, planning includes identifying the needs for animal health services, developing strategies to address animal health issues, and determining short-term and long-term goals. According to Sari et al. (2021), good planning must consider the available workforce, medical equipment resources, and external factors such as the threat of infectious diseases in the surrounding environment.

After the planning is complete, the next step is organization. Organization involves the division of tasks and responsibilities among employees and the effective allocation of resources. Widodo (2020) states that a good organization ensures every employee has a clear role and understands their responsibilities in providing animal health services. In the UPTD, this can encompass the division of roles among veterinarians, technicians, and field officers to ensure efficient and coordinated operations.

The implementation phase is when the plan that has been prepared is executed. In practice, it is essential to ensure that employees carry out their duties according to established procedures and standards. Rahmawati (2021) emphasizes that effective communication between leaders and staff is crucial at this stage to ensure that every employee understands the organization's goals and can perform their duties well. In the UPTD, the implementation of services involves field visits, animal inspections, and direct handling of diseases.

The final stage is controlled, where managers evaluate the results achieved against earlier goals. Control includes monitoring employee performance, assessing service effectiveness, and identifying areas that need improvement. Setiawan and Pratama (2022) state that the control at the UPTD KESWAN and KESMAVET includes supervision of resource use and evaluation of the quality of services provided to the community. By implementing effective control, managers can ensure that services remain up to standard and make improvements if deficiencies are found.

III. METHOD

This research was conducted from June 1 to September 1, 2024, at the UPTD Animal Health and Veterinary Public Health Center (KESWAN and KESMAVET) in Seruyan Regency, Central Kalimantan. This location was chosen because it serves as the center for animal health services in the Seruyan Regency area. It plays a vital role in implementing animal health services and livestock welfare.

A. Method of Collecting Data

This study employs a qualitative approach with a descriptive analysis method to reveal how the four functions of POAC management (Planning, Organizing, Actuating, Controlling) are applied in the services of the UPTD Animal Health and Veterinary Public Health Center (KESWAN and KESMAVET) in Seruyan Regency. The theoretical framework is based on the POAC management theory, modified and applied in public services, mainly animal health services (Kurniawan & Wibowo, 2019; Nasution, 2021).

This study uses a descriptive approach to analyze the managerial processes based on these four functions and identify weaknesses and opportunities for service improvement.

Literature Study: Data collection was conducted by reviewing various related materials, including the Standard Operating Procedures (SOP) of the Animal Health Center, the Annual Reports of the UPTD, and relevant regional government regulations concerning animal health services. This research also involved a literature review on the principles of POAC management applied in public service organizations. These materials provide a deep theoretical foundation for the analysis.

Direct Observation: Observations were conducted to understand how management processes at the UPTD Animal Health Center and Veterinary Public Health (KESWAN and KESMAVET) are applied in daily

activities. The researcher could note the physical conditions, workflow, and interactions between the staff and service users through these observations.

Interview: Interviews were conducted with sources with direct roles in the animal health service process at the UPTD. The sources included the Head of the UPTD, the Head of Livestock, administrative staff, and veterinary health personnel. Additionally, interviews were conducted with service users, namely farmers and the general public, to gather their perspectives on the quality of services received. These in-depth interviews aimed to explore various aspects of the POAC management principles from different viewpoints.

B. Research Subjects

The research subjects consist of employees and management from the Department of Food Security and Agriculture of Seruyan Regency, who are directly involved in the functions of planning, organizing, actuating, and controlling at the UPTD Animal Health and Veterinary Public Health Center (KESWAN and KESMAVET). Subjects were selected based on their level of involvement in each function of the POAC management framework, including the Head of UPTD, the Head of Animal Husbandry, operational staff, and veterinary health personnel. Additionally, a sample of 100 service users was taken incidentally. These service users are farmers who received services from UPTD during the research period and were selected to provide input on the quality of service they received.

C. Data Analysis

The collected data were analyzed using the interactive analysis model developed by Miles and Huberman (2014), as cited in Sukmawati et al. (2020). This analysis process involves three main stages: data reduction, data display, and conclusion drawing/verification.

IV. RESULTS AND DISCUSSION

The results of this study are based on analyses obtained through observations and interviews with several informants. The evaluation focuses on the quality of health services provided by UPTD KESWAN and KESMAVET. The researcher applied four management functions: POAC—Planning, Organizing, Directing, and Controlling.

A. Planning

Based on the research findings, the planning of services at UPTD KESWAN and KESMAVET is conducted through monthly meetings involving the Head of Livestock and field technical staff along with UPTD staff. The annual work plan is developed based on data on animal health needs collected from farmers in the service area. However, interviews with service users who utilize the services of UPTD KESWAN and KESMAVET reveal that most of them do not feel directly involved in the planning process. Information regarding service programs

is often received only through announcements or visits from technical staff to the field.

The results concerning service user involvement in planning can be seen in Figure 1.

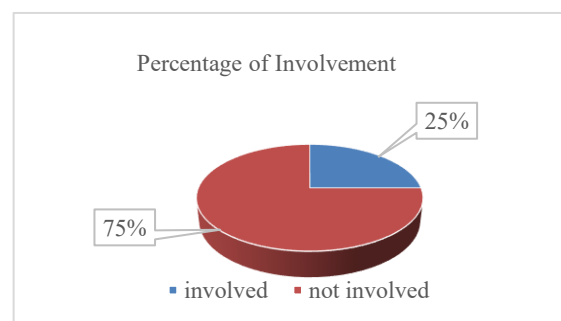


Figure 1. Percentage of Involvement in Planning

The research findings show that internal management is planning quite effectively at UPTD KESWAN and KESMAVET; however, involving farmers in the planning process remains insufficient. According to POAC theory, effective planning should involve key stakeholders, namely service recipients, to ensure that the programs developed align with their needs (Sari et al. 2021). The involvement of service users in the planning process is crucial for enhancing the effectiveness of service programs and fostering better communication between UPTD KESWAN and KESMAVET and service users.

In this context, the lack of involvement of service users in the planning process can lead to programs developed by UPTD KESWAN and KESMAVET not fully reflecting the needs and priorities on the ground. This situation can potentially create a gap between management objectives and the expectations of service recipients. For example, scheduling vaccinations or animal health check-ups may not always align with optimal times for farmers, which could result in low participation.

According to Robbins and Judge (2020), effective planning requires two-way communication between management and service users to ensure a sense of ownership and a shared understanding of program goals. By actively involving service users in the planning phase, UPTD KESWAN and KESMAVET can identify constraints that may not be visible to management and improve the alignment of programs with actual conditions in the field. This approach not only enhances program effectiveness but also builds greater trust between service users and service providers, fostering better collaboration in the future.

B. Organizing

The UPTD Veterinary Health and Veterinary Public Health Center organization is considered adequate regarding internal structure, with precise task distribution among the staff. However, from the perspective of farmers and other service users, there is still room for improvement, especially regarding the accessibility of services for those in remote areas and the limited number

of field technical staff available. It is in line with the opinion of Suharto & Kurniawan (2021), who state that flexibility in organizational structure is increasingly important in responding to the dynamics of needs in the field, especially in public service institutions.

In line with this, according to Hodge and Anthony (2018), public service organizations must be able to adapt to the needs of the community to improve service quality. The limitations in accessibility and the small number of technical staff can lead to dissatisfaction among service users. Research by Chen et al. (2021) also emphasizes that organizations need to adopt a collaborative approach in designing and implementing services so that the voices and needs of the community, including farmers, can be better represented.

In addition, workforce capacity development is significant in enhancing the effectiveness of services in remote areas. According to Sharma and Padhy (2020), more intensive training for technical staff can improve their ability to provide more responsive and quality services.

C. Actuating

The implementation of services at UPTD KESWAN and KESMAVET Seruyan Regency is functioning well technically, especially regarding the skills of veterinary health workers in the field. Observation results indicate they are competent in handling animal health inspections and disease management. The technical quality of these services contributes to maintaining animal health in Seruyan Regency.

Implementing services at UPTD KESWAN and KESMAVET Seruyan Regency encompasses routine inspections and managing various seasonal animal diseases. Moreover, veterinary health workers often operate under challenging conditions yet continue providing efficient services. They also possess strong diagnostic skills, which are instrumental in mitigating the spread of diseases.

However, other aspects need improvement, particularly regarding communication and disseminating services to farmers. The level of user satisfaction with the communication services of UPTD KESWAN and KESMAVET remains low, indicating that they are not receiving adequate information about the available services. The level of user satisfaction with the services of UPTD, UPTD KESWAN, and KESMAVET is presented in Table 1.

Table 1. User Satisfaction Levels for UPTD KESWAN and KESMAVET Seruyan Regency

Service Aspects	Satisfaction Level					Average
	1	2	3	4	5	
Quality of Animal Health Inspection	3	5	10	25	57	4.26
Quality of Medication Administration	5	5	15	25	50	4.15
Responsiveness of Health Personnel	5	10	15	25	45	4.00
Service Time	5	5	10	25	55	4.10
Communication about services	6	20	15	29	30	3.57
Availability of service information	12	18	20	25	25	3.35
Overall average						3.89

Description: 1: I will be highly dissatisfied, 2: very dissatisfied, 3: Neutral, 4: satisfied, 5: Delighted

The overall average satisfaction score of 3.89 indicates that, in general, the users are satisfied with the services provided by UPTD Balai KESWAN and KESMAVET. However, areas, particularly communication and the availability of information, show room for improvement.

From the aspect of the quality of animal health examinations, the average score of 4.26 indicates that farmers are satisfied with the skills of health workers in the field. This is in line with the findings of Kurniawan and Widodo (2022), which state that the expertise of health workers plays an essential role in increasing user satisfaction with health services. Improving training and continuous education for health workers can further enhance user trust.

The aspect of the quality of medication administration shows a satisfaction score of 4.15, indicating that service users are satisfied with the quality of medication provided. Research by Owen and Tzeng (2020) emphasizes that medication quality and administration affect patients' perceptions of the service. The UPTD Balai KESWAN and KESMAVET can strengthen this aspect by ensuring that all medications provided meet established standards and procedures, thus maintaining public trust in animal health services.

The aspect of health worker responsiveness records an average score of 4.00, indicating that while it is pretty good, there is room for improvement. Research by Zainudin et al. (2022) highlights that responsiveness is crucial in determining patient satisfaction, and improving response times can enhance users' perceptions of services. Additionally, a study by Khan et al. (2021) emphasizes that timely and effective communication from health workers significantly influences patient satisfaction and trust in healthcare services. However, Parker et al. (2020) noted that delays in service delivery could reduce satisfaction levels, so UPTD KESWAN and KESMAVET should identify the causes of delays and implement solutions to improve efficiency.

The communication aspect received an average score of 3.57, indicating that farmers need improvement. Effective communication is critical to building solid relationships between service providers and recipients. Gronroos (2000) states that good communication can enhance customer trust and satisfaction, especially in healthcare services. Improving this aspect at UPTD KESWAN and KESMAVET could strengthen the connection between health workers and service users, fostering greater collaboration and satisfaction.

In addition to communication aspects, the availability of precise information also contributes to user satisfaction. Ahmed and Goutam (2021) state that providing transparent and accurate information to service users can reduce dissatisfaction and enhance customer loyalty. This is supported by findings from Rani and Singh (2022), who emphasize the importance of information accessibility in building trust and user satisfaction in healthcare services.

Overall, while technical service aspects such as health inspections and medication administration are rated positively, UPTD KESWAN and KESMAVET must improve communication and information availability to enhance overall user satisfaction. Effective communication fosters trust between service providers and recipients and helps reduce farmers' misunderstandings regarding procedures and available services. By providing clear and easily accessible information about programs and services, UPTD KESWAN and KESMAVET can ensure that farmers feel more engaged and understand the benefits of the services offered.

According to Gaffar (2020), transparent and interactive communication between service providers and users can enhance users' sense of ownership and participation, which is crucial in public services. Additionally, Iskandar (2021) emphasizes the importance of having accurate information available to improve customer loyalty, which also applies in the healthcare sector.

Improvements in communication can pave the way for more constructive feedback from service users, ultimately helping UPTD KESWAN and KESMAVET design programs that are more responsive to field needs. Efficient communication platforms like mobile applications or information hotlines can accelerate farmers' access to services and essential information. It fosters better relationships between farmers and service providers and enhances user satisfaction. Therefore, focusing on communication and information availability should be a priority in the continuous improvement efforts at UPTD KESWAN and KESMAVET.

D. Controlling

The UPTD KESWAN and KESMAVET control system is implemented through monthly evaluations and performance reports for each service program. However, interviews with farmers indicate that most feel there is no precise mechanism for providing feedback or lodging complaints regarding the services. This situation reflects a gap in the existing control system, where the

participation and voices of service users are not adequately accommodated.

The internal evaluations conducted by UPTD KESWAN and KESMAVET aim to ensure that the services provided meet established standards and are effective in addressing the community's needs. However, the success of these evaluations heavily depends on feedback from service users. According to Supriyanto (2021), involving users in the service evaluation process can enhance the quality and relevance of programs and foster a sense of ownership among the service users.

The lack of a precise feedback mechanism can lead to dissatisfaction among service users, potentially diminishing their trust in UPTD KESWAN and KESMAVET. UPTD KESWAN and KESMAVET must design effective communication channels for farmers to express their opinions and complaints to enhance the control system. With a transparent and responsive mechanism in place, UPTD KESWAN and KESMAVET can identify issues early, implement necessary improvements, and ensure that service programs genuinely align with the expectations and needs of the community. By reporting evaluation results to the head of the Department of Food Security and Agriculture through the Head of Animal Husbandry, UPTD KESWAN, and KESMAVET strive to maintain accountability. However, it is essential to remember that these reports should include input from service users to provide a more comprehensive picture of the performance and impact of the services offered.

By incorporating user feedback into the control system, UPTD KESWAN and KESMAVET can ensure that the evaluations conducted are not only internal but also reflect the perspectives and experiences of users. It will assist UPTD KESWAN and KESMAVET in preparing more accurate and relevant performance reports and support better decision-making in managing animal health services.

IV. CONCLUSION

This study shows that the quality of health services at UPTD KESWAN and KESMAVET Seruyan Regency still requires improvement, particularly in farmer involvement in planning, communication, and feedback. Although the internal management of UPTD KESWAN and KESMAVET has demonstrated good planning and organization, user involvement in the process remains minimal. The technical service implementation aspects, such as animal health examinations, are rated positively by users; however, communication and information availability indicate areas for improvement. Control measures also need to be strengthened by providing communication channels that allow users to give feedback. Overall, enhancing user involvement at every management stage can improve the quality of services and make them more responsive to community needs.

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