

Original Article

Administration Optimization in Improving the Service Quality of Bumdes Mitra Mandiri Sajau Bulungan in North Kalimantan

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Received Date: 03 August 2025

Revised Date: 21 August 2025

Accepted Date: 29 August 2025

Published Date: 02 September 2025

Abstract: *This study seeks to examine the impact of administrative optimization on service quality at BUMDes Mitra Mandiri Sajau, emphasizing the efficiency of administrative management and the enhancement of community service quality. The discussion encompasses the impact of administrative management at BUMDes on service quality, alongside the challenges encountered, including technological constraints, Human Resources (HR), and the necessity for facility enhancements. The study employs a descriptive qualitative methodology, gathering data via interviews, observations, and documentation to comprehend the prevailing phenomenon. The results showed that the administration has gotten better, but there are still problems with the speed of service, system integration, and not enough trained staff. The results show that administrative optimization makes services more reliable and responsive, but there is still room for improvement in the areas of empathy and physical evidence of service. Based on these findings, it is suggested that technology be improved, human resources be trained, service facilities be improved, and regular evaluations be done to keep the quality of service high at all times.*

Keywords: *Administrative Optimization, Service Quality, Technology, Human Resources.*

I. INTRODUCTION

In Indonesia, Village-Owned Enterprises (BUMDes) are one of the most important tools for helping villages become more economically independent. The Village Law No. 6 of 2014 made it the job of villages to manage their natural resources and their economies. Since then, BUMDes has become a place where people can talk about how to help the local economy grow on its own. The main goal of starting BUMDes is to improve the quality of life in villages by giving them more economic power based on their needs and potential. But even though BUMDes have a lot of potential, many of them have problems with good and efficient management. To make sure that the businesses run by BUMDes are open, responsible, and long-lasting, they need to have good administrative management. Badly run administration can make it harder for businesses to run, lower public trust, and even cost money.

Good administrative management is important for BUMDes in many areas, including keeping track of money, keeping track of business records, managing village assets, and managing people. If BUMDes doesn't have a well-organized administrative system, it won't be able to reach its goal of making the village economy better in a way that lasts. To help with smooth administrative management, it's important to use a variety of administrative tools well. Some of the most common tools used to run BUMDes are:

1. **Financial Bookkeeping System:** Good bookkeeping is the basis to ensure that BUMDes finances are managed in a transparent and accountable manner. Tools such as cash books, ledgers, and transaction journals are needed to record every cash flow, income, and expenditure that occurs. This bookkeeping should follow applicable accounting standards to facilitate the audit process and financial reporting.
2. **Financial Statements:** Financial statements are documents that show the financial condition of BUMDes on a periodic basis. Reports such as the income statement, balance sheet, and cash flow must be properly prepared to provide a clear picture of financial performance. These reports are not only used for internal purposes, but also to provide information needed by external parties such as the government or village community.
3. **Human Resource Management System (HRM):** BUMDes requires administrative tools to manage HRM, including attendance lists, salaries and benefits, and employment contracts for each BUMDes employee or manager. With these tools, the BUMDes can ensure that each workforce receives their rights in accordance with applicable regulations.
4. **Asset Management System:** The management of assets owned by BUMDes also needs to be supported by administrative tools such as inventory lists and asset books. These tools are used to record and monitor all assets owned, whether in the form of land, buildings, equipment, or vehicles. With a good asset management system, BUMDes can avoid losses caused by the loss or damage of assets that are not clearly recorded.



5. Business Transaction Management System: Every transaction made in BUMDes business operations needs to be recorded using tools such as transaction notes, sales invoices, and payment receipts. These tools are necessary to make sure that every transaction that happens can be tracked and is done according to the rules.
6. Planning and Assessment: Business and performance appraisals are also types of documents and administrative tools. The business plan helps BUMDes management set goals and plans, and the performance evaluation checks on and rates progress and makes changes if needed.

BUMDes Mitra Mandiri Sajau will have an easier time running every aspect of its business with well-organized administrative tools. Structured administration also makes it easier to keep an eye on how well the village's resources are being used and how well they are being used, which will help BUMDes Mitra Mandiri Sajau keep growing and helping the village community. But in reality, many BUMDes still have trouble running their businesses in the best way possible. Some of these limitations are not knowing how to set up a good administration system, not having enough skilled workers, and not having the technology that can speed up and make the administration process easier. So, BUMDes Mitra Mandiri Sajau needs to improve its administrative management if it wants to reach its village economic goals in the best and most sustainable way.

There are many problems with administrative management at BUMDes Mitra Mandiri Sajau that make it hard to improve service quality. For example, the manager doesn't know how to run a good business, there aren't enough skilled workers, and there isn't a clear system for keeping track of money and assets. Also, BUMDes Mitra Mandiri Sajau hasn't used information technology to its full potential, which makes administrative tasks take longer and be more likely to go wrong. Things get worse when there is no supervision, evaluations aren't done well, and there are no clear standard procedures. All of these problems make BUMDes operations less open, accountable, and efficient, which in turn makes the services they provide to village communities worse.

Given this context, the authors aim to conduct research entitled: Administration Optimization in Enhancing the Quality of Services of BUMDes Mitra Mandiri Sajau in Bulungan Regency, North Kalimantan, to identify the actual issues and devise appropriate solutions for BUMDes Mitra Mandiri Sajau to enhance its administrative management.

II. LITERATURE REVIEW

Optimization is the process of getting the best or most effective results from a system or effort by using all of the resources that are available. This idea is used a lot in fields like economics, management, engineering, and technology to get better results and effectiveness.

1. Optimization in Economics: In economics, optimization often means using resources in the best way possible to get the most welfare or profit. Microeconomic theory posits that optimization occurs when a decision or resource allocation yields maximal outcomes at minimal expense. For instance, in production, businesses will optimize by changing the number of inputs (like labor and raw materials) to get the most output at the lowest cost, following the rule that "marginal cost equals marginal revenue." Rachmawati and Gufron (2020) say that optimization in economics is also about making sure that natural resources are used fairly and efficiently to improve the welfare of the community, especially to help the village economy stay strong.
2. Optimization in Management: In management, optimization means trying to make an organization or company's operations as efficient as possible. There are many ways to do this, such as better planning, using technology more effectively, and managing people well. Total Quality Management (TQM) and lean management are two examples of how optimization can be used in management. The goal aims to enhance quality and cut down on waste at every stage of operations. Sari and Murtiana (2019) posited that optimization in corporate management necessitates the integration of diverse components of the organizational system, including structure, human resources, and technology, to attain efficient and effective outcomes in enhancing productivity.
3. Optimization in Technology and Computer Science: In computer science, optimization refers to improving the efficiency of algorithms or software, so that programs can run faster, use less memory, or produce more accurate output. Some approaches in algorithm optimization include greedy algorithms, dynamic programming, and linear programming techniques used to solve complex optimization problems, either in the context of computing systems or data analysis. Alfian & Setiawan (2020) argue that in the world of technology, especially in the field of data processing and artificial intelligence, optimization is one of the key elements to ensure efficient and responsive system performance, given the huge challenges in handling the growing volume of data.
4. Optimization in Resource Management: In the context of resource management, such as in BUMDes or other organizations, optimization refers to how to manage limited resources, such as time, money, manpower, and equipment, to achieve maximum results. Resource management theory emphasizes the importance of efficient resource allocation to increase productivity and reduce waste by identifying priorities and minimizing unnecessary resource use. Widiastuti & Prasetyo (2021) explain that in resource management, especially in the microeconomic sector such as BUMDes,

optimization can be achieved by maximizing the use of local potential and managing assets in a more structured manner, so as to improve the welfare of village communities.

5. Optimization in Decision Making: When making a decision, optimization means finding the best option from a list of choices, taking into account things like costs, risks, and benefits. One way to make decisions is to use the simple program model to find the best or worst value for an objective function given the constraints that are already in place. Aminah and Pranata (2019) asserted that optimization is crucial in business decision-making to select the most advantageous alternative that maximizes profits and minimizes losses, particularly amid market uncertainty.

In general, optimization is the key to making different systems work better and more efficiently, whether they are small or large. This process entails the analysis, planning, and execution of diverse strategies to optimize resource utilization in order to attain the most advantageous outcomes or align with specified objectives. Widiastuti and Prasetyo (2021) say that optimization in Indonesia must also put the principles of sustainability and equity first so that it can help everyone in society the most.

To reach the goal of making rural communities more economically independent, it is very important for Village-Owned Enterprises (BUMDes) to have good management.

1. Sutanto (2020) says that good administration is the key to running a successful BUMDes. It will be hard to keep track of money and other resources in a clear and accountable way if there isn't a well-organized administrative system. An effective administration system in a BUMDes has clear records of how money is coming in and going out, how assets are being used, and how much money is coming in and going out. When BUMDes managers have a good system in place, they can make better decisions based on accurate data. This will lead to better results and more efficient operations.
2. Transparency and Accountability in BUMDes Administration, Mulyadi (2019) emphasizes the importance of transparency and accountability in BUMDes administrative management. BUMDes should ensure that all financial reports and business activities are managed transparently so that village communities can see how funds are used and what results are obtained. This is very important to build community trust in the BUMDes and encourage active participation in organized activities.
3. Indriani and Hadi (2021) talks about how important human resource (HR) management is in BUMDes administration. Good HR management in BUMDes means hiring, training, and developing the people who work for BUMDes. If BUMDes has good HR management, it can hire people who can handle complicated administrative tasks. Learning about money management, bookkeeping, and information technology can help BUMDes managers do their jobs better and get better results for their businesses.
4. Using Technology in BUMDes Administration: Wahyudi (2020) says that BUMDes should use technology to make their administrative management better. Digital bookkeeping software and asset management systems are examples of technology that can make recording and monitoring easier. Using technology will also make data more accurate and cut down on mistakes made by people in administrative tasks. This helps BUMDes managers get information faster so they can make better decisions about how to grow the business.
5. Assessment and ongoing enhancement, Prasetyo (2021) underscores the significance of regular assessment in the administrative management of BUMDes. This evaluation looks at more than just the money; it also looks at how well the business runs, how well it manages its assets, and how well it manages its people. By doing regular evaluations, BUMDes can find ways to improve and make better plans for what to do next. It also gives us a starting point for making services better and running things more smoothly in the future.
6. Service quality is a way to find out how well a service meets the needs and expectations of customers or the community. In a business setting, service quality is essential for making customers happy, building loyalty, and improving the company's reputation and long-term success. Several experts expressed their views regarding the concepts and theories of service quality that can be used as a basis for managing and improving service quality in various sectors.
 - Definition and dimensions of service quality, according to Parasuraman, Zeithaml, and Berry (2020), service quality consists of five main dimensions, namely reliability, responsiveness, assurance, empathy, and physical evidence (tangibles). These dimensions describe the aspects that influence customer perceptions of the quality of service they receive. Reliability refers to the ability to deliver services as promised, responsiveness relates to the willingness to help customers, assurance is the ability of staff to create a sense of trust, empathy relates to the attention given to each customer, and physical evidence refers to the facilities and facilities used in providing services.
 - The importance of service quality measurement, Fitzsimmons & Fitzsimmons (2019) state that service quality measurement is the key to knowing the extent to which an organization is able to meet the standards set by customers and related parties. This measurement can be done through various methods such as customer satisfaction surveys,

direct observation, and performance evaluation. In measuring service quality, companies or organizations need to consider both the technical and emotional aspects of the services provided, because both play a major role in shaping customer perceptions.

- Sulaiman & Zainal (2020) examined service quality in the public sector and suggested that to improve the quality of public services, the government should focus on two things: transparency in the service process and the use of digital technology to accelerate and facilitate access to services for the public. With transparency and easier access, people can experience better quality and more efficient services. Increasing the capacity of human resources is also very important so that the services provided are of higher quality.
- Customer satisfaction as an indicator of service quality, Kumar & Shah (2021) argue that customer satisfaction is one of the main indicators that reflect service quality. To achieve a high level of satisfaction, organizations must understand customer expectations and strive to exceed their expectations. This can be achieved by providing services that are fast, precise, friendly, and in accordance with customer needs. In addition, companies must strive to continuously innovate in their services, both in terms of products and processes.
- Relationship between service quality and organizational performance Sari & Murtiana (2019) state that high service quality not only increases customer satisfaction but also contributes directly to organizational performance. Organizations with good service quality tend to have high customer loyalty, reduce operational costs, and increase productivity and profits. Therefore, investment in improving service quality is critical to the long-term sustainability and success of an organization.
- The quality of service in the digital Age Gulzar & Khan (2020) say that the rise of digital technology brings both problems and chances to improve service quality. In the digital age, businesses can use big data and artificial intelligence (AI) to better understand what their customers want and give them more personalized and efficient services. But it's important to make sure that technology doesn't take the place of human conversations that can help businesses build strong emotional ties with customers.

Service quality is one of the important factors that can determine the success of an organization or company in attracting customers and maintaining their loyalty. According to Tjiptono (2020), service quality includes organizational efforts in providing services that are able to meet or even exceed customer expectations. Tjiptono emphasizes that service quality must be seen from the customer's perspective, which can be measured through various indicators covering various aspects of service.

1. Definition of Service Quality: According to Tjiptono, Tjiptono (2020) reveals that service quality is the extent to which a service meets customer needs and expectations. According to him, service quality is not only about the reliability of the product or service, but also about customer interactions and experiences during the process of getting the service. In other words, quality service is not only seen from the end result but also from the process and interactions that occur between service providers and customers.
2. Service Quality Indicators: According to Tjiptono, Tjiptono (2020) identifies several indicators can be used to measure service quality, most of which refer to the five dimensions that are well known in SERVQUAL theory. Here are some of the main indicators revealed by Tjiptono;
 - i. Reliability: The service provider's ability to deliver the promised service consistently and accurately. Reliability is the most important dimension, because customers expect reliable and error-free services.
 - ii. Responsiveness: The ability of service providers to help customers and respond quickly to requests. In this case, fast and swift service in handling customer problems is highly valued.
 - iii. Assurance: The knowledge and attitude of staff that creates a sense of security and trust for customers. Assurance includes the skills and knowledge possessed by the service provider, as well as their ability to build customer trust.
 - iv. Empathy: The ability of the service provider to understand the needs of customers and to pay extra attention to them. Attentive and caring service to customers' individual needs creates a positive experience.
 - v. Tangibles: Physical aspects related to the facilities, equipment, and materials used in providing services. The beauty of the place, cleanliness, and completeness of facilities are important indicators in assessing service quality.

Service quality is directly related to customer satisfaction. If customers feel that the quality of service they receive matches or exceeds their expectations, they are likely to be satisfied and use the service again. Conversely, if service quality does not meet expectations, this can lead to customer dissatisfaction and risk decreasing loyalty. The importance of focusing on service quality for business sustainability Tjiptono (2020) asserts that focusing on sustainable service quality is essential to create a competitive advantage for the company. By continuously improving service quality, companies can maintain customer satisfaction, increase loyalty, and strengthen their market position. Therefore, service quality is not only an individual responsibility but an organizational culture that needs to be instilled at all levels.

III. RESULTS AND DISCUSSION

The employed research methodology is the descriptive qualitative method, which seeks to thoroughly elucidate the impact of administrative optimization on service quality. This study does not emphasize numerical data or statistics; instead, it seeks to comprehend phenomena through narrative methods, including interviews, observations, and documentation. Creswell (2019) asserts that this method enables researchers to investigate individual experiences and viewpoints regarding a phenomenon, while also elucidating the prevailing context. Sutopo (2020) asserts that this methodology is appropriate for the examination of intricate social phenomena, including administration and service management. This approach will qualitatively investigate administrative procedures and the experiences of involved parties, yielding a comprehensive understanding of current circumstances.

The qualitative method emphasizes a profound comprehension of a phenomenon through the examination of narrative or non-numerical data, including words, images, and social interactions. Bungin (2019) asserts that qualitative research emphasizes comprehending the context and subjective interpretation of the collected data, rather than merely quantifying or contrasting numerical values. Sutopo (2020) says that the descriptive method is a way to describe events or situations in a systematic, detailed, and complete way without looking into the cause-and-effect relationships any further. In this case, descriptive methods are used to talk about how current administrative processes work and how they affect the quality of services that customers or the community receive.

This study elucidates the optimization of administration in relation to service quality. This study examines the factors that affect the effectiveness of administration in enhancing the quality of services delivered to the community, utilizing data gathered from interviews, observations, and documentation. This discussion will present key findings that demonstrate the impact of implemented administrative procedures on customer satisfaction and the role of optimization measures in enhancing service quality improvement.

There were interviews with a number of people who work in administration and service oversight at BUMDes Mitra Mandiri Sajau. These included administrative managers, operational staff, and some customers. The following are the results of the interviews, which illustrate how well BUMDes Mitra Mandiri Sajau is run and how good the service is:

1. Administrative manager Mr. Uda Impung, the administrative manager of BUMDes Mitra Mandiri Sajau, revealed that they have implemented a more structured bookkeeping system, although they still use manual methods for some aspects. "We record all transactions manually, but we have started to switch to a digital-based system to simplify financial recording and reporting." According to him, administrative optimization is essential to ensure transparency and accountability in BUMDes Mitra Mandiri Sajau's financial management. "When the administration is well-organized, we can more easily manage the budget and know the extent of our performance in providing services."
2. According to Mr. Rudi Yanto, the operational staff of BUMDes Mitra Mandiri Sajau, although administrative management has started to become more efficient, there are still constraints in terms of human resources. "We lack staff who are skilled in using administrative software, so there are often delays in processing reports and documents." Nevertheless, he feels that the ongoing administrative optimization is already having a positive impact, especially in speeding up the decision-making process and improving services to the community. "Fast and clear services make people more satisfied and trust in BUMDes Mitra Mandiri Sajau,"
3. Customer Mr. Muren Siin Mr. Muren, a customer who uses the services of BUMDes Mitra Mandiri Sajau, stated that although the administrative process is getting more efficient, there are still some aspects of the service that need improvement. "In the past, we often had difficulties in getting information about the programs, but now it is better because information can be accessed more easily." However, Mr. Muren also noted that the administrative process for some services is still quite time-consuming. "Sometimes there is a long waiting time for certain documents, but I believe this can be improved over time,"

Based on interviews with various parties, it can be said that administrative management at BUMDes Mitra Mandiri Sajau has improved although there are still challenges, especially in terms of human resources and integrating technology. The optimization of administration has had a positive impact in accelerating the service process and increasing transparency. However, there are still some areas that need to be improved, particularly in relation to service speed and the management of more skilled human resources.

During the observation at BUMDes Mitra Mandiri Sajau, the author found several important findings related to administrative management and the quality of services provided to the community. These observations cover various aspects, ranging from the administrative system applied, the interaction between officers and customers, to the physical condition of the available service space. The following are the results of the observations obtained:

1. **Ongoing Administration System:** The author observes that BUMDes Mitra Mandiri Sajau has started to implement a more structured administration system with neater bookkeeping. Although there is still the use of manual methods for some things, most administrative processes are already supported by digital-based systems, such as the use of applications for financial recording and asset data management. However, it appears that the use of technology has not been maximized, especially in terms of system integration that allows data between different departments to be connected automatically. This has caused some delays in administrative processes, such as the production of financial reports and the management of service requests.
2. **Service Speed and Efficiency:** In terms of services, the author observes that BUMDes Mitra Mandiri Sajau has started to show improvements in terms of service speed and efficiency. The service process for customers, especially with regard to providing program information, is already faster than before. Customers can easily obtain information on ongoing programs through the announcement board and available applications. However, in some administrative services such as loan applications or requests for certain documents, the author noted that waiting times were still quite long. This is due to the limited number of trained staff and the lack of a more efficient workflow management system.
3. **Interaction between Officers and Customers:** Observations also show that the interaction between administrative officers and customers at BUMDes Mitra Mandiri Sajau is quite good. Officers appear friendly and ready to assist customers, providing clear explanations regarding procedures and services available. Nonetheless, there were some moments where officers seemed rushed or unfocused due to the high volume of work to be completed, resulting in less personalized interactions. This could be an area for improvement, so that customers feel more valued and the service becomes more satisfying.
4. **Physical Facilities and Service Space:** In terms of physical facilities, the service space at BUMDes Mitra Mandiri Sajau is quite adequate, with a clean and well-organized space. However, there are some things that need attention, such as the lack of a comfortable waiting area for customers and the cleanliness of the area, which is often neglected during peak hours. While not directly impacting service quality, these physical conditions can affect the overall customer experience.

Based on the observations made, the author can convey that administrative management at BUMDes Mitra Mandiri Sajau has improved, but there are still several obstacles that need to be overcome. The use of technology in administration has begun to be well implemented, although its integration still needs to be improved to speed up the service process. The speed and efficiency of services have also shown improvement, but there are still some services that take longer, mainly due to limited trained human resources. Interactions between officers and customers are positive, but there is room to improve the quality of personalized service. Finally, the physical facilities of the service room need to be improved to create comfort for customers.

Documentation conducted at BUMDes Mitra Mandiri Sajau covers various aspects related to administrative management, services provided to the community, as well as financial and asset management owned by the BUMDes. The following are the results of documentation obtained during observation at BUMDes Mitra Mandiri Sajau:

1. **Documentation of Financial Bookkeeping:** BUMDes Mitra Mandiri Sajau has started to use a more structured bookkeeping system, although there are still some parts that are done manually. Based on document inspection, a detailed financial report was found, including income and expenditure reports, as well as records of transactions conducted by the BUMDes. This financial documentation is clearly separated between revenue from business activities and village funds used for program development. However, it was found that some transaction records have not been directly integrated with the digital system, which needs to be updated to make it more efficient.
2. **BUMDes Asset Documentation:** Based on the available asset documentation, BUMDes Mitra Mandiri Sajau has a number of clearly recorded assets, such as land, buildings and business equipment. Asset inventory documents are recorded manually, and despite efforts to implement a digital-based system, records of more complex assets such as business equipment and vehicles are still in the form of physical files. This causes difficulties in real-time data updates and slows down the process of more efficient asset management. Overall, asset documentation is good enough, but it needs to be adjusted to be more integrated with existing information systems.
3. **Program and Service Documentation:** Based on program documentation, BUMDes Mitra Mandiri Sajau has several flagship programs that are directly managed, such as a community empowerment program through skills training and a micro-loan program for small businesses. These programs are clearly documented, starting from planning, implementation, and evaluation. Information regarding these programs is also published through announcement boards and digital-based applications that can be accessed by village communities. However, some of the new programs are not yet fully integrated into the BUMDes' internal information system, which may affect the effectiveness of implementation and reporting.

4. Customer Service Process Documentation: Based on the service process documentation, BUMDes Mitra Mandiri Sajau has a fairly clear service procedure, from service registration, document submission, to receiving benefits from BUMDes programs. This documentation shows that the BUMDes has improved the service system, although there are still some parts of the procedure that are done manually. For example, loan applications or requests for certain documents still take quite a long time to process due to the lack of a digitally integrated system. However, the existing service procedures are quite transparent, and customers can easily access information related to the available programs.
5. Documentation of the Use of Technology in Administration: Based on the documentation, BUMDes Mitra Mandiri Sajau has started using digital-based applications for financial recording and program data management. This application allows BUMDes managers to access financial information more quickly and efficiently. However, in the existing documentation, the author found that the integration of this system has not been fully optimized. Some information is still recorded manually and not directly linked to the application in use, which causes difficulties in simultaneous data updates across different departments. This shows that optimizing the use of technology in BUMDes administration needs to be improved for better efficiency.

Based on the paperwork that was done, BUMDes Mitra Mandiri Sajau has made a lot of progress in managing its assets, running its programs, and running its business. Still, there are some things that need to be better, especially when it comes to using technology to speed up administrative tasks and make sure the data is correct. The system works well for asset management and financial reporting, but it could be better if it were more integrated and efficient. There is also enough documentation of programs and services, but there are still some problems with how quickly and easily people can get to them. To help BUMDes Mitra Mandiri Sajau improve its service processes, the administration needs to keep improving its technology management.

Interviews, observations, and documentation done at BUMDes Mitra Mandiri Sajau show that optimizing administration has a big impact on the quality of services given to the community. The service process has started to get better because of more organized administrative management and the use of digital-based technology. However, there are still some problems that need to be solved. The author employs Tjiptono's (2020) service quality theory, which delineates five principal dimensions for evaluating service quality: dependability, flexibility, security, empathy, and tangibles.

1. Reliability: Tjiptono (2020) says that dependability is the ability of a service provider to consistently and accurately deliver the service they promised. Better management of the administration at BUMDes Mitra Mandiri Sajau has made the organization more reliable in terms of managing money and programs. But there are still some parts of the service that need to be more reliable, especially when it comes to administrative tasks that take a long time. This could change how customers think about how reliable BUMDes is at providing services that meet their needs.
2. Responsiveness: Tjiptono (2020) talks about responsiveness as the ability of service providers to quickly meet the needs and requests of customers. According to what I've seen, BUMDes Mitra Mandiri Sajau has gotten better at being responsive, especially when it comes to giving information about the programs and services that are available. Some customers, though, still complain about having to wait a long time for documents and loan applications. Better management of the administration could make BUMDes officers more responsive to customer requests.
3. Assurance: Assurance is a part of the knowledge and attitude of officers that makes customers feel safe and trusted. Administrative staff at BUMDes Mitra Mandiri Sajau are friendly and knowledgeable when they help people in the community. But officers need more training to get better at using digital administrative systems. This will make sure that customers are more confident in the quality of the services they get.
4. Empathy: Empathy is a dimension that assesses how much a service provider cares about customer needs. In BUMDes Mitra Mandiri Sajau, the interaction between officers and customers shows a fairly good level of empathy. Officers try to pay attention to each customer, listen to complaints, and explain procedures patiently. Nonetheless, in some situations with a high volume of work, there is a tendency for officers to be rushed, which can affect the quality of interactions with customers. Administrative optimization that reduces officer workload can improve the level of empathy in service.
5. Tangibles: Tjiptono (2020) explains that physical evidence includes the facilities and facilities used in providing services. At BUMDes Mitra Mandiri Sajau, the service space is quite adequate, but there are some shortcomings, such as the lack of a comfortable waiting room and facilities that do not support customer comfort, especially during peak hours. Nonetheless, a clean and well-organized service room already gives a positive impression to customers. Improving physical facilities can improve the overall impression of service quality.

Based on the results of the analysis using Tjiptono's (2020) service quality theory, it can be conveyed that more structured administrative management and utilization of technology can improve several dimensions of service quality at BUMDes Mitra Mandiri Sajau. Service reliability and responsiveness are getting better, but there are still problems with waiting times and keeping track of documents. There were also improvements in assurance, empathy, and physical evidence of

service. However, there is still room for improvement in the quality of interactions between officers and customers and with the physical facilities that make things easier. So, BUMDes Mitra Mandiri Sajau needs to keep working on its administration, training and support facilities to make the service better overall.

IV. CONCLUSION

Research conducted at BUMDes Mitra Mandiri Sajau indicates that administrative optimization positively influences the quality of services rendered to the community. Better service procedures, more structured administrative management, and the use of digital-based technology have all made service quality better in many ways, including reliability, responsiveness, and empathy. But there are still some problems that need to be fixed, especially when it comes to speeding up service and making administrative systems work together better. There is also room for improvement in some areas of service quality, such as assurance and physical evidence. This is especially true when it comes to improving the physical facilities and training officers.

Overall, better management of the BUMDes Mitra Mandiri Sajau administration has improved services, but more work is needed to make them run more smoothly and satisfy customers.

V. SUGGESTIONS

1. More use of technology, BUMDes Mitra Mandiri Sajau requires to make better use of information technology for managing the office, especially when it comes to integrating systems between departments that already exist. Using integrated digital-based software can make administrative tasks go faster and cut down on mistakes made when recording by hand.
2. Human Resource Training To make administrative and service management more effective, BUMDes Mitra Mandiri Sajau should increase training for officers on the use of administrative technology and more responsive service management. This training will improve the competence and quality of interactions between officers and customers.
3. Improved Service Facilities, Improved physical facilities, such as the provision of a more comfortable waiting room and better arrangement of the service area, should be made to improve customer comfort. This will create a more positive experience for people who come to use BUMDes services.
4. Periodic Evaluation, BUMDes Mitra Mandiri Sajau should periodically evaluate administrative procedures and the quality of services provided. This evaluation can help identify areas that still need improvement and develop strategies to improve service quality in the future.

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