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## Management Strategy For The Palagan Bojongkokosan Museum To Improve The Quality Of Service In Sukabumi Regency

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**Abstract:** This research aims to analyze and improve the management strategy of the Palagan Bojongkokosan Museum in an effort to improve the quality of services in Sukabumi Regency. This research uses a descriptive-analytical method with a qualitative approach, involving various data collection techniques such as observation, interviews and documentation studies.

**Keywords:** Management Strategy, Service Quality, Service Improvement

### INTRODUCTION

Museums are essentially government agencies that function as a means of developing and preserving the cultural values contained therein. In terms of developing and preserving museums, it is not only in the cultural sector but also in the political, social, economic and so on sectors. Sukabumi City Regional Regulation Number 1 of 2020 states that cultural heritage in the form of objects, buildings, structures, sites and areas are heritage that is useful for the development of education, science and tourism so it needs to be managed well.

This aspect is the ability of the Bojongkokosan Palagan Museum to show its existence to visitors. As a service provider, the assessment of the Museum's success should be seen from the level of service towards community satisfaction so that the service can satisfy the person or group of people served. However, the services provided at museums are different from other facilities. Services at the museum, apart from being for non-profit purposes, also provide cultural understanding.

The problem that occurs at the Bojongkokosan Palagan Museum is that there is more often a decrease in the number of visitors compared to an increase in the number of visitors. The efforts made by the museum to achieve consumer satisfaction are by continuing to pay attention to factors that can influence visitor satisfaction. These factors are service quality and customer value. Next, try to formulate a previously determined strategy into a new strategy that is expected to support the realization of visitor satisfaction.

The strategy to achieve consumer satisfaction causes the management of the Palagan Bojongkokosan Museum to try hard to develop and carry out strategic steps to achieve consumer satisfaction. Service quality is an important factor in determining consumer

satisfaction. Consumer perceptions about service quality that are more than expected will create consumer satisfaction.

The good and bad measures of the Bojongkokosan Palagan Museum are related to the quality of service or information content of the museum. As an agency that provides services, the assessment of the Museum's success should be seen from the level of service to community satisfaction so that the service can satisfy the person or group of people served. Efforts to provide services to the community according to service standards by providing convenience and as a facilitator to the community in information services, use of the museum, and participation in museum development, in accordance with the duties and functions of the museum.

Non-profit or non-profit services in museums are a type of service that does not prioritize individual or collective interests, but rather the interests of society. Based on the background above, the researcher is interested in conducting research at the Bojongkokosan Palagan Museum with the aim of seeing and describing the quality of service at the Palagan Museum, so that the researcher draws conclusions to further refine the research title, namely Management Strategy for the Bojongkokosan Palagan Museum to improve the quality of service in Sukabumi Regency. Apart from that, it also provides benefits for Public Administration Science, especially in terms of the service of the Bojongkokosan Palagan Museum, it can be seen whether it is running well or not and so that the public can experience good and quality service.

## **LITERATURE REVIEW**

In the development of evaluation and the demands of the times, Public Administration is very important wherever and whenever. Because it is related to services provided by the state as an actor or provider of services to the community, public administration is a social science discussion that examines three important elements of state life which include the legislature, judiciary and executive. As well as matters relating to the public which include public policy, public management, development administration, state goals, and ethics governing state administrators.

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In simple terms, public administration is the study of how to manage a public organization. Even though they both study organizations, public administration is different from management: if management studies the management of private organizations, then public administration studies public or government organizations such as departments and agencies, from the sub-district level to the central level. According to Siagian (2014: 7) "Public administration is a general activity carried out by all state administrative apparatus to achieve state goals". Meanwhile, according to Indiahono (2009:4) "Administration in the simplest definition is an activity carried out by two or more people who work together to achieve certain goals, the meaning of public is the opposite of the words private or personal."

Every public service provider must have service standards that provide a sense of security for service providers in carrying out their duties and obligations as well as service recipients in the application process. Service standards are standardized measures in the implementation of public services as guidelines that must be followed and implemented by service providers, as guidelines for service recipients in the application process and as a means of monitoring the

public or service recipients and the performance of service providers. According to Dwiyanto, "determining service standards is a very important issue in the development of a unified state public service system, service standards can regulate aspects of input, process and output of services. » Public service processes and products are accepted correctly and legally. Mahmudi (2010:223-224).

Public service processes and products convey a sense of security and legal certainty. Leaders of public service providers or appointed officials are responsible for providing services and resolving complaints or problems related to public service providers. Sinambela (2005:5). Transparency standards, for example; establishes the obligation of service providers to provide information and educate service users about the requirements, procedures, costs and time required to obtain services including what must be included in transparency standards. Administrators are obliged to inform user members about information rights, complain and protest if they feel treated unfairly by service providers. Standards must also regulate the rights and obligations between service providers and service users in a proportional manner.

According to Fred R. David (2004:5), Strategic Management is the science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its goals. According to Husein Umar (1999:86), Strategic management is an art and science in terms of formulating, implementing and evaluating strategic decisions between functions that enable an organization to achieve its goals in the future.

In improving the quality of public services, a strategy is certainly needed. This refers to the vision, mission, goals, objectives, policy direction, programs and activities of local government as stated in strategic planning documents (Renstra). The concept of strategy is a concept that must be understood and applied by every manager or administrator. Strategy is a terminology that is widely used by profit-seeking organizations, then in its development stage it is also used by other public organizations both in the state bureaucratic sector and in voluntary organizations. According to Winardi (2003: 112) "Strategy is a plan or direction to achieve a goal, but to achieve it a strategy does not function as a road map that only shows the direction but must be able to show operational tactics. Strategy as an integral part of the plan, where the plan is the result of planning, which however is one of the main tasks of management."

Strategic Management is the process of determining the goals of an organization, developing policies and plans to achieve the goals, and allocating resources to implement these plans. Strategic Management is the highest level of management activity. Strategic management is not a task, but rather a series of managerial abilities that are applied throughout an organization with various functions.

Strategic management can be seen as a combination of strategy formulation and strategy implementation, but the strategy must be closely aligned with the objectives. Strategy formulation involves analyzing situations both internally and externally, micro and macro, namely setting targets, determining long-term vision and mission (the role that the organization will provide for society), overall corporate goals (both financial and strategic), tactical goals, and planning. The steps in this strategic management formula are sometimes described in terms of your current situation which determines where you are going, and how to get there. This is very essential in strategic management planning.

One of the previous studies was conducted in 2022 by Weldi Pasolong from Muhammadiyah University of Makassar with the title "The Influence of Service Quality on Tourist Satisfaction in Katekesu North Toraja". The background of this research is to determine the quality of Katekesu tourist satisfaction services. This study is interesting because it describes and analyzes the impact of Katekesu service facilities on tourist satisfaction using public management theories and concepts. This research uses a type of qualitative research that confirms the influence of Katekesu Toraja service quality and tourist satisfaction.

## RESEARCH METHODS

To achieve the research objective in this study, namely to determine the management strategy of the Palagan Bojongkokosan Museum. A research needs to determine the method that will be used because the use of research methods will guide a researcher, this research will use qualitative methods, the researcher explains the method used aims to find overall symptoms which are carried out in a focused manner and are able to answer the problem formulation regarding the problem being researched to find the results of the expected goals are in accordance with the context through data collection.

This research aims to understand the management strategy of the Palagan Bojongkokosan Museum with a focus on improving the quality of services in Sukabumi Regency. The research method used is qualitative, with researchers explaining phenomena related to museum management strategies. Research indicators include museum management and service quality. Strategy in this research is a plan or direction to achieve goals by showing action tactics. The analysis unit includes various parties such as the head of the UPT Museum, staff and community figures. Data collection techniques include observation, interviews and documentation. Data validation was carried out through triangulation of sources and techniques. Data analysis includes data reduction, data presentation, and drawing conclusions. The research was carried out at the Bojongkokosan Palagan Museum, Sukabumi Regency.

## FINDING AND DISCUSSION

The results of this research and discussion discuss the Palagan Bojongkokosan Museum in Sukabumi Regency, including its history, organizational structure, duties and management strategies to improve service quality. Here is a summary of the main points discussed:

### Description Of Research Location:

- a. The Bojongkokosan Palagan Museum is located in Sukabumi Regency, founded to commemorate the Bojongkokosan incident which occurred during the Indonesian war of independence.
- b. Founded in 1992 by the Governor of West Java and initially managed by the 1945 Foundation, now managed by the Department of Tourism, Culture, Youth and Sports.

### Organizational Structure:

- a. Museums have an organizational structure that includes various sections, such as the head of the museum, administration, administrators, curators, educators, conservators, registers, exhibition organizers, and public relations.

### Tasks And Functions Of The Museum:

- a. Museums have the main task of collecting, caring for and presenting collections as well as providing educational services to the public.

### Field Research Stages:

- a. Involves pre-research, research process and post-research stages, including field observations, interviews and documentation.
- b. The research method used is qualitative.

### Deskription Of Research Results:

- a. Museum management strategies to improve service quality are discussed through five dimensions: tangible, reliability, responsiveness, assurance, and empathy.
- b. Each dimension is evaluated in the context of the Bojongkokosan Palagan Museum, with special attention to visitor response and service reliability.

**Museum Management Strategy**

- a. Consisting of tangibles, reliability, responsiveness, assurance, and empathy.
- b. Targets, processes and efforts to improve service quality become the focus of the strategy.

This research explores strategic aspects un museum management, leading to improvement in service quality and visitor experience. To find out what strategies are carried out by the Palagan Bojongkokosan Museum Management in Sukabumi Regency to improve service quality, researchers also want to know the supporting and inhibiting factors:

There are several supporting factors that can play a role in effective management. The following are three supporting factors that can influence the management of an institution. Stakeholder Involvement: Stakeholders, including government, local communities, visitors, and cultural organizations, have an important role in successful management. Involving stakeholders in decision-making, program planning, and evaluation processes can create a greater sense of ownership and participation. For example, involving local communities in the development of museum programs or research projects can strengthen relationships with communities and support sustainable management.

The main factor that is an obstacle and obstacle to the Palagan Bojongkokosan Museum is the limited budget which supports and supports museum management activities. Funds are limited because the budget is obtained only from individuals, while museum entry money from museum visitors must be for the revitalization of the museum. Apart from that, fund management has not been managed optimally and is not yet transparent. Limited budget, workforce, or available physical facilities can be an obstacle in management. Insufficient resources can impact the ability to run operations efficiently. Ambiguity or non-compliance with regulations and policies can slow down the decision-making process and implementation of actions.

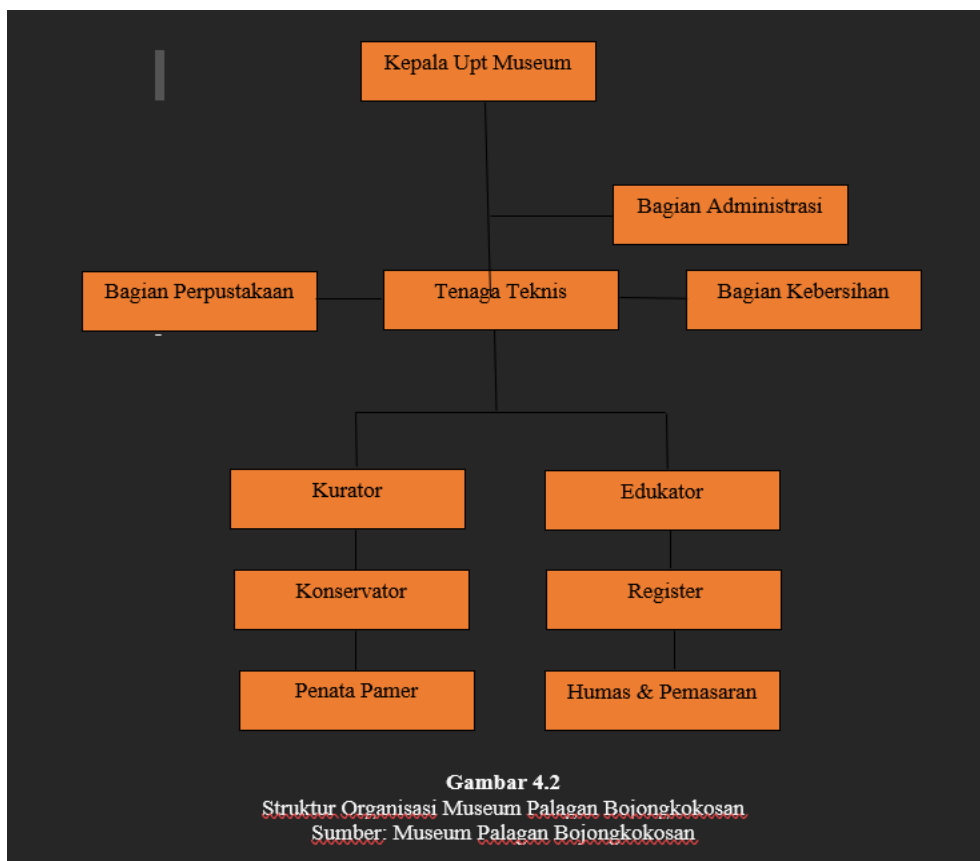
The researcher has a key informant, namely the head of the UPT Museum Bojongkokosan because the researcher believes that the head of the UPT Museum knows all the duties of the employees, one of which is the task of managing the Palagan Bojongkokosan Museum, Sukabumi Regency. The informants in this research were the head of the UPT Museum, Curatorial Staff, Public Relations and Marketing Staff, Educator Staff and Community Figures.

**Table**

**Table 1. Informan Settings**

No	Position	Information
1.	Head of the museum	Carrying out some technical operational activities of museum services.
2.	Staff curator	Manage and distribute existing assets to debtor creditors in accordance with regulations.
3.	Staff educator	Provide educational guidance and share through educational activities.
4.	Staff Public relations and marketing	Carrying out activities and marketing museum programs.
5.	public	Someone who is asked for information related to the object under study.

Picture



**CONCLUSION AND RECOMMENDATION**

Judging from the target dimensions, the Palagan Bojonekokosan Museum requires a number of strategic targets that describe the conditions to be achieved. These strategic targets will contribute to the implementation of the museum's mission. The implementation of museum management is the ideal condition that the Museum wants to achieve in managing this museum to increase the function of the museum as a means of education and recreation, in general as an entertaining educational medium, as well as an educational entertainment medium. The main aim of running a museum is for the benefit of the community, therefore efforts are always made to improve public services.

In the policy dimension, it is a series of decisions that guide and limit the actions taken. Policies are made to determine the direction of a set goal so that policy making makes it easier to direct the Bojonekokkosan Palagan Museum and implement a strategy. The Bojonekokkosan Palagan museum does not yet have its own policy, the museum must first consult with the department to issue a policy because the museum is still under the auspices of the Department Culture, Youth and Sports. Museums have an important role, there must be a restructuring of current museum management policies. Museums should adopt policies related to improving service quality and customer value because service quality and customer value have a positive and significant effect on visitor satisfaction.

Consumer satisfaction is one of the important things that must be realized by the Palagan Museum. Consumer satisfaction is one of the important things that must be realized by the company. Consumer satisfaction is influenced by several factors, including service quality and customer value. Consumer satisfaction must be realized by the Bojonekokkosan Palagan Museum in order to attract people to want to visit. Consumer satisfaction is influenced by

several factors, including service quality and customer value. Museums must be able to realize consumer satisfaction in order to attract people to want to visit.

The various programs carried out by the Bojongkokosan Palagan Museum intend to help make it easier for the public to get to know the Bojongkokosan Palagan Museum from another perspective. With this program, it is hoped that the public will also be able to absorb various information through activities that are visually and kinetically interesting. In the end, it is hoped that there will be appreciation from the community and cultural practitioners to work together in advancing the nation's culture. Looking at the existing programs, indirectly the museum has unique features that have the potential to attract visitors to visit the museum. Therefore, the Palagan Bojongkokosan Museum launched various development strategies, to increase the potential of visitors who come and visit the museum with programs that involve participation from visitors, including the community.

The strategy planned by the Palagan Bojongkokosan Museum can be seen from the activity programs held at the museum. With the implementation of these strategies, the museum tries to approach the public by presenting new concepts that make visitors comfortable, so that the museum is far from being scary and boring. With these activity programs, visitors become more involved and have a sense of belonging to the museum. Visitors will not get bored and will continue to look forward to what programs the museum will present. This can be said that the museum's strategy is quite successful in attracting tourists.

Based on the description given regarding research regarding the Palagan Bojongkokosan Museum, Sukabumi Regency, there are several conclusions and suggestions that can be drawn:

## **CONCLUSIONS AND RECOMMENDATION**

### **Conclusions**

1. **History and Development of the Museum:** The Palagan Bojongkokosan Museum has a rich and important history in commemorating important historical events in Sukabumi Regency, especially related to the Bandung Sea of Fire incident in 1946.
2. **Organizational Structure:** This museum has a clear organizational structure with defined tasks and functions for each section or work unit. This is important to ensure smooth operation and maintenance of the collection.
3. **Research Stages:** The research stages were carried out comprehensively, including pre-research, research process, and post-research, using qualitative methods to understand museum management strategies.
4. **Museum Management Strategy:** The Palagan Bojongkokosan Museum has implemented several dimensions of service quality, such as tangible, reliability, responsiveness, assurance and empathy. Even though there are efforts to improve services, there is still a need for improvements in several aspects, such as physical facilities, officer reliability, service responsiveness, guarantees, and empathy.

### **Recommendation**

Meanwhile, in the practical aspect, researchers provide suggestions for the Bojongkokosan Palagan Museum, which is expected to improve the quality of facilities and infrastructure for visitors. Apart from that, the museum also needs to improve the quality of services by optimizing the performance of museum guides in interacting well with visitors. Training should be given to staff at the museum in accordance with the scope. their respective jobs so that each officer is able to understand and carry out their duties consistently and efficiently and the management of the Palagan Bojongkokosan Museum should pay more attention to comfort so that the museum can become a tourist attraction that is of interest to the public. The museum provides appropriate facilities so that visitors feel at home and want to return to the museum. this again.

In the theoretical aspect, the researcher provides suggestions for future researchers to use other variables regarding the Management Strategy of the Palagan Bojongkokosan Museum to Improve the Quality of Services in Sukabumi Regency. This aims to find out deeper information from a different point of view.

1. Improvement of Physical Facilities: Improvements and improvements are needed to the museum's physical facilities, including the addition of air conditioning, increasing the comfort of the exhibition space, and increasing accessibility for visitors.
2. Officer Training: It is important to provide training and development to museum officers, especially in terms of providing information and education to visitors. This will increase the reliability and quality of services provided.
3. Providing storage facilities: Providing storage facilities for visitors will increase the comfort and safety of visiting the museum.
4. Understanding Visitor Needs: Museums need to better understand the needs and expectations of individual visitors to provide more personalized and satisfying services.
5. Use of Technology: Utilization of technology such as audio guides, virtual tours, or museum apps can enhance visitor interaction and experience.
6. Development of Collaboration: Collaboration with other parties, including academics, local governments and the private sector, can help in the development and promotion of museums.

By implementing these suggestions, it is hoped that the Bojongkokosan Palagan Museum can continue to improve the quality of its services and become a more attractive historical tourism destination for local people and tourists.

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