



# Performance of Government Apparatus in Public Services, Study of Village Government Apparatus

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**Abstract:** This study aims to determine the performance of village government officials in public services. The research design uses a qualitative approach. Data collection techniques are in-depth interviews and observations and documents of service activities. The research informants included all Galala village officials and the community who received services in administration. The data analysis technique used the Miles and Huberman approach<sup>1</sup>. While the research focus is the performance of the apparatus as measured by indicators; accountability, responsiveness, and efficiency. The results of the study show that: (1) has not been implemented properly, village officials in carrying out accountability have not taken good policies in an effort to serve the community, (2) the responsiveness of the village apparatus shows that various complaints have been responded to by them in carrying out their duties and service functions, but service delays are still visible. Complaints still exist during the implementation of tasks because there is no certainty of completing service requests, (3) on the aspect of efficiency, the apparatus in carrying out their duties is given less attention considering that they prioritize achieving goals. The results of this study recommend that officials in public services should pay attention to the empathy factor, because the apparatus does not take into account the needs of the community.

**Keywords:** Performance, Accountability, Responsiveness, Efficiency.

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## I. INTRODUCTION

The administration of government at all levels requires the capacity of personnel who have sufficient competence so that they can carry out their tasks as planned. Attention to improving the performance of the apparatus is needed so that government officials can provide quality services to the public, which are currently increasingly diverse and complex. Government apparatus is the key to the implementation of good governance so that increasing competence for them is an absolute thing that must be done. All levels of government should perform as expected so that with the performance shown the community feels the existence and services provided by government officials.

Achievement of performance is absolute in providing satisfaction to the public. Performance is the final result that is obtained after a job or activity has been carried out for a certain period of time, so that it can be said that performance is the result of work achieved by a person or group in carrying out assigned tasks and is based on experience skills within a certain period of time. Performance is the result of work that can be achieved by a person or group of people in an organization, according to the authority and responsibility inherent in each of them, in order to achieve organizational goals legally, not violating the law, accordance with existing morals and ethics<sup>2</sup>.

Based on data on the performance of government officials, it is still far from expectations, this is indicated by the fact that there are still many programs that have not been realized and there are still many complaints that are felt by the community about the services provided by government officials<sup>3</sup>. Service performance displayed by individuals or groups in carrying out their duties and functions can be seen from the indicators, namely; quantity, quality, timeliness, cooperation, and personal qualities<sup>4</sup>.

The various parameters used to see the performance of public services can be grouped into two approaches. The first approach looks at the performance of public services and the perspective of providing services, and the second approach looks at the performance of public services and the perspective of service users. Various alternatives to success can be seen from the policies set by village government officials to improve the performance of public services so that they can answer community needs in the smooth implementation of community needs.

The government is essentially a service to the community. It was not held to serve itself, but to serve the community and create conditions that enable every member of society to develop their abilities and creativity to achieve common goals<sup>5</sup>. The provision of public services by government officials to the community is actually an implication of the function of the apparatus as a public servant. Therefore, the position of the apparatus in public service is very strategic because it will determine the extent to which the government is able to provide the best possible service to the community, which will determine the extent to which the state has carried out its role properly according to its founding goals.

At the village government level, employee performance also plays an important role in realizing the level of community satisfaction. The empirical condition of the performance of employees in the Galala village office, Sirimau sub-district, Ambon City, is still not optimal, which is indicated by the many complaints experienced by the community in the service process, for example the discipline of the village officials' office hours that are not appropriate. The following data is a summary of the attendance rate of Galala Village office employees in the last 3 months, from July to September 2022.

Table: Employee Attendance for the last three (3) months

Item	Months	Presence State			
		Present	Permit	ill	Not Present
1	July	5	2	1	3
2	August	4	3	2	2
3	September	3	2	1	5

Source: Galala Village Office, 2023

Based on the data in table 1, it shows that the level of employee attendance for the last 3 months has not been optimal. Services to the public are still not optimal because their presence is also not optimal. For this reason, the author wants to know how far the performance of employees at the Galala village office has come.

## II. LITERATURE REVIEW

### A. Performance Concept

Performance is the result of work that has a relationship with the organization's strategic objectives, public satisfaction and contributions in public services. From another perspective, performance can be interpreted as what is done and how to do it and how the results are obtained from the work. Performance is the result of the work of an individual or organization compared to what should be achieved by the person concerned<sup>6</sup>. The results achieved are descriptions that can be found in the rules for forming an organization through the vision, mission, goals and strategies used and the expectations to be generated. Performance as the final result obtained after a job or activity has been carried out for a certain period of time. Thus, performance only refers to a series of results obtained by an employee during a certain period and does not include the personal characteristics of the employee being assessed. Performance is oriented towards a result that is expected together in accordance with what has been planned to be carried out as well as possible and with full responsibility and to obtain satisfactory results. Besides that, the form of performance is an evaluation of the work that has been done as a controller for the next job. In principle, performance is continuous and ongoing work carried out by a person or organization with achievements that are in accordance with what is expected.

Thus performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility inherent in each of them, in order to achieve organizational goals legally, not violating the law in accordance with morals and ethics. The performance of public services must actually run according to its nature and form. In principle, the nature of public service performance is to assist the community in accepting their rights and obligations, namely receiving the services they need properly. It is an obligation for service personnel to provide services in a professional manner. Recipients of good service to the community and the provision of professional services will form the character of good cooperation between the community and the government in the framework of leading to a better governance order, it is possible that good governance will be realized.

The scope of public services includes public goods services and public services as well as administrative services as regulated in laws and regulations (Law Number 25/2009 concerning Public Services<sup>7</sup>). Whereas these public services include education, teaching, work and business, housing, communication and information, environment, health, social security, energy, banking, transportation, natural resources, tourism, and other strategic sectors.

The actualizing public services, aspects of mutual need between service recipients and service providers are needed. Mutually support each other and support service programs in accordance with applicable rules and regulations so that services can run well. The forms and characteristics inherent in the public service apparatus must be professional, accountable and transparent. This concerns the systems and arrangements built by the government to improve the quality of public services.

**B. Public Service Performance Indicators**

Performance indicators become part of a control over the performance carried out by the apparatus. Is the performance carried out as expected or not. There are elements that must be fulfilled in performance indicators to measure apparatus performance. Performance indicators are also part of performance measurement. Performance indicators are more on the aspects of things that become assessment factors, while performance measurement is more on the object of the assessment. The conditions that must be met in determining public service performance indicators are<sup>8</sup>: (a) specific, clear, and no possibility of misinterpretation; (b) measurements are carried out objectively; (c) relevant; (d) achievable; (e) flexible and; (f) efficient. Determination of performance indicators must be based on inputs, outputs, outcomes, benefits and impacts.

Several indicators to measure the performance of the public bureaucracy<sup>9</sup>, namely: (a) productivity, which is not only measuring the level of efficiency, but also measuring the effectiveness of services. labor productivity is the ratio between output and input<sup>10</sup>; (b) service quality, important in explaining the performance of public service organizations; (c) responsiveness, namely the ability of the bureaucracy to recognize community needs, develop service agendas and priorities, and develop public service programs according to community needs and community aspirations; (d) responsibility, namely explaining whether the implementation of public bureaucratic activities is carried out in accordance with the principles of correct administration with bureaucratic policies, both explicit and implicit; (e) Accountability, which refers to how much the policies and activities of the public bureaucracy are subject to political officials elected by the people.

**III. RESEARCH METHODS**

Research on the performance of officials in the Galala Village office uses a qualitative design. The techniques used in data collection were in-depth interviews and observations of the service activities provided by the Galala village office apparatus. Research informants included all Galala village officials and the community who received services in administrative arrangements carried out in Galala village. The data analysis technique used the Miles and Huberman approach. While the focus of research on apparatus performance based on indicators, among others; accountability, responsiveness, and efficiency.

**IV. RESEARCH RESULTS AND DISCUSSION**

Based on the research results, services to the public by the Galala village office apparatus are realized through public programs, including physical and non-physical development programs as shown in the following table 1.

**Table 1: Public Service Program in Galala Village**

Item	Public Service Program	Budget	Source of Funds
1	Clean Water Basin	29,000,000	Regional Budget
2	Wave Barrier Embankment	250,000,000	State Budget
3	Transient Garbage Disposal	80,000,000	Regional Budget
4	Paving village roads	129,662,500	Village Fund
5	Village roads and Footpaths	59,000,000	Regional Budget
6	Neighborhood Sanitation	113,463,487	Village Fund
7	Vapor Fish Packaging Training	9,000,000	Regional Budget
8	Health Service Post	14,000,000	Village Fund
9	Village Tourism Support Facilities	18,000,000	Village Fund
10	Establishment of Village Enterprises	11,000,000	Village Fund
11	Planning Capacity Building for Village Officials	10,902,199	Village Fund

Source: Galala Village Office, 2022

Based on the table above, it shows that the performance of the apparatus in public services, especially development program services, is quite promising, as evidenced by the various public service programs that have been implemented.

**DISCUSSION**

Performance appraisal is a very important activity because it can be used as a measure of an organization's success in achieving its goals. Information regarding performance is very useful for assessing how far the services provided by the apparatus meet expectations and satisfy the public as service users. By evaluating performance, efforts to improve performance can be carried out in a more directed and systematic manner. Performance is the work result of a process or level of success of a person or organization during a certain period in carrying out their duties both in quality and quantity.

Therefore, performance is always measured from the aspect of results, not the efforts made by individuals, namely how well individuals can meet the demands of their work. Thus the performance of the

apparatus is the result of the work of the apparatus as a whole or for a certain period both in quality and quantity based on criteria that have been determined and agreed upon in advance.

The performance of village government officials is influenced by many indicators. In this study, only three indicators were studied, namely accountability, responsiveness and efficiency in service. Accountability, responsiveness and efficiency in service are indicators of the performance of village government officials in providing services to the public.

### **Accountability**

Accountability in the implementation of public services is a measure that shows how much the level of suitability of service delivery is with the size of external values or norms that exist in society or are owned by stakeholders. Service values and norms that develop in this society include service transparency, the principle of justice, guarantees of law enforcement, human rights, and service orientation that are developed towards service user communities.

The basic concept of accountability is based on the classification of managerial responsibility at each level in the organization which aims to carry out activities in each section. Each individual in each classification is responsible for each activity carried out in his part. This concept distinguishes between controlled activities and uncontrollable activities. Accountability measures in this study consist of; (a) the existence of the responsibility of the apparatus in carrying out the task of serving the public; (b) there are policies taken by the apparatus to facilitate services to the public.

Based on the research results are. In carrying out their duties to serve the public, the responsibility of the apparatus has not been maximized because they are often not in the office during working hours, even though there are many requests for services. Likewise, policy making in the context of facilitating service operations, the actions of the apparatus do not adapt to the needs of the public. Their actions are very rigid in serving, they strictly follow the procedures that have been set.

Thus, in terms of accountability, the Galala village apparatus has not shown the desired accountability. The apparatus accountability is related to services that are in accordance with the norms and values adopted by the people and that public services are able to accommodate the needs real people<sup>11</sup>. Accountability is a measure that shows how much the level of conformity of service delivery is with the size of external values or norms that exist in society or those owned by stake holders. Values and norms of service that develop in this society, including service transparency, principles of justice, guarantees of law enforcement, human rights, and service orientation that are developed towards the public. The role of accountability is to remind public administrators as decision makers that they must make reports when they make decisions and take administrative action. The holders of public office are periodically obliged to account for every decision they will and have taken, including their words and statements.

### **Responsiveness**

Responsiveness is the ability of an organization to recognize community needs, develop service agendas and priorities and develop service programs according to the needs and alignment between service programs and activities with the needs and aspirations of the public. In short, it can be said that this responsiveness measures the responsiveness of the bureaucracy to the hopes, wishes and aspirations as well as the demands of society<sup>12</sup>. Responsiveness is very much needed in public services because it is evidence of an organization's ability to identify community needs, develop service agendas and priorities and develop public service programs in accordance with community needs and aspirations.

Based on the results of the study, it was shown that the services provided by the Galala village apparatus were not optimal. Indicated by the presence of complaints felt by the community, and these complaints have not been responded to quickly. The results of interviews with the community indicated that they were not satisfied with the services of the Galala village officials.

The low responsiveness of the bureaucracy is also mostly caused by the lack of real external communication development by the ranks of the service bureaucracy. A real indication of the lack of effective external communication developed by the bureaucracy can be seen in the large gaps that occur. The gap that occurs is a description of the service which shows that there has not been found a common perception between the expectations of the public and bureaucrats regarding the quality of services provided to the public as service users.

Thus responsiveness is an important thing in the administration of public services by bureaucrats. This is supported argues that a good public bureaucracy is if they are considered to have high responsiveness to what are the problems, needs, complaints and aspirations of the people they represent<sup>13</sup>. Responsiveness is a form of bureaucratic responsibility by placing the hopes, wishes and aspirations as well as demands of the community as service priorities.

Complaints submitted by the service user community are service indicators which show that the service products produced by the bureaucracy have not been able to meet the expectations of service users. The high

number of complaints from the service user community regarding the service product of the service bureaucracy, indicates that the responsiveness of the service bureaucracy to anticipate the possibility of various complaints from the service user community is still very weak.

### **Efficiency**

Efficiency is the best ratio between input and output, as well as optimal results achieved with the use of limited resources. In other words, the relationship between what has been completed and what is planned. Efficiency is an understanding of the optimal relationship between income and expenses, hard work and results, capital and profits, costs and enjoyment, which are sometimes also equated with accuracy or can also be formulated as a comparison. the best difference between expenses and income, between a work effort and its results. Comparison can be seen from 2 aspects, namely in terms of results and business terms.

The work efficiency is the implementation of work in certain ways without compromising the goals that are carried out in the easiest way to do it, the cheapest cost, the least energy, the lightest load and the shortest time. Work efficiency in the office can accelerate the achievement of targets outlined by saving time and effort. For this reason, all employees in the office are required to work efficiently with the intention that all of them can achieve success together collectively.

The results of the study show that the Galala village apparatus in carrying out public services has not been seen. Indicated from the results of the work have not shown the best results. There are still many people's wishes in service that have not been realized. An efficient way of working practiced in a certain business unit will result in the achievement of the desired results, even in a high degree of quality and results. So maximum results in every job depend on how to work efficiently.

Ideally, services will be efficient if the service bureaucracy can provide service inputs, such as costs and service time, which make it easy for service users. Likewise on the service output side, the ideal bureaucracy should be able to provide quality service products, especially from the aspect of cost and service time. Efficiency on the input side is used to see how easy it is for the public to access the service system offered. Public access to services is seen as efficient if the public has guarantees or certainty regarding service costs.

The certainty of service costs that must be paid by the public is an important indicator to see the intensity of corruption in the bureaucratic service system. A corrupt public service bureaucracy will be marked by the large extra costs that must be incurred by service users in accessing services. The public, thus, must pay extra to be able to obtain the best service from the bureaucracy, even though in principle the best service should be enjoyed by the public as a whole. On the output side, it is marked by the provision of service products by the bureaucracy without being accompanied by coercive actions on the public to pay extra for services, such as bribes, voluntary donations, and various levies in the ongoing service process.

## **V. CONCLUSION**

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility inherent in each of them, in order to achieve organizational goals legally, not violating the law in accordance with existing morals and ethics<sup>14</sup>. Performance is oriented towards a result that is expected together in accordance with what has been planned to be carried out as well as possible and with full responsibility and to obtain satisfactory results. Besides that, the form of performance is an evaluation of the work that has been done as a controller for the next job. In principle, performance is continuous and ongoing work carried out by a person and/or organization with achievements that are in line with what is expected. Make quality performance and provide satisfaction with the results of the performance carried out.

Based on the description and data on the performance of the Galala village apparatus, it is concluded that the performance of the Galala village apparatus has not been maximized in providing services to the Galala community. The indicators assessed to understand the performance of the apparatus are the extent of accountability, responsiveness and efficiency in implementing public services, the result is that all of these indicators have not been implemented optimally.

In improving the performance of public services, it is suggested that the village apparatus increase its capacity through increasing formal education and informal education, besides that it is also suggested to increase the financing of public services.

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