



Public Service Performance at the Siniu District Office, Parigi Moutong Regency (Case Study on Land Surrender Letter Issuance)

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ABSTRACT

The purpose of this research is to understand the Public Service Performance at the Siniu District Office, Parigi Moutong Regency (Case Study on Land Surrender Letter Issuance). The research method used by the researcher is a qualitative research method with a descriptive approach. The data collection technique for informants uses a purposive technique, where data is collected through informants accompanied by observation, interviews, and documentation techniques. Based on the research results, it shows that the Public Service Performance at the Siniu District Office, Parigi Moutong Regency (Case Study on Land Surrender Letter Issuance) has been running well, but there are still some indicators that cannot be considered good. This is seen from the indicators of Work Quality, Quantity, Timeliness, Effectiveness, and Independence, which have not been running well. Since there is still one indicator that has not been running well in terms of Timeliness, it is advisable to emphasize more to the officials about the implementation of the Standard Operating Procedures (SOP) so that the officials work according to the established rules and working hours and are able to increase the effectiveness and quantity of land surrender letter issuance at the Siniu District Office, Parigi Moutong Regency.



INTRODUCTION

The government, as the provider of public services, is responsible for continuously striving to deliver the best services to the community. The importance of human resources in an organization, especially in government organizations, requires each government organization to have quality and productive civil servants to run the government organization. Each government organization consists of elements that have duties and responsibilities that must be carried out individually or in groups with the aim of making the achievement of goals more efficient and optimal.

The improvement of public services provided by government agencies is becoming increasingly prominent and is even a demand from the community. One of the frequently highlighted areas is public service, particularly in terms of the quality of service provided by government officials to the public. The government, as a service provider for the community, is required to provide quality services.

Every job has specific job criteria or dimensions that identify the most important elements of a job. Organizations or agencies need to understand the various strengths and weaknesses of their personnel as a basis for improving weaknesses and strengthening strengths to increase productivity and balance among personnel. Therefore, the performance of personnel in each agency must be optimized to achieve the agency's goals.

Meanwhile, according to Fahmi (2017), "Performance is the result of a process that is referenced and measured over a specific period based on predetermined standards or agreements." Thus, periodic performance evaluations are necessary, focusing on past and future periods. This evaluation aims to determine whether the performance of personnel meets the expected job standards or not. Performance within an organization reflects the success or failure of achieving the organization's set goals. Supervisors should not overlook minor issues unless they have become very severe or could lead to other problems.

Public service delivery involves a series of activities carried out by the government and its personnel to meet civil and basic needs of the population. The Republic of Indonesia government has issued a new regulation on employee performance evaluations, namely Government Regulation No. 46 of 2011, concerning performance assessments for civil servants, which is expected to provide a good contribution in helping government agencies measure their employees' performance.

One bureaucratic organization that provides services to the community is the sub-district (kecamatan). The sub-district is a local government unit directly interacting with the community and is tasked with fostering villages/sub-districts, which must also be carried out effectively and efficiently. As an organization serving diverse community needs, sub-districts face many issues as administrative organizations. The complexity of the problems faced is related to the large number of people served and the many villages/sub-districts under their jurisdiction.

Similarly, in the implementation of public services provided by government personnel in the Siniu Sub-District of Parigi Moutong Regency, it adheres to the provisions of the Republic of Indonesia Government Regulation No. 17 of 2018 concerning sub-districts and various service sectors, as well as Government Regulation No. 76 of 2015 concerning the delegation of some regent authority to the sub-district head, particularly related to civil rights and basic needs such as services for issuing Family Cards (KK), Identity Cards (KTP/E-ID), Building Permits (IMB), Birth Certificates, Land Certificates, and others, which are still not optimal. This can be seen from the numerous complaints or grievances from the community regarding the services received at the Siniu Sub-District office of Parigi Moutong Regency.

Specifically, the service concerning the processing of documents for land certificate issuance for residents who own land but do not yet have a certificate to prove legitimate ownership is an issue. Land disputes often involve many people in rural areas, and many have inherited land through generations but lack legal certainty for their lands. The quality of work produced by the Siniu Sub-District government personnel in Parigi Moutong Regency is influenced by the volume of work that the personnel can handle. The productivity of the personnel is relatively suboptimal, as evidenced by the many complaints about delays in the services provided by the government, particularly concerning land transfer certificates (SP).



Quality public services are needed by the community. To create quality public services, the government issued Ministry of Home Affairs Regulation No. 4 of 2010, which states that to improve quality and enhance services to the community while considering the geographic conditions of the region, it is necessary to optimize the role of sub-districts as local government units in providing public services. According to Law No. 25 of 2009 concerning public services, each public service organization is required to develop and establish public service standards. Service standards are benchmarks used as guidelines for service delivery and quality assessment, as well as commitments and promises from service providers to the community for quality, timely, easy, accessible, and orderly services.

According to initial observations, there is still a shortage of staff, especially in the field, which is attributed to the volume of documents received daily. This results in some delays in technical services due to the imbalance between the number of staff and the large number of people served each day. Consequently, this affects the performance and functions of government personnel.

Additionally, time constraints are also a significant challenge faced by the Siniu Sub-District office of Parigi Moutong Regency. According to Standard Operational Procedures (SOP), the time frame for processing land transfer documents (SP) is 14 working days from the receipt of documents at the Siniu Sub-District office. However, sometimes the processing exceeds 14 working days. Several factors contribute to this issue, including the lack of public awareness regarding the requirements and provisions in place. Consequently, there are violations in the land verification process, which leads to delays as the issues must first be resolved before further action can be taken. These are common issues encountered in the field.

This situation presents an interesting area for study, as performance is crucial and should be possessed by every individual involved in an organization. Performance not only reflects the final social outcome but also involves the work process itself, which determines an individual's work achievement. What needs to be emphasized is how the performance process of employees can run optimally to provide good service to the community. Leaders must focus on how employees can improve their performance so that the quality of service to the community can be enhanced.

METHOD

The type of research employed is qualitative descriptive research. This type of research aims to provide a comprehensive description of public service performance at the Siniu Sub-District office in Parigi Moutong Regency, specifically in the context of processing land transfer certificates (SP). Qualitative descriptive research is used to describe and interpret the characteristics of a phenomenon as it naturally occurs, without manipulating variables.

In qualitative descriptive research, the objective is to obtain an in-depth understanding of the subject under study. In this case, it involves examining how the Siniu Sub-District office handles public services related to land transfer certificates, including identifying strengths, weaknesses, and areas for improvement in their service delivery processes. The goal is to portray an accurate and detailed account of the performance and challenges faced by the office in fulfilling its responsibilities.

To gather the necessary data for this research, both primary and secondary data collection methods are utilized. Primary data is obtained directly from the source through methods such as interviews, observations, and surveys conducted with relevant stakeholders, including staff members, service recipients, and other involved parties. This direct approach allows researchers to gather firsthand information and insights into the processes, experiences, and perceptions related to public service performance.

Secondary data, on the other hand, is collected from existing sources such as official records, reports, previous research studies, and other relevant documents. This data helps to provide background information, context, and additional evidence that supports and complements the primary data. By combining both primary and secondary data, researchers can achieve a more comprehensive and accurate understanding of the public service performance at the Siniu Sub-District office.



Overall, the descriptive qualitative research method is well-suited for exploring and detailing the performance of public services, as it allows for a rich, nuanced exploration of the subject matter. This approach provides valuable insights into how services are delivered, the effectiveness of current practices, and the potential areas for improvement in the public service domain.

RESULT AND DISCUSSION

Performance fundamentally represents the quality and quantity of work achieved by an employee in carrying out their duties according to the responsibilities assigned to them. Performance can be defined as the effort of an individual's work to achieve an organizational goal based on fundamental aspects.

The term "performance" is generally used to denote the level of success of an individual or group. Performance itself has objectives and targets that have been set. Therefore, with these objectives, the achievement of an individual's or organization's performance can be assessed, as there are no benchmarks without them. Hence, public service performance at the Siniu Sub-District office, in terms of processing land transfer certificates (SP), is required to consistently assist the sub-district government in improving performance through optimization and execution of duties according to each function. It is hoped that these demands can be met, considering that good performance leads to satisfactory results in line with organizational plans.

The focus of this research is to understand how the Public Service Performance at the Siniu Sub-District Office (Case Study of Land Transfer Certificate Processing). Using several indicators for performance research, the author applies the theory proposed by Robbins, which includes aspects such as Work Quality, Quantity, Timeliness, Effectiveness, and Independence.

Work Quality

Work quality can be measured by employees' perceptions of the quality of work produced and the completeness of tasks related to the skills and capabilities of the personnel in processing land transfer certificates to achieve good and consistent quality in the community. If the personnel in processing land transfer certificates produce good work, it indicates that the village assistants have good performance. Conversely, if the personnel produce poor work, their performance is also poor.

To understand the quality of work of personnel in processing land transfer certificates at the Siniu Sub-District office, the author provides questions to some informants, such as: Have the personnel's performance in processing land transfer certificates met the established work standards?

Based on the interviews conducted with various informants, a comprehensive understanding of the performance in processing land transfer certificates (SP) at the Siniu Sub-District office emerges. Mr. Darwis D. Sududi, SH, the Head of Siniu Sub-District, stated that the performance of the personnel in processing land transfer certificates meets the established work standards. He emphasized that the staff adheres to the Standard Operational Procedures (SOP) set by the Ministry overseeing their activities, ensuring that their work aligns with regulatory requirements.

In contrast, community members offered varied perspectives. Ms. Ratna, a local resident, noted improvements in the performance of the personnel, indicating that there has been progress in how duties are executed. Similarly, Ms. Niar observed that the performance of the staff in processing land transfer certificates meets the required standards, praising their punctuality and efficiency in handling tasks.

On the other hand, Mr. Sagaaf, S.Ag, the Head of Public Order at the Siniu Sub-District office, highlighted the commitment to improving the office's service image. He reported that the leadership consistently stresses responsiveness to community complaints. The office is diligent in addressing issues raised by the public, striving to meet expectations and enhance service quality.

Summarizing these viewpoints, it is evident that the overall performance in processing land transfer certificates at the Siniu Sub-District office is perceived positively. According to Mr. Darwis, the work adheres to all requirements and satisfies all stakeholders. The implementation of SOPs and clear mechanisms contribute



to the alignment of performance with standards, ensuring satisfaction. The office follows the relevant regulations issued by the Parigi Moutong Regency Government, adhering strictly to the established procedures and striving for optimal results in each task.

These findings suggest that the performance of the Siniu Sub-District office, particularly in processing land transfer certificates, is effectively managed and generally meets the expectations of both the staff and the community. The adherence to SOPs and regulatory frameworks plays a crucial role in achieving satisfactory outcomes and maintaining high standards in public service.

The interviews conducted with various stakeholders regarding the performance of the Siniu Sub-District office in processing land transfer certificates (SP) revealed a generally positive evaluation. The head of the sub-district office confirmed that the staff's performance aligns with established work standards, adhering to Standard Operational Procedures (SOP) and regulatory requirements. Community members also noted improvements, highlighting the staff's efficiency and punctuality in handling tasks. Furthermore, the office's commitment to addressing community complaints and feedback was emphasized, demonstrating a proactive approach to enhancing service quality. Overall, the findings indicate that the Siniu Sub-District office effectively meets the required standards and ensures satisfactory service in processing land transfer certificates.

Quantity

Quantity, in the context of the performance of officials in processing land decision letters (SK) at the Siniu Sub-District office, refers to the volume of work achieved by the staff. This aspect is crucial for evaluating how many land SK documents are successfully issued in an efficient and timely manner. In assessing performance based on the quantity aspect, questions were posed to various informants, including the number of SKs issued by the Siniu Sub-District office in 2023. The Head of Public Order at the Siniu Sub-District office reported that eight SKs had been issued, with two additional SKs still in process, pending measurements for direct surveys.

The informant stated that the issuance of land SKs must follow the procedures and mechanisms established by the district government, and no SK will be issued without adhering to these processes. This indicates the commitment of the Siniu Sub-District office to comply with regulations and maintain administrative quality. Based on these interview results, it can be concluded that the performance of the officials in issuing land decision letters is in accordance with applicable legal regulations. The Siniu Sub-District office effectively manages the quantity of work, ensuring that all land SKs are issued following the established procedures and meeting the expected standards of quantity in public service.

The quantity aspect in public administration performance is a critical indicator for assessing the effectiveness and efficiency of an organization in meeting service demands. In this context, the Siniu Sub-District office demonstrates adequate performance with the number of SKs issued and the administrative processes adhering to regulations. Compliance with established procedures and mechanisms not only ensures validity and legal adherence but also contributes to transparency and accountability in public service. Effective issuance of land SKs, executed in accordance with procedures, reflects the capacity of the officials to meet public needs accurately and efficiently, thereby supporting public trust in the quality of the services provided.

Timeliness

Timeliness is a crucial performance metric that gauges how well activities are completed within their designated time frames. It encompasses the efficiency of task execution and the effective use of time allocated for different activities. In the context of public service, specifically the issuance of land decision letters (SK) at the Siniu Sub-District office, timeliness refers to the promptness in delivering services according to the established deadlines. Fandi Tjiptoinei (as cited in Pasoiloing, 2008:133) describes timeliness in service delivery as including both waiting times and the processing durations necessary for completing tasks.

To evaluate the timeliness of the issuance of land SKs at the Siniu Sub-District office, several informants were interviewed regarding their perceptions of how well the officials adhere to deadlines. According to the Head of the Siniu Sub-District office, the office strictly follows Standard Operational Procedures (SOPs), which



mandate that tasks be completed within the specified time frames. This procedural adherence is intended to ensure that services are delivered efficiently and within the expected time limits.

The Head of the Siniu Sub-District office reported that, as of the current year, a total of eight land SKs had been issued, while two are still in the processing phase, awaiting field surveys. The office is committed to completing the issuance of SKs in accordance with established procedures and mechanisms. However, it was noted that delays could occur if there are errors in land measurements provided by the community. Such issues are beyond the control of the office and can lead to extended processing times.

Community feedback on timeliness varied significantly. One respondent expressed satisfaction with the service, highlighting that their documents were processed efficiently and within the expected timeframe. This indicates that, for some cases, the office manages to deliver services promptly, adhering to its commitment to timeliness.

In contrast, another respondent raised concerns about delays in the processing of their land SK. They reported that despite the office's stated two-week processing time, their application took over a month to complete. This discrepancy suggests that while the office may have set standards for timeliness, real-world delays can sometimes exceed these expectations, leading to frustration among community members.

Further insight was provided by the Head of Public Order, who explained that while technical issues related to document processing can generally be managed within expected timeframes, external factors such as the availability of the Camat (Sub-District Head) for signing documents can affect overall processing times. If the Camat is unavailable due to official duties or other commitments, it may result in delays that impact the timeliness of the issuance process.

The findings indicate that the Siniu Sub-District office generally meets its scheduled processing times and adheres to regulations governing timeliness. However, there are instances where delays occur due to factors beyond the office's control, such as measurement errors or the availability of key officials. While the office strives to maintain efficiency, some community members have experienced delays that affect their perception of service quality. This highlights the need for continuous evaluation and potential adjustments to ensure that timeliness standards are consistently met, and to address any external factors that might cause delays.

Effectiveness

Effectiveness fundamentally refers to the extent to which objectives are achieved. It is a measure of how well goals and targets are met, based on the resources utilized and the outcomes achieved. Effectiveness involves evaluating how well an organization uses its resources—such as human labor, financial resources, technology, and raw materials—to achieve its goals and improve the performance of each unit within the organization. This includes maximizing the utility of resources like human capital and technology to ensure optimal results.

In assessing the effectiveness of the land decision letter (SK) issuance process at the Siniu Sub-District office, several informants were interviewed to gauge the effectiveness of the services provided. According to the Head of the Siniu Sub-District office, the performance of the staff in handling SK issuance is deemed effective. He stated that the office has established standards and provided necessary facilities and equipment, such as computers and operational vehicles, to support staff performance. This setup helps ensure that tasks are completed efficiently and effectively.

However, feedback from community members provided a mixed view on effectiveness. One respondent noted that while the office generally performs well, there are instances where staff members lack comprehensive knowledge about certain procedures, such as the calculation of fees for land SK issuance. This lack of knowledge among some staff members can lead to inefficiencies and a perception that the service is less effective.

Another respondent shared a more positive view, indicating that the land SK issuance process at the Siniu Sub-District office is effective, as the staff consistently provide good service to the community. This



perspective aligns with the Head of the Siniu Sub-District office's view that the office meets its effectiveness goals by providing timely and adequate support to the public.

The Head of Public Order also commented on the office's efforts to achieve its targets, acknowledging that while not all outcomes are perfect, the staff strives to meet the established goals. He emphasized that the office aims to fulfill all requirements and meet targets, ensuring that all stages of the SK issuance process align with the set objectives.

The findings suggest that the Siniu Sub-District office generally performs effectively in its tasks, supported by appropriate resources and facilities. The office's commitment to meeting its objectives is evident, although some areas, such as staff knowledge on specific procedures, could be improved to enhance overall effectiveness. The mixed feedback from the community highlights the importance of ongoing training and resource management to ensure that all aspects of the service are delivered effectively and meet the expectations of the public.

Independence

Independence refers to an individual's ability to perform their functions and responsibilities without relying on external assistance, guidance, or supervision. It is characterized by self-reliance, the ability to act autonomously, and minimal dependence on others. Independence involves the capacity to make decisions, manage tasks, and achieve objectives without undue influence from external factors or support.

In assessing the independence of staff handling land decision letter (SK) issuance at the Siniu Sub-District office, several informants were interviewed. The findings reveal a nuanced picture of independence in the office's operations.

According to the Head of Public Order, while staff members demonstrate a degree of autonomy, certain tasks, such as field surveys for SK issuance, necessitate collaboration with other parties. He explained that completing the SK issuance process involves coordination with various stakeholders, including the Sub-District Head, village officials, and the Satpol PP (Public Order Agency). This collaborative approach is essential for effective task execution, and while staff members are capable of performing their duties independently, teamwork is crucial for successful outcomes.

Similarly, the land surveyor emphasized the importance of teamwork in achieving project goals. He acknowledged that while some tasks can be performed independently, field surveys require assistance from others to ensure that plans are executed effectively. This collaboration helps in addressing complex challenges and ensuring that all aspects of the SK issuance process are handled efficiently.

Despite the evident need for collaboration, there is a consensus that staff members are generally capable of working independently when necessary. The interviews suggest that while independence is an important aspect of staff performance, the collaborative nature of the tasks requires a balance between individual capability and teamwork.

The findings indicate that the staff at the Siniu Sub-District office exhibit a reasonable level of independence in their roles. However, the need for collaboration in certain tasks highlights the importance of enhancing their capacity for self-reliance while also improving their ability to work effectively with others. Further development in both areas could contribute to more efficient and effective performance in handling SK issuance processes.

CONCLUSION

Based on the research results, it can be concluded that the public service performance at the Siniu Subdistrict Office, Parigi Moutong Regency, specifically in the issuance of Land Transfer Certificates (SP), has been operating effectively. The evaluation of the performance of the staff in issuing SP certificates includes five main indicators: Quality of Work, Quantity, Timeliness, Effectiveness, and Independence. These five indicators determine the quality of performance, particularly in fulfilling duties and responsibilities. The research results indicate that the implementation of these indicators has been classified as very good.



Firstly, in terms of Quality of Work, the staff involved in issuing SP certificates demonstrates optimal performance. They are prompt and efficient in carrying out their tasks, resulting in positive outcomes and significant improvements in service quality. This indicates that the staff have made considerable efforts to meet the expected work standards.

Secondly, regarding Quantity, the staff in issuing SP certificates adhere to the applicable regulations and legislation. The process is conducted following the established procedures and mechanisms. This shows that the output generated meets the expected standards and regulations.

Thirdly, in terms of Timeliness, the performance of the staff in issuing SP certificates at the Siniu Subdistrict Office generally conforms to the working hours required for their tasks. However, feedback from the community indicates that the process sometimes takes longer and faces issues such as bureaucratic delays and difficulty in contacting staff. This shows that while the service is generally timely, there is still room for improvement in efficiency.

Fourthly, in terms of Effectiveness, the Siniu Subdistrict Office has performed its duties efficiently. The staff have provided all necessary resources to carry out their tasks according to their roles and continue to strive to offer the best service to the community. This reflects that the available resources are used optimally to achieve the best results.

Lastly, regarding Independence, although field staff exhibit a good level of independence, there is still a need to enhance their capacity for self-reliance. Coordination with other parties is still required, but increasing individual independence can improve performance in issuing SP certificates. Enhancing this aspect will contribute to better performance and efficiency in carrying out tasks.

Overall, the public service performance at the Siniu Subdistrict Office in issuing SP certificates has shown good results, with some areas requiring improvement to achieve optimal levels in task execution and service to the community.

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