

**THE PERFORMANCE OF CIVIL SERVANTS IN LANTORA VILLAGE, POLEWALI DISTRICT, POLEWALI MANDAR REGENCY, WEST SULAWESI PROVINCE**Juharni¹¹Faculty of Social and Political Science. Universitas Bosowa, Makassar, Indonesiajuharni@universitasbosowa.ac.id

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Kata Kunci:
Kinerja, Pelayanan Publik, Pegawai.

Abstract: *This research aims to understand and analyze delivery services in the Lantora Subdistrict. The study employs a qualitative method. Data collection techniques include interviews, questionnaires, observations, and documentation. The research findings indicate that the performance of the Lantora Subdistrict apparatus has been categorized as good. However, the quality of public services in the Lantora Subdistrict is categorized as less satisfactory because it does not yet meet the key indicators of public services, including: simplicity with a score of 41.67%, requirements with a score of 43.75%, clarity with a score of 37.5%, discipline with a score of 35.42%, responsibility with a score of 41.75%, officer's ability with a score of 54.17%, speed with a score of 52.08%, fairness with a score of 43.75%, politeness and friendliness with a score of 60.42%, reasonable fees with a score of 47.92%, certainty of fees with a score of 45.83%, certainty of schedule with a score of 37.5%, environmental comfort with a score of 41.67%, and service security with a score of 43.75%. In conclusion, overall, the quality of public services provided by the Lantora Subdistrict apparatus falls into the good category as indicated. However, the availability of facilities and infrastructure greatly supports community services to ensure that the services provided to the community are effective and meet most of the service indicators in accordance with Minister of State Apparatus Empowerment Decision No. 25 of 2004 Regarding the Community Satisfaction Index.*

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Introduction

In line with the implementation of regional governance in accordance with the mandate of the 1945 Constitution of the Republic of Indonesia, regional governments have the authority to regulate and manage their own governance affairs based on the principles of autonomy and decentralization. Granting extensive autonomy to regions is aimed at accelerating the realization of community welfare through the improvement, provision, empowerment, and participation of the community. Additionally, through extensive autonomy, regions are expected to enhance competitiveness while adhering to the principles of democracy, equitable

development, justice, and the particularities of each region within the Unitary State of the Republic of Indonesia.

According to Law Number 32 of 2004 concerning Regional Government, the purpose of granting autonomy to regions is to improve services and the welfare of society, enhance the development of democracy, justice, and equitable distribution, as well as maintain harmonious relations between the central and regional governments, and among regions, in maintaining the unity of the Unitary State of the Republic of Indonesia. As a pillar of regional community development, the Regional Government has a real and direct responsibility facing the local community as an indication of the presence of officials in the field. This is one of the considerations of the Regional Government to strive to develop and improve the performance of its apparatus to have high morale and integrity in carrying out governmental tasks, including providing services to the community.

One direction of regional autonomy policy implementation is the effort to improve services. This is in line with the duties and functions of governmental bureaucracy, which are essentially intended to serve and protect the interests of the community. Therefore, the duties and functions of organs or agencies in governmental bureaucracy are often referred to as "Public Service Organizations". This means the government must provide services oriented towards the satisfaction of the community. The government has an obligation to improve the quality of service-oriented services that satisfy the community.

At present, reforms and globalization have brought new horizons to the political and governmental systems, which have been largely static until now. Therefore, the changes occurring now are seen as a strategic step towards realizing a new Indonesia based on efficiency, effectiveness, and democratization in governance. In efforts to respond to ongoing development, the government is required to consistently improve itself, especially its earnestness to become a clean and authoritative government, which in turn is expected to restore its credibility in the eyes of the public.

Various realities in national development over the past few decades have shown deviations committed by bureaucratic officials. One of the impacts is the inability to realize optimal quality public services. Governmental bureaucratic officials, both at the district and sub-district levels, have shown tendencies to prioritize staff performance, be centralistic, and be power-oriented (authoritative), leading to difficulties for subordinate units, as seen in Lantora Village, Polewali District, Polman Regency, West Sulawesi Province, in optimizing their performance.

Service as one of the primary functions of government in governance has been frequently discussed by the public recently. Critical communities will discredit the government as incapable of handling issues if they find deficiencies in service provision. According to Sianipar (1998:7): Prime service or service excellence is the best service, surpassing, exceeding the service provided by others or compared to past services.

This definition emphasizes that prime service is oriented towards achieving community satisfaction through the provision of the best and superior service. The provision of public services to the community requires government officials, including Civil Servants, to choose good work professionalism so that good performance can be achieved, and from good performance of Civil Servants, it is hoped that good public services can be provided as well.

The increasing demands of the public for government services are a positive sign for developing nations because they are becoming more complex and aware of their existence as citizens. Therefore, government officials must earnestly provide services to the public and strive to meet these demands so that what the community desires and hopes for can be realized.

In accordance with Law Number 32 of 2004 Article 127 concerning Regional Government, "Villages are formed in sub-district areas with Regional Regulations (PERDA) based on Government Regulations." Villages as mentioned in this article are led by Village Heads who receive delegation from the Regent/Mayor through the Sub-District Head. In this case, the Village Head deals directly with the community. This means that Village Governments as elements of regional government have the main task of governance, development implementation, and community development in their respective areas. In this regard, the service function performed by Civil Servants should be given top priority to the community.

With the development of times leading to openness and democracy, the old paradigm of governance that relied more on authority while neglecting the aspects of service quality and quantity should be abandoned. In relation to this, Village Governments as public service organizations need to improve the performance of their apparatus. Human resource development of Civil Servants should be the top priority for Village Governments.

The evolving thoughts of an increasingly advanced and critical society, as well as the growing awareness of their rights, pose challenges for government officials in general, and Civil Servants in particular, to improve their performance in providing good service to the public. However, in reality, the service provided by Village Governments in the field still fails to meet the expectations of the community, as evidenced by the complaints from the community regarding the services provided. The objectives of this research are; to determine and assess the performance of Civil Servants in Lantora Village in carrying out administrative tasks, and to determine and measure the quality of services provided by Civil Servants in Lantora Village to the community.

I. RESEARCH METHODS

The research method used in this study is descriptive with an inductive approach. This method describes the actual conditions and their nature at the time of the study by collecting data, classifying, and analyzing it to obtain answers to the problems faced. Furthermore, in this research, the author uses an inductive approach. The inductive approach, according to Mardalis (1990:21), is "a way of thinking based on specific facts that are then examined and ultimately lead to finding general problem solutions." According to Nazir (2003:202), the inductive approach is "a way of thinking to provide reasons starting from specific statements to form a general argument. In inductive reasoning, a general conclusion is drawn from specific statements.

In this study, the population consists of all government officials working at the Lantora Village Office, neighborhood heads, and the community of Lantora Village. In this research, the sampling technique used is purposive sampling and accidental sampling. Based on the sampling methods mentioned above, the sample used in this study consists of 43 respondents from distributed questionnaires and 5 individuals interviewed. The total number of samples in this study is 48 people.

II. DISCUSSION OF RESEARCH RESULTS

The services provided to the public by civil servants at the Lantora sub-district office embody the duties and functions as servants of the state and servants of the community. The services provided to the public are carried out efficiently and effectively in accordance with established procedures. The types of services available at the Lantora Sub-District Office include: a. Application for Certificate of Moving b. Letter of Introduction for Identity Card c. Application for Domicile Certificate d.

Application for Certificate of Inability e. Application for Land Sale and Purchase Certificate f. Introduction Letter for Business Permit g. and others

All types of services available at the Lantora Sub-District Office can be well-implemented, in accordance with applicable procedures and regulations.

Performance Analysis of Civil Servants in Lantora The success of governance is not only supported by the professionalism of civil servants but also by the improvement of the performance of civil servants so that they can provide the best service to the public. Speaking about personnel performance, it is closely related to how assessments are conducted on someone's work, so it is necessary to establish performance standards. Sikula in Mangkunegara (2002:73) states that the scope of performance measurement is expressed as "ready", "what", "why", "when", and "how". To determine the performance of civil servants in Lantora, the author only limits the performance assessment to one item because this item already covers the performance assessment categories as expressed by Keith Davis in Mangkunegara (2002:67), who states that performance measurement includes "work capability, motivation, and work discipline".

a. Work Capability

The results of a questionnaire from community respondents regarding the work capability of civil servants in Lantora in carrying out their duties obtained data that based on primary data, the achievement level was obtained by 12 (25%) people saying very good, 24 (50%) saying good, 8 people (16.67%) saying less good and 4 (8.33%) people saying not good. It is very clear that the community's response to the performance of civil servants in Lantora is good because 50% of respondents say good. This means that civil servants in Lantora have good capabilities in carrying out their duties, this work capability is supported by factors such as adequate education, work experience, and skills in carrying out tasks (interview with the Head of Lantora on Monday, April 1, 2016). Basically, a person's level of education is influenced by formal education obtained before reaching a job and is a requirement to obtain that job. In addition to formal education, someone also obtains non-formal and informal education. If formal education is obtained through the basic education level from elementary school, junior high school, high school to college, then informal education is obtained through education outside of school which is less binding than formal education. Meanwhile, informal education is usually obtained based on life experiences, both consciously and unconsciously, both within the family and society, from birth to death.

b. Work Motivation

The public's perception of work motivation possessed by civil servants at the Lantora Sub-District Office, based on research results, achieved a level of attainment of 45.83 with a good category. Through the author's observation of the work environment, it was found that the work environment adequately supported the achievement of service task success. This conducive work environment is evidenced by fairly good cooperation between superiors and subordinates, and most importantly, the presence of a familial atmosphere among civil servants at Lantora. Based on the results (interview conducted by the author with the head of Lantora on Wednesday,

April 1, 2016), he stated that the work motivation of civil servants in Lantora is good although it still needs to be improved, whether it's motivation from within the civil servants themselves or from external factors within the sub-district apparatus. Motivation can only be given to people who are capable of doing the job. Providing motivation from superiors to subordinates is not easy, as superiors must know the needs and desires required by subordinates from their work.

c. Discipline

The public's perception of the level of discipline of civil servants at the Lantora Sub-District Office achieved a level of attainment of 35.42 in the good category. Based on the author's interview with the Head of Lantora, it can be said that the level of discipline of civil servants at the Lantora Sub-District Office is sufficient, as well as from the author's observation of the discipline of civil servants in Lantora, the level of discipline is adequate. This is evidenced, among other things, by the daily attendance list. From the table, it can be said that the level of discipline of civil servants in Lantora in their work is sufficient, as most civil servants attend the morning assembly regularly and carry out their work according to the designated working hours (on time). This assessment is also consistent with the results of the community questionnaire which indicates that the level of discipline of civil servants in Lantora is in the sufficient category.

d. Overall Performance of Civil Servants

The overall performance of civil servants in Lantora, taking into account the indicators of performance discussed earlier. From the research results, it can be concluded that overall the performance of civil servants in Lantora is categorized as good, with an average score of 40.83.

1. Analysis of the Quality of Community Services

1. Analysis of Public Service Quality According to Ciptono in Soedarmayanti (2001:202), quality encompasses the following meanings:
2. Compliance with requirements.
3. Suitability for users.
4. Continuous improvement or enhancement.
5. Free from damage or defects.
6. Meeting the needs of implementation from the beginning and at all times.
7. Doing something correctly from the start.
8. Something that does not harm the customer.

In this context, the government's function is more towards the regulatory service function, meaning the creator of strategies or policies to improve public services compared to the services previously provided.

Service is essentially a series of activities, thus it is a process. As a process, service occurs regularly and continuously, encompassing all aspects of human life.

The analysis of variables/indicators of service quality to the public is based on the pillars of public service, in accordance with Minister of State Apparatus Empowerment Decision Number 25 of 2004 concerning General Guidelines for the Preparation of the

Community Satisfaction Index. It is stated that there are 14 "relevant, valid, reliable" elements as minimum elements that must be present as the basis for measuring the Community Satisfaction Index, including: Service Procedures, Service Requirements, Clarity of Service Officer, Discipline of Service Officer, Responsibility of Service Officer, Service Speed, Fairness in Service Delivery, Courtesy and Friendliness of Service Officers, Reasonableness of Service Costs, Certainty of Service Costs, Certainty of Service Schedule, Environmental Comfort, and Environmental Convenience.

a. Service Procedures

To gauge public feedback on the level of simplicity of service procedures in the Lantora Sub-District, 12.5% of respondents stated that the service procedures in Lantora Sub-District were not easy, 33.33% indicated they were somewhat difficult, 41.67% stated they were easy, and 12.5% stated they were excellent. From the processed data above, it can be concluded that the service in Lantora Sub-District is very easy because the highest percentage according to respondents is "excellent" in terms of ease of obtaining services at the sub-district office. This means that the service procedures in Lantora Sub-District are categorized as good and not convoluted.

Service procedures refer to the ease of service steps provided to the public, seen from the perspective of the simplicity of service flow, including uncomplicated service procedures, easy to understand, and easy to implement.

Thus, the author can state that in the Lantora Sub-District, simplicity of service to the community has been achieved, namely service that is easy to understand, uncomplicated, and can be implemented well by the community. The ease and excellent service provided by the employees will further enhance the public's trust in the employees' performance. For the employees themselves, this success will also be a personal achievement that will motivate them to work more diligently and responsibly.

b. Terms of Service

To determine the level of service requirements provided to the community by the employees of Lantora Sub-District, it can be said that there are 10.42% of respondents who stated that the level of service requirements is not appropriate, 25% of respondents stated that the existing service requirements in Lantora Sub-District are somewhat inadequate, 43.75% stated they are adequate, and 16.67% stated they are highly appropriate. From the overall results of the processed respondents, it can be concluded that the level of requirements at the Lantora Sub-District office is quite good because, as seen in the table above, the highest percentage of respondents who said they are suitable for service requirements overall is at the highest percentage.

Service requirements refer to the technical and administrative requirements needed to obtain services according to their types. The services provided to the community will be easier to implement if the requirements needed to obtain the service according to the required service have been determined.

From the questionnaire results, a percentage of 43.75% was obtained, which falls into the good category. Thus, it can be concluded that the level of requirements in

Lantora Sub-District is considered good and can facilitate the community in obtaining the services they need.

c. Clarity of Service Officers

To gain a clearer understanding of the clarity of service officers, it can be seen in the table below based on public feedback regarding the service officers. Based on the above questionnaire results, it can be seen that 18.75% of respondents stated that the clarity of service officers is unclear, 33.33% stated it is somewhat unclear, 37.5% stated it is clear, and 10.41% stated it is very clear.

The clarity of service officers refers to the presence and certainty of officers providing services, including their names, positions, as well as their authorities and responsibilities. With this information, it can be known which officers are handling the services according to the needs, which can facilitate the community in obtaining the desired services.

From the overall processed respondent answers, it can be concluded that the level of clarity of officers in providing services to the community is 37.5%, which still falls into the category of fairly good. This can be seen in the frequency table where the response of "clear" is positioned as the highest response. To address this, it is hoped that sub-district employees will carry out their duties in serving the community according to their respective expertise so that services can be easily provided and provide satisfaction to the community.

Even though the services provided are satisfactory, employees should not quickly become complacent with the services provided because the community's need for services will continue to increase, so employee performance must be further improved.

d. Employee Discipline

To understand public perceptions of the level of discipline of employees in providing services to the community, it can be said that 20.83% stated that employee discipline is lacking. These respondents are not too concerned about the attitude shown by employees; what is most important to them is that the service results meet their requests. From the above results, it can be seen that 29.17% stated it is somewhat undisciplined, 35.42% stated it is disciplined, and 10.42% stated it is very disciplined.

According to The Liang Gie in Sianipar (1999:12), discipline is "a state of order in which people in an organization adhere to existing rules willingly". Work discipline can generally be interpreted as obeying applicable regulations, which can be manifested through one's attitude and behavior. In a government setting, discipline is crucial for orderliness, regularity, and the smooth provision of services to the public. The attitudes displayed by employees in the service delivery process significantly affect the assessment of the sub-district employees' performance.

From the obtained respondent results, it can be seen that the discipline of sub-district employees in providing services falls into the category of fairly good, with the highest percentage being 35.42%. This indicates that employee discipline is still lacking and needs to be improved to avoid hindering the smooth delivery of services.

e. Responsibility

To understand the public's response to the responsibility of employees in carrying out services, it is known that 8 respondents, or about 16.67% of respondents, stated that employee accountability is excellent, 21 respondents, or about 41.75%, stated that employee performance is already responsible, 12 respondents, or about 25%, stated that employees are somewhat irresponsible, and 5 respondents, or about 10.42%, stated that employees of Lantora Sub-District are not responsible.

The service products provided to the public must have legal certainty. Officials responsible for service delivery must pay attention to all complaints and suggestions from the community as service recipients.

During the observation of Lantora Sub-District, it can be said that the attitude of employees in receiving complaints or suggestions is quite good. If there are deficiencies or errors in the service process, government employees kindly accept community complaints and try to convey understanding and make improvements.

To accommodate all complaints and suggestions from the community, there needs to be a suggestion box and it is hoped that these complaints and suggestions will receive a prompt response from the employees. This will make the community feel valued by the government and will increase trust in the government.

Based on the above respondent responses regarding the responsibility of government employees, it can be said to be good, with the highest percentage being responsible with a value of 41.75%. Therefore, it can be concluded that employees of Lantora Sub-District have performed their duties in providing services with a sense of responsibility, thus providing satisfaction to the community. However, there is still room for improvement to be able to satisfy the community not only with the word "sufficient" but with excellence so that the community will truly feel very satisfied.

f. Service Employee Capabilities

To gain a clearer understanding of the public's feedback regarding the ability of employees in Lantora Sub-District to provide services to the community, there were 8 respondents who stated that the employees are unable to provide services, 10 respondents stated that the employees are somewhat capable, there were 26 respondents who stated that the employees are capable, and 4 respondents stated that government employees are very capable in providing services to the community. From the processed data obtained, it can be concluded that the level of employee ability in Lantora Sub-District falls into the good category. This can be seen in the frequency table above with the highest percentage result being 54.17%.

Employee service capability refers to the level of expertise and skills that employees possess in providing/completing services to the community. The expertise possessed by employees will facilitate the provision of services to the community. Therefore, the community will feel satisfied with the services provided by employees in Lantora Sub-District.

From the questionnaire, it can be seen that the employee's capabilities are inadequate, possibly due to insufficient education levels, resulting in a lack of human resources and a shortage of employees. This can disrupt the smooth delivery of services. The capability of sub-district employees must be further improved to achieve community satisfaction.

g. Speed of Service

To determine the speed of service provided by the employees of Lantora Sub-District in completing and delivering services to the community, it can be noted that 8 respondents or 16.67% stated that the service is not fast, 25 respondents or 52.08% stated it is somewhat slow, 9 respondents or approximately 18.75% stated it is fast, and 6 respondents or 12.5% stated it is very fast. From the responses above, the author concludes that the level of service speed in Lantora is not satisfactory, mainly due to the lack of facilities in providing services, as seen from the responses stating "somewhat slow" with the highest percentage of 52.08%.

h. Fairness in Service Delivery

To determine the fairness in providing services to the community, it is observed that there are 9 respondents or 18.75% who stated it is not fair, 10 respondents or 20.83% who stated it is somewhat fair, and there are 21 respondents, accounting for 43.75%, who stated it is fair, and 8 respondents or 16.67% who stated it is very fair.

Fairness in service delivery can be defined as providing services equally to the community regardless of their position, status, or other factors. Every member of the community has an equal right to receive services from sub-district employees.

Therefore, it can be concluded with a percentage of 43.75% falling into the good category. The performance of Lantora Sub-District employees can be considered good due to the fairness they provide in serving the community. The services rendered do not discriminate against any particular group within the community.

i. Politeness and Friendliness of Employees

The research results indicate that no respondents stated that the level of courtesy and friendliness of sub-district employees is impolite or unfriendly. However, there are 11 respondents or 22.92% who stated that the employees are somewhat impolite and unfriendly towards the community, 29 respondents or 60.42% who stated that the employees are polite and friendly, while 8 respondents or approximately 16.67% who stated that the employees are very polite and friendly in providing services. It can be said that this community perceives that the sub-district employees have served them well and kindly. When community members visit, the employees at the sub-district office will inquire about their needs.

Therefore, it can be concluded that with a percentage of 60.42% falling into the good category, Civil Servants have served the community with politeness and friendliness. Consequently, the community will feel pleased to receive satisfactory service.

j. Cost Reasonable Level

Based on the research results, it is found that approximately 5 respondents or 10.42% stated that it is not reasonable, 16 respondents or 33.33% stated it is somewhat reasonable, 23 respondents or 47.92% stated it is reasonable, and 4 respondents or 8.33% stated that the level of service fees in Lantora Sub-District is very reasonable.

From the above calculation, a value of 47.92% is obtained, indicating that the level of service fee fairness has entered the good category. The service fees imposed on the community are expected not to burden or hinder them and should not be an obstacle for the community to request services in Lantora Sub-District.

k. Cost Appropriate Level

From the analysis results, it can be said that there are 6 respondents or 12.5% who state that the level of cost certainty in Lantora Sub-District is always appropriate, 22 respondents or 45.83% who state that it is mostly appropriate, 14 respondents or 29.17% who state that it is less appropriate, and 6 respondents stating it is not appropriate, or about 12.5%.

Based on the respondent's results, the highest value obtained is 43.83%, which falls into the good category. So it can be said that the level of cost certainty in service provision in Lantora Sub-District is classified as good, in other words, the fees paid correspond to the amount determined.

l. Accuracy of Service Schedules

The level of service schedule certainty in Lantora Sub-District can be described as follows: approximately 10.41% or about 5 respondents stated it's very appropriate, 18.75% or about 9 respondents stated it's appropriate, about 37.5% or around 18 respondents stated it's less appropriate, and approximately 33.33% or about 16 respondents stated it's not appropriate. Service schedule certainty refers to the implementation of service time according to the established regulations, so the community trusts the performance of the employees in providing services because they complete their tasks according to the specified time.

From the above respondent's results, a value of 37.5% is obtained, which falls into the category of not good in terms of accuracy in service scheduling. This can be supported by observations that service schedule certainty in Lantora Sub-District usually does not align with the designated time, often due to a shortage of personnel and limited available facilities and infrastructure. This can hinder the smooth process of service delivery.

m. Environmental Comfort

The level of environmental comfort at the Lantora Subdistrict Office is known that there are 6 respondents or 12.5% who say they are very comfortable, 20 respondents or 41.67% say they are comfortable, 15 respondents or 31.25% say they are not very comfortable and only 6 respondents or around 12.5% which stated that the comfort at the Lantora District Office was considered uncomfortable.

Based on the results of observations in the field, the condition of the Lantora Subdistrict Office which has undergone improvements creates a new atmosphere for people who need services, one example is by moving the office to a building that is wider than the old office and greening has been carried out around the subdistrict office so that the office feels cool and comfortable. It's just that there are shortcomings that must be corrected, namely the lack of facilities and infrastructure that can be added value for services to the community. In this way, it is hoped that it will provide more comfort to the community. And it will automatically increase community satisfaction in receiving services from Lantora Village government employees.

n. Service Security

The level of service schedule certainty in Lantora Sub-District can be described as follows: approximately 10.41% or about 5 respondents stated it's very appropriate, 18.75% or about 9 respondents stated it's appropriate, about 37.5% or around 18 respondents stated it's less appropriate, and approximately 33.33% or about 16 respondents stated it's not appropriate. Service schedule certainty refers to the implementation of service time according to the established regulations, so the community trusts the performance of the employees in providing services because they complete their tasks according to the specified time.

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2. Factors that become obstacles in providing services

Government employees' performance in providing services to the public should be oriented towards customer satisfaction, which in this case is the community. However, it is also recognized that this is not easy to achieve because many factors influence the performance of these employees, and these factors are interrelated. Therefore, employees should be aware of the factors that hinder them from providing services to the public, so that they can make improvements for future services.

a. Employee Discipline and Motivation

Salah satu kendala dalam pelaksanaan pelayanan yang dapat menghambat terciptanya pelaksanaan yang baik adalah kurangnya koordinasi antara unit/unit kerja yang terlibat dalam proses pelayanan. :

1) Discipline

This employee behavior is related to the work discipline of government employees. Work discipline is something important in supporting the smooth running of an activity or job. It is hoped that each person's discipline can create an orderly and orderly work environment, so that if the discipline is good it will support the smooth

implementation of their duties. However, if there is a lack of discipline, on the contrary, it will hinder the smooth implementation of their duties.

This level of discipline can be seen from employee compliance with applicable regulations. These regulations are controls for the implementation of an activity. If these regulations are not implemented then control over the employee will be weakened so that the implementation of their duties cannot run smoothly and will not be in accordance with the expected goals.

The applicable working days are five working days. Meanwhile, valid office hours start at 07:30 WITA. Based on the author's observations in the field, it can be clearly seen that the discipline of the employees is very lacking. However, not all employees do not comply with these hours, it's just that there are some who come only for attendance and then leave again, there are also those who arrive late and leave early.

This situation will certainly hinder the implementation of service delivery to the community, because if the employee is late, the people who come to get the service will have to wait, of course waiting is not a pleasant thing for the people who want to get the service, especially if the community does not meet the intended employee because the employee not coming in or being late.

1) Work Motivation

Work motivation is a driving source that comes from both within and outside the employee to carry out work with a full sense of responsibility. Work motivation is very important and closely related to work discipline. Good motivation can form work discipline, so that if the discipline of Lantora Subdistrict employees is still lacking, it can be seen that their work motivation is still lacking, because if work motivation is very good it will be shown by the employee's discipline regarding working hours and the completion of assigned tasks. given to him, of course this lack of motivation can hinder the implementation of work in providing services to the community.

Based on research data, it is known that giving rewards to employees has never been implemented, it is only in the planning stage. Apart from that, sufficient income will give rise to good work motivation and will encourage a person to try to do their best in every job or task given to them. It can be said that there is a reciprocal relationship between work motivation and work performance. However, the work performance shown, there must be rewards given to be able to maintain existing work motivation, but work performance will not be created just by working motivation alone, there are still skill and ability factors that must only be possessed by the individual concerned.

b. Limited Facilities and Infrastructure

The problem of facilities and infrastructure is also a factor that hinders the implementation of the duties of Lantora Subdistrict government employees to provide services to the community. The facilities and infrastructure are complete and good, so that they can increase energy and time efficiency and can ensure smooth work for employees.

Based on the data obtained and through observations, existing facilities and infrastructure at the Lantora Subdistrict office must receive attention to be immediately repaired or replaced. Apart from limited facilities and infrastructure, it is also because employees have not been able to optimize existing facilities and infrastructure. Such as a spatial layout that is not yet optimal, where the room arrangement is not yet effective and efficient.

The limited existing facilities and infrastructure can slow down the provision of services to the community so that the community will not feel satisfied and may think that the performance of employees in Lantora Village is far from expectations. For this reason, additional facilities and infrastructure are needed to ensure smooth service delivery to the community.

b. Culture of Subordinate Dependence on Superiors

The factor that becomes an obstacle for officials in carrying out service activities to the community is that there is still a culture of dependence of subordinates on superiors. Employees who always wait for orders from their superiors cannot carry out their duties if their superiors are not there. This causes subordinates to lack creativity and initiative regarding the tasks to be carried out. This culture can have an impact on the implementation of tasks and also the mentality of the employees themselves. This culture of dependency causes employee discipline to weaken, because it is impossible for superiors to control their employees at all times.

3. Efforts Made to Overcome Obstacles in Providing Services

Based on the factors that become obstacles for employees in providing services to the community, efforts need to be made to overcome these problems. These efforts may be carried out in real or not. Efforts are needed from all parties to make all this happen. The efforts that have been made and are also being made by the Lantora Subdistrict government include:

a. Improve work discipline

Employee behavior that does not reflect employee discipline is encouraged to always hold morning roll call every day which is attended by all sub-district employees and for Monday roll call attended by all Village Heads, Ward Heads and Honorary staff in Lantora Sub-district. This is to motivate sub-district employees to set an exemplary example for sub-district heads and neighborhood heads by always being present and dressed neatly.

Apart from that, through transfers that will be held, it will create a fresher work atmosphere by changing employees and creating a competitive climate. One way that can also be done is by giving awards to employees who are role models.

b. Optimizing Existing Facilities and Infrastructure

The limited facilities and infrastructure in Lantora Village should not reduce the quality of services provided to the community. It is necessary to optimize the available facilities and infrastructure to the maximum so that these limitations do not really interfere with the implementation of service tasks.

Support for service facilities according to Moenir (2001:119) includes:

1. Speed up the job service process, thereby saving time.
2. Increase productivity of both services and goods
3. Better product quality
4. Determination of composition. Hourly duty stability
5. It is easier and simpler in the actions of the implementer
6. Create a sense of satisfaction among the people concerned.

The role of service facilities and infrastructure is very important for the smooth running of the service process in addition to the role of the human element itself.

Based on data from the results of interviews in the field with the Head of the Lantora Subdistrict who said that "the existing facilities are still insufficient to support the implementation of tasks, but efforts will be made to provide additional facilities, especially equipment in the office, both stationery and other equipment related to implementation. daily tasks so that employees feel comfortable and at home carrying out their work."

a. Increasing Socialization of New Regulations to the Community

The socialization is carried out by activating the role of the sub-district in providing information to the community in assisting the sub-district with their duties. Through good notifications during Monday's roll call as well as through coordination meetings held. Collaboration between sub-districts and the community will help implement better governance.

In providing services to the community, the performance of sub-district employees greatly influences the quality of the service. The higher the employee's performance, the higher the quality of service achieved. This means that with the higher quality of service provided, the level of public satisfaction with the service will also be greater.

The development of the current era of globalization which is full of transparency/openness, which will become increasingly complex and full of competition will open the horizons or horizons of thinking of government administrators to continue to play a role in accelerating change in society from a traditional society to an advanced and modern society, in realizing justice and prosperity for all. public.

The quality or satisfaction in services provided to the community is influenced by a positive attitude that radiates from an attractive appearance, smooth language and politeness towards people who need services. Apart from attitudinal factors, satisfaction is also influenced by the ability to master procedures, how to process, complete needs and community needs so that they can be delivered on time and with the right quality in accordance with predetermined standards.

b. Improving the quality of human resources

Employees must have quality human resources, so they can carry out their duties and functions well.

According to Malay Hasibuan (1997:269), human resources are the thinking and physical abilities possessed by each individual. Behavior and character are determined

by heredity and environment, while work performance is motivated by the desire to fulfill satisfaction."

Thus, if the quality of employee human resources increases, it is hoped that the quality of work results/output will also increase, so that it can provide satisfaction to the community.

Based on the research results, it is known that to improve the quality of service, what must be improved first is the human resources possessed by sub-district employees. For this reason, employees are given the opportunity to take part in training/training. In this way, it is hoped that it will be able to create quality human resources.

c. Monitoring and Evaluation

- a. According to Terry (1998: 153) "supervision is a tool for determining what has been achieved, conducting an evaluation of it, and taking corrective actions if necessary, to ensure that the results are in accordance with the plan".
- b. In order for supervision to run well, it must fulfill several predetermined requirements. Soleh (1999:111-112) states that the conditions for supervision include:
 - c. a. Must pay attention to and adapt to the characteristics and needs of the organization.
 - d. b. Must be able to guarantee corrective action.
 - e. c. Must be flexible.
 - f. d. Must be economical in relation to costs
 - g. e. Must also pay attention to the prerequisites before supervision begins, such as the existence of a clear plan and a clear organizational pattern/order.

The implementation of this supervision must also be accompanied by an evaluation to determine the extent of the employees' abilities in carrying out their functions. Based on the results of an interview with the Head of the Village, Iswahyudin Muis, S.Stp, M. Adm, KP, precisely on Thursday, April 1 2016, he explained that "To find out the extent of the performance of the village employees, we often carry out evaluations every 3 (three) months." From this evaluation, the village head will know the obstacles faced by sub-district employees in achieving goals. From these obstacles, strategies are sought to overcome them as solutions to overcome current and future obstacles.

A. Suggestions

Based on an analysis of the performance of subdistrict employees in improving services to the community in Lantora Subdistrict, Polewali Mandar Regency, West Sulawesi Province, the author draws the following conclusions:

1. The performance of the Lantora Village apparatus has shown a good category according to factors/performance, namely work ability score of 50% in the good category, average work motivation of 45.83% in the good category, work discipline achieving an achievement level of 35.42% in the category Enough. These three indicators are in the good category with an average score of 40.83%.

2. The quality of community services in Lantora Subdistrict shows the poor category because it has not met the indicators for the aspects of public services, including; simplicity score 41.67%, requirements score 43.75%, clarity score 37.5%, discipline score 35.42%, responsibility score 41.75%, officer ability score 54.17%, speed score 52.08% , fairness score 43.75%, politeness and friendliness score 60.42%, cost fairness score 47.92%, cost certainty score 45.83%, schedule certainty score 37.5%, environmental comfort score 41.67%, and Service security score 43.75%. So it can be concluded that in general the quality of community services provided by the Lantorater Village apparatus is in the good category shown. However, the availability of facilities and infrastructure also really supports community services so that the services provided to the community can be effective and can meet most of the service indicators in accordance with the Decree of the Minister for Administrative Reform Number 25 of 2004 concerning the Community Satisfaction Index.

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