



Improving Service Quality Through the Performance of State Civil Apparatus in Sangir Batanghari District

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ABSTRACT

The purpose of this research is to find out and describe the performance of state civil servants in improving the quality of service in Sangir Batang Hari District and to find out the supporting and inhibiting factors for the performance of state civil servants in improving service quality in Sangir Batang Hari District. This type of research is qualitative descriptive research. The results of the research show that the performance of state civil servants in improving the quality of services in Sangir Batang Hari District still needs to be improved. Progress in carrying out the work of the state civil apparatus can be seen from the use of technology-based systems. This can make it easier and shorten the time in carrying out services to the community. However, there are still several things that need to be improved in improving the quality of bureaucracy in Sangir Batang Hari District. As an example of an attitude of initiative, smiling and being friendly towards the community which must be further improved by the state civil servants. There is a need to increase the dissemination of information to the public, because so far there are still many people who do not understand the rules of administrative affairs, considering that a lot of time is wasted when people come without bringing complete requirements. Apart from that, it is necessary to complete and improve inadequate facilities and infrastructure, for example the number of computers, work space equipment and waiting rooms. Because if the facilities and infrastructure are inadequate, this will certainly affect the quality of service.

1. Introduction

The ethos of reform has spurred the State Civil Apparatus (ASN) to undertake reforms and enhance the state government system in areas such as development, protection, and community services, to advance the welfare and concerns of the community. The primary responsibility of ASN is to ensure the equitable and impartial provision of services to those who are employed as ASN and are engaged in performing governmental responsibilities. Government agencies consistently require highly qualified personnel who are capable of aligning with their work responsibilities. This ensures

their ability to exert a positive influence on the agency's success and enhance overall work performance, benefiting both the community and the agency itself.

Community service refers to a government-led activity that benefits a group of people and provides satisfaction, even if it does not result in a tangible product (Poltak, 2010).

During the execution of public services Ideally, the community itself finances all state services through insurance and taxation systems, with a primary focus on supporting investments in human welfare. The welfare state is a product

of establishing a self-sufficient and effective economic system, where individuals have the means to save after their essential needs are covered through government-provided public services that are free of charge. Hence, to realize the principles of a welfare state, it is imperative to ensure the provision of public services that are guaranteed to be of high quality.

The public's expectations for high-quality public services, transparent and efficient processes, and fair expenses persist as the government administration evolves. These aspirations and requirements arose together with the recognition that citizens are entitled to receive excellent services and that the government is obligated to deliver high-quality public services. The community possesses inherent entitlements, and it is the government's duty to deliver government services to the community with utmost efficacy. Hence, the role of public services is simply the responsibility of the government and the state to generate affluence for the Indonesian populace, as stipulated by the 1945 Constitution.

Public service quality is a fluctuating state that encompasses various aspects such as products, services, individuals, procedures, and the surrounding environment. The evaluation of quality is determined at the moment the public service is delivered (Ibrahim, 2008). The criteria for assessing the quality of public services encompass the following characteristics: (1) Timeliness of service delivery, encompassing waiting time and processing time; (2) Accuracy of service, ensuring error-free provision; (3) Courtesy and affability in service provision; (4) Accessibility of services, including the number of officers available and the availability of supporting facilities such as computers; (5) Convenience in accessing services, encompassing factors such as location, service area, parking facilities, and availability of information; (6) Additional supporting service attributes, such as air-conditioned waiting rooms and cleanliness. (Tjiptono, 2012).

The phrase "State Civil Apparatus" (ASN) refers to a professional collective of individuals employed in governmental institutions at both the central and regional levels. ASN personnel are categorized into two

groups: Civil Servants (PNS) and Government Employees with a Work Agreement (PPPK). PNS is appointed by civil service development officials and assigned to government positions or entrusted with other state duties. They receive compensation according to statutory regulations. ASNs may or may not be public servants, however, all civil servants possess ASN status. PPPK or government employees who are converted to ASN (State Civil Apparatus) are subject to regulation under Law Number 5 of 2014.

The development of ASNs should be conducted optimally by integrating a work performance system and a career system, with a primary emphasis on the work performance system. The objective is to offer opportunities for highly accomplished ASNs to enhance their professional skills and engage in healthy competition. The government emphasises that in order to establish a dependable, competent, and ethical civil service, civil servants must demonstrate loyalty to Pancasila, the 1945 Constitution, the Unitary State of the Republic of Indonesia, and the Government. They are also expected to exhibit discipline, honesty, fairness, transparency, and accountability in the execution of their duties.

As per Law Number 5 of 2014 regarding ASN discipline, it explicitly outlines the duties and restrictions that every ASN must adhere to, as well as the disciplinary sanctions that can be imposed on ASN found guilty of misconduct. The purpose of imposing disciplinary sanctions is to teach individuals who have committed infractions, with the aim of instilling a sense of remorse and encouraging them to avoid repeating their actions, while also fostering personal growth and development. The Government Regulation explicitly outlines the specific disciplinary sanctions that may be applied for a disciplinary infraction. This document serves as a directive for individuals in positions of authority who are responsible for meting out disciplinary consequences and ensuring a clear and definite process for administering such penalties.

Perceptions regarding the quality of a service organisation exhibit significant variation due to their subjective nature. ASN demonstrates

exemplary performance in an agency, such as in Sangir Batang Hari District, by delivering efficient service and fostering a strong work culture. Additionally, ASN strives to provide comprehensive performance that yields benefits for the community. It is expected that the ASN, particularly at the Sangir Batang Hari Subdistrict office in South Solok Regency, will deliver exceptional satisfaction services to the community in order to meet the established requirements. Execution of programmes while ensuring the preservation of service excellence. Nevertheless, there are still Autonomous System Numbers (ASNs) who exhibit tardiness in fulfilling their obligations as service providers to the community, resulting in less efficient performance in administrative tasks such as processing KTP and KK services, which frequently suffer from delays. This has an impact on the level of service provided to the community.

The Sangir Batang Hari sub-district office in South Solok Regency is now experiencing issues with the effectiveness and efficiency of its government system, as well as a lack of qualified personnel. This is evident from the significant volume of complaints and grievances expressed by the public, both directly and through the mass media, regarding bureaucratic processes. These complaints include the complexity of procedures, the lack of certainty regarding completion timelines, the lack of transparency in requirements, the unresponsiveness of officers towards the public they serve, and the discriminatory treatment of individuals seeking services. These issues have resulted in a negative perception of the government, particularly in the Sangir Batang Hari sub-district office, located in South Solok Regency.

Evaluating performance is a crucial responsibility for public organisations in order to gauge the proficiency of their staff. Performance refers to the output or outcomes that personnel can achieve inside an organisation, while adhering to the authority and responsibilities assigned by the organisation, abiding by legal regulations, and upholding moral and ethical standards.

The community service programme in Sangir Batang Hari District, South Solok Regency, has not achieved optimal functioning due to the lack of discipline among civil servants (ASN) in their performance. This has resulted in a hindered community service mechanism and suboptimal work ethic. Through observations conducted in Sangir Batang Hari District, South Solok Regency, it has become evident that local government officials continue to exhibit a noticeable lack of discipline. This is evident through various behaviours, including tardiness, lack of attention to detail in their work, a low work ethic resulting in employee absenteeism, and a lack of self-awareness regarding their role as public servants.

2. Literature Review

Performance

Job performance refers to the outcomes of work accomplished by individuals or groups within an organization, in alignment with their assigned authority and responsibilities, to legally achieve the organization's goals while adhering to ethical and moral standards (Arifin, 2015). Labour efficiency inherently implies effectiveness, as it is evaluated based on the attainment of intended outcomes, objectives, and consequences in an ideal manner. Performance, in essence, refers to an individual's achievement in executing a task derived from their activities. Performance refers to the degree of accomplishment in meeting job expectations (Syamsir & Saputra, 2022).

Performance can be defined as the outcomes attained by an individual or a group of individuals following specific criteria, during a specified timeframe, for the given task. Essentially, within each business, there exist three distinct categories of performance: organizational performance, process performance, and employee performance (Saputra & Mulia, 2021). Organizational performance refers to the level of achievement and effectiveness exhibited by an organization. Process performance refers to the level of performance exhibited by the various processes within an organization, whereas employee performance pertains to the level of performance demonstrated by an individual employee or a group of employees. The relationship among

these three performances is highly interconnected, as the effectiveness of an organization's performance relies on the efficiency of its processes, which in turn heavily relies on the performance of its employees. Performance, or job performance, refers to the outcomes attained by an individual following the specific criteria established for their particular role.

Performance is a measure of successfully reaching a goal. An endeavour is deemed effective when it successfully attains its objectives with a high degree of assurance in the methods employed. According to Mohammad Mahsun (2006), Regional Government performance can be defined as the extent to which an activity/program/policy has successfully achieved the targets, goals, mission, and vision outlined in an organization's Strategic Planning.

State Civil Apparatus

According to the Big Indonesian Dictionary, "State Apparatus" refers to the institutional, management, and people sectors responsible for the daily operations of the government. Management primarily concerns itself with the state workers, sometimes referred to as the "employee profession," who are employed by the government to carry out the "Public Civil Service." Civil servants in Indonesia are commonly referred to as state servants. Formerly referred to as Pamong Projo or Pangreh Projo. Law no. 5 of 2014, also known as the State Civil Servants Law, encompasses individuals known as State Civil Servants, which includes both Civil Servants and Government Employees with Employment Agreements.

State Civil Apparatus refers to those who are employed as Civil Servants and Government Employees under Employment Agreements, and who carry out their duties within government agencies (Rosenbloom et al., 2022). The State Civil Apparatus is a topic that is under the management of the State civil service, which is under the authority of the President, who serves as the head of government (as stated in Article 4, paragraph 1 of the 1945 Constitution). The State Civil Apparatus is a governmental body responsible for administration at all levels of government. The State Civil Apparatus is

responsible for conducting administrative activities, serving as the human resource that propels the government bureaucracy. Paul Pigors outlines two key aims of state personnel management: 1) to ensure the efficient and effective utilization of resources, avoiding any wastefulness and achieving the desired outcomes; 2) to create the necessary work. Career advancement is assured based on individual proficiency and job proficiency; 3). His well-being is assured.

Service quality

Sinambela (2021) states that quality can be defined both conventionally and strategically. Quality in strategic definition refers to any aspect that can satisfy the desires or requirements of the client. Conventional quality is typically defined by the specific attributes of a product, including its performance, reliability, user-friendliness, and aesthetics. As stated by Tjiptono (2015), the term "quality" encompasses various definitions and interpretations, as different individuals may perceive it differently. These interpretations include adherence to requirements or guidelines, suitability for ongoing use, enhancement, absence of damage or flaws, and meeting customer needs. Ultimately, prioritize actions that bring you happiness.

Nasution (2019) defines quality as achieving complete client satisfaction. A high-quality product may fully satisfy consumers by meeting their expectations and delivering the desired features and benefits. The service quality factors established by Zeithaml, Berry, and Parasuraman have an impact on both consumer expectations and the actual service they receive. If the customer acknowledges that the service provided meets their expectations, they will consider it to be of high quality. Conversely, if the service falls short of or matches their expectations, the client will deem it to be of low quality or unsatisfactory. Service is essentially the act of assisting, supporting, attending to, and addressing the requirements of an individual or collective. Public services can be defined as a set of activities aimed at providing services to the community. These services, which are guided by community input, facilitate the fulfilment of the community's daily needs and are typically offered by government institutions with a focus

on the welfare of the people. Public service is a crucial component of such institutions. Ratminto and Winarsih (2005) define public service as encompassing all types of services, including public goods and services, that are the responsibility of government agencies at the national, regional, and state-owned or regional-owned enterprise levels. These services aim to meet the needs of the community and adhere to the provisions of laws and regulations.

3. Methods

This study employs a descriptive research design utilizing a qualitative methodology. Qualitative descriptive research is a method of research that seeks to provide a systematic, factual, and accurate description of events and phenomena that occur in a specific field. In this study, researchers selected informants using a proportional sampling strategy. The proportional sampling technique involves selecting research samples or informants based on specific considerations to ensure that the resulting data is more representative. Qualitative research involves descriptively presenting data through reports and descriptions. Qualitative research is a type of research that aims to comprehensively uncover symptoms within a specific environment. This is done by the collecting of data in natural settings, with the researchers acting as a significant instrument in the field. In the context of qualitative research, statistical analysis was not employed to examine any numerical data. Instead, researchers gathered information using diverse methods including interviews, documentation, and direct observation. The research methodology employed in this work is a descriptive investigation.

This research relies on two primary sources of data. The first source is primary data, which is collected directly from the research location through interviews with relevant sections. This data is in its original form and has not undergone any processing. The second source is secondary data, which is obtained from processed and published materials such as book reports and documentaries. This study is part of field research and draws upon observations and findings from prior research undertaken by (Nikita et al, 2017) on the quality of public

services. The research findings indicate that the overall implementation of public services in Pineleng District has been subpar.

The research employed purposive sampling as the sampling technique. Sugiyono (2018) defines purposive sampling as a method of selecting data sources based on certain criteria, such as their expertise and knowledge related to the research topic. Precise selection of research informants is conducted to effectively gather information from research objects in alignment with the observed occurrences. The selection is predicated on the premise that the informant possesses a comprehensive comprehension of the research topic. In qualitative research, the analysis process is conducted concurrently with the data collection procedure. The used model is a complex and dynamic analysis model that is implemented once the data has been acquired. Subsequently, the data is analyzed and conveyed through descriptive accounts and other elucidations, enabling the derivation of conclusions and recommendations aligned with the research objectives.

4. Result

Performance of State Civil Apparatus in Improving Service Quality in Sangir Batang Hari District

Service quality can only be achieved when all the necessary items and conditions are met to facilitate service activities for the community. This includes the provision of facilities and infrastructure by the government to support the smooth service process. Additionally, it requires well-trained human resources who are capable of effectively responding to the community's needs and a high level of responsibility from service providers to deliver the best possible service to the community. This study employs Dwiyanto's theory to examine performance evaluation, specifically focusing on productivity, service quality, accountability, responsibility, and responsiveness in public services.

Through field observations, interviews, and documentation, valuable information was gathered regarding the performance of the State Civil Apparatus in enhancing service quality in Sangir Batang Hari District. The district has

implemented regulations that adhere to standard operating procedures (SOP). This review presents the research findings derived from these sources. Apparatus do their responsibilities with effectiveness and efficiency.

The effectiveness of the service hours may be observed by their implementation, which spans from 08.00 to 16.00. Additionally, the police utilize a rotating shift system even during breaks, ensuring that the service hours are always staffed. The device employs a technology-driven system that allows users to input an individual's biodata, select the desired letter, and subsequently print it. This technology streamlines operations for the equipment and facilitates expedited service, while also ensuring compliance with administrative standards at the Sangir Batang Hari District Office. The efficacy of this technology system is seen in its ability to limit paper usage, hence reducing paper accumulation.

The public is not subject to any administrative fees by the government, and a motto is displayed at the Sangir Batang Hari District Office. Concerning productivity, the general public perceives that the state civil servants in Sangir Batang Hari District have diligently fulfilled their responsibilities by established protocols. The effectiveness of individuals can be observed when they properly manage their identity card, permits, domicile, and other administrative affairs that require a letter of introduction from the Nagari Mayor. When the documents are insufficient, individuals must return home first to fulfil the requirements. Multiple administrative prerequisites and a variety of slogans have been displayed at the Sangir Batang Hari District Office.

Perfection or the achievement of the expected goal is determined by the extent to which work activities and their outcomes conform to a high standard. In this scenario, the process can have a significant impact on attaining excellence in a job or task. The labour productivity of the apparatus is determined by the quality of the actions taken to attain desired outcomes. Productivity refers to the capacity or proficiency to create tangible or intangible outputs, and it characterizes the apparatus's ability to function effectively.

To accomplish and execute all the mentioned activities, it is necessary to have government officials in Sangir Batang Hari District who are highly skilled and experienced in their respective fields. Performance productivity is expected to carry out work efficiently and effectively so that in the end it is very necessary in achieving the goals that have been set. Productivity encompasses the mental attitudes, behaviours, and abilities that are focused on constant improvement. It is characterized by the belief that today's performance should surpass that of yesterday, and tomorrow's performance should surpass that of today. This behavioural pattern will foster a sense of motivation among subordinates, prompting them to consistently strive for improvement in their work and consistently perform at a high standard.

The research findings indicated that the officials in Sangir Batang Hari District possessed adequate skills to effectively perform their duties. The acquired data demonstrates that being employed is sufficient to ensure the ability to work professionally. The correlation between enhanced productivity and professionalism in the workplace is invariably tied to performance metrics or benchmarks. To enhance the quality of ASN services in Sangir Batang Hari District, it is imperative to enhance work discipline and utilize various indicators, including the mental attitude/behaviour of District officials, their abilities, and work enthusiasm. Additionally, it is essential to provide rewards to outstanding employees and administer appropriate punishments to those who underperform. Employees who are in violation. The State Civil Apparatus, or bureaucratic officials, often adhere to standard values or service norms when providing public services. This includes providing services solely based on operational guidelines, resulting in a weak commitment from the bureaucratic apparatus to be accountable to the people they serve. Up until now, the authorities have been inclined to prioritize the interests of the leadership over the interests of the service users. Officials do not perceive themselves as accountable to the public, but rather to their leaders or superiors.

A regional government organization requires the presence of regional officials or

apparatus who possess the competence to effectively engage in their work and achieve optimal outcomes. The presence of several grievances and widespread public discontent with the services received or rendered by the government is indicative of ineptitude or a manifestation of inadequate government performance. The greater the number of complaints from the public, the lower the assessment of the government's performance capacity in serving that community. Due to recent technological advancements and increased transparency in government, the general public is increasingly well-informed about the government's performance. This includes their opinions, behaviour of government officials, and their ability to deliver services. Research in the field demonstrates that the performance of the equipment has elicited diverse reactions, both through the mass media and directly.

Based on the research conducted in Sangir Batang Hari District, it can be inferred that the performance of a company is contingent upon the competencies of its employees. Put simply, there is a direct correlation between an employee's work proficiency and their performance level. Leaders may delegate responsibility to subordinates due to constraints in their expertise, time, and energy. Delegating authority to subordinates is crucial for enhancing organizational work efficiency and effectiveness. By decentralizing authority from leaders to employees, the aim is to enhance the successful execution of job duties. Geotsh and Davis define quality as the anticipated standard of excellence and the ability to maintain this standard to meet consumer expectations (Tjiptono, 2015). Meanwhile, in Sangir Batang Hari District, the research findings indicate that the service quality does not meet the requirements due to limited human resources and supporting facilities. This has led to disruptions in the service and inconsistent internet signals, resulting in inefficiencies in work.

The terms accountability and responsibility are frequently considered synonymous, specifically referring to responsibility. To comprehend the notion of accountability, a thorough examination is required to ensure that it does not coincide with

the definition of responsibility. Responsibility encompasses various meanings, such as the ability to take action, the duty to assign praise and blame, and the adherence to proper conduct as a component of one's responsibilities. Accountability and responsibility are intrinsically linked within a holistic framework. Accountability is a fundamental trait of imbalanced authority relationships, such as those between a supervisee and a supervisor, an agent and a principal, a representative and the represented, and so forth. Furthermore, these two notions diverge in terms of their emphasis and extent.

Responsibility primarily pertains to the internal obligations of individuals, specifically the duty of subordinates to their superiors who have assigned them tasks and authority. This concept is typically applicable in the financial sector. On the other hand, accountability is primarily concerned with external expectations placed on officials or apparatus by society, requiring them to answer for their actions. This study examines the integration of accountability and responsiveness, encompassing the obligations of officers at various hierarchical levels, both within and outside the organization. The goal of Sangir Batang Hari District is to enhance community services by providing quality service that focuses on community satisfaction. Hence, ensuring community satisfaction is of utmost importance for the services rendered by the District. Every employee of the Sangir Batang Hari District is accountable for all duties and obligations associated with public service. The authority in Sangir Batang Hari District is evident in the organizational structure, which illustrates the hierarchy and level of responsibility according to the established positions within the system. The organizational structure exhibits a clear hierarchy of authority, with the sub-district head at the highest level and the employees at the lowest level.

Responsiveness refers to the ability to react quickly and effectively to something. As stated by Lupiyoadi (2013), responsiveness refers to the readiness to promptly and effectively assist consumers by providing clear and relevant information. The act of keeping people waiting without providing a clear explanation leads to an

unfavourable view of the quality of service. Parasuraman in Tjiptono (2015) states that one aspect of service quality is Responsiveness, which refers to the promptness and efficiency of personnel in meeting customer needs and fulfilling service requests. The speed of service refers to the promptness with which officers perform the necessary services. The responsive demeanour exhibited towards clients is a consequence of rationality and contemplation.

Obstacles to the Performance of State Civil Apparatus in Improving Service Quality in Sangir Batang Hari District

The Sangir Batang Hari District Office suffers from insufficient facilities and infrastructure, resulting in suboptimal services. For instance, the small and overheated waiting area causes discomfort for visitors. Insufficient personnel in the Human Resources department is a hindrance to the public service process in Sangir Batang Hari Subdistrict. The number of people responsible for meeting the subdistrict's needs is disproportionate to the existing workforce, resulting in suboptimal service delivery. Accountability, as defined by Guy Peeters (2007), serves to promote transparency by requiring government bodies to take responsibility for their actions. There is a requirement for the existence of publicly available reports that are shared with external entities or independent organizations such as legislators, auditors, and the general public. Accountability is commonly defined as the capacity to address the demands of the public and the competence of public officials.

In addition, the ASN in Sangir Batang Hari District demonstrates a lack of proactivity in prioritizing the community's requirements and exhibits unfriendliness by not smiling while serving the community. Furthermore, the presence of visitors leads to a diversion of attention among state civil workers, resulting in less vigilance towards the surrounding environment. Occasionally, the community must initiate contact with the officials to address administrative affairs. Due to the presence of numerous state civil servants who are concurrently engaged in other occupations.

5. Discussion

The research findings indicate that the authorities in the Sangir Batang Hari District have shown a high level of competence in performing their tasks. The acquired data demonstrates that being employed is sufficient to ensure the ability to operate professionally. The correlation between enhanced productivity and professionalism in the workplace is invariably tied to performance metrics or benchmarks. To assess the job efficiency of sub-district employees, various indicators are employed, specifically: the psychological disposition or conduct of sub-district employees, their skills, and their level of motivation towards work.

According to the author's research findings, it is evident that the ASN in Sangir Batang Hari District has successfully implemented regulations that align with standard operating procedures (SOP). Employees or equipment perform their responsibilities with effectiveness and efficiency. The effectiveness of the service hours may be observed via their implementation, which spans from 08.00 to 16.00. Additionally, the police utilize a rotating shift system, ensuring that the service hours are always staffed, even during breaks.

The equipment employs a technology-driven system that streamlines its operations and reduces service time, resulting in faster performance. The duration of the service can range from 5 to 15 minutes. In addition to complying with administrative regulations in the Sangir Batang Hari District. The efficacy of this technology system is seen in its ability to limit paper usage, hence reducing paper accumulation. The public is not subject to any administrative fees by the government, and a motto is displayed at the Sangir Batang Hari District Office.

There is an insufficient supply of computers that does not correspond to the number of devices available, and there is a lack of proper security equipment. The Sangir Batang Hari District Office has installed a suggestion box and public space to satisfy the wishes of the community. In addition, a monthly evaluation is conducted to optimize the functioning of the apparatus, specifically in servicing the community. The apparatus employed various

strategies, such as facilitating conversations, offering a waiting area furnished with chairs, and supplying mineral water to the community at the Sangir Batang Hari District Office. Officers adhere to impartiality and do not differentiate among individuals; everyone receives equal treatment by established protocols. The apparatus also foresees factors that may lead to division, and the personnel establish a familial structure at the Sangir Batang Hari District Office.

The Sangir Batang Hari District Office currently lacks sufficient amenities and infrastructure, such as a cramped and poorly ventilated waiting room, which causes discomfort for visitors. In addition, public space has been allocated for each agenda item, along with a comment box in the waiting area. These provisions serve as a platform for the public to offer constructive criticism and ideas regarding the performance of ASN in Sangir Batang Hari District. The current information is suboptimal, resulting in a significant number of individuals having limited knowledge about administrative prerequisites.

All officials in Sangir Batang Hari District are accustomed to providing service. ASN has diligently endeavoured to fulfil its responsibilities to the best of its ability. Nevertheless, some individuals continue to express dissatisfaction with the limited dimensions of the waiting area, causing discomfort for visitors at the Sangir Batang Hari District office while attending to matters related to population administration. In addition, some facilities require provisioning, such as the insufficient proportion of computers to the number of ASN. This will undoubtedly impact the efficacy of the bureaucracy as it has the potential to hinder the optimal performance of the ASN in fulfilling their responsibilities.

The Sangir Batang Hari District State Civil Apparatus has initiated engagement with the community by inquiring about the matters they need assistance with. If the community provides all the necessary documents, the apparatus will promptly proceed with the file processing. If the equipment is not occupied with other tasks, it will promptly attend to the needs of the community. When individuals visit to

handle other population administration affairs, ASN is available to inquire about the community. ASN strives to provide the utmost service to the community when they are present. The Wali of Nagari and Jorong received the information and subsequently transmitted it to the population. All ASN (Administrative and Civil Servants) in Sangir Batang Hari District are accustomed to providing service. ASN also conducts community outreach programs using Nagari and Jorong devices.

Occasionally, certain ASNs in Sangir Batang Hari District exhibit a lack of proactivity in prioritizing the community's requirements and display unfriendliness by not smiling when providing their services. Furthermore, on certain occasions, individuals may arrive while ASN is occupied with other tasks, resulting in their lack of attentiveness towards the surrounding environment. Occasionally, the community must initiate contact with the officials to address administrative affairs. Occasionally, certain Autonomous System Numbers (ASNs) may still be engaged in other tasks. Consequently, individuals with ASN exhibit less focus on their immediate surroundings while engaged in other tasks. Nevertheless, the majority of the information is disseminated to the public via Nagari and Jorong.

ASN has offered streamlined services with minimal complexity, efficient flow, well-defined needs, clear standard operating procedures, and strict adherence to timelines. To obtain an identity card (KTP) or any other permit, individuals are required to provide a letter of recommendation from the local neighbourhood association's leader and fulfil the necessary criteria. The ASN is accountable for enforcing administrative principles in compliance with current regulations.

ASN enforces regulations by standard operating procedures (SOP). To handle tasks related to the issuance of identity cards, family cards, domicile certificates, and other population administration problems, ASN mandates the submission of all necessary papers. To proceed with the ASN application, individuals are required to present a letter of introduction from the local Wali Nagari Office. Once this is obtained, the necessary documentation must be

completed. The completed file is then submitted to the Sangir Batang Hari District Office, where the data and requirements are verified by the authorities. If the file is found to be complete, it will be entered into the population administration information system. However, if the file is incomplete, it will be returned to the applicant or community, who must fulfil the remaining requirements before further processing can take place.

Upon accessing the population administration information system, the data or files undergo a process of re-verification and are subsequently endorsed by authorized personnel. This demonstrates that ASN has made efforts to fulfil its responsibilities and address the requirements of the community while adhering to administrative standards. The Sangir Batang Hari District Office offers clear needs, precise service hours, and convenient access, particularly in terms of its location.

The apparatus in Sangir Batang Hari District effectively adheres to established regulations by societal standards and fulfils its responsibility of catering to the community's demands. Additionally, the Sangir Batang Hari District Office provides a suggestion box, public space, and assessment measures to fulfil administrative obligations and demonstrate accountability as a State Civil Apparatus in serving the community.

The State Civil Apparatus in the Sangir Batang Hari District Office is responsible for carrying out the regulations that are now in place. The duties performed are directed by the enforced regulations. The requirements imposed do not pose a challenge to the community. The State Civil Apparatus also displays the requirements at the Sangir Batang Hari District Office, ensuring easy visibility for the public. Additionally, numerous agendas encompass the participation of community leaders and the community itself. The State Civil Apparatus has made efforts to implement ongoing innovation to facilitate future improvements and consistently provides public access to information regarding the performance of the State Civil Apparatus. During the agenda, a designated public space is typically established to solicit feedback from the public evaluating the performance of the State

Civil Apparatus at the Sangir Batang Hari District Office. From the results of interviews that have been conducted, namely regarding the factors inhibiting ASN performance in improving the quality of bureaucracy in Sangir Batang Hari District, the author draws the conclusion that the inhibiting factors for ASN performance in improving the quality of ASN performance in Sangir Batang Hari District are the available facilities and infrastructure as well as the dissemination of information. .

The large distance between the sub-district office and several nagari guardian offices sometimes causes people to be slow in receiving information and the disparity in the level of education of people in remote areas means that many people still do not understand the rules of administrative matters, and a lot of time is wasted when people come not bringing complete requirements.

6. Conclusion

The author's general research findings on the Performance of State Civil Apparatus in Improving Service Quality in Sangir Batang Hari District indicate that there is room for improvement. The utilization of technology-based systems is indicative of the advancement in implementing the tasks of the State Civil Apparatus. This can enhance the efficiency of State Civil Apparatus in performing their duties by reducing the time required to deliver services to the population. Nevertheless, there are still various aspects that require enhancement to increase the calibre of bureaucracy in Sangir Batang Hari District. For instance, the State Civil Service could enhance its attitude of initiative, smiling, and friendliness towards the people. There is a necessity to enhance the public's access to information, as there remains a significant number of individuals who lack comprehension of administrative procedures, resulting in wasted time due to incomplete documentation brought by people. In addition, it is imperative to address and enhance insufficient facilities and infrastructure, such as the quantity of computers, transportation equipment, and work and waiting areas. Inadequate facilities and infrastructure will undoubtedly impact the quality of the State Civil Service.

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