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

Leadership is an inherent aspect of one’s character and mentality. Humans possess the innate ability and authority to assume leadership roles, as it aligns with their natural disposition. Leadership is a dynamic process that imbues collaboration with purpose and is generated by the desire to guide others in attaining objectives (Greenleaf, 2002; Lambert et al., 2016). Leadership, in essence, refers to the capacity and expertise of an individual holding a position as a leader within a work unit to effectively influence others, particularly their subordinates, to think and behave in a manner that contributes significantly to the attainment of organizational objectives through positive actions. Leadership has a crucial function in an organization or agency, significantly impacting the level of work performance (Chiof Foong Loke, 2001). The growth and failures of an agency are heavily influenced by the leadership style of its CEO. This demonstrates that leadership plays a crucial role in attaining work efficiency. If a leader can effectively deploy suitable leadership strategies to the prevailing circumstances and conditions, people will be able to operate in a comfortable and highly motivated manner (Amanchukwu et al., 2015; Cameron, 2012).
The efficacy and superiority of an organization are heavily contingent upon the calibre of its human capital (Chen & Wu, 2020; Taylor et al., 2015). In theory, the presence of high-calibre Human Resources (HR) within an organization is anticipated to enhance organizational performance. By assuming the appropriate leadership role, one can establish a work climate that is favourable and conducive to productivity. The job of a leader is crucial in every government agency or organization since they serve as the organization's intellectual centre. The leader consistently makes goal-oriented decisions in alignment with the organization's objectives. To accomplish goals effectively and efficiently, it is necessary to have constructive teamwork inside an agency (Fiscella et al., 2017). In this scenario, employees and leaders must possess the ability to engage in effective collaboration to attain the desired objectives.

Ki Hadjar Dewantara's conceptualization of leadership encompasses three philosophies that comprehensively address the multifaceted aspects essential to effective leadership. Hence, it might be referred to as plenary leadership or comprehensive leadership, encompassing all its facets. Ki Hadjar Dewantara's distinctive Indonesian leadership concept does not discriminate against individuals based on their status, but rather on their assigned responsibilities. The duties can vary, encompassing positions at the forefront, in the middle, and at the rear. Put simply, a leader must alternate between taking a leading position, a central position, and a supporting position at different times. Effective leadership is crucial for the advancement of an organization, as it plays a fundamental role in attaining organizational objectives. Leadership roles refer to the established standards and behaviours that an individual employs to exert influence on others (Newman et al., 2017). Leadership involves exerting influence over individuals to establish and achieve organizational objectives, while also motivating followers to act by these goals. To exert influence and enhance the dynamics and ethos of the collective.

An organization will be unable to realize its full potential and achieve success without good leadership. Leadership should be viewed as a chance to bring advantages to multiple parties, rather than being seen as a commodity or possession to exploit others for personal gain. A leader must possess a clear and perceptive understanding of the factors of success to effectively achieve organizational goals (Bryson, 2018). Leadership is the act of exerting influence over a group of individuals to accomplish a specific objective. Transformational leadership can be defined as a systematic approach to inspiring and motivating individuals to willingly undergo personal change and growth. This approach entails addressing their motivations, providing their needs, and showing respect for subordinates. In leadership, influence is the fundamental aspect that pertains to an individual's capacity to effectively modify the attitudes and behaviours of individuals or groups in a targeted manner. An effective leader must possess both authority and the ability to analyze the reciprocal influence processes that take place between the leader and their followers.

Bass (2003) defines transformational leadership as the ability of a leader to exert influence over subordinates in specific ways. Through the implementation of transformational leadership, subordinates will experience a sense of trust, appreciation, loyalty, and respect for their leaders. Ultimately, subordinates will be incentivized to exceed expectations. Conversely, to ascertain the opinions of employees regarding the agency, a leader inside the organization must engage in proactive communication with their subordinates. The leader's demeanour will shape the team's progress inside the agency organization, impacting the accomplishments made and eventually affecting staff productivity. The proficiency of a leader in fostering team cohesion is crucial for the achievement of an agency's objectives. An employee's execution of an agency's obligations and tasks necessitates strong encouragement and inspiration from their supervisor. This is because nearly every action and policy implemented by leaders yields a beneficial influence on the individuals they supervise. An individual's motivation is contingent upon the intensity of their underlying drive. Kartono (2018) asserts that a leader must possess the ability to offer effective incentives to their followers.
Given the crucial importance of leaders in motivating their subordinates, experts have proposed the idea of explicitly delineating the specific duties and responsibilities that leaders bear in influencing their subordinates. A role can be defined as the prescribed and anticipated conduct expected from an individual occupying a specific position. Based on the provided information, it can be inferred that the leadership role encompasses a collection of behaviours that are anticipated to be fulfilled by an individual in their capacity as a leader. Thoha (2017) define establishing a role as a sequence of consistent behaviours that result from occupying a specific position or the presence of something easily identifiable. The position's objective is to establish a framework of social values that governs the interactions between the individual performing the function and the individuals associated with or affected by that role.

Employees in an educational institution have a crucial role as they are the driving force behind the successful execution and attainment of organizational objectives. Essentially, individuals possess varying degrees of proficiency in executing their assigned tasks and obligations. Performance refers to the work outcomes that individuals or groups can achieve within an organization, in line with their assigned authority and responsibilities. The aim is to legally and ethically accomplish the organization's goals, while adhering to moral and ethical standards. An Education Service Technical Implementation Unit (UPTD) is an institution that carries out government policies and acts as an extension of the Regency or City Education Office. Its main role is to implement regulations and policies in education at the sub-district level. The UPTD possesses a capability to exert an impact on the performance of its employees in delivering educational services to schools and stakeholders. The Sangir Batang Hari Subdistrict Education UPTD in South Solok Regency is responsible for supporting the Regent in the implementation of educational government affairs. This includes assisting the Regency and City in implementing education regulations and policies at the Subdistrict level. The main goal is to improve the quality of the educational system, starting from the Kindergarten (TK) level.

The Sangir Batang Hari Subdistrict Education UPTD has a kindergarten program for children aged 4-7. There are a total of 12 kindergarten schools, consisting of 1 state kindergarten and 11 private kindergartens. The program has a total of 45 students and 11 teaching staff. Additionally, there are 6 playgroup (KB) schools with a total of 44 kids and 7 instructors. In Sangir Batang Hari District, there are a total of 20 public primary schools, accommodating 421 pupils and employing 238 instructors and staff members. Currently, there are a total of six Junior High Schools (SMP) with a student population of 468 and a teaching staff of 63. UPTD Education aims to establish a performance framework that can facilitate efficient and productive job tasks. Examining the current position of the head of the UPTD in Sangir Batang Hari District is intriguing for the author, as it pertains to enhancing the performance of their personnel. Based on observations, it is evident that the Sangir Batang Hari District Education UPTD office now has a shortage of staff. Consequently, it is worth considering whether the Head of the Education UPTD in Sangir Batang District, South Solok Regency, has an impact on this staff shortage at the UPTD.

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 Lupidjoadi (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.

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 fulfill 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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Kajian Ilmu Administrasi, 18(2), 154–168.


