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**Analysis of the Performance of the Sub-District Government in Public  
Services in Lamuru Sub-District, Bone Regency**

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**ABSTRACT:** The quality of public services provided by government bureaucracy has significantly fallen short of expectations, particularly when considering accountability, responsibility, service orientation, and effectiveness. One of the evident issues is the apparent negligence towards the importance of service users in the implementation of public services. Given the analyzed background problems, the primary research question revolves around understanding the performance of the government sub-district Lamuru in delivering public services. To address this question, the research aims to investigate the performance of the government sub-district Bone in public services and identify the determining factors influencing this performance. The study employs a descriptive-analytic technique for treatment and analysis. The data sources for this research include civil servants working in the sub-district Lamuru office and members of the public. The selection of data sources utilizes random sampling, resulting in a sample size of 80 individuals. Upon analyzing the data, the research concludes that the service quality from the apparatus performance in the sub-district Lamuru is deemed good, yet there is still room for improvement to optimize the overall effectiveness of public services.

**Keywords:** Government, Performance, Public Service.



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## **INTRODUCTION**

One of the missions and goals of establishing government bureaucracy is to provide the best service to the general public. However, the quality of public service delivery by government bureaucracy remains a widely discussed topic to this day (Kingsley & Harrington, 2022; Konte & Vincent, 2021). The public demands that government bureaucracy organizes public services with good quality, and this demand can be seen as a result of increased public knowledge and a more democratic climate in the current management of public administration.

This demand becomes more relevant because the performance of government bureaucracy in providing public services has so far fallen far short of public expectations. Research conducted by (K. Wahyudi et al., 2021) in several provinces shows that the quality of public services by government bureaucracy is still very lacking, especially in aspects of accountability, responsiveness, service orientation, and service effectiveness.

Some findings indicate that user interests are often overlooked in the provision of public services, norms and criteria for public services are still determined by procedures and guidelines, and the government bureaucracy's ability to respond to complaints from service users is still weak. Additionally, the seriousness of the government in prioritizing service quality as the main focus in public bureaucratic behavior is far from optimal, as seen from the limited energy invested by government bureaucracy in organizing public services (Irwan et al., 2019).

The low quality of public services is difficult to understand because at that time, bureaucracy functioned as an effective tool for rulers to maintain their power. Public bureaucracy tends to position itself as a ruler rather than a service provider to the public. As a result, the attitudes and behaviors of bureaucracy in organizing public services tend to ignore the aspirations and interests of the public. Furthermore, the high dominance of paternalistic culture exacerbates the public service system by placing political elites and bureaucratic elites as the main variables in the implementation of public services. Political and bureaucratic elites, or those close to them, often receive special treatment in the provision of public services (Nugraha, 2020).

At the regional level, this situation is further exacerbated by excessive interventions from the central government. Research found that excessive central government interventions in the past have hindered initiatives and local initiatives, causing regional governments to often view compliance with regulations as the main goal, rather than as a tool to improve services to the public (Setiawati et al., 2019).

Since 1999, Indonesia has entered a new era of regional autonomy, marked by the enactment of a new Regional Government Law, namely Law Number 22 of 1999, which became effective on January 1, 2000. After being in effect for about four years, the regional government law was then amended with the issuance of Law Number 32 of 2004. This amendment was later revised again with the implementation of Law Number 8 of 2005 concerning Amendments to Law Number 32 of 2004 concerning Regional Governments, considering various developments at that time.

If observed, the basic mission and objectives of regional autonomy policies cover three main aspects: first, to improve the quality and quantity of public services and the welfare of the community; second, to create efficiency and effectiveness in the management of local/regional resources to improve community welfare; and third, to empower and create space for community participation in the governance and development processes (A. Wahyudi, 2022).

Regional autonomy policies have led to structural, functional, and cultural changes in the implementation of regional governance. The hope is that this can enhance the capabilities and effectiveness of regional government bureaucracies in providing quality public services as expected

by the community (Watulingas et al., 2019). These changes are possible because in the current era of regional autonomy, regions have extensive authority to manage and regulate all government affairs outside the six areas of government responsibility assigned to the central government. Additionally, regions are given the flexibility to create regional policies to handle devolved government affairs, with the aim of realizing the aspirations of forming a distinct region (Amaliah & Sakir, 2023). The grant of regional autonomy, especially in the context of providing services to the community in line with the unique potential and characteristics of each region, is regulated by Law Number 32 of 2004.

The success of regional governments in fulfilling the community mandate through the provision of public services, which is the expectation of all stakeholders, depends heavily on the performance of all local government organizations that are an integral part of public service delivery within their respective scopes of duties (Sunaryo et al., 2023). Meanwhile, the effectiveness of providing services directly to the public is greatly influenced by the proximity between the service organization and the community as the service recipient (Lestari et al., 2020). Therefore, the expected contribution from the Sub-District (Kecamatan) as a governmental unit at the district/city level within direct reach of the community is anticipated to play a crucial role in the success of the regional government in organizing public services in line with the expectations of all stakeholders (Kirono & Hidayat, 2022).

In the context of current regional autonomy policies, there have been fundamental changes regarding the position, main tasks, and functions of the Sub-District Government. Before the enactment of Law Number 5 of 1974, the Sub-District played a role as an administrative government area. However, with the current regional autonomy policy, the role of the Sub-District has shifted to become the working area of the Sub-District Head (Camat) as a regional device in the district/city. Simply put, the Sub-District, previously considered a "regional device" in the context of the deconcentration principle, now undergoes a status change to a "regional device" in the context of the decentralization principle. In accordance with the mandate of Law No. 32 of 2004 jo Law No. 8 of 2005, the Sub-District is led by the Sub-District Head (Camat), who, in carrying out his duties, receives the delegation of authority from the Regent and Mayor to handle some of the regional autonomy affairs.

Furthermore, the Sub-District Head is responsible for the implementation of general government duties, including providing public services within his scope of duties or those that cannot be carried out by the Village or Sub-Village Government. The Law on regional government states that the Sub-District is a regional device in the district/city that plays a central role in organizing regional autonomy affairs and providing public services (Sadat, 2019)

The achievement of the Sub-District government in organizing public services depends significantly on interconnected factors, especially the availability of adequate human resources both in terms of quantity and quality, and the existence of sufficient targets/facilities and supporting facilities. However, observations in Lamuru Sub-District, Bone District, show that these two factors are not yet sufficient. This Sub-District government only has the support of 10 employees with civil servant status, and out of this number, 70% only have a high school education

background. Additionally, supporting facilities and equipment to carry out tasks are still very limited. This situation seems unbalanced with the population served by the Sub-District, which is as many as 9278 people.

The description above indicates that, although the Sub-District government as the forefront regional device is expected to be able to organize public services with the best quality in line with the expectations, demands, and needs of the community, on the other hand, crucial factors needed to carry out service duties, such as human resources in the apparatus and supporting facilities/equipment, are not yet adequately available. Based on this reality, an analysis of the performance of the Sub-District government in organizing public services in Lamuru Sub-District, Bone District, South Sulawesi, is required (Anderson et al., 2022).

## **METHOD**

This study is a descriptive survey research. states that a survey, in general, is a research method or data/information collection from a number of units or individuals simultaneously within a specific time frame. Furthermore, he expresses that a survey is a method for gathering data/information, whether descriptive, associative, or logical cause-and-effect, related to small groups through individual analysis (Moleong, 2017; Sujarweni, 2014).

Descriptive survey research aims to depict the condition or status of a phenomenon and is generally a non-hypothesis research. Therefore, in this study, the researcher develops concepts, collects data, classifies data, and analyzes and interprets data without conducting hypothesis testing.

## **RESULT AND DISCUSSION**

Public services in the Lamuru Sub-district of Bone Regency are the main focus in evaluating the performance of the local government. In carrying out its duties, aims to improve the quality and quantity of services to the community. This includes various aspects such as service procedures, clarity of officials, discipline, and speed of service, all of which collectively shape the experience of receiving public services (Sakir & Arni, 2023).

Despite efforts to improve services, the analysis results indicate that there are still challenges that need to be addressed. Factors such as the quality of human resources (HR) of officials, work ethics, and the availability of facilities and supporting infrastructure are the main determinants of public service performance. Therefore, there is a need for improvement and enhancement in terms of human resources, work ethics, and service infrastructure to ensure that the sub-district government can provide optimal public services and meet the expectations of the local community.

### **A. Description of Public Services by the Sub-District Government**

The description of public services referred to here pertains to the evaluation responses from respondents regarding the provision of public services by the Lamuru Sub-district government in Bone Regency. The assessment focuses on the provision of public services, encompassing 14 elements considered crucial in the public services of government agencies. These elements involve aspects such as service officer procedures, service officer discipline, service speed, fairness in receiving services, courtesy and friendliness of service officers, service cost fairness, service schedule certainty, environmental comfort, and service security.

The research results were obtained from 80 respondents, consisting of 40 service recipients from the community and 40 service officers. The evaluation is presented sequentially as follows:

1. **Service Procedure:** The evaluation of service procedure elements is based on the level of ease provided to the community, especially in terms of the simplicity of the service flow. Respondents' responses or opinions on the service procedures by the Lamuru Sub-district government in Bone Regency.
2. **Service Requirements:** Service requirements refer to the technical and administrative prerequisites needed to obtain the service according to its type. The evaluation is conducted to determine the extent of suitability or similarity of service requirements to the type of service.
3. **Clarity of Service Officers:** The clarity of service officers is a critical element in measuring the quality of public services. This aspect includes the presence and certainty of officers providing services, such as name, position, authority, and responsibility. Evaluation is carried out to assess this clarity.
4. **Discipline of Service Officers:** The discipline element reflects the dedication of service officers in providing services, especially in terms of consistency in working hours according to applicable regulations. Respondents' responses or assessments of the discipline of service officers are obtained and evaluated.
5. **Responsibility of Service Officers:** This element describes the clarity of the authority and responsibility of public service officers in organizing and completing services to the public. Evaluation is based on respondents' responses to the responsibility of service officers.
6. **Capability of Service Officers:** The capability element reflects the level of expertise, proficiency, and skills possessed by service officers in providing or completing services to the public.
7. **Service Speed:** The speed of service reflects the level of responsiveness of public bureaucracy in responding to the needs and interests of the public. The evaluation of service speed is based on how well the service time targets can be met as determined by the public service provider unit.
8. **Justice of Service:** The element of service justice describes the extent to which service recipients receive equal and fair treatment in the provision of services without distinguishing between social classes or status of the served community.
9. **Courtesy and Friendliness of Service Officers:** Courtesy and friendliness also play an important role in determining the quality of public services. The level of public satisfaction with the attitude and behavior of officers in providing services reflects the level of service quality provided.

10. Service Cost Fairness: The fairness of service costs reflects the affordability of the community regarding the amount of fees set by the service unit. Respondents' responses to the fairness of costs they have to meet to receive services become a factor in evaluation.
11. Certainty of Service Costs: The certainty of service costs reflects the extent to which there is compliance or certainty between the fees paid by the service recipients and the costs set for a particular type of service.
12. Certainty of Service Schedule: The element of certainty of service schedules describes whether the implementation of service time is in accordance with the predetermined schedule. Respondents' responses or opinions on the certainty of service schedules are considered in the evaluation.
13. Environmental Comfort: The comfort of the working environment plays a crucial role in the provision of public services. This element reflects the condition of clean, tidy, and orderly service facilities and infrastructure, providing a comfortable feeling to service recipients.
14. Service Security: Service security reveals the extent to which the level of security of the service provider unit's environment or facilities used is ensured. This makes service recipients feel secure in receiving services without significant risks from the implementation of the service."

## **B. Analysis of Public Service Performance**

Based on the description of the research results above, a picture has been obtained regarding the implementation of public services by the Lamuru Sub-District government in Bone Regency, evaluated through 14 indicators that are elements that must exist in public services of government agencies. To measure the performance of the Lamuru Sub-District government in public services, an analysis of frequency distribution (percentage) was conducted based on data tabulation (raw score). The steps in this analysis include:

1. Determining the range (R) of the highest and lowest scores.
2. Determining the number of interval classes (BK<sub>i</sub>).
3. Determining the length of the interval class (PK<sub>i</sub>).
4. Assigning scores for each performance category.
5. Calculating the frequency (number of respondents) in each performance category, then calculating its percentage value.

The results of the data analysis provide an overview of the performance of the Bone Sub-District government in public services based on interviews with respondents. From the distribution of the research results, it can be seen that:

1. 17 people or 21.25% out of 80 respondents gave an assessment of "very good" for the performance of public services by the Bone Sub-District government.
2. Then, 39 people or 48.75% gave an assessment of "good".
3. A total of 16 people or 20% gave an assessment of "less good".
4. The remaining 8 people or 10% gave an assessment of "not good" for the performance of public services.

From the results of the data analysis, it can be concluded that more than half of the respondents (48.75%) stated that the performance of the Lamuru Sub-District government in Bone Regency in public services falls into the category of "good." Another 21.25% of respondents stated that the performance of this sub-district government is categorized as "very good." However, there are still respondents who stated that the performance of the sub-district government in public services is "less good" (20%), and even 10% of other respondents stated that it is still categorized as "not good."

This overview indicates that overall, the performance of the Lamuru Sub-District government in public services has shown a good level of quality, although it has not reached the optimal level as expected. This is evident from the fact that some respondents still perceive the quality of performance as less good and not good. The conclusion from this data analysis depicts that out of the 14 elements of service that should exist in public services of government agencies, the performance of the Lamuru Sub-District government has shown a good level of quality, but still has the potential for improvement to reach the expected optimal level.

### **C. Factors Determining Public Services**

The public services outlined below are identified from interviews with public service providers in the Lamuru Subdistrict (sub-district and village officials). From these interviews, three factors have been identified as the most determining factors for the public service performance of the Lamuru Subdistrict government in Bone Regency: the quality of human resources, the work ethic of the officials, and supporting facilities and infrastructure.

1. **Quality of Human Resources:** Human resources encompass various elements such as energy, strength, ideas, knowledge, experience, and other potentials manifested in education, skills, health, and so on (Nasir et al., 2020). The research results indicate that officials have experienced difficulties in carrying out tasks, making decisions, and committing errors in task completion quite significantly. This portrays that the quality of human resources as officials in performing public service tasks is still perceived as weak. Therefore, it can be concluded that the suboptimal performance of public services in the Lamuru Subdistrict government, as revealed in the research results above, can be attributed, among other factors, to the inadequate quality of human resources as sub-district officials (Gai et al., 2023).
2. **Work Ethic of Officials:** Work ethic reflects an individual's moral behavior in performing their job. In the bureaucratic context, work ethic is interpreted as a normative guide for bureaucratic officials in carrying out their tasks towards the community (Aprilianti et al., 2020). The research results show that work ethic, including work enthusiasm, work discipline, and responsibility, is still lacking among most officials of the Lamuru Subdistrict government in providing services. Therefore, it can be concluded that the public service performance in the sub-district is not optimal, partly due to the lack of work ethic among some officials (Bai et al., 2021; Passah et al., 2022).
3. **Facilities and Infrastructure for Services:** Zeithml states that good public service performance depends heavily on the availability of adequate physical service aspects, including a representative service building, sufficient service facilities, and supporting

equipment with advanced technology (Lumempow et al., 2021). The lack of service facilities and infrastructure can lead to inefficiency, especially in terms of time. According to the statements of employees, service matters often cannot be resolved on time due to the limitations and inadequacy of service facilities and equipment. This may indicate that the suboptimal performance of public services by the Lamuru Subdistrict government is also related to the limitations of available service facilities and infrastructure.

## **CONCLUSION**

By using 14 elements as indicators for measuring public services, such as service procedures, service requirements, clarity of service officers, discipline of service officers, responsibility of service officers, courtesy and friendliness of service officers, certainty of service schedules, comfort of service environment, and service security, several conclusions can be drawn as follows:

1. In general, all these service elements have been implemented well in public services in the Lamuru Subdistrict, Bone Regency, although they have not yet reached an optimal level.
2. Overall, the performance of the Lamuru Subdistrict Government in public services can be categorized as "good," but it is still not optimal.
3. There are several factors that influence or determine the performance of the Lamuru Subdistrict Government in public services, namely the quality of human resources, work ethic of officials, condition of facilities/infrastructure, and supporting facilities. These three factors have a strong dominance in determining the level of performance of the Lamuru Subdistrict Government in public services. In other words, there are still weaknesses in these three factors in the implementation of public services, causing public service performance to not reach its maximum level (Lei, 2021; Liu et al., 2017).

## **Sugestion**

Based on the findings of this research, several recommendations can be proposed for improvement:

1. Improvement of Public Service Elements (14 Elements)
  - a. Enhancement of Human Resource Quality: Involves improving knowledge and skills through education and training (Diklat), especially technical training and training in the field of governance.
  - b. Development of Work Ethic: Focus on work enthusiasm, work discipline, and responsibility through a work ethic development program.
  - c. Improvement of Facilities and Supporting Equipment: Pay special attention to improving the facilities and equipment needed in the performance of duties.



2. Boosting Work Enthusiasm and Motivation through Reasonable Incentives: Encourage the enthusiasm and motivation of officials by providing reasonable or adequate incentives in addition to their monthly salaries.

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