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## **Performance Analysis of Public Services of The Government of Malalayang District, Manado City**

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**Abstract.** Articles have tried to find its analysis performance of public services in the District Malalayang Manado City. The analysis focused on making the deed of the land where the services are in grades. The quality of service is higher in comparing the service. The research seeks to provide reflection and examples to other sub-district offices and government agencies that have duties and functions to serve the community so that they are motivated to correct deficiencies in their agencies. The method of research is using the approach of descriptive qualitative. The collection of data is complete (holistic) relevant to the focus, the formulation of the problem and purpose. Using three techniques were prevalent in the research qualitative, namely: (1) interviews depth, (2) participation observation, and (3) study the documentation. This study uses an interactive model analysis from Miles and Huberman, consisting of analysis components: data reduction, data presenting, and conclusion drawing. The study results show that factors support and inhibiting the implementation of the services to the public at the office of the District Malalayang. Factor inhibitors such as (1) the lack of a source of power employees and is still a lack of facilities and infrastructure, the factors supporting that (1) the spirit of the awarded employees of each other, (2) hold a meeting of coordination or some sort of evaluation every three months. (3) provide planting awareness of serving the community. (4) Facility in the form of tools helps to facilitate the process of service.

**Keywords.** performance analysis, public services, Malalayang district

### **A. Introduction**

Implementation of the service to the public is the effort of the government to meet the needs of primary and rights of civilians every citizen of the state on goods, services and service administration that the organizers of the service public provide. In general, realized that the conditions of operation of services of public society are faced on a system of government that has not been effectively and efficiently as well as the quality of the source power human apparatus that has not been adequate. It is visible from the public that the number of complaints and complaints from the public either by directly or through online media, regarding bureaucracy, no no assurance period of completion, the cost of which must be issued, the terms are not transparent, the attitude of officers less responsive officers raises the image of the not good for the government. The increase in the government's public service bureaucracy in the Malalayang District, Manado City, is being shifted, d with several corrective efforts, namely the

growth of orientation to good governance and the growth of aspiring community's actions and control from the commune performance of the public service bureaucracy in Malalayang District, Manado City is still oriented towards a centralistic to decentralized paradigm, from authoritarian to egalitarian and democratic. In essentially the apparatus of government Subdistrict Malalayang Manado City seeks to implement the service by the demands of the public with the support of Administration of State established about fluency and coherence implementation of tasks and functions of bureaucratic ministry in realizing the services are more reliable, professional, efficient, effective and responsive to the aspirations society and the dynamics of environmental change.

Service in the office sub-district Malalayang, Manado include enrollment of the school, making the deed of the land, making certificate Birth, certificate of marriage is active in the organization or profession. It continues to occur until approximately over 50 years after service needs tend to decline because of age-old. According to Sinambela (2006), an understanding of the characteristics of the service to the public is reasonable. The quality is very beneficial for the Government apparatus to prepare all things structured in terms of this means of services and strategies applied [1]. In the study preliminary, the effectiveness of the public services at the office of the District Malalayang already meets the standard of assessment of performance based on Regulation of the Minister of PANRB No. 17/2017 concerning Guidelines for Performance Assessment of Public Service Providers. A standard that has been accomplished include (1) provided a means of service are adequate; (2) The income and welfare of the apparatus are sufficient to meet the needs; (3) sense of responsibility and the spirit of service of the apparatus; (4) Systems, procedures and methods of work that there are sufficiently obeyed, and (5) minimize shape irregularities.

## **B. Literature Review**

Analysis of the performance of services public in the District Malalayang Manado City becomes very important because it functions as the government apparatus that carries out the service to the community. Because of the location of the geographical position of the office is easy to reach both vehicles wheeled four and two and pedestrian foot, greatly supporting the community's needs to ask and get information. Information regarding the performance of services of public and factors that participate influence the performance of servicing the public is significant to be known and evaluated so that the measurement of the performance of the apparatus should be translated as an activity evaluation to assess or see the success that was given to him [2]. Public administration reform essentially relates to two main aspects, namely: (1) reducing the number of administrative bureaucracies; and (2) improve the ability of government organizations to solve public problems in improving the service quality. The results of the study on the performance of the Administration of publicly known some difficulties which cause the less successful implementation of improvement of quality of service the community, among others due to lack of facilities and amenities are available, yet solid development and application of the system of management of quality, and the behaviour of the apparatus that has not been adequately [3].

Because of the aspects of the theory Life Cycle Theory of Leadership (Sinambela, 2006), note that at the beginning of a man who began the baby's age, needs servicing physically very high, which is gradually reduced as can be handled alone. However, along with it, the need for service administration continue to rise, especially the need to be of service excellence [4]. The essence of reform is already applied quite well by the authorities Office District of Malalayang. The case is based on the results of the analysis of the performance in the year 2020 using the instruments which refer to the Regulation of the Minister of PANRB No. 17/2017 on

Guidelines for Assessment Unit Performance Operator Services Public which shows that the indicator system of services of public achieves results 15% points on the measurement of the performance of the service public. In the analysis, there are six aspects: the professionalism of human resources, facilities infrastructure, system information service of the public, consultation and complaints, and innovation. It supports the reform of the bureaucracy services public on its own and the support of various parties to achieve the vision and mission of the Government of the District Malalayang Manado. Conditions such as these should continue to be driven so that the economic, social, and cultural community subdistrict Malalayang Manado City experienced an increase locally and nationally. Based effectivity performance of the services public who found the Government of the District Malalayang Manado City and the type of service that is given. The study focuses on making the deed of the land where the services are in grades. The quality of service is higher in comparing the service. The space scope that fosters the research is the quality of service. The office sub-district Malalayang supports the reform of bureaucracy so as indicators of performance are met. In addition to that, thing positive described in the study is intended to provide reflection and demonstration to the office sub-district. More government agencies have the duty and function to serve people motivated to improve the institution's deficiencies [5].

On Essentially review arrangements Article 33 paragraph (3) of the 1945 Constitution and then animates the birth of Law No. 5 Year 1960 on Regulation of Basic Principles of Agricultural (BAL), with the base of the then government has the right to organize on the registration of land either the ground by the per person, either alone or together with other persons and bodies of law, of course, things that have a purpose that is good is to provide certainty of rights of a person, evasion or to avoid a disputed border (because there are letters measuring the meticulous and careful) so that when the case problems later in the day on the site boundary or the history of the land, which concerned have had evidence of authentic about mastery over the land it and also registration of land are helpful for the determination of a tax, or with other words, registration of rights on the ground will result in: (a) Certainty rights over the land; (b) Certainty of the subject of his rights; (c) Certainty of the object of the right; (d) The certainty of the law. Article 5 paragraph (3) letter a mention to serve the community in doing the deed of PPAT in areas that have not been sufficiently contained PPAT or serve groups of society particular, the Minister may appoint officers under this as Acting While or PPAT Special. The Head of the Land Office serves the making of deeds that are needed for public service or to serve the making of certain PPAT deeds for friendly countries based on the principle of reciprocity according to the considerations of the Ministry of Foreign Affairs as a special PPAT. Various PPAT, known 3 (three) types of Official Record Deed Land, namely: a. Land Deed Maker Official; b. Camat as temporary PPAT; c. Officials maker Deed Land with authority special. In doing ministry that should PPAT perform services based on the Law of the Republic of Indonesia Number 25 the Year 2009 About the Ministry of Pubands by the Minister Pemberdayagunaan Apparatus State and Reform Bureaucracy No. 36 Year 2the 012 About Hints Technical Preparation of Determination and Application of Standards Services.

Speaking about the ministry public, by Article 1 Paragraph (1) of Law Number 25 of 2009 About the Ministry of Public stated that the Ministry of Public is an activity or series to fulfil the needs of the service by the regulatory law for all citizens of the country and the population on the goods, services, and services administrative who provided the organizers of the service public. Based on the understanding that servicing the public has set its fulfilment by the regulations that the government makes with the purpose primarily to meet the needs of primary and welfare of society. The implementation of Standard Service become a benchmark for the executor services public as a standard in carrying out the service. In addition, service

standards that have been prepared and determined by the public service unit must be published to the public, both through print media and electronic media, so that all people who want to get services have a clear picture of how the state of service in the place is, about the mechanisms, procedures, service times., costs, and various other things provided by the public service unit [6]. With the publication of the standard of service, the public can know the good the bad service that is given, and if the service is not by the Standards Services are published, the public has the right to protest or reporting unit of service the public are concerned, both the unit control or through a service complaint which supplied the unit is [ 7].

In practice, sometimes there are mistakes in the mention of several terms, namely between Service Standards (SP), Minimum Service Standards (SPM), and Standard Operating Procedures (SOP). A service Standard is a statement regarding the obligations and promises that the public service unit can give to the community. Minimum Service Standards (SPM) are provisions on the type and quality of essential services, which are mandatory regional affairs that every citizen has the right to obtain at a minimum. The SPM is further seen in the article Standards Service Minimal as Reference Services Public to Public [8]. The term SPM refers to the standard of service the most minimally capable of given areas to the public in a service concerned with the affairs of the mandatory area. So SPM covers the whole affair mandatory government area, not only in a unit of service alone. At the same time, the Standard Operating Procedure (SOP) is a set of instructions written that standardized on a variety of process implementation activities of the organization, how and when it should be done, where and by whom do. SOP is a sequence in carrying out a job in office administration. All Government SKPDs must have SOPs regarding their respective main tasks and functions.

Furthermore, the public service unit will also have its SOP that must be done in carrying out service work. From some explanation, the term SP, SPM and SOPs have the meaning and significance of each. However, the similarity of the " standard " is sometimes confusing in the mention of the term. With the Standard Services, SPM and SOPs have been prepared by the entire government line, is expected throughout affairs management and services are given to the public can continue to be improved with a better so that the government's image will be getting nice. People will increasingly prosperous [9]. Standard service is a standard measure used as guidelines for implementing services and benchmark assessment of the quality of service as an obligation and a promise of the Operator to the public to serve the quality, quick, easy, affordable and scalable [10]. The principle of the standard of service to the public is designed to provide access to information the widest to the public so that the public is permitted to reach the service base that leads to the welfare of society. In addition to that, with the fulfilment of the standard of care, to minimize the actions wrong administration such levies illegal, deviation procedures, delay protracted, and so on are slit the occurrence of acts of corruption. Their standard of service the public provides open access to information to the public. In service, both requirements, procedures, costs and be measured and known to the public without experiencing confusion and sue surveillance society in its implementation. Within Unfulfilled standard of service, the public hopes to realize e Indonesia into a welfare state that can meet primary needs as a form of mechanism equalization against the gap that exists [11].

In line with the terms of the Law of the Republic of Indonesia Number 25, the Year 2009 are also set 9 rights of the community/user service of the public. Rights here became lunch for the public to oversee and control the operation of the service public. Even without the regulation of this right, the function of supervising public services has been attached to the community. This is because the source of financing of public services organized by the government results from a tax that is remitted to society. It automatically societies have

contributed to and role in the organization of public services [12]. Land for economic benefit has spurred the registration service because the government makes the public increasingly prominent. The registration of land is held by the Bureau of Land National, assisted by PPAT and officials of the other assigned to carry out particular concerning land registration. Officials another in terms of this question is the district head as a PPAT meantime. The position and function of the Camat as PPAT While in carrying out land registration services, it turns out that there are problems in the field, especially in the service for making land deeds.

Based on the things that have been described in the background behind at the top and on consideration of the location of the research, which is close and easy to reach, then the writer researching the District Malalayang Manado City with a discussion of the study are instructive in the form of descriptive of the services public who were in the District Malalayang Manado City.

### **C. Research Method**

The research method uses the descriptive qualitative approach, considering that the approach is more suited to explore issues related to the nature of reality Performance Services Public in the District Malalayang Manado. The qualitative approach used in social research is also called the naturalistic approach (Moleong: 2006). In research, it examines specific, detailed and in-depth problems of the performance of services public in the District in Malalayang Manado City to search for information as much as possible to reveal the problems that became the basis for the election approaches to research. Because the research is to use approach qualitative, then in describing the problems, the researchers did not use the procedure statistics or quantify the other. It is inductive, in which a researcher is a tool primarily. Researchers chose the approach qualitative in research because the purpose of the study is to describe, analyze and interpret the information obtained is associated with the problems of the research service of the public in the District Malalayang Manado. Therefore, the collection of data is complete (holistic) relevant to the focus, the formulation of the problem and purpose. Using three techniques were prevalent in the research qualitative, namely: (1) interviews depth, (2) participation observation, and (3) study the documentation. This research will use an interactive model analysis from Miles and Huberman (in Moleong: 2006), consisting of three analysis components: data reduction, data presentation, and conclusion drawing.

### **D. Results and Discussion**

The quality of service the public an effort to fulfil all things that relate to the production, service, human, process, environmental, and who became the needs and desires of consumers either the form of goods and services are expected to meet the expectations and satisfaction of the people as customers. Service quality, in general, must meet customer expectations and satisfy their needs. However, even though the definition is oriented on the service, it does not mean that in determining the quality of serv, ice providers of services must comply with consumers' desires. The quality of service can be known by comparing the perception of the service on the service that they receive the services they expect. The effectiveness of public services based on the performance instrument of the PANRB Ministerial Regulation No. 17/2017 concerning Guidelines for Performance Assessment can be assessed from the dimensions of the service as follows: Tangible Dimension (Physical Evidence). Dimensions of this are the ability of the provider of the service to show the existence in society. Appearance and abilities facilities and infrastructure physical company and the state of the environment around it is a proof tangible of service that is given by the provider of services that include amenities physical point of care such, technology (equipment and supplies that are used) as well

as the appearance of employees in the airport users services. In short, it can be interpreted as the appearance of physical facilities, equipment, and personnel. In the study of this, the dimensions of tangible determined by indicators that the appearance of the apparatus when carrying out tasks of service, comfort where do service, ease the process of service, discipline employees in the conduct of service, ease of access to customers in the application for the service, and the use of tools to help in the ministry.

Public services in the District of Malalayang have implemented the Tangible dimension and its indicators. Rate the quality of the public who has been running the appropriate expectations of society in dimension is among others the appearance of the apparatus when carrying out tasks of service, ease the process of service, discipline employees in the conduct of service, ease of access to customers in the application for services and the use of tools to help in the ministry. However, in practice, they are indicators that have not been run by expectations of society, such as the comfort of a place in the conduct of service instance is not any more relaxed room or AC when during the day as well as the room filled with the service that queue then the atmosphere will be hot. In addition to air conditioning, many found the papers are still lying on top of a table service which makes service look looks messy—the convenience of the place of service great dramatically the service process. Therefore, providers of services should be more attentive to provider service. If the services already feel able with that provided, it will affect both the service provider. However, on the contrary, if the service is still felt not comfortable, then it will affect badly for providers of services.

Dimensions of the second are the dimension of reliability (reliability). Dimensions of this are the providers of services to provide services according to what was promised are appropriate and reliable—reliability employee in giving service beneficial people in receiving the service quickly and easily. Reliability can be seen from the precision of the airport, capabilities and expertise of employees in using the tool aids in the process of service. Reliability is the ability to provide services that were promised to quickly, accurately, and satisfying. In the study of this, the dimensions reliability determined by indicators that the precision of an employee in the airport users services, sub-district has a clear standard or not, the ability of an employee to use a tool to help in the process of service, the expertise of employees in the ministry. Service public in the District Malalayang already applies dimensions reliability. Rating quality of the public who has been running the appropriate expectations of society in dimension is among others the precision of employees in the airport users services, sub-district has a clear standard or not, the ability of an employee to use a tool to help in the process of service. Nevertheless, in practice, they are indicators that have not been run by society's expectations, such as employees' expertise in using the service process because employees are there in the office of service instead of sexy service. However, of sexy else, there is in the District Malalayang.

In the implementation of the service, the people will assess how the performance and ability of employees to carry out the process of service. The expertise of employees in the office of the District Malalayang essential because the expertise of employees is who will be the determinant of the success of the service. The ability of an employee to use a tool to help in the District Malalayang still not all mastered, shown with the minor energy expert who can use the auxiliary to services such as computers and devices. The capabilities and resources of the employees at the Malalayang District Office are still minimal. Besides, the absence of employees in the implementation of services hampers service performance. The problems that would have to be an attentive provider of services in optimizing the performance of employees, because the standard operating procedure not be run by the objectives, if not offset by the reliability or the ability of employees are either in serving the community.

Furthermore, the dimensions of which three are Dimension Responsiveness (Responsiveness). Dimensions of this are the willingness to help and provide services that quickly and precisely to the service, with the delivery of information that relates to service needs with the obvious—allowing consumers to wait without reason that causes the perception that negative in the quality of service. In short, it can be interpreted as a willingness to assist the service with good and fast. Public services in the District of Malalayang have implemented the Responsiveness dimension and its indicators. For example, rate the quality of the public who has been running the appropriate expectations of society in dimension is among others to respond to each user service who wish to obtain services, employees perform services with fast, employees perform services with appropriate, employees provide services to carefully, employees perform services at an appropriate time, and all service user complaints are responded to by service employees.

Power response is employees' willingness to help users services, and hosted service is the right time. Southwestern response associated with the responsiveness of the officers who will improve the comfort of the services, this is one of the drivers of the success of the service, power responsiveness implementation of the service will affect the results of the performance because if the implementation of the service is based on the attitude, desire and commitment to carry out the service with the good, then it will create an increase in the quality of service that is getting better. Furthermore, the dimensions of which three are dimension Assurance (Responsiveness). Dimensions of this guarantee and assurance that the knowledge, politeness, and the ability of the employee services foster a sense of trust in the service to the service provider. It consists of component communication, credibility, security, competence, and polite manners. In short, it can be defined as the knowledge and hospitality employee and the ability of employees to be able to be trusted and believed. Public services in the District of Malalayang have implemented the Assurance dimension and its indicators. Rate the quality of the public who has been running the appropriate expectations of society in dimension. Other employees provide guarantee the right time in the service. An employee gives a guaranteed fee to the service. Officers provide guarantees of certainty of cost in the service.

Guarantees were given seated with services that give a sense of confidence that high to the service, properties believed were owned by the employees. If the service is already given assurance related services, it will foster trust in the service provider. The dimensions of the latter are the dimensions of Empathy (Empathy). Dimension is giving attention to the sincere and are individualized or private that is given to the service by attempting to understand the desire of the services which the provider of the service is expected to have an understanding and knowledge about the services, understand the needs of the service in specific, and have time operation that is convenient for the customer. In short, it can be interpreted as an effort to know and understand the needs of the service as an individual. Public services in Malalayang District have implemented the Empathy dimension and its indicators. For example, rate the quality of the public who has been running the appropriate expectations of society in dimension is among others to prioritize the interests of the service, an employee serves with polite manners, servants serve with no discrimination, and officers serve and respect each user service. However, there are still indicators that have not run according to community expectations in practice, such as service employees who have not served a friendly attitude.

Some service users have not given a smile and greeting to service users who will carry out the service process. It is still felt by service users who get unfriendly service employees. Users of service will not feel satisfied if the employee does not provide hospitality to the service that will conduct the service. One of the factors the major success of the service is friendliness to the services that one single example of smiling and saying hello, with a smile and a greeting

then the service will feel that he has observed and from there emerged from the heart of the services that the service would feel comfortable with services are supplied by the provider of service. Friendliness is not an asset, but hospitality is the key to success for service providers to establish a genuinely good relationship with the service. The process of servicing the public does not always run by the expected. Factors that hinder the process of servicing the public, including the source of the power of employees, are still lacking and evidenced by the absence of employees remaining at the service parts service section are certainly already mastered that relate to the service process. Employee services office services the District Malalayang when it is they who served in sexy reign there were three people and a people more come from sections other in the District Malalayang which must take turns keeping in parts of the service because of the guard in the part of service public instead of part service was alone. The expertise is owned by a particular employee section of the service not be optimal. Event services are activities that deal directly with the others, namely the services that require the service.

In addition to a source of power employees of factors inhibiting the other is the means and infrastructure, such as the absence of a filing cabinet as a place for storage of archives that lead to storage of documents are not arranged with as where it should be that ultimately led to employees experiencing difficulties in finding records that are needed as well as interfere with the neatness of the room service. This untidiness causes inconvenience to service users when performing the service process. Factors inhibiting the other is about the period given related to the manufacture of the deed of the land that is not by the period, which is defined as the lack of making the material basis of the deed of the land. The delay is due to the card for the manufacture of the deed of the land itself must await shipment from an office centre that requires time, not for a while. That is the main factor that causes the period for making land deeds not, by the period that should be. In addition to the factors inhibiting, of course, factors support them, namely in the form of spirit given to each other, trying to provide service that is best for users services that require servicing. Employees are equally mutually encouraged to provide services with expertise respectively to realize the service excellent. Besides together mutually encourage, employees also held a meeting of the coordination or some sort of evaluation every three months about how the service that has been done to the community. By holding the evaluation, the employee will advise if an employee of service has not been able to do a service to the good.

Factors that encourage the realization of the implementation of the quality in the office of the District Malalayang is planting awareness to serve society with sincerity by the hearts of conscience. Awareness here means that the employee's services have the sole responsibility of airport users services. Factors supporting the other are the facilities that assist employees in carrying out their duties serving the service in tools to help computers and devices and their connection internet run smoothly. Land Deed Making Officials (PPAT) are regulated in Government Regulation Number 24 of 2016 concerning Amendments to Government Regulation Number 37 of 1998 concerning Position Regulations of Land Deed Making Officials Article 1.

- a. Official Record Deed Land, called PPAT, is the official public were given the authority to make the deed authentic about the actions of law specified the rights over the land or the Right of Ownership on Unit Rumah Susun.
- b. PPAT While is Official Government which was appointed for his position to carry out the task of PPAT to make deed PPAT in areas which have not been sufficiently contained PPAT. c.

Special PPAT is an official of the Land Agency. National designated for his position to carry out the task of PPAT to make deed PPAT particular speciality within the framework of

the implementation of the program or task the government-specified of the sub-district head as a Temporary PPAT is to make land deeds.

The function is created for office jobs that do that as head of the subdistrict. As PPAT Meanwhile, accountability work Subdistrict together with PPAT others, namely the Head of the Regional Office of the Agency Land National Provincial, Head of the Office of Land City and District, the Head Office of the Ministry of Taxes Earth and Building and the Head Office of the Ministry of Taxes. Accountability as PPAT While this form of reports monthly is awarded by routinely every month. The decision letter on the appointment of the sub-district head as the Temporary Land Deed Making Officer is signed by the Regional Office head on behalf of the Minister in the form determined. The Factors That Cause Not All Sub- District Heads to Become Temporary Land Deed Maker Officials are:

- a) Lack of socialization of the Office of Land National is still lacking in disseminating to the sub-district in the area for members briefing and information that the District Head could be Official Record Deed Land Meanwhile when sector in the area are not available PPAT or shortage PPAT. However, the social from the Head of the Sub-district (district head) also needs consideration. State social leader (district leader) significantly affects the district head's ability in the position and function as PPAT while carrying out obligations as PPAT meantime. State social such as background behind education, whether education sub-district related to the skills and knowledge of the PPAT. With the education that gives skill speciality and knowledge of the area of the PPAT, the implementation of the obligations of PPAT will be able to be fulfilled. The Camat can become a Temporary PPAT. The condition is to apply for the Head of the National Land Agency, due to lack of information on how the Camat can become a Temporary PPAT is a factor that causes not all Camats to become Temporary PPAT
- b) Charges Illegal levies wild or extortion is the imposition of fees in places that are not supposed to charge imposed or levied. Most illegal charges levied by officials or officers, although extortion including illegal and classified as corruption, the reality of things is plural occurred in Indonesia. Camat Malayang as the Official Record Deed Land While (PPATS) has clearance operations of the Regional Office of the Agency Land National through the Decree of the Head of the Agency Land province of North Sulawesi Number: 49 / SK- 71. HP. 03.04/III/2020, for making land using permits, measuring land, legalizing land deeds. The discussion that became the focus of the research is about Performance Services District Head as Official Development Deed Land (PPAT). While in the District, Malayang is described in the sub-sub focus as follows:

### **1. Mechanism of Service Creation Deed Land**

In doing ministry, officials Record Deed Land While (PPATS) in respect of this sub-district Malayang been doing ministry based on the Law of the Republic of Indonesia Number 25 the Year 2009 About the Ministry of Public as well as by the Minister Pemberdayagunaan Apparatus State and Reform Bureaucracy No. 36 the Year 2012 About Hints Technical Preparation of Determination and Application of standards service, in which the components of the standard of service that at least covers 14 (four dozen) components. Every public service provider is obliged to fulfil 14 components of service standards which include:

1. The legal basis is the statutory regulations that form the basis for service delivery.
2. Requirements are the requirements (document or thing else) that must be met to maintain a kind of service, both technical or administrative.
3. Systems, mechanisms, and procedures are planning how services are standardized for the giver and the recipient of services, including complaints.

4. Long-time completion is the period required to complete the entire service process of any kind of service.
5. Fees/tariffs are costs that apply to the recipient of the service in the care of and obtain the services of the organizers of the magnitude determined by agreement between the organizers and the public.
6. Product services result from the service that is given and received by the provisions that have been set.
7. Means, infrastructure, and facilities are the equipment and facilities required in the service's operation, including equipment and facilities services for groups vulnerable.
8. Competence executor is the ability that the executor must possess includes knowledge, expertise, skills and experience.
9. Supervision of internal is a system of control of internal and supervision directly that carried by the leader of a unit of work or superiors direct implementers.
10. Handling complaints, suggestions, and feedback is planning how to implement the handling of complaints and follow-up.
11. The total executive is the availability of the executor by the load of work. Information regarding the composition or the number of officers who carry out duties in accordance division and description of duties
12. Guarantee of service, are giving assurance services carried out by the standard of service.
13. Guarantee the security and safety services is in the form of a commitment to provide a sense of safe, free from danger, risk, and hesitations.
14. Evaluation of the executor's performance is the assessment to determine how far the implementation of activities by the standard of service.

The components of the standard of service the number 3 on the system, mechanisms and procedures, ordinances way of service or mechanism of granting the service of making the deed of land in the Office of the District Malalayang already running the appropriate procedures, it can be seen from the availability of units of service ranging from Front Office or room service general who is the initial gate of administrative services at the start. The results of the findings of the study in terms of these interviews with residents of the community illustrate that service manufacture deed of land in the Office of the District Malalayang already running with good but needs to be increased again, to the achievement of the performance of services that maximum or superior to that would be outlined in the Report of Performance Agencies Government at the end of the year.

## **2. Requirements for Making Land Deed**

Ease in the service process is needed for service users so that the service process is faster. Based on the research, the District Malalayang already implement ease for residents of the community who want to take care of his need in parts of the service. For example, the ease of giving is to provide the conditions in the form of a banner that takes people to complete the purpose of making the land deed. Residents of the community in Malalayang District also felt a good impact from the availability of conditions for making land deeds. Inline significant, citizen communities' statement was beneficial and straightforward regarding the setup file maintenance deed land. In terms of this government Subdistrict, Malalayang has applied Law No. 14 the Year 2008 About the Disclosure of Information Publik. And the Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services. Results of the study are about the availability requirements for the manufacture of a deed of land in line with the results of the study earlier than relevant from Nur Azizah in the year 2018 were published in the Journal of HRM Volume 5 number 1 June 2018 with the title " Role of Subdistrict In Providing Services

Administration of Land in the District Suradadi District Tegal province of Jawa Tengah " said that the sub-district in the District Suradadi carry out their duties by the regulations that apply to follow the mechanism of procedures and availability requirements are clear and complete about the making of the deed of the land.

The results of observations during the study, where the researchers did not determine and saw illegal levies in making land deeds at the Malalayang District Office. It is in line with interviews with community residents who say that do not exist levies wild. They experienced a time in the maintenance of files making of the deed of the land. Therefore, it becomes a point positive for Subdistrict Malalayang and employees. They provide the service of making the deed of the land without charges illegal, which supports the program of government in establishing Zone Integrity (ZI) for reach predicate WBK (Region Free of Corruption) and WBBM (Region Bureaucracy Clean Serve), which the ministry gives for Administrative Reform of the State and Reform Bureaucracy (Ministry of PAN and RB) each year.

### **3. Target and Achievement of Land Deed Making**

The target of making the deed of land in the Office of the District Malalayang for three days, but in practice, the speed of completion of the making of the deed of the land is very dependent on the availability of forms at the office of the Agency Land Areas, so that the results of interviews with residents of the community who complained of delays in the completion of manufacture of the deed of the land it is impossible. Achievement of work sub-district as PPAT While in Malalayang already well by the response of society in which results from an interview, but not maximum due to factors Internal, where the availability of the source of the power of human (HR) is a skilled computer and in terms of skills measurement of soil are still limited only two people employee alone, given the broad scope of service Subdistrict Malalayang as PPATS were so great that spread in 9 village, is also coordinating with the Office of the Land of Regions still limited where there should be applications online that became a liaison. The statement from the Malalayang Camat as PPATS which states that as much as possible and as quickly as possible handle every file submission from every citizen, is a natural and must because as a public official, the needs of the community are the number one priority in service in order to realize excellent public services to achieve annual performance indicators which are very good.

In order to measure and increase performance and better improve the accountability of the performance of institutions of government, then every agency of government need to establish indicators Key Performance (KPI) by the Regulation of the State Minister of PAN Number: PER / 09 / M.PAN / 5/2007 on Guidelines for the General Establishment of Indicators Top performance in the Environment Agency the Government and Regulation of the State Minister of PAN and Reform Bureaucracy No. 14 the year 2015 about Stipulation Indicators Key performance at the Environment Ministry for Administrative Reform State and Reform Bureaucracy. Indicators Key Performance (Key Performance Indicator) is the measure of the success of a goal and objectives of strategic organizations. The objectives of determining the Main Performance Indicators (KPI) are :

- a) To obtain information about the performance that is important and necessary to organize the management of performance as well;
- b) To obtain a measure of success of achieving a goal and objectives of strategic organizations used to improve performance and increase performance accountability. Whereas for other types of indicators, Performance namely: (1) Indicators Input: an overview of the resources that are used to produce outputs and outcomes (quantity, quality, and effectiveness), (2) Indicators Process: an overview of the steps are carried out in the produce goods or services

(frequency processes, adherence to schedules, and adherence to the provisions / standard), (3) Indicator output: an overview of the output in the form of goods or services that is generated from an activity (quantity, quality, and efficiency), (4) Indicators outcome: an overview of the results of actual or that are expected from the goods or services are produced (an increase in quantity, repair processes, increase efficiency, increase quality, changes in behaviour, increase effectiveness, and increase revenue), (5) Indicators Impact: an overview of the result of direct or not directly from the achievement of objectives. Indicators of impact are indicators of the outcome at the level of which is high. Type Indicators of Performance among others:

- a) Qualitative: using a scale (e.g., good, enough, less),
- b) Quantitative absolute: using absolute numbers (eg: 30 people, 80 units),
- c) Percentage: using a comparison of absolute numbers from those measured by the population (e.,.: 50%, 100%),
- d) Ratio: compare the number of absolute with figures of absolute other related (e.g., the ratio of the number of teachers compared to the number of students),
- e) Average: the average number of a population or total incidence (e.g. the average cost of training per participant in education and training),
- f) Index: figures benchmark of some of the occurrence of the variable based on a formula specified (e.,.: the index price of shares, indices of development of man),

Development Indicators Key Performance starts from the Minister / Chairman of institutions set Indicators Key Performance for ministry coordinator/department/ministry states/agencies and units of the organization level of echelon I and units work independently on underneath Secretary-general institutions of high state and institutions of high else run the functions of government required set Indicators Key performance to institute high country, institution other, and unit organizational level echelon I and units work independently on underneath. GovGovernor/recent mayor hall establish Indicators Key Performance for government provincial district city and units independently underneath. Order Indicators Key Performance at the level Department / Agencies / Provincial Government / District / Kot at least use the indicator results (outcomes) by the powers, duties and functions; on unit organization level Echelon I use the indicator results (outcomes) and or output (output) level is higher than the output (output) unit work at the bottom; in organizational units at the level of echelon II/SKPD/ independent work units at least use output indicators. With the enactment Indicators, Key Performance (Key Performance Indicators) are formal in an institution of government, is expected to be obtained information about the performance that is important and necessary to organize the management of performance as well as obtaining the measure of success of the achievement of a goal and objectives of strategic organizations that used to fix performance and improved performance accountability.

The need for a set of performance indicators is that there is a process used both by the executive and leadership in managing organizations' efforts to achieve results or performance high. An important logic indicator of this performance can be explained by measuring performance until the matters are detailed in managing the organization, in general, to run effectively and efficiently. It is to begin on the importance of measuring and knowing the performance and results. Suppose we can not measure whether our activities and programs are successful or our performance is good. In that case, we do not understand our activities or programs. If we do not understand and understand, then we can not control it. Within the reform of the bureaucracy implemented in Indonesia, performance indicators will significantly colour the various policies applied. Pedestal and hope indeed flow directed at officials government area considering they are representatives of the government centre to run the wheels of

government. To be able to organize governance which both demanded the accountable apparatus of government. One of society's expectations (as customer service) is wanted service that is fast, precise, and responsible. The accountability head of government, both at the centre and in the regions, is the embodiment of the primary performance indicators.

- 1) Office of the District Malalayang Manado City is one of the Agencies Vertical with the task of principal and functions are pretty heavy. As an institution close to the community seems the formation and development of the moral, spiritual and attitude that both the fields cultivated mainly as an example for its citizens. In this Office of the District, Malalayang Manado City, as an institution of government, has a duty general in the Act's Administration. Implementing the vision of " service public that prima, professional, and responsive to the Good Governance " from the sub-district Malalayang the required application Indicators Key Performance to increase the wheels of government are. As for implementing the attitude of accountability for the performance of the Malalayang District Office, Manado City is required to carry out all the programs that have been promised to the public. The Improving quality of public services in Malalayang District can be measured through indicators, namely the Community Satisfaction Value of Malalayang District. The higher the realization value, the more successful the indicator will be. Value Satisfaction Community District of Malalayang in the year 2020 ao 79.90 (good) or in the Criteria Rating Actual Performance categorized as High Value and exceeding targets Outcomes Indicators Key Performance (KPI) of 2020 amounted to 75. SuceSeveral factors, including support the success of this performance achievements existence of Standard Operations and Procedures (SOP) Services for Public, have been carried out by officers of service with the good.
- 2) Availability of information on the requirements for managing land deed files.
- 3) Performance in the airport through the disclosure of information, the friendly service and the speed and accuracy of completing the file management of the land deed.

#### **4. Community Response to Temporary PPAT Services**

The community's satisfaction as recipients of service itself given the interview results in which it can be said society is already quite satisfied with the service of making the deed of land that exist in the District Malalayang. Will, however, society itself sometimes less satisfied precisely at the ministry done by the head of the environment on the extra cost as an intermediary for collecting files to make the land deed. Nevertheless, in general, people who felt the direct service of making the deed of land in the District Malalayang stated quite satisfied with the service performed by the sub-district and staff. Quality of Service Public who therein are Index Services / Index Satisfaction Society seen, measured and rated on the survey. Survey Satisfaction Society is the measurement in a comprehensive activity on the community's level of satisfaction, which is obtained from the results of measurements on society's opinion in obtaining services from providers servicing the public. The aim is to measure community satisfaction as service users and improve the quality of public service delivery. The results of the implementation of the Survey Satisfaction society are intended to:

1. Knowing the weaknesses or strengths of each unit of public service providers;
2. Measuring is periodically the implementation of the service that the unit of service the public has carried out;
3. As a material for determining policies that need to be taken and steps to improve services
4. As bait behind in repair service.

Survey Satisfaction People in the District Malalayang in 2020 held in the community in the District Malalayang who obtain services. The results of the study documentation there are several types of categories of the results of the survey the satisfaction of the people. However,

researchers only take the data results Survey Satisfaction Society Type Services Preparation of Deed Land in the District Malalayang can be in seen in table 1.1 below this:

Table 1.1 Results of Community Satisfaction Survey Types of Services for Making Land Deeds

No.	Element	Service Element Value
1.	Service procedure	3.33
2.	Service requirements	3.29
3.	Clarity of service personnel	3.04
4.	Service officer discipline	3.23
5.	Responsibility responsible officer services	2.93
6.	Service officer ability	3.12
7.	Service speed	3.31
8.	Justice gets service	3.07
9.	Courtesy and friendliness of officers	3.11
10.	Reasonable service fee	3.07
11.	Service fee certainty	3.44
12.	Confirmation of service schedule	3.36
13.	Environmental comfort	3.45
14.	Environmental safety	3.12
Weighted average		3.19
Service quality		B
Service Unit Performance		Good

*Source: Government Agency Performance Accountability Report (LAKIP) Malalayang District in 2020.*

From the results of table 1.1, it can be seen that the results of the Community Satisfaction Survey for Types of Land Deed Making Services in Malalayang District in 2020 were overall at the assessment level in the Good category. Meanwhile, elements that get low scores must be improved so that service quality can improve in the following years.

## E. Conclusion

1. Factors inhibiting the implementation of the services of the public at the office of the District Malalayang is the lack of a source of power employees and is still a lack of facilities and infrastructure. While the factors supporting is the spirit that is given employee one each each, held meeting coordination or some sort of evaluation every three months and then give the planting of consciousness serving society with sincerity and by the hearts of conscience. Factors supporting the other are the facility in the form of tools that help facilitate service.
2. Indicators Key Performance at the Office of the District Malalayang Manado City in 2020 the average categorized ratings High or Good by the data Achievement Indicators Key Performance Subdistrict Malalayang Manado.
3. As for the grumbling, complaint and comment the opinion of citizens community in an interview on servicing the public in the management letter of certificate of land that is still

not the maximum or satisfying society just is impossible or only a few cases only, the core service of the public at the office of the District Malalayang own good.

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