

Government Bureaucracy Performance in Public Services at the Jangkang Satu Village Office Kubu District Kubu Raya Regency

Ahmad Tohirin¹

¹Public Administration Bachelor Student Universitas Tanjungpura, Indonesia

Yulius Yohanes²

²Universitas Tanjungpura, Indonesia

Ira Patriani³

³Universitas Tanjungpura, Indonesia

Corresponding Author: yulius.yohanes@fisip.untan.ac.id

Abstract

Public service is likened to a process, where there are people served, served, and the type of service provided. So that the thought of public services contains basic things that are different from the services provided by the private sector. Especially the Government of Jangkang Satu Village, Kubu District, is required to realize the work discipline of the village apparatus in an effort to improve service effectiveness. Judging from service, it is necessary to improve services with the hope that the services provided will be reliable, accurate, cost-effective, and beneficial to the community. This thesis aims to describe and analyze the Performance of the Village Government Bureaucracy in Public Services at the Jangkang Satu Village Office, Kubu District, Kubu Raya Regency. This research uses descriptive research with qualitative data analysis. The problems that occur are related to the implementation of administrative activities that are not optimal and not effective, the lack of optimal performance of the village government in carrying out its duties to the community, due to the lack of understanding of the apparatus of their main duties and functions, the lack of ability and expertise of the apparatus in the field of information technology, such as the lack of knowledge of the apparatus in operating computers or laptops. The lack of training and skills of the apparatus and the limited facilities and infrastructure supporting the work. In addition, in carrying out its main duties and functions, the apparatus is less responsive and has not fully met the needs of the community. The theory used in describing and analyzing is the theory according to Dwiyanto, namely productivity, service quality, responsiveness, responsibility and accountability. Data collection techniques in this research are observation,

260



interviews and documentation. The informants in this research are the Head of Jangkang Satu Village. Village Secretary, Head of Administration and General Affairs, Head of Service Section, Head of People's Welfare Section and Jangkang Satu Village Community. From the results of this study, it can be seen that the ability and expertise of the apparatus in carrying out their main duties and functions are still low, which has an impact on the performance of the village government. Therefore, it is expected to improve human resources through training and skills, adding facilities and infrastructure to support the work of the apparatus.

Keywords: Performance; Government; Public Service.

INTRODUCTION

Law Number 23 of 2014 concerning Regional Government, in principle, changes the system of regional government administration with the implementation of regional autonomy, where local governments have the authority to regulate and manage their own regions in accordance with applicable laws and regulations. With the enactment of the law, the Province and Regency / City have greater authority in managing regional finances and resources in their regions. In addition, the regions are directed to accelerate the realization of community welfare, especially in providing services. Performance improvement cannot be realized if there is no good management or management that can encourage institutional efforts to improve performance. Thus, more effective and optimal employee performance is needed from a person or an organization in order to achieve a common goal. The performance of an organization is very important, because with performance, the level of achievement of work results will be very visible so that it can be seen how far the tasks he has carried out through the assigned tasks and authorities.

Public service performance is a very important thing that is of concern to all parties because it is related to the government's accountability to the people's mandate. Public service performance becomes a benchmark in assessing public services. Public service performance is in the spotlight in ensuring or assessing whether public services have run properly in accordance with applicable regulations, including the behavior and attitude of the apparatus that provides services. In an effort to improve the performance of public services, government officials are needed who are responsible for the tasks they have carried out so that an effective and efficient government condition is achieved.



Public Services according to article 1 paragraph (1) of Law Number 25 of 2009, is defined as an activity or series of activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods and services, or administrative services provided by public service providers. It is also emphasized in paragraph (7), that service standards are benchmarks used as guidelines for service delivery and reference for assessing service quality as obligations and promises of organizers to the community in order to realize quality, fast, easy, affordable and measurable services. Article 5 of Law Number 25 of 2009 states that the scope of public services includes: public goods services, public services and administrative services regulated in accordance with applicable regulations. The Village Office as a public service agency provides services in the form of administrative services. Administrative services as referred to in Article 3 letter c of Law Number 25 of 2009 are services by administrators that produce various forms of official documents needed by the community.

Public service is likened to a process, where there are people who are served, serving, and the type of service provided. So that the public service contains the main things that are different from the services provided by the private sector. In particular, the Jangkang Satu Village Government, Kubu District, is required to realize the work discipline of the village apparatus in an effort to increase service effectiveness. Judging from the service, it is necessary to improve the service in the hope that the services provided are reliable, accurate, cost-effective, and beneficial to the community. Public service is very important because the main task of government employees is to serve the community in good faith without taking advantage of the mandated status and authority.

It is evident that currently there are still people who should get administrative services such as the implementation of obtaining information, and other letters still take too long so that people feel disappointed with the services provided. The real problem of the public service process, especially the management and introduction to the making of Identity Cards (KTP), Family Cards and Certificate of Disability (certificate for people who need assistance) and other certificates. As experienced by some people where they feel there is dissatisfaction with the performance provided by the Jangkang Satu Village Government in making KTPs, KKs, and Birth Certificates that are not on time according to the schedule set in the service schedule, even though in the service schedule for making KTPs it only takes 1-3 days but what the community gets up to a week or even more so that from this it can be judged that the performance in the Jangkang Satu Village Government has not been said to be effective.



Table 1 Service Realization Applicable Year 2023

No	Form of Service	Number of Files	Unfinished
1	Family Card (KK)	339	88
2	Birth Certificate Registration	94	19
3	Land Certificate (SKT)	112	10
4	Registration of Change Domicile	16	5
5	Move-in and Move-out Registration	29	-
6	Heirs of Registration	11	2
7	Recommendation Registration	5	-

Source: Jangkang Satu Village Office, Year 2023

From the table above, it can be seen that the realization of services provided by the Jangkang Satu Village Office has not been maximized so far because the realization of work completion has not met the planned target. Although employee performance is lacking, the agency tries to show the performance achieved. The higher a person's level of education, the higher his performance is expected because the progress of an organization is determined by the performance of its apparatus in carrying out its duties, especially in public services at the agency.

To carry out and distribute the main duties and functions of each position in the Village Office, the implementation is still less than optimal and there are still village officials who do not understand the main duties and functions of the village apparatus. In this case, improvements in government administration that are oriented towards community services must be focused on the village government because the village is the center of the implementation of public services to the community.

Table 2 Total Equipment at the Jangkang Satu Village Office

No	Item Name	Good Condition	Improvements	Broken	Total
1	Laptop	4	-	-	4
2	Printer	3	-	1	4
3	Computer	1	1	1	3

Source: Jangkang Satu Village Office, Year 2023



The table above shows that the number of laptops, computers and printers in the Jangkang Satu Village office is still limited and does not match the number of village officials and rooms available because there are computers and printers that are still under repair and damaged, this is what hampers the length of work carried out by the apparatus, work that should be carried out quickly is hampered because it must take turns using it. In addition, in administrative services there is only one counter located near the waiting room, this is also a delay in service that requires people to queue for a long time. In addition, the quality of human resources is still low, as seen from the readiness and ability of the apparatus to complete their duties, which is not optimal due to the lack of knowledge and operation of technology, namely laptops, due to the lack of interest of village government officials to learn so that the tasks carried out do not run optimally, such as for example in making important correspondence/documents that should be done in accordance with time.

The need for awareness of how the process of each village government performance can run optimally, leaders must pay attention to how subordinates can improve their performance. There are still services that have not been able to achieve the expected goals and objectives in the performance of the Jangkang Satu Village Government. To achieve the word performance effectiveness in public services provided by the village apparatus is also influenced by factors, but in the pre-observation that the researchers conducted, there were several inhibiting factors that occurred, namely the obstacles encountered in the Bureaucratic Performance of the Jangkang Satu Village Government in providing public services were the occurrence of disturbances during the service process due to power outages or network errors, and there were also people who were still not responsive to the requirements of the files that were lacking from the community, thus slowing down the process of working on the desired files.

From the results during the research, there were stories or experiences from some people as users of public services who complained about the services provided by the Jangkang Satu Village Government regarding the slow service of several letters and in making population documents such as Identity Cards (KTP) and Family Cards (KK) in Jangkang Satu Village. This is certainly influenced by the performance of the Village Government Bureaucracy in public services that are less effective, due to the lack of ability to manage time, village officials should synergize with each other in carrying out public services to the village community. By looking at this problem, the researcher is interested in raising the issue of service in this village in the form of a research study entitled "Government Bureaucratic Performance in Public Services at the Jangkang



Satu Village Office, Kubu District, Kubu Raya Regency".

LITERATURE REVIEW

The quality of public services can be seen from the performance of the village government. Good quality is certainly done by good and quality apparatus as well, competent and of course Professional. Performance measurement is an important indicator in performance appraisal. Performance in public services is objective, so the assessment is concrete and comprehensive. So important is performance appraisal for the sustainability of the organization in achieving goals, it is necessary to have performance measurement indicators that are used appropriately in a particular organization. Salim and Woodward (in Ratminto and Atik Septi Winarsih 2005, 174) suggest performance indicators, among others:

1. Economy or economics is the use of as few resources as possible in the process of organizing public services.
2. Efficiency or efficient is a situation that shows the achievement of the best ratio between input and output in the implementation of public services.
3. Effectiveness is the achievement of predetermined goals, whether in the form of targets, long-term goals or organizational missions.
4. Equity or justice is a public service that is organized by taking into account aspects of equity.

Mc Donald and Lawton (in Ratminto and Atik Septi Winarsih, 2005, 174) suggest performance indicators, including:

1. Efficiency or efficiency is a situation that shows the achievement of the best comparison between input and output in the delivery of public services.
2. Effectiveness is the achievement of predetermined goals, both in the form of targets, long-term goals and organizational missions.

Dwiyanto (2014: 50-51) indicators in measuring bureaucratic performance are further explained as follows:

1. Productivity, the concept of productivity not only measures the level of efficiency, but also the effectiveness of services. Productivity is generally understood as the ratio between input and output. The concept of productivity is considered too narrow and then the General Accounting Office (GAO) tried to develop a broader measure of productivity by



including how much the public service has the expected results as one of the important performance indicators.

2. Service quality, the content of service quality tends to be increasingly important in explaining the performance of public service organizations. Many negative views formed about public organizations arise because of public dissatisfaction with the quality of services received from public organizations.
3. Responsiveness, the organization's ability to recognize community needs, develop service agendas and priorities, develop public service programs in accordance with the needs and aspirations of the community. In short, responsiveness here refers to the alignment between service programs and activities with the needs and aspirations of the community. Responsiveness is included as one of the performance indicators because responsiveness directly illustrates the ability of public organizations to carry out their missions and objectives, especially to meet community needs. Low responsiveness is indicated by the misalignment between services and community needs. This clearly shows the failure of the organization in realizing the mission and objectives of the public organization. Organizations that have low responsiveness automatically have poor performance as well.
4. Responsibility, explains whether the implementation of public organization activities is carried out in accordance with the principles of correct administration or in accordance with policies. organization, either explicitly or implicitly. Therefore, responsibility may at some point clash with responsiveness.
5. Accountability refers to how much the policies and activities of public organizations are subject to public officials elected by the people. The assumption is that these political officials, because they are elected by the people, will automatically always represent the interests of the people. In this context, the basic concept of public accountability can be used to see how much the policies and activities of public organizations are consistent with the will of the people. The performance of public organizations can not only be seen from internal measures developed by public organizations or governments, such as target achievement. Performance should be assessed from external measures, such as the values and norms that apply in society. A public organization's activities have high accountability if the activities are considered correct and in accordance with the values and norms that develop in society.

From the various performance measurement indicators expressed by the experts above,



the researcher chose to use the theory of performance measurement put forward by Dwiyanto (2014: 50-51) because it is considered more appropriate, more precise and more capable of measuring the performance of the government bureaucracy in public services at the Jangkang Satu Village Office, Kubu District, Kubu Raya Regency. The performance measurement indicators put forward by Dwiyanto (2014: 50-51) include five indicators, namely, productivity, service quality, responsiveness, responsibility and accountability. This indicator was chosen on the grounds that these indicators were deemed appropriate to the existing problems and were able to answer these problems.

It is not enough to assess the performance of the public bureaucracy using indicators inherent in the bureaucracy, such as efficiency and effectiveness, but also indicators inherent in-service users such as service user satisfaction, accountability, and responsiveness. From several kinds of performance measurement indicators expressed by experts, researchers chose to use performance measurement indicators put forward by Dwiyanto (2014: 50-51) including five indicators, namely productivity, quality services, responsiveness, responsibility, and accountability.

These five indicators were chosen on the grounds that they are representative enough to assess the performance of a public organization from inside and outside the organization. Researchers use performance indicators put forward by Dwiyanto Dwiyanto (2014: 50-51) because they are considered appropriate, more precise and better able to measure the performance of the Village Government Bureaucracy in Public Services at the Jangkang Satu Village Office.

METHOD

This research was conducted using a selection or approach that was adjusted to the formulation of the problem under study, namely a qualitative approach. So that the results of the data obtained are truly relevant to the existing conditions. The purpose of this research is to convey events or information, circumstances, phenomena, and circumstances that occur when research takes place by presenting what actually happens. This research interprets and describes the data related to the situation that is happening. Meanwhile, according to Sugiyono (2016: 15) explains that this research method is a research method based on the philosophy of post-positivism, used to research on scientific object conditions, where the researcher is the key instrument, data collection techniques with triangulation instruments, data analysis is inductive



and qualitative. And qualitative research results emphasize meaning rather than generalization. The subjects of this research were the Head of Jangkang Satu Village, Head of Administration and General Affairs, Head of Service Section, Chairman of BPD, Chairman of BUMDES, Chairman of LPMD, Chairman of GAPOKTAN, and Jangkang Satu Village Community. The object of this research is the performance of the Government Bureaucracy in Public Services at the Jangkang Satu Village Office, Kubu District, Kubu Raya Regency. In this study, researchers used purposive techniques.

RESULTS AND DISCUSSION

Productivity

Productivity basically includes the mental attitude and behavior of a person who is oriented towards continuous improvement and must have the view that today's performance must be better than yesterday and tomorrow's performance must be much better than today's achievements. Such a pattern of behavior can encourage employees and always continue to strive for and improve performance. Productivity has two dimensions of performance, namely effectiveness and efficiency. The first dimension relates to the achievement of maximum performance, in the sense of achieving targets related to quality, quantity and time. While the second dimension is related to efforts to compare input with the realization of its use or how the work is carried out (Sedarmayanti, 2009, 58).

Based on the explanation above, it can be interpreted that to measure productivity, two dimensions are needed, namely effectiveness and efficiency, both of which must have a relationship with each other in achieving the desired target in the form of maximum quality, while effectiveness is a measure that provides an overview of how far the target can be achieved. In the context of the performance of sub-district employees, the mental attitude and behavior of employees are oriented towards continuous improvement, this is a reference to whether or not the targets set by the leadership are achieved by the staff.

Based on the observations that the authors saw in the field when conducting research that employees have carried out their duties well and as much as possible, but there is still a lack of employee ability in the field of information technology, facilities and infrastructure.

which is still inadequate such as computers and laptops, inadequate workspace, waiting rooms that are not suitable and the absence of facilities for people with special needs such as wheelchairs and so on. In this case, not everything is in good condition so that it affects the performance of employees in completing their work on time and in accordance with the



predetermined time.

Based on the results of the interview, it shows that the village government has provided good services but the influencing obstacle is when the Village Head is not in place. With these problems, it can be concluded that the results of the Jangkang Satu Village Government Bureaucratic Performance have been carried out properly in accordance with Law Number 23 of 2014 concerning Regional Government. This can be seen from the level of effectiveness and efficiency of village governments in providing public services in accordance with their respective tupoksi. However, the obstacles are still the lack of education and training and the ability and skills of the village government in carrying out its tupoksinya, the lack of employee discipline, and the existing facilities and infrastructure are not supportive. The researcher's suggestion with these errors is that the Village Head quickly moves in making improvements through conducting education and training, understanding for beginners who are still in the learning stage of operating laptops in order to minimize these mistakes again and it is hoped that village officials can work together and be able to carry out their respective tupoksinya better, so that village officials have better public service skills, Because good and bad depends on the officials who carry it out and the community who judge it.

Service Quality

From the results of interviews conducted by researchers that employee performance based on the quality of service they have done their best. The existence of clear tupoksi is very helpful for employees in understanding and carrying out their duties, it's just that there are some employees who don't really understand the existing tupoksi but this can still be improved with training and improvement for every employee who does not understand. To carry out the task is in accordance with the expected quality. From the observations that the author saw in the field that when providing services to the community, employees serve well and are friendly to the community who take care of administration. Employees have also tried to run their Tupoksinya well so that the performance produced is in accordance with expectations and increases achievement results in the organization. Service quality is very important in assessing the performance of public service organizations. Many negative views that often arise about public service organizations are caused by public dissatisfaction with the quality of services provided. Thus, service quality becomes one of the bureaucratic performance indicators.



Responsiveness

Responsiveness or responsiveness is the ability of the organization to identify community needs, prioritize needs and develop them into various service programs (Dwivanto, 2014). Responsiveness is used as one of the indicators of organizational performance because responsiveness directly describes the ability of public organizations to carry out missions and goals, especially to meet the needs of their communities. Low responsiveness is indicated by the misalignment between services and community needs. This shows the failure of the organization in realizing the goals of the public organization. Organizations that have low responsiveness will have poor performance as well.

Based on interviews conducted that responsiveness has not been maximized due to supporting facilities that are not so adequate and become an obstacle to the course of the vision and mission. In addition, responsiveness is not in accordance with SOPs, there is still a need for improvement Professional attitude in training and coaching activities that must be carried out so that the resulting performance is also getting better. Then the results of observations that the author saw while in the field, leaders must pay more attention and provide guidance and training that can add insight to employees to increase knowledge. In addition, improving facilities so that employee performance is better and of higher quality for the creation of the organization's vision and mission.

Responsibility

Responsibility describes whether the implementation of public organization activities is carried out in accordance with the correct administrative principles or in accordance with organizational policies, both explicit and implicit (Agus Dwiyanto, 2014). Based on this understanding, responsibility explains that whether the implementation of bureaucratic activities has been carried out in accordance with the correct administrative principles and in accordance with applicable provisions in public organization policies, if so, performance will be assessed better.

Based on the results of the interview above, it shows that public services at the Jangkang Satu Village Office, Kubu Raya District, Kubu Raya Regency have carried out their duties in accordance with the principles of administration and predetermined policies. Based on the author's observations while in the field, employees have carried out their duties in accordance with their tupoksinya and have tried their best to provide optimal service to the community.



Accountability

Accountability in public administration can be said to be a measure that shows how much the level of conformity of service delivery with the measures of values and norms that exist in society or owned by stakeholders. The concept of accountability can be used to see how big the policies and activities of the public bureaucracy, such as in achieving targets. Employee performance must be seen from values and norms that prevails in society. If an activity of a public organization has good accountability in carrying out its duties, it is considered correct and in accordance with applicable values and norms.

Based on the results of the interview above, it shows that the information in the service is in the form of announcements that have been listed as on the notice board, through the village head then the village head who conveys the information to his community and also billboards installed every project to inform the village community regarding the amount of budget spent in each project, and the services carried out are in accordance with the rules and regulations who apply and as an apparatus that provides services to the community has tried its best to provide the best for the community.

CONCLUSION

Based on the background of the problems that have been described in chapter I (one) and the results of research and discussion in chapter V (five). So conclusions can be drawn from research conducted at the Jangkang Satu Village Office, Kubu Raya District, Kubu Raya Regency on the Performance of Government Bureaucracy in Public Services at the Jangkang Satu Village Office, Kubu Raya District, as follows:

1. The productivity of government performance at the Jangkang Satu Village Office, Kubu Raya District, has not been optimal. This is due to the lack of experts and the ability of employees in the field of information technology such as the operation of computers and laptops, lack of implementation of training and skills for employees, and inadequate supporting infrastructure. This is a factor inhibiting the performance of ineffective employees.
2. The quality of service at the Jangkang Satu Village Office, Kubu Raya District, Kubu Raya Regency in providing public lodging is still not satisfactory because the availability of only one counter is so that often people have to wait in line, besides that there is still a lack of



existing facilities and infrastructure, such as waiting rooms that are not yet feasible, seats are still limited so that people who queue must stand.

3. There is still low responsiveness of employees in eliminating their main duties and functions to public services to the community in Jangkang Satu Village, Kubu District, Kubu Raya Regency is due to the lack of employee abilities and skills so that the results of employee work are not optimal in accordance with existing programs to meet the needs of the community, there are still programs that have not been implemented properly, such as administrative services.
4. Government responsibility at the Jangkang Satu Village Office, Kubu District, Kubu Raya Regency is optimal. This can be seen from every implementation of the administration of the bekeria apparatus always based on existing and applicable regulations. The administrative implementation process at the Jangkang Satu Village Office, Kubu District, Kubu Raya Regency is in accordance with administrative principles.
5. Government accountability at the Jangkang Satu Village Office, Kubu District, Kubu Raya Regency is optimal. This can be seen from every administrative implementation of the apparatus responsible for its work and based on existing rules in order to achieve excellent service for the community.

SUGGESTIONS

Based on the conclusions that have been stated by the author above, as input to improve the quality and effectiveness of government bureaucratic kineria in this study, especially for the government at the Jangkang Satu Village Office, Kubu Raya District, among others:

1. To get optimal productivity, employees at the Jangkang Satu Village Office, Kubu Raya District, certainly will not be achieved according to organizational goals if there is a lack of experts and the ability of employees in the field of information technology and there is still a lack of employee training and skills so that administrative services are not maximal and mash lack of existing facilities and infrastructure. In this case, researchers suggest that in order to create optimal productivity, it is necessary to carry out employee education and training activities as well as the addition of facilities and infrastructure to improve the quality of employee performance.



2. To optimize the quality of service at the Jangkang Satu Village Office, Kubu District, Kubu Raya Regency, reliable and responsible experts are needed as well as the addition of adequate facilities and infrastructure so that the community feels satisfied.
3. To optimize responsiveness at the Jangkang Satu Village Office, Kubu District, Kubu Raya Regency, it is expected that the officers will be able to recognize the needs of the community and be able to develop programs that are in accordance with the needs of the community, with a high level of responsiveness, it shows good organizational performance.

REFERENCES

- A. Dale Timpe. (1992). *Kinerja (Seri Manajemen Sumber Daya Manusia)*. Jakarta: PT. Elex Media Komputindo.
- Arikunto, S. (2013). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: PT Rineka Cipta.
- Dwiyanto, Agus. (2006). *Mewujudkan Good Governance Melalui Pelayanan Publik*. Yogyakarta : Gadjah Mada University Pers.
- _____. (2014). *Mewujudkan Good Governance Melalui Pelayanan Publik*. Yogyakarta : Gadjah Mada University Pers.
- _____. (2017). *Reformasi Birokrasi Publik Indonesia, Pusat Studi Kependudukan dan Kebijakan*. Yogyakarta: Gadjah Mada University Pers.
- Hanggraeni, Dewi. (2012). *Manajemen Sumber Daya Manusia*. Jakarta: LPFEUI.
- Herman, Sofyandi. (2013). *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- Lewis, Carol W., dan Gilman, Stuart C. (2005). *The Ethics Challenge in Public. Service: A Problem-Solving Guide*. San Fransisco: Market Street Inc.
- Mangkunegara, A. P. (2000). *Manajemen Sumber Daya Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- _____. (2001). *Manajemen Sumber Daya Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- Mathis, R. L., & Jackson, J. H. (2001). *Manajemen Sumber Daya Manusia (Kedua)*. Jakarta: Salemba Empat.
- Moenir. (2002). *Manajemen Pelayanan Umum di Indonesia*. Jakarta: PT. Bumi Aksara.
- _____. (2006). *Manajemen Pelayanan Umum di Indonesia*. Jakarta: PT. Bumi Aksara.
- Pasolong, Harbani. (2010). *Teori Administrasi Publik*. Bandung: Alfabeta.
- Priansa, D. J. (2017). *Manajemen Kinerja Kepegawaian Dalam Pengelolaan SDM Perusahaan*.



- Bandung: Pustakan Setia.
- Rahmayanty, Nina. (2013). *Manajemen Pelayanan Prima*. Yogyakarta: Graha Ilmu.
- Ratminto & Atik Septi Winarsih. (2005). *Manajemen Pelayanan*. Yogyakarta: Pustaka Pelajar.
- _____. (2007). *Manajemen Pelayanan*. Yogyakarta: Pustaka Pelajar.
- Sedarmayanti. (2009). *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: Mandar Maju.
- Sinambela, Lijan Poltak, dkk. (2011). *Reformasi Pelayanan Publik*. Jakarta: Bumi Aksara.
- Sugiyono. (2012). *Memahami Penelitian Kualitatif*. Bandung: Alfabeta.
- _____. (2016). *Metode Penelitian Manajemen*. Bandung: Alfabeta.
- _____. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta
- _____. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Tjiptono, Fandy. (2001). *Strategi Pemasaran, Edisi Kedua*. Yogyakarta: Andi Offset.
- Wasistiono, Sadu. (2001). *Kapita Selekta Manajemen Pemerintah Daerah*. Sumedang: Alqoprint.
- Wibowo. (2007). *Manajemen Kinerja*. Jakarta: PT Raja Grafindo Persada.
- Widoyoko, Eko Putro S. (2012). *Teknik Penyusunan Instrumen Penelitian*. Yogyakarta: Pustaka Pelajar.
- Keputusan Menteri Pendayagunaan Aparatur Negara Nomor 81 Tahun 1993, Tentang Pedoman Tata Laksana Pelayanan Umum.
- Peraturan Menteri pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 15 Tahun 2014, Pedoman Standar Pelayanan.
- Undang-undang No 25 Tahun 2009, Tentang Pelayanan Publik.
- Undang-undang Nomor 32 Tahun 2004, Tentang Pemerintahan Daerah.
- Agustina, Yesi Nur. (2020). Efektivitas Kinerja Pemerintah Desa dalam Pelayanan Administrasi Kependudukan (Studi Pada Kantor Kecamatan Balong Kabupaten Ponorogo). Skripsi. Fakultas Ilmu Administrasi, Universitas Islam Malang.
- Erawati, I., Darwis, M., & Nasrullah, M. (2017). Efektivitas Kinerja Pegawai pada Kantor Kecamatan Pallangga Kabupaten Gowa. *Jurnal Office*, 3(1), 13-18.
- Indrawati, W., Suntoro, I., & Nurmalisa, Y. (2017). Efektivitas Kinerja Birokrasi Pemerintah Desa Dalam Pelayanan Publik Kepada Masyarakat Di Desa Tanggulangin. *Jurnal Kultur Demokrasi*, 5(4).
- Jamilah, L., Ati, N. U., & Suyeno, S. (2019). Efektivitas Kinerja Pegawai Dalam Meningkatkan Kualitas Pelayanan Perkawinan Pada Kantor Urusan Agama (Studi Kasus Di Kantor Urusan Agama Kecamatan Lowokwaru Kota Malang). *Respon Publik*, 13(1), 40-51.



Saani, S. (2022). Kinerja Pemerintah Desa dalam Meningkatkan Kualitas Pelayanan Publik di Desa Warloka Kecamatan Komodo Kabupaten Manggarai Barat. Skripsi. Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Muhammadiyah Mataram.

