



PERFORMANCE OF CIVIL SERVANTS IN PUBLIC SERVICE AT THE BIROBULI SELATAN SUB-DISTRICT OFFICE, SOUTH PALU DISTRICT, PALU CITY

Irma¹, Sitti Chaeriah Ahsan^{2*}, Astrifai³

Universitas Tadulako, Indonesia

*Email Correspondence: chaeriah67@gmail.com

ABSTRACT

This study aims to explain the performance of civil servants in public services at the Birobuli Selatan Sub-District Office, South Palu District, Palu City. The research adopts a qualitative descriptive method. The study examines how far the performance of civil servants has been implemented in public services at the Birobuli Selatan Sub-District Office, South Palu District, Palu City, using the performance measurement model developed by Agus Dwiyanto (2006:48), which includes the following indicators: work productivity, service quality, responsiveness, responsibility, and accountability. The data used in this study are both primary and secondary. Data collection techniques include observation, interviews, and documentation. The results of this study reveal that the public service performance at the Birobuli Selatan Sub-District Office in administrative services is relatively good in terms of work productivity, responsibility, and accountability. However, the service quality and responsiveness have not fully met the expectations of the public. Citizens have expressed dissatisfaction with the timeliness of services, and the staff's responsiveness in addressing the public's needs is still lacking. Despite these shortcomings, the performance of civil servants is generally deemed acceptable. The findings conclude that, while there are positive indicators in terms of productivity, responsibility, and accountability, improvements are still needed in service quality and responsiveness to ensure better public satisfaction.

Keywords: work productivity, service quality, responsiveness, responsibility, accountability.

INTRODUCTION

Performance, or work achievement, is a crucial and fascinating aspect of any organization, especially in the public sector. It plays a vital role in determining whether employees or civil servants are working diligently according to their abilities to achieve excellent results. Without good performance from all employees or civil servants, achieving organizational goals would be difficult. Performance encompasses mental attitudes and behaviors that aim for higher quality work over time. Civil servants, or employees in general, take pride and satisfaction in their accomplishments, which are based on their contributions to the organization. Good performance is a desirable state in the workplace, as it reflects

the quality and quantity of the work produced by employees.

Human resources are the main asset of any organization, serving as both planners and active actors in organizational activities. Unlike money, machines, or materials, human resources possess thoughts, emotions, desires, status, and educational backgrounds, all of which contribute to the organization's environment. The success of an organization depends not only on technology but more importantly on the people executing the work. The ability of civil servants to deliver excellent results is a significant contribution to the overall performance of the organization, especially in the public service sector, such as at the Birobuli Selatan Sub-District Office, South Palu District, Palu City.



Performance measurement in public organizations has become a prominent issue in recent years, especially due to the numerous complaints from service users regarding the slow pace, corruption, and inefficiency of public services. In developing countries, including Indonesia, the image of public organizations in serving public interests is often poor compared to private sector organizations. Consequently, private organizations are frequently viewed as a better alternative for solving various public service problems.

The need for optimized performance in public services should not only focus on structural changes but also address bureaucratic culture reforms to resolve contextual issues. Improving the performance of bureaucracies in public services, within the framework of public administration reform, should emphasize the importance of the context in which services are delivered. This means that civil servants must demonstrate their competence not only by adhering to national regulations but also by accommodating the specific needs of the local community.

An organization's success is heavily dependent on its human potential, which is a critical resource for executing organizational activities. Civil servants play an essential role in initiating various functions within their organizations, which must be optimized to generate the best outcomes. The current state of public service performance in Indonesia reveals significant dissatisfaction among citizens due to the poor quality of services. Many bureaucratic procedures fail to treat citizens as customers who should be served efficiently. Furthermore, high costs and convoluted procedures remain pervasive in many public service sectors.

Public services are expected to be more responsive, professional, efficient, ethical, transparent, and accountable. The primary goal of the government, including local administrations such as the Birobuli Selatan Sub-District Office, is to prioritize public needs, especially in providing basic administrative services. Therefore, the performance of civil servants in delivering public services should meet legal requirements and the principles of good governance. Democratic governance can only be achieved when public control is exercised maximally, proportionally, constitutionally, and responsibly.

Public service is defined as the activities of individuals or groups, supported by specific systems, procedures, and methods, to fulfill the rights and interests of others. The purpose of public services is to provide services that meet public expectations or needs and ensure the accessibility of these services, which are made available by the government. According to Law No. 25 of 2009 on Public Services, public service is defined as the activities or series of activities that fulfill the service needs of citizens and residents, based on regulations, regarding goods, services, and/or administrative services provided by public service providers. This law includes guidelines on good governance principles, ensuring that effective public services lead to economic prosperity, social cohesion, strengthened democracy, human rights, poverty reduction, environmental protection, and trust in public administration.

With the implementation of regional autonomy, public services have become a significant indicator of the success of regional governments. If regional governments provide quality services, then the implementation of regional autonomy can



be considered successful. Public services have become a visible measure of government performance, as they allow the public to directly assess the quality of services they receive. Public service quality is crucial, as it is of interest to the entire community and is easily felt by all.

The concept of quality has become a standard for organizational success, not only in the business sector but also in government institutions as public service providers. Governments are expected to continuously monitor and evaluate public needs regarding the services provided. Quality is a critical aspect of public service delivery, and civil servants' performance in providing public services is determined by their attitudes and behaviors in carrying out their duties and responsibilities.

Improving bureaucratic performance in public services is expected to enhance the government's image in the eyes of the public. As public service quality improves, so does public satisfaction and trust, which, in turn, strengthens the government's legitimacy. Law No. 23 of 2014 on Regional Government emphasizes that local governments prioritize governance aimed at serving the public. Therefore, the government must strive to improve public service quality, supported by the good performance of civil servants. The General Guidelines for Public Service Delivery, as outlined in the Decree of the Minister of State for Administrative Reform No. 63/KEP/M.PAN/7/2003, state that public services should meet the needs of service recipients as stipulated by law.

However, this policy cannot be fully realized if civil servants do not perform optimally. Thus, policies issued by the Minister of State for Administrative Reform

to improve public service quality must be accompanied by efforts to optimize civil servant performance and ensure that services are delivered consistently, taking into account the needs and expectations of the public. Improving public service quality should lead to increased public satisfaction, as part of the implementation of regional autonomy. Public service satisfaction indices are one strategy to address the challenges in improving civil servant performance.

Special attention must be given to the services provided to determine whether the guidelines outlined in the Decree of the Minister of State for Administrative Reform No. 63/KEP/M.PAN/7/2003 on Public Service Delivery have been adhered to by local government officials and whether the services provided, such as administrative services, meet the needs of the public. Public demand for quality public services requires continuous improvement. The high level of complaints from citizens using general administrative services suggests that public organizations are not yet fully capable of delivering services that meet public expectations. This has affected public trust in public organizations, with trust levels declining over time.

The Birobuli Selatan Sub-District Office, as a government agency in Palu City, is responsible for public services in South Palu District. To deliver quality services, civil servants must perform optimally, particularly in providing general administrative services. However, field observations at the Birobuli Selatan Sub-District Office revealed several performance issues, including unclear completion times for administrative services and delays in staff arrival at work. These issues have led to public dissatisfaction with service delivery



and reduced public trust in the civil servants providing these services.

The research aims to evaluate the performance of civil servants in public services at the Birobuli Selatan Sub-District Office, South Palu District, Palu City.

LITERATURE REVIEW

Previous Studies

Yanti Latahang conducted a study titled "The Performance of Civil Servants at the Talise Valangguni Sub-District Office, Mantikulore District, Palu City, Central Sulawesi Province" (2023). The study aimed to assess the performance of civil servants at the Talise Valangguni Sub-District Office. This research employed a qualitative descriptive method to obtain detailed and in-depth data from observations conducted during the research process. While numerical data were included, the focus was on qualitative data gathered through interviews and observations. The study did not involve a specific population or sample but relied on informants with relevant knowledge, roles, and responsibilities in the work unit being studied. These informants were expected to provide objective and comprehensive information.

Latahang's research used both primary and secondary data. Primary data were collected through observations and interviews, while secondary data were obtained from documentation. The researcher served as the primary instrument for data collection, assisted by tools such as field notes, interview guides, and documents. The data analysis method followed an interactive model, consisting of data reduction, data presentation, and conclusion drawing. The results of the study indicated that the performance of civil servants at the Talise Valangguni Sub-District Office was still

insufficient in some aspects, particularly in terms of quantity. Improvements were needed to meet public expectations and ensure that services were provided without unnecessary costs.

Performance Measurement Criteria

Measuring the performance of civil servants, now officially called *Aparatur Sipil Negara* (ASN), focuses on comparing actual work outcomes with pre-determined standards, targets, or plans. Several indicators are commonly used to measure the performance of public sector bureaucracies. Dwiyanto (1995) identified five key indicators for evaluating public sector performance:

1. **Effectiveness:** This indicator measures the extent to which the objectives of a public service organization have been achieved. It is closely related to organizational goals, mission, technical rationality, and the organization's role as a development agent.
2. **Service Quality:** Public satisfaction is often used as a parameter for evaluating the performance of public organizations. High levels of satisfaction indicate that the services provided meet public expectations.
3. **Responsiveness:** Responsiveness refers to an organization's ability to recognize the needs of the public, prioritize services, and develop programs that align with public aspirations.
4. **Responsibility:** This indicator measures whether public organizations operate according to proper administrative principles and policies, both explicit and implicit.
5. **Accountability:** Public accountability reflects the extent to which public organizations' activities align with the



interests of elected political officials, who represent the people.

Additional Performance Indicators

Several other performance indicators are commonly used in assessing organizational performance, as outlined by the State Administration Institute (*Lembaga Administrasi Negara*, LAN) and the Financial and Development Supervisory Agency (*Badan Pengawasan Keuangan dan Pembangunan*, BPKP). These include:

- **Input Indicators:** These indicators represent all resources needed to carry out activities and produce outputs, including funds, human resources, information, and policies.
- **Process Indicators:** These indicators reflect the steps taken to transform inputs into outputs, demonstrating the progression and accountability during the activity.
- **Output Indicators:** These indicators represent the immediate results of an activity, either in physical or non-physical form.
- **Outcome Indicators:** These indicators reflect the medium-term impact of outputs, such as the effectiveness of a public service.
- **Benefit Indicators:** These indicators relate to the ultimate goals of an activity.
- **Impact Indicators:** These indicators reflect both the positive and negative effects of activities on stakeholders.

Kumorotomo (1996) proposed additional criteria for evaluating the performance of public service organizations, including:

- **Efficiency:** Efficiency considers how well public service organizations use production factors to achieve desired

outcomes. Objective criteria such as liquidity, solvency, and profitability are relevant here.

- **Effectiveness:** This criterion assesses whether the organization achieves its intended goals. It relates to technical rationality, organizational missions, and developmental functions.
- **Fairness:** Fairness refers to the distribution and allocation of services. This criterion is linked to equity and appropriateness, questioning whether the organization meets societal needs effectively.
- **Responsiveness:** Public service organizations must be responsive to the vital needs of society. Transparency and accountability are essential for meeting this criterion.

Government Performance Measurement Standards

In Indonesia, government performance standards have been established to improve the delivery of public services. The Decree of the Minister of State for Administrative Reform (*Keputusan Menteri Pendayagunaan Aparatur Negara*, Menpan) No. 81 of 1995 provides guidelines for enhancing the performance of public bureaucracies. These guidelines include the following principles:

- **Timeliness:** Public services should be delivered in a timely manner, with clear deadlines and expectations communicated to service recipients.
- **Transparency:** Public organizations should operate transparently, ensuring that citizens understand the processes and criteria used in service delivery.
- **Non-discrimination:** Public services should be provided fairly, without



discrimination based on race, gender, religion, or other factors.

- **Public Participation:** The public should be involved in evaluating and improving public services, with mechanisms in place to gather and respond to feedback.

Challenges in Public Service Performance

Despite the established standards, many challenges remain in the implementation of effective public services in Indonesia. The performance of civil servants in public service organizations often falls short of public expectations. Several factors contribute to this underperformance, including:

- **Bureaucratic Red Tape:** Lengthy and complex procedures slow down service delivery, leading to public frustration. Many public service organizations require citizens to navigate numerous steps and fill out extensive paperwork, which can delay the completion of basic services.
- **Limited Resources:** Public service organizations often face budgetary and staffing constraints, limiting their ability to meet growing public demands. This is particularly evident in local government offices, where resources may not be sufficient to address the needs of the community.
- **Lack of Accountability:** In some cases, public organizations lack the mechanisms to hold employees accountable for poor performance. This results in civil servants who may not feel compelled to improve their work, leading to inefficiencies and a lack of responsiveness.
- **Low Public Trust:** Due to the inefficiencies and delays in public service delivery, public trust in government institutions has declined. Many citizens

believe that public service organizations prioritize their own interests over the needs of the people.

Reforming Public Service Performance

To address these challenges, several reforms have been proposed to improve public service performance in Indonesia. These include:

- **Bureaucratic Reform:** Reforms aimed at simplifying bureaucratic processes and reducing red tape are essential for improving the efficiency of public services. This involves cutting unnecessary steps and creating more streamlined procedures for service delivery.
- **Capacity Building:** Improving the skills and knowledge of civil servants is crucial for enhancing public service performance. Training programs should focus on both technical skills and soft skills, such as communication and customer service.
- **Public Feedback Mechanisms:** Establishing formal channels for public feedback can help identify areas for improvement in public service delivery. This could involve citizen surveys, online portals for complaints, and public meetings where citizens can voice their concerns.
- **Technological Integration:** The integration of technology into public services can significantly improve efficiency and accessibility. E-government initiatives, such as online service portals and mobile applications, can make it easier for citizens to access services without the need for in-person visits.
- **Increased Accountability:** Holding civil servants accountable for their



performance is essential for ensuring that public services meet the needs of the community. This can be achieved through performance evaluations, regular audits, and disciplinary measures for underperforming employees.

METHOD

This research employs a qualitative descriptive method, focusing on analyzing the performance of civil servants in public services at the Birobuli Selatan Sub-District Office, South Palu District, Palu City. Qualitative descriptive research aims to describe phenomena in detail by examining actual conditions and focusing on the present situation. According to Sugiyono (2012), qualitative research allows for an in-depth exploration of subjects without manipulating or altering the phenomena being studied.

The objective of this study is to obtain a clear understanding of how civil servants perform in delivering public services and to identify the factors influencing their performance. The performance indicators used in this study are based on the performance measurement model developed by Agus Dwiyanto (2006), which includes work productivity, service quality, responsiveness, responsibility, and accountability.

This study was conducted at the Birobuli Selatan Sub-District Office, South Palu District, Palu City, Central Sulawesi. The research took place over four months, from November 2023 to February 2024. The location was selected based on the significance of the office in providing public services to the local community and the need to evaluate the performance of civil servants in delivering those services.

The research involved various informants who were selected based on their knowledge and involvement in the public service activities at the Birobuli Selatan Sub-District Office. The key informants included:

1. Secretary of the Birobuli Selatan Sub-District: Responsible for overseeing the administrative functions of the office and ensuring that services are delivered according to established procedures.
2. Head of the Governance and Security Division: In charge of managing public safety and governance-related matters in the sub-district.
3. Head of Community Empowerment and Social Welfare Division: Responsible for community development programs and social services provided by the sub-district office.
4. Head of Economic Development and Public Works Division: Overseeing economic initiatives and public infrastructure projects within the sub-district.
5. Sub-district Staff: Civil servants responsible for day-to-day administrative tasks and direct interactions with the public.
6. Community Leaders: Key members of the local community who provided insights into the public's experience and perceptions of the services delivered by the Birobuli Selatan Sub-District Office.

The research utilized both primary and secondary data:

- Primary Data: Primary data were obtained through direct observations and in-depth interviews with key informants. These data provided firsthand insights into the performance of civil servants and the quality of services offered at the Birobuli Selatan Sub-District Office.



- **Secondary Data:** Secondary data were gathered from various sources, including official documents, reports, and literature relevant to public service performance in Indonesia. The secondary data helped to contextualize the findings and provided a broader understanding of the challenges faced by civil servants in public service delivery.

Data collection in this study involved three main techniques: observation, interviews, and documentation.

1. **Observation:** Direct observations were conducted at the Birobuli Selatan Sub-District Office to examine the day-to-day operations of the office and assess the performance of civil servants in real-time. The researcher observed how services were delivered, how civil servants interacted with the public, and whether the established procedures were followed.
2. **Interviews:** Semi-structured interviews were conducted with the key informants listed above. The interviews focused on gathering detailed information about the participants' experiences with public service delivery, their perceptions of civil servants' performance, and their suggestions for improvement. Interview questions were designed based on the performance indicators outlined in Agus Dwiyanto's model, including work productivity, service quality, responsiveness, responsibility, and accountability.
3. **Documentation:** Various documents were reviewed, including reports, public service regulations, performance evaluations, and official publications from the Birobuli Selatan Sub-District Office. These documents provided valuable insights into the formal

procedures and policies governing public service delivery, as well as performance reports from previous years.

The data analysis process followed a qualitative approach, as outlined by Sugiyono (2012). This approach involved three key stages:

1. **Data Condensation:** In this stage, the data collected from observations, interviews, and documentation were organized, simplified, and selected based on their relevance to the research questions. Important information related to the performance of civil servants and public service delivery was retained, while irrelevant or redundant data were excluded. This process helped to create a clear and manageable dataset.
2. **Data Presentation:** The condensed data were then presented in a structured manner, making it easier to identify patterns, trends, and relationships within the data. The data were organized according to the performance indicators (work productivity, service quality, responsiveness, responsibility, and accountability) to facilitate a focused analysis.
3. **Conclusion Drawing and Verification:** The final stage involved drawing conclusions from the presented data and verifying these conclusions through cross-referencing with existing literature and performance reports. The conclusions were based on the observed and reported performance of civil servants at the Birobuli Selatan Sub-District Office, as well as the community's satisfaction with public services.

Ethical considerations were a key component of this research. Prior to conducting interviews, the researcher obtained informed consent from all



participants, ensuring that they were fully aware of the purpose of the study and their right to withdraw at any time. Participants' anonymity was maintained throughout the research process, and the data were treated confidentially to protect the privacy of individuals and organizations involved in the study.

Several limitations were encountered during the research process. One of the main limitations was the time constraint, as the study was conducted over a four-month period. This limited the ability to observe long-term changes in the performance of civil servants. Additionally, the availability of key informants posed a challenge, as some civil servants were not always present at the office during the research period. Furthermore, while qualitative research provides in-depth insights, it may not be fully generalizable to other public service offices or regions.

To ensure the validity and reliability of the findings, the researcher employed several strategies:

1. **Triangulation:** Multiple data sources (observations, interviews, and documentation) were used to cross-check and verify the information collected. This helped to ensure that the findings were consistent and accurate.
2. **Member Checking:** After the interviews, the researcher provided participants with a summary of their responses to ensure that their perspectives were accurately captured.
3. **Peer Review:** The research findings were reviewed by colleagues and experts in the field of public administration to ensure that the conclusions drawn were logical and based on the data collected.

4. **Thick Description:** The researcher provided detailed descriptions of the research setting, participants, and data collection process to allow for a comprehensive understanding of the study's context.

RESULTS AND DISCUSSION

Civil Servant Performance at the Birobuli Selatan Sub-District Office

Civil servant performance plays a critical role in ensuring effective and efficient public service delivery. In the context of the Birobuli Selatan Sub-District Office, this performance is evaluated based on key indicators, such as work productivity, service quality, responsiveness, responsibility, and accountability. Each of these elements contributes to the overall performance of the civil servants in fulfilling their duties as public servants.

This section discusses the research findings based on these five performance indicators. The results are drawn from observations, interviews with key informants, and documentation, providing a comprehensive picture of how civil servants at the Birobuli Selatan Sub-District Office have performed in public service delivery.

Work Productivity of Civil Servants

Work productivity is one of the primary indicators used to assess the performance of civil servants at the Birobuli Selatan Sub-District Office. Productivity is defined as the ability of civil servants to produce outputs efficiently, both in terms of quantity and quality. This includes the completion of administrative documents, the processing of requests from the public, and the timely submission of reports to supervisors.



The productivity of civil servants at the Birobuli Selatan Sub-District Office was evaluated through both quantitative and qualitative data. Quantitatively, productivity was measured by the number of completed administrative tasks, such as issuing certificates and permits. Qualitatively, productivity was assessed based on the timeliness and accuracy of these tasks.

According to the findings, the productivity of civil servants at the Birobuli Selatan Sub-District Office was generally rated as satisfactory. Most informants indicated that civil servants were able to complete their tasks without requiring excessive supervision. Tasks such as issuing birth certificates, residence permits, and other administrative documents were completed according to established timelines. Moreover, the availability of standardized forms and clear procedures helped to streamline the workflow, resulting in higher levels of productivity.

However, there were some challenges that impacted productivity. For example, some staff members lacked adequate training in the use of digital tools, which led to delays in processing certain tasks. Additionally, the office faced occasional shortages of essential supplies, such as forms and office equipment, which hindered the efficiency of civil servants.

Despite these challenges, the overall productivity of civil servants at the Birobuli Selatan Sub-District Office was deemed to be satisfactory, with most tasks being completed on time and in accordance with the public's expectations.

Service Quality

Service quality is another critical indicator of civil servant performance. It refers to the extent to which public services

meet or exceed the expectations of the community. Service quality is measured by the public's perception of the services they receive, including factors such as timeliness, professionalism, and responsiveness.

The findings from this study indicated that the quality of services provided by the Birobuli Selatan Sub-District Office was generally perceived as lacking in several areas. While some aspects of service delivery were satisfactory, such as the professionalism of staff and the availability of free administrative services, the overall service quality was considered subpar due to several recurring issues.

One of the major complaints from the public was the slow processing time for administrative documents. Many residents reported that they had to visit the office multiple times to check the status of their requests, as documents were often delayed due to staff absences or a lack of authorization from senior officials. This problem was particularly evident in cases where documents required signatures from officials who were frequently out of the office attending to fieldwork.

Another issue impacting service quality was the lack of transparency in the service delivery process. Some members of the community expressed frustration with the lack of communication from civil servants regarding the expected completion times for their requests. This led to uncertainty and dissatisfaction among the public, as they were unable to plan their schedules around the expected delivery of services.

Furthermore, the office's physical environment was another factor that contributed to the perception of poor service quality. The waiting areas were often crowded, and there were limited seating options for visitors, particularly the elderly.



This created discomfort for residents who had to wait for long periods to receive services.

In conclusion, while the professionalism of civil servants was appreciated, the overall quality of services at the Birobuli Selatan Sub-District Office was seen as needing improvement, particularly in terms of timeliness, transparency, and the physical conditions of the office.

Responsiveness of Civil Servants

Responsiveness refers to the ability of civil servants to recognize and respond to the needs and expectations of the public. It involves understanding the priorities of the community and adjusting service delivery to meet those needs in a timely and effective manner.

The findings from this study revealed that the responsiveness of civil servants at the Birobuli Selatan Sub-District Office was a significant area of concern. Many residents expressed dissatisfaction with the ability of civil servants to address their needs promptly. For instance, several informants noted that when they approached the office with urgent requests, such as obtaining official documents required for job applications or medical treatments, the response from civil servants was often slow or dismissive.

The lack of responsiveness was attributed to several factors. First, civil servants were often preoccupied with routine administrative tasks, which limited their ability to focus on the specific needs of individual residents. Additionally, some staff members were found to lack adequate training in customer service, which led to instances where they were unable to

effectively communicate with residents or prioritize urgent requests.

Moreover, the office faced logistical challenges that further hindered responsiveness. For example, the limited availability of computers and other office equipment meant that staff had to wait for their turn to use essential tools, delaying the processing of requests. This issue was compounded by the fact that certain administrative tasks required the use of specialized software that not all staff members were trained to use.

In some cases, the lack of responsiveness was also linked to a disconnect between the priorities of the civil servants and the expectations of the community. While civil servants were focused on completing their routine duties, the public often expected more immediate attention to their requests, particularly in situations where delays could have serious consequences, such as missing job opportunities or failing to meet deadlines for legal documentation.

Overall, the responsiveness of civil servants at the Birobuli Selatan Sub-District Office was found to be lacking, and improvements in both training and resource allocation were necessary to address this issue.

Responsibility of Civil Servants

Responsibility in the context of civil servant performance refers to the extent to which public services are delivered according to established policies and procedures. Civil servants are expected to follow the legal and administrative guidelines that govern their duties, ensuring that public services are delivered fairly and efficiently.



The findings from this study indicated that civil servants at the Birobuli Selatan Sub-District Office generally demonstrated a high level of responsibility in carrying out their duties. Most staff members were found to adhere to the formal procedures outlined in the office's guidelines, particularly in terms of following the proper channels for document processing and ensuring that all legal requirements were met.

For example, in the case of issuing official documents such as birth certificates and residence permits, civil servants were careful to verify the necessary documentation and ensure that all forms were completed correctly before proceeding with the next steps. This attention to detail helped to prevent errors and ensured that public services were delivered in accordance with the law.

However, there were some instances where responsibility was compromised due to external factors. For instance, the absence of key officials, such as the head of the sub-district office, sometimes led to delays in the completion of certain tasks, as staff members were unable to proceed without the necessary authorization. Additionally, there were occasional lapses in the enforcement of office hours, with some staff members arriving late or leaving early, which affected the overall efficiency of the office.

Despite these challenges, the overall level of responsibility demonstrated by civil servants at the Birobuli Selatan Sub-District Office was considered satisfactory, particularly in terms of their adherence to legal and administrative procedures.

Accountability of Civil Servants

Accountability refers to the obligation of civil servants to explain and justify their actions to the public and to higher

authorities. It is a key aspect of good governance, ensuring that civil servants are held accountable for their performance and that public services are delivered in a transparent and responsible manner.

The study found that the accountability of civil servants at the Birobuli Selatan Sub-District Office was relatively strong. Civil servants were required to submit regular performance reports to their supervisors, detailing the tasks they had completed and any challenges they encountered. These reports were used to evaluate the performance of individual staff members and identify areas for improvement.

Moreover, the office had mechanisms in place for addressing public complaints. Residents were able to submit formal complaints if they were dissatisfied with the services they received, and these complaints were reviewed by the office's leadership. In most cases, civil servants were held accountable for addressing these complaints and taking corrective actions where necessary.

However, there were some limitations in terms of public awareness of the accountability mechanisms in place. Many residents were unaware of the formal channels for submitting complaints, and as a result, some issues went unaddressed. Additionally, while performance reports were submitted regularly, there was limited feedback from supervisors on how civil servants could improve their performance.

CONCLUSION

Based on the findings of this study, it can be concluded that the overall performance of civil servants at the Birobuli Selatan Sub-District Office, South Palu District, Palu City, was rated as moderately satisfactory. The study used five performance



indicators—work productivity, service quality, responsiveness, responsibility, and accountability—to assess the performance of civil servants in delivering public services.

The work productivity of civil servants was generally considered satisfactory. The majority of tasks, such as processing administrative documents and responding to public requests, were completed within the expected timeframe. Civil servants demonstrated a clear understanding of their duties and responsibilities, and most were able to fulfill their tasks without requiring extensive supervision. However, challenges such as a lack of digital skills and occasional shortages of office supplies hindered the overall efficiency of the office. Despite these obstacles, the productivity of civil servants was seen as meeting public expectations, though there is room for further improvement.

The quality of services provided at the Birobuli Selatan Sub-District Office was found to be lacking in several areas. While civil servants generally exhibited professionalism in their interactions with the public, issues such as slow processing times, poor communication, and inadequate waiting areas contributed to public dissatisfaction. The most common complaints were related to delays in receiving documents and a lack of transparency in the service delivery process. Although the services provided were free of charge, the quality did not meet the expectations of the community, particularly in terms of timeliness and responsiveness.

Responsiveness was identified as one of the weakest aspects of civil servant performance at the Birobuli Selatan Sub-District Office. The ability of civil servants to recognize and respond to the needs of the

public in a timely manner was found to be insufficient. Many residents expressed frustration with the slow response to urgent requests, particularly for documents required for job applications or medical emergencies. This lack of responsiveness was attributed to both a lack of resources and insufficient training in customer service. Improving the responsiveness of civil servants will require targeted interventions, including better training and resource allocation.

In terms of responsibility, the civil servants at the Birobuli Selatan Sub-District Office generally adhered to the formal procedures and guidelines governing public service delivery. Most staff members followed the correct channels when processing administrative tasks and ensured that all necessary legal requirements were met. However, there were occasional lapses in punctuality, with some civil servants arriving late to work or leaving early, which affected the overall efficiency of the office. Despite these minor issues, the overall level of responsibility demonstrated by civil servants was deemed satisfactory, as they fulfilled their duties in accordance with established policies and procedures.

The accountability of civil servants was rated positively in this study. The office had systems in place for reporting and addressing public complaints, and civil servants were required to submit regular performance reports to their supervisors. These accountability measures helped to ensure that public services were delivered transparently and in accordance with the law. However, many residents were unaware of the formal channels for submitting complaints, which limited the effectiveness of the accountability system. Improving public awareness of these mechanisms could



further enhance accountability and ensure that civil servants are held responsible for their actions.

REFERENCES

- Abdullah, Mohammad, 2014, Manajemen Kinerja, Rajawali Pers, Jakarta.
- Absen Kehadiran Aparatur Sipil Negara pada Kantor Kelurahan Birobuli Selatan Kecamatan Palu Selatan Kota Palu Tahun 2023.
- Arikunto, Suharsimi, 2006, Prosedur Penelitian: Suatu Pendekatan Praktek, Rineka Cipta, Jakarta.
- A.W. Widjaya, 2006, Administrasi Kepegawaian, Bandung, Rajawali.
- Bastian, 2001, Kinerja, Balai Pustaka, Jakarta.
- Dwiyanto, Agus, 2006, Penilaian Kinerja Organisasi Pelayanan Publik, Makalah Seminar Kinerja Organisasi Sektor Publik Kebijakan dan Persiapannya, Jurusan Ilmu Administrasi Negara Fisipol UGM, Yogyakarta.
- Fahmi, Ilham, 2007, Manajemen Kinerja Teori dan Aplikasi, Bandung, Alfabeta.
- Gibson, 1995, Organisasi Perilaku Struktur dan Proses, Jakarta, Bina Rupa Aksara.
- Handayadiningrat, Buchari, 1989, Manajemen dan Motivasi, Edisi Revisi, Balai Aksara.
- Hasibuan, Malayu S.P, 2003, Manajemen Sumber Daya Manusia, Jakarta, Bumi Aksara.
- Kamus Besar, 2014, Bahasa Indonesia, Jakarta, Gramedia.
- Keban, Yermias T, 2012, Indikator Kinerja Pemerintah Daerah Pendekatan Manajemen Dan Kebijakan, Yogyakarta, Fisip USM.
- Keputusan Menteri Pendayagunaan Aparat Negara Nomor 63/KEP/M.PAN/7/2003 Tentang Pedoman Umum Penyelenggaraan Pelayanan Publik.
- Keputusan MENPAN RI No.81 Tahun 1995.
- Kumorotomo, 1996, Etika Administrasi Negara, Grafindo, Jakarta.
- LAKIP Kantor Kelurahan Birobuli Selatan Kecamatan Palu Selatan Kota Palu Tahun 2023.
- Lembaga Administrasi Negara (LAN – RI), 2006, Reformasi Birokrasi Publik di Indonesia, Yogyakarta, BPTE.
- Mangkunegara, AA. Anwar Prabu, 2005, Evaluasi Kinerja Sumber Daya Manusia, Bandung, Refika Aditama.
- Musanef, Arief, 2010, Manajemen dan Kinerja Birokrasi, Surabaya, Mandar Maju.
- Nasucha, Chaizi, 2004, Reformasi Administrasi Publik, Teori dan Prktik, Jakarta, PT. Grafindo.
- Pasolong, Harbani, 2008, Teori Administrasi Publik, Bandung, Alfabeta.
- Peraturan Pemerintah Nomor 18 tahun 2016 tentang Organisasi Perangkat Daerah.
- Prayudi Atmosoedirdjo, 1999, Dasar Dasar Ilmu Administrasi, Balai Pustaka, Jakarta.
- Prawirosentono, 2009, Evaluasi Kinerja Sumber Daya Manusia, Jakarta, Salemba Empat.
- Rivai, Moh Basri, 2005, Manajemen Sumber Daya Manusia, Jakarta, PT. Raja Grafindo Persada.
- Robins, Stephen P, 2006, Perilaku Organisasi, Jakarta, PT. Indeks, Kelompok Gramedia.
- Ruky, 2001, Penataan Kinerja Organisasi, Yogyakarta.



- Sedarmayanti, 2007, Manajemen Sumber Daya Manusia, Bandung, Refika Aditama.
- Siagian, S.P, 1994, Teori Pengembangan Organisasi, Bina Aksara, Jakarta.
- Soedaryono, Mahmudi, 2010, Manajemen Kinerja Sektor Publik, Edisi kedua, Yogyakarta, Penerbit Sekolah Tinggi Ilmu Manajemen YKPN.
- Sugiyono, 2012, Metode Penelitian Administrasi, Bandung, Alfabeta.
- Sugiyono, 1989, Metode Penelitian Kualitatif, Bandung, Alfabeta.
- Undang-Undang Nomor 23 Tahun 2014 tentang Pemerintahan Daerah.
- Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara.
- Wibowo, 2007, Pengertian Kinerja, Rajawali Press, Jakarta.
- Widodo, 2006, Definisi Kinerja Organisasi, Yogyakarta.

