



Performance Model in Public Services: Case Study at the Population and Civil Registry Office of Maros Regency

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Abstract

This study aims to describe and analyze performance in public services and produce a model of performance in public services in Directorate General of Population and Civil Registration Maros Regency. This study uses qualitative methods with a qualitative descriptive approach, qualitative descriptive research. Data collection techniques used in research are by interview and observation. The results showed that the performance in public services at Directorate General of Population and Civil Registration Maros Regency is seen from the efficiency, effectiveness, satisfaction, and survival in organizations that are not carried out in accordance with the duties and responsibilities to achieve organizational goals, it is necessary to improve improvements in performance. So, to realize the achievement of the objectives, it is necessary to have a model recommendation so as to facilitate the implementation of work that can be applied, namely organizational coordination, organizational size, and organizational performance management and community involvement in providing service assessments with recommendations for the model applied in realizing organizational goals, namely organizational coordination, size organization, management of organizational performance and community involvement in government.

Keywords: *Organizational Performance; Public Service; Performance Model*

Introduction

Pressure from public sector organizations demands improved performance by organizing the government effectively and efficiently in order to prosper society. Improvement of bureaucratic performance becomes an issue to immediately get the attention of all parties, the bureaucracy that has a bad performance is very influential on the performance of the government and society as a whole in increasing competitiveness (Dwiyanto, 2005; Hamsinah, 2009).

Performance is the result of what work can be done in accordance with the duties, functions, and responsibilities based on the realization of the organization's vision, mission, and goals to produce good performance (Gibson, 2003). Work outcomes related to organizational goals are efficiency, effectiveness, satisfaction and survival performance. The performance of government bureaucracy on the principle of reinventing government that is catalyst, community-owned, mission-oriented, results, customers,

entrepreneurship, anticipatory, and complex so that performance in public services cannot be separated from the principles that must be met in realizing good and quality services (David & Ted, 1992; Ahmad, 2018).

Public accountability consists of several dimensions that must be fulfilled, namely honesty accountability (accountability for probability) associated with the avoidance of abuse of power (abuse of power) while legal accountability is related to guaranteed compliance with laws and other regulations required in the use of resources, and process accountability related to whether the procedures used in carrying out the task are good enough in terms of the adequacy of information systems, accounting systems, management systems and administrative systems (Rachmat, 2018).

The determinants of performance in terms of achieving targets, human resources, unclear division of tasks, the existence of a culture of relaxation and lack of discipline, the level of security and comfort that is not maintained, the movement of various sectors in the economic system and the existence of a developing work ethic. Determinants of performance are difficult to achieve the objectives as expected because of a lack of service innovation because of the communication system of information that has not been applied (Blazevic & Lievens, 2004). It was also stated by Juanda Nawawi, Asriani Amir, and Nawawi et al (2019) suggesting that the determinants of innovation in communication can provide various elements of novelty in realizing goals.

Performance in public services is always in the spotlight of the service community which still needs improvement so that it is not in accordance with the rules and provisions of the service principle that needs to be improved (Sujarwoto, 2012; Insani, 2020). The determinants of performance in terms of achieving targets, human resources, unclear division of tasks, the existence of a culture of relaxation and lack of discipline, the level of security and comfort that is not maintained, the movement of various sectors in the economic system and the existence of a developing work ethic. Viewed from the HR with the main weakness is about the lack of professionalism, competence, empathy, and ethics, one of the main elements that really need to be considered for improving/improving the quality of public services as carried out by the public service providers. The purpose of this study is to analyze and describe performance in public services and describe the performance model in public services at the Department of Population and Civil Registration of Maros Regency.

Methodology

This research uses a qualitative method with a qualitative descriptive approach, qualitative descriptive research aims to provide an overview of the phenomena that occur that is analyzing and describing events and phenomena in the field and presents data systematically, factually, and accurately about facts. Research informants included: Secretary of the Social Population and Civil Registry service, Maros Regency, Population Registration Service Sector, which was 2 people, Civil Registration Service Sector, as many as 3 people, Population Information Management and Population Administration, namely 2 people, Data Utilization and Service Innovation Division, namely 2 people, Maros Regency Directorate General of Population and Civil Registration Operators are 3 people, Staffing Staff are 2 people, and the Community is 5 people. Data collection techniques used in research are by interview and observation. Data analysis techniques through data reduction, data presentation, and drawing conclusions.

Results

Performance in Public Services

Performance in public services at the Maros Regency Directorate General of Population and Civil Registration in carrying out their duties and responsibilities is to provide services to the community in accordance with their needs and desires, performance can be seen from the work carried out according to their duties and responsibilities. Performance appraisal in each field/section based on the position of duties and responsibilities, carrying out work as expected in realizing the goals, vision, mission, and goals of the organization. The performance appraisal of the government bureaucracy at the Maros Regency Directorate General of Population and Civil Registration as proof of the acquisition of 2018 work results, can be seen more clearly in Table 1.

Table 1. Performance Evaluation of Government Bureaucracy Officials Directorate General of Population and Civil Registration

No.	Section/Field	Category				
		Very good	Good	Good enough	Less good	Not good
1	Secretariat					
	Sub Division of Staffing and General			√		
	Sub Division of Finance		√			
	Planning Subdivision		√			
2	Division of Population Registration Services					
	Population Identity Section			√		
	The Moving and Population Data Collection Section			√		
3	Division of Information Management and Population Administration					
	Population Administration Information System Section			√		
	Population Data Processing and Presentation Section			√		
4	Civil Registration Service Division					
	Child Birth, Death and Endorsement Section			√		
	Marriage, Divorce, Child Status and Citizenship Section		√			
5	Field of Data Utilization and Service Innovation					
	Service Cooperation and Innovation Section			√		
	Section on Data Utilization and Population Documents			√		
Source: Secondary Data, 2018						

Based on the data in Table 1, the performance of the government bureaucracy within the scope of Maros Regency Directorate General of Population and Civil Registration is good, because the related parties are able to provide services and are able to carry out their duties and responsibilities so that performance becomes better as the expectations and goals of the organization.

Based on achieving organizational goals efficiently, effectiveness, satisfaction and survival cannot be met as expected. Thus, according to the theory and results of research it is expected to be able to

improve performance in public services most needed is that organizations must work efficiently so as to provide satisfaction and be able to create and maintain productivity in accordance with responsibilities in realizing organizational goals. The work process with a final assessment of tasks that can benefit the organization so that the objectives are carried out and the implementation of tasks and responsibilities is a part of life in providing service with a performance appraisal of the bureaucratic apparatus that has not provided what the community expects so that the achievement of organizational goals has not been realized.

Performance Model in Public Services

Various efforts carried out are part of programs to improve performance, planning program activities to achieve organizational goals in the Social services of Maros Regency Directorate General of Population and Civil Registration that have been implemented in order to be achieved well. Efforts carried out in order to improve performance in public services at the Social services of Maros Regency in accordance with the expectations and goals of the organization, the performance model in public services carried out and implemented are (1) making the population factor as the central point of sustainable development, (2) organizing administration to encourage accommodated community rights, (3) creating a good service system through commitment, (4) managing programs and activities with the principles of good governance.

Performance models in public services that are applied to achieve the achievement of objectives as expected, from the efforts carried out are part of an integrated and comprehensive effort and framework or reference and which leads to choices by determining the form and direction of organizational activities towards achieving organizational goals. is desirable. HR should act as partners in the preparation of organizational plans because HR is a key consideration in determining a better and practical direction and that can be implemented so as to produce organizational goals.

Community satisfaction is influenced by service provider performance factors (Okullo et al., 2004). The phenomenon in government is related to the achievement of organizational goals by carrying out tasks efficiently and effectively that seem low, so this will also lead to performance that is not quality. Performance in public services at Directorate General of Population and Civil Registration Maros Regency which is a plan for the preparation of work programs in improving Directorate General of Population and Civil Registration Maros Regency performance is inseparable from the Regulations of the Maros Regency Government. With the work program planning carried out to anticipate all problems that occur, so that the targets in each work program implemented can be achieved as expected based on the organization's vision, mission, goals, and objectives.

There are coordination and management of organizational performance by identifying factors that are in accordance with the principles of rational implementation of ideas and have tactics to achieve goals. then there are efforts made in order to improve the performance that has been designed and implemented in accordance with the wishes. With various efforts made in improving performance that can be carried out properly so that it can run optimally as expected on organizational goals, then a performance model is formed that can improve work results in accordance with organizational expectations. Various efforts were made so as to produce a performance model that is a reference to discuss research and that is inseparable from the performance theory proposed by Gibson (2003) that performance is the result of what work can be done in accordance with the duties, functions, and responsibilities and is based on the realization of the organization's vision, mission, and goals to produce a good performance.

Through the performance model applied to improve performance in public services according to the organization's vision and mission, it can provide changes to improve performance in line with expectations. Performance model in public services is an activity in making decisions about the desired level of performance achievement and is related to the level of implementation of programs/activities of the organization. Performance models also provide quantitative and objective targets of what needs to be achieved in carrying out tasks so as to realize organizational goals. The responsibility of the government in realizing the achievement of objectives, in government agencies, especially the Directorate General of Population and Civil Registration of Maros Regency, all parties involved are working well, achieving, enthusiastic, and contributing to the organization, overall performance will be improved. Thus, the performance model in public service at the Maros Regency Directorate General of Population and Civil Registration is a reflection of carrying out work with positions on tasks that are responsible for realizing organizational goals.

The performance model in public services at Directorate General of Population and Civil Registration Maros Regency has not yet reached the achievement of organizational goals and objectives that can be seen in the efficiency, effectiveness, satisfaction and survival of the organization. Performance that is not achieved in realizing organizational goals due to factors that affect performance, in public services are (1) internal factors which include organizational goals, organizational structure, HR, and organizational culture and (2) external factors which include political factors, factors social, and economic factors. So thus, producing a performance model in public services at the Social services of Maros Regency to realize the goals of the organization then carry out its duties and responsibilities, namely guidance and leads to the vision, mission, motto, service principles, service commitment, and service promises. The explanation above, then the recommendations for performance models in public services at the Social services of Maros Regency can be seen in Figure 1.

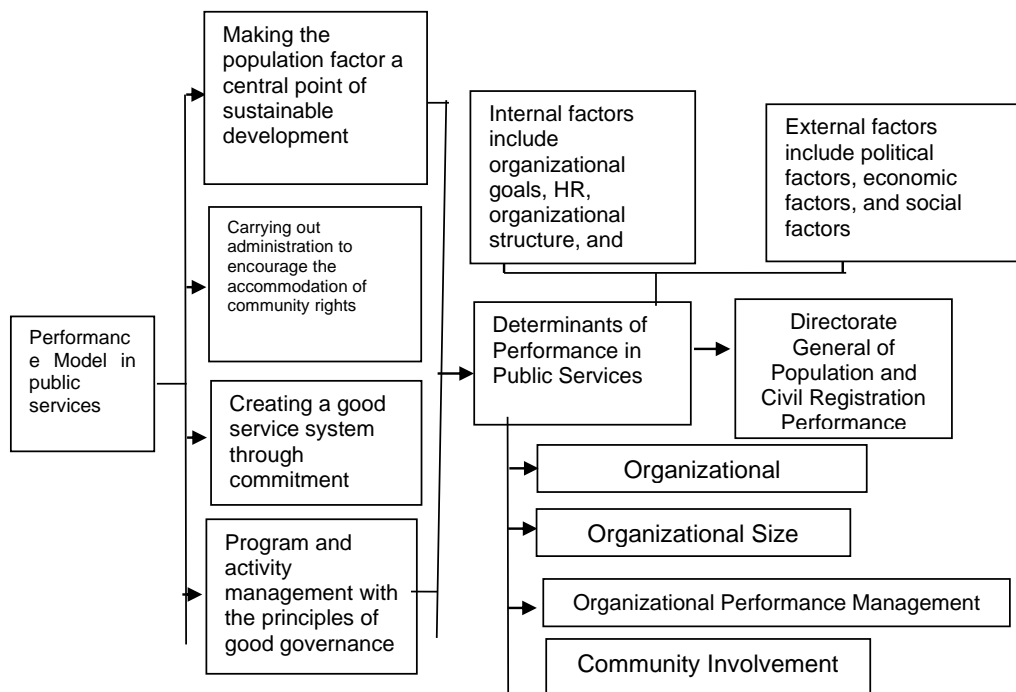


Figure 1. Recommended Model of Performance in Public Services at Directorate General of Population and Civil Registration Maros Regency

Based on the description stated above that the model of performance in public services at the Social services of Maros Regency can be realized if it can implement and implement them by: (1) Organizational Coordination that is effective in achieving organizational goals which includes a process of planning and coordination, arrangements and coordination, implementation and coordination, and supervision and coordination so that it is easier to carry out work. (2) Organizational size is part of the variable to measure service demands because part of the independent variable is tangible, reliability, responsiveness, assurance and empathy. (3) Organization Performance Management which includes communication and interaction on an ongoing basis within the organization so that it can facilitate controlling the implementation of the tasks carried out. (4) Community involvement, in this case, is the performance evaluation carried out and obtaining the work, the community evaluation is part of the success to improve performance because the community directly feels the services they get, community involvement is very important to determine organizational performance.

Achieving organizational goals is part of an ongoing process that requires staging so that the level of achievement can be ascertained. Preparation and selection are carried out in order to be carried out properly, in accordance with the goals, objectives, mission, and vision of the organization.

Conclusion

Performance in public services cannot realize organizational goals as seen from performance in public services efficiently, effectiveness, satisfaction, and survival of the organization. Thus, to realize the achievement of the objectives, it is necessary to have a model recommendation so as to facilitate the implementation of work that can be applied, namely organizational coordination, organizational size, and organizational performance management and community involvement in providing service assessments. The performance model in public services at Directorate General of Population and Civil Registration Maros Regency can at least be a new formulation that is implemented as a form that can improve performance by making improvements in accordance with organizational expectations.

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