



The Performance of Employees in Public Service at Sukadana Village Office Buay Bahuga District Way Kanan Regency

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Abstract: This study aims to analyze the performance of employees in public service at the Sukadana Village Office, Buay Bahuga District, Way Kanan Regency, Lampung. The research is qualitative with a descriptive approach. The informants consist of 14 individuals, with data collection methods through interviews, observation, and documentation. Data analysis techniques include data collection, presentation, verification, and conclusion drawing. The data validity check was performed using triangulation. Based on the results and discussion regarding employee performance in public service at the Sukadana office, there has generally been an improvement in service quality in various aspects. However, some issues still need to be addressed, such as limitations in facilities and infrastructure, and inconsistencies in employee professionalism. In terms of quantity, the volume of service is considered high, although its implementation is sometimes hindered by time constraints and an unoptimized filing system. Overall, employees have shown responsibility and followed work procedures, although there are still delays in some administrative processes that need attention.

Keywords: Controlling, Village Staff Performance, Quality Management

Introduction

Employee performance plays an important role for the organization; if the performance displayed by employees is low, it will hinder the organization from achieving its goals (Sari & Hadijah, 2016). In this explanation, the abilities and work results shown by employees have a significant impact on the success of the organization. Good employee performance will make it easier for an organization to achieve its goals, while on the other hand, if an organization has poor employee performance, it will also affect the organization because it will make it harder to achieve its goals (Apriliyani et al., 2020). Therefore, it is important for an organization to ensure that its employees perform well and provide the necessary support so that employees can work optimally, ensuring the success of the organization's goals.

Employees play a role as planners, implementers, and controllers who are always actively involved in realizing the organization's goals. They are the actors who support the achievement of goals, with their thoughts, feelings, and desires that can influence their attitudes toward the tasks given, whether positive or negative.

The Republic of Indonesia Law No. 23 of 2014 on Regional Government has the purpose of administering regional government services in a fast, successful, efficient manner that provides comfort to the public. To realize a good, effective, and efficient governance system that provides public services, it is necessary to examine and consider several issues to ensure that regional autonomy implementation can proceed smoothly in delivering services to the public (Sellang et al., 2022).

In carrying out their responsibilities and tasks, the village office and the village apparatus are expected to have a firm attitude, enthusiasm, and not be biased toward certain individuals in fulfilling their duties to serve the public well (Rachman et al., 2018). Overall, these attitudes are needed to build trust and improve the quality of public service, so the

community feels valued and treated fairly. This professional attitude helps create a positive service environment where all citizens feel that their needs are being met and addressed without discrimination.

Employee performance greatly affects the quality of service provided to the public, making it a very important aspect. This is often a primary concern, as the public frequently assesses how well employees can provide good and efficient services. Therefore, many parties highlight how employees carry out their duties, whether in terms of speed, accuracy, or their attitude in serving the public.

From the initial observation, the researcher found that the quality of employee performance in providing services at the Sukadana Village Office has not been optimal. Some residents felt that the service was lacking, with fewer than 10 employees serving the public, meaning that the number of documents processed each day does not exceed 10. However, this depends on how many people come to the Sukadana Village Office, and there are still challenges in providing services, especially related to long processing times and clarity in service completion. This is due to the fact that employees are sometimes not present at the office. Employee responsibility in providing service is also considered lacking, such as in the process of issuing a death certificate, which sometimes does not run smoothly. Several residents who are processing death certificates have difficulties because the process is often delayed, especially when the employee handling the document is not always at the office or is unresponsive to public requests. This significantly impacts the public's assessment of employee performance, and therefore, close supervision by leadership is needed. Based on the description above, this study aims to further investigate through research titled "Employee Performance in Public Service at the Sukadana Village Office, Buay Bahuga District, Way Kanan Regency, Lampung."

Research Methodology

This study uses a qualitative descriptive approach. According to Lexy J. Moleong, this type of research is intended to understand the phenomenon of what is experienced by the research subjects, such as behavior, perceptions, motivations, actions, and others (Moleong, 2019). Qualitative data refers to information expressed in words, not numbers (Annur, 2018). Qualitative data is obtained through various strategies for gathering information, such as meetings, report reviews, focus group discussions, or perceptions framed in field notes. Images taken with a camera or recorded in videos are also types of qualitative data. In this qualitative research, the researcher observes, particularly the performance of employees in public service at the Sukadana Village Office, Buay Bahuga District, Way Kanan Regency, Lampung.

The key informant in this study is the head of Sukadana Village, Buay Bahuga District, Way Kanan Regency, Lampung. Supporting informants, or anyone in the research area who may have information about the issue being studied, include the village secretary, service staff, and the community of Buay Bahuga District, Way Kanan Regency. Data collection techniques are the most strategic steps in research because the main goal of research is to obtain data. Various data collection techniques include interviews, observations, and documentation (Sugiyono, 2022);(Annur et al., 2024). Qualitative data collection is carried out with informants using interview guidelines according to the research objectives to obtain valid and reliable information, using audio recording devices and supplemented with note-

taking (Ibrahim et al., 2022). Data analysis focuses on the main issues being studied, particularly on the meaning found in the insights and understanding of the respondents (Sugiyono, 2022). After collecting data, the author analyzes and explains the data. The data analysis model used in this study involves steps such as data collection, data presentation, verification, and drawing conclusions. To address weaknesses in the research, the researcher chooses triangulation. Triangulation in credibility testing is defined as checking data from sources through various methods, techniques, and times (Lexy J. Moleong, 2017);(Ibrahim et al., 2021).

Results and Discussion

Findings

Quality in Physical Evidence

The interview results with Mr. JS, the head of Sukadana Village, revealed that the quality of physical evidence is quite good. However, there are a few areas that still need improvement or enhancement to ensure that the service quality remains optimal. Although there is sufficient evidence demonstrating good service at the village office, aspects such as the appearance of employees and the waiting area should be improved to make the space more comfortable. In an interview with Mrs. SR, she mentioned that regarding the quality of physical evidence in relation to facilities, she realized that some items or amenities are still lacking. Therefore, improving facilities is necessary to provide better service. Additionally, efforts are being made to improve the comfort of the work environment to enhance service delivery to the public.

Based on the interviews conducted with various informants, it can be concluded that the quality of physical evidence in the service at the Sukadana Village office, Buay Bahuga District, still requires several improvements, especially in terms of employee appearance, facilities, and the comfort of the service area. Some of the amenities are still inadequate, and thus improvements are needed to ensure optimal service. Additionally, the work environment and queuing system need to be addressed to make residents feel more comfortable when accessing services.

Quality in Reliability

Further interviews with Mr. AM, a resident, indicated that the reliability of service is generally good. Documents and information are usually delivered on time and as promised. However, there are times when services are slightly delayed, especially when there is a surge in demand or a shortage of staff.

Quality in Responsiveness

Based on the interview with Mr. JS, the head of Sukadana Village, regarding responsiveness, he mentioned that responsiveness in providing service to the public is one of their top priorities. They strive to promptly respond to every complaint or request. However, there are times when they face limitations, particularly in terms of time. They continue to work hard to provide fast and effective services and ensure that every issue faced by the public is addressed promptly. Lastly, in an interview with Mr. AM, a resident, he stated that, in general, he feels that the responsiveness of services here is quite good. When they need information or assistance, the staff always tries to provide answers or solutions quickly. However, there are certain situations that cause slight delays, particularly during times of high demand.

Quantity in Physical Evidence

Based on the interview with Mr. JS, the Head of Sukadana Village, Buay Bahuga Subdistrict, Way Kanan Regency, Lampung, regarding the quantity of physical evidence, he stated that the amount of physical evidence at the village office is quite substantial. This is due to the various types of services provided to the community, such as the issuance of ID cards (KTP), family cards (KK), and other official letters. The management of this physical evidence is generally well-organized, although there are occasional issues with proper storage and archiving.

Based on observations, the researcher noted that the quantity of physical evidence at the village office is indeed high. There are observable challenges in document storage, such as limited archive space and a filing system that is not yet fully optimized. In conclusion, based on interviews, observations, and documentation, it can be stated that the quantity of physical evidence at the Sukadana Village Office is quite significant, due to the high volume of administrative services. The management of this evidence is generally organized in both physical and digital formats. However, there are still obstacles in storage and archiving, such as limited archive space and a less-than-optimal filing system. These issues have the potential to affect the smooth running of administrative services at the village office.

Quantity in Reliability

Further insights came from an interview with Mr. AM, a local resident, who stated that during peak times, queues can become very long, forcing residents to wait for extended periods. Under normal conditions, one staff member can serve around 10–15 residents per day. However, during special programs or new policy implementations, this number can spike to 20 residents daily. In summary, based on input from various informants, it can be concluded that the quantity of reliable service delivery at the village office is relatively high, as staff members are generally able to handle between 5 and 10 service requests per day, and even up to 15–20 during peak times. Nonetheless, challenges remain in the form of limited time, high document volume, and the need for a more advanced system to improve productivity without compromising service accuracy.

Quantity in Responsiveness

Mrs. SR, the village secretary, added that responsiveness in public service is a top priority. They strive to respond to every community request or complaint as quickly as possible. She also acknowledged that the community expects quick solutions, which drives their efforts to maintain efficient and responsive service processes. In conclusion, based on the interviews, it can be said that the quantity of responsiveness at the Sukadana Village Office is quite high. The staff members consistently aim to handle a significant number of community inquiries and complaints quickly and effectively, although they still face challenges during high-demand periods.

Task Execution

According to Dinda Jengtika Reski, task execution is something that must be carried out or assigned to be done, and it is a responsibility borne by an individual or organization. A task is a job that demands completion, and in assigning a task, a balanced time frame is needed based on the level of difficulty or ease of the task (Reski, 2019).

Task Execution in Physical Evidence

Based on an interview with Mr. JS, the Head of Sukadana Village, Buay Bahuga Subdistrict, Way Kanan Regency, Lampung, regarding task execution in terms of physical evidence, he stated that each document issued must comply with regulations and be clearly written, whether it be certificates, statements, or other documents. There must be no mistakes as these concern citizens' rights. All staff must be meticulous in drafting and verifying documents before handing them to the public. Based on interviews, observations, and documentation, it is concluded that task execution in terms of physical evidence at the Sukadana Village Office has been going quite well. There is a strong awareness among staff of the importance of accuracy and document validity. However, to further ensure service quality, increased diligence and internal control system improvements are still needed to minimize administrative errors.

Task Execution in Reliability

Based on these interviews, it can be concluded that task execution at the village office is fairly reliable in providing public services. This reliability is evident in procedural consistency, service uniformity, and staff readiness to provide clear information. However, there are still issues such as delays caused by technical factors that need addressing. The village continues to work on improving professionalism and administrative systems to provide more effective and trustworthy services.

From the observation, the researcher noted that the reliability of task execution was reflected in staff readiness and their understanding of the service flow. Staff members were able to clearly respond to public questions. Overall, based on interviews, observations, and documentation, it can be concluded that task execution in terms of reliability at the Sukadana Village Office is considered good and consistent. Staff demonstrate readiness, professionalism, and clarity of procedures in handling community services. To achieve optimal reliability, technical improvements are still needed, such as queue management, system capacity upgrades, and regular staff training.

Task Execution in Responsiveness

In an interview with Mr. JS, the village head, regarding responsiveness in task execution, he explained that they always remind staff to respond quickly to public requests. No one should be left waiting without a clear answer. Staff must be able to handle requests efficiently to keep services running smoothly. Based on these interviews, it can be concluded that the village office strives to provide responsive service to residents. This is evident in how quickly staff respond to questions, handle documents, and ensure residents receive clear service. However, there are still issues like long queues or wait times that need improvement. The office is continuously working to enhance the service system to make it faster and more efficient. From the researcher's observation, staff generally appeared responsive to the public's needs and questions. When residents came to handle administrative matters or ask questions, staff were seen providing immediate and clear responses.

Discussion

Quality in Physical Evidence

According to Sinambela et al., quality is defined as anything that can fulfill the desires or needs of customers (Sinambela, 2017). This is also supported by Herdiyansyah, who states

that quality is the totality of characteristics of a product (goods or services) that support its ability to meet needs. Quality is often interpreted as anything that satisfies customers or meets specified requirements or needs (Herdiyansyah, 2019).

In terms of physical evidence, the quality at the Sukadana Village Office is considered adequate in supporting the smooth delivery of services to the community. However, there are still several important aspects that need attention and improvement, such as the physical appearance of employees, which does not yet fully reflect professionalism, and the lack of a comfortable waiting area for residents. Some physical facilities are still inadequate, and there is no designated waiting room. Service quality can only be achieved when all the necessary requirements are met to ensure smooth public service delivery (Alirman, 2016). Quality represents a standard desired by consumers; if an institution is considered to be of high quality, it means it has met or even exceeded consumer expectations. This includes the infrastructure and facilities provided by the government to support the smooth running of public service processes.

Quality in Reliability

The quality of physical evidence at the Sukadana Village Office is considered fairly good, but there is still room for improvement, especially in terms of staff accuracy and consistency, clarity in the implementation of standard operating procedures, the use of work aids, and issues such as name errors on family cards, which indicate a lack of accuracy in service delivery. Thus, although the services are generally reliable, several aspects still need to be improved to enhance the effectiveness and accuracy of public services at the village office. The reliability quality of services at the village office is rated as quite good, but further improvement is necessary, particularly in staff accuracy and consistency, which are sometimes not optimal; the implementation of standard operating procedures, which exist but still require better dissemination and consistent enforcement; and the utilization of work tools, which has yet to be maximized to support service effectiveness.

Quality in Responsiveness

The quality of responsiveness in services at the Sukadana Village Office is considered fairly good due to the commitment of staff to respond promptly and in accordance with procedures to complaints and requests from the community. However, in practice, several challenges still arise, such as limited time, high volumes of requests, and certain conditions that lead to service delays, although village office staff are seen actively responding to the community's needs directly at the office.

Quantity

Quantity in Physical Evidence

Quantity refers to a measure or amount that indicates how much or how little something is—such as the number of items, production results, or other elements. This term is used to express measurable quantities ((KBBI), 2016). Quantity is often used to define values or amounts that can be calculated precisely, whether in terms of count, form, or benchmark. Simply put, quantity refers to measurable units that describe how much of something exists in a countable way. Quantity encompasses any form of measurable units related to the amount of work output and is expressed in numerical terms or equivalents (Aisha & Kurnia, 2018). According to Edy Sutrisno, quantity is the number or amount of something that can be measured or counted (Sutrisno, 2018).

Quantity in Reliability

The quality of reliability at the Sukadana Village Office is considered fairly good, with employees on average able to handle 10 to 20 service requests per day, depending on the situation. However, this reliability is still affected by challenges such as time constraints, document volume, and the lack of adequate technological systems. Therefore, improving work systems and technological support is essential to ensure that services remain accurate, efficient, and able to meet the needs of the community optimally. In terms of quantity and reliability, village staff are capable of managing a high number of requests in a single day, even when the number of services increases. However, challenges remain in managing limited time, high workload, and the need for better service support systems to maintain effectiveness.

Quantity in Responsiveness

In terms of quantity and responsiveness at the Sukadana Village Office, all parties regard responsiveness as an important and high-priority aspect of service. Staff are committed to responding to community complaints or requests quickly and in accordance with procedures, although they still face obstacles such as limited time and high demand. The quality of responsiveness is considered fairly good, as supported by documentation showing the direct involvement of staff in addressing public needs. All staff at the village office strive to respond to every request or complaint from the public promptly, accurately, and efficiently, though further improvements are needed to optimize the speed and effectiveness of service delivery to better meet public expectations.

Task Implementation

Task Implementation in Physical Evidence

Task implementation refers to the actions carried out by authorized or concerned parties—both government and private—with the aim of realizing established goals or visions. A task itself is something that must, or is required to be, performed by a member of an organization or an employee of an institution regularly and in accordance with their capabilities, to achieve a work program based on an institution's goals, vision, and mission (Suryono, 2015). Yanuardi supports this by defining task implementation as a determining factor in achieving effective objectives, referring to the execution of assigned tasks or duties (Yanuardi, 2015).

In terms of physical evidence at the Sukadana Village Office, task implementation has been carried out quite well. This is marked by collective awareness among employees regarding the importance of accuracy, precision, and adherence to administrative procedures in every document issued. Each file is thoroughly reviewed to ensure the completeness of formal elements such as signatures, official stamps, and proper formatting, and is archived as service evidence. However, technical issues such as typographical errors and incomplete documents still occur, indicating the need for improved control systems.

Task Implementation in Reliability

Task implementation by Sukadana village employees has been carried out in accordance with the procedures set, with staff showing professionalism and a strong commitment to providing service within the rules. The village head consistently emphasizes the importance of professionalism and compliance as the foundation of public trust. In practice, the reliability of village staff is evident in timely service delivery, clarity of

information provided to the public, and the ability to resolve issues quickly and effectively. Reliable officers also demonstrate discipline, initiative, and dedication to their roles. Leadership support, ongoing training, and the use of information technology further enhance work reliability. With a high level of reliability, public trust in the village office increases, ultimately supporting the creation of high-quality public services and a responsive government that addresses the needs of its citizens.

Task Implementation in Responsiveness

Responsiveness is one of the key indicators of public service quality, especially for village officials who serve as the frontline in interacting with the community. Task implementation in terms of responsiveness reflects the officers' ability to respond swiftly, accurately, and effectively to each citizen's request, complaint, or issue. Responsive village officers demonstrate concern for community needs and provide timely solutions without unnecessary delay.

Responsiveness is also evident in how officers receive information, process it, and take immediate action. For example, when a citizen urgently needs a certificate or reports an emergency in the neighborhood, responsive staff follow up without waiting for further instructions. Alertness, strong communication, and adaptability to field conditions are all key components of responsiveness. Supporting factors include adequate training, available service facilities, and good coordination with relevant parties. With task implementation rooted in responsiveness, services at the village office become more trusted and effective, helping to foster a proactive and people-centered local government.

Conclusion

Based on the findings and discussion regarding employee performance in public service at the Sukadana Village Office, it can be concluded that, overall, the quality of public services has shown progress in various aspects, although there are still several shortcomings that need improvement. In terms of quality, the services are considered fairly good; however, there are still deficiencies in infrastructure and consistency in employee professionalism. In terms of quantity, the volume of services provided is relatively high, though sometimes hindered by time constraints and a less-than-optimal archiving system. Task implementation indicates that employees are generally responsible and perform their duties in accordance with procedures, although delays still occur in some administrative processes.

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