

**PERCEPTION OF COMMUNITIES AND APPARATUS ABOUT THE PERFORMANCE OF SERVICE PROVIDER IN LOCAL GOVERNMENT (CASE STUDY IN AJIBARANG DISTRICT, BANYUMAS DISTRICT)**

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**ABSTRACT**

The local government through the sub-district office is the spearhead that directly deals with the community. The performance of government service providers is increasingly being challenged for optimal results and to be able to respond to increasingly high demands from the public. Service performance is of course related to the quality of human resources owned by the public service unit or the implementing apparatus of the public service unit. This study aims to analyze the performance of public service providers in the Ajibarang District Office, Banyumas Regency, based on the perceptions of the public and apparatus. The research method used is descriptive qualitative with a sampling technique using Non-probability Sampling and purposive sampling method. The research respondents consisted of 5 people from the sub-district office apparatus and community members. Data were analyzed using the interactive data analysis method from Miles and Huberman, through data reduction, data presentation, and conclusions. The results of the study show that the performance of service providers at the Ajibarang District Office has reached a good level, but there are still several aspects that need improvement, such as the level of responsiveness, simplification of procedures, and ability to use assistive devices. This research is expected to provide a better understanding of the performance of public service providers at the sub-district level and provide input for local governments in improving the quality of services to the community.

**Keywords:** Human Resources Performance, Community Perception, Apparatus Perception.

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**1. Introduction**

Good public service is important in creating good governance. However, various reports and surveys show that public services in Indonesia are still not good and satisfactory. This is caused by several factors, including complicated service procedures, the lack of responsiveness of the apparatus, and the complexity in the provision of goods and services in the public sector. At present there are several cases in Indonesia related to public services, one of the cases is quoted from kompas.com which stated that the existence of extortion or illegal levies was felt by the Director of Socialization and Anti-Corruption Campaign of the KPK, Amir Arief. He said that he received illegal levies (pungli) by unscrupulous village heads in Medan City in the amount of Rp. 20,000 when processing his mother's death certificate in 2021. This can lead to distrust of

public service providers or providers so that community members prefer to find alternative ways to get service faster and not wait long as by giving additional fees or ordering other people or also called brokers. The Ajibarang District Office is one of the government offices that provides public services to the community. However, the office also faces several problems, such as complicated service procedures and the lack of responsiveness of the officers. Therefore, this study will examine the perceptions of the public and officials regarding the performance of service providers at the Ajibarang District Office. This study will use the 360 degree performance appraisal method, in which the assessment is carried out by more than one appraiser, including direct supervisors, colleagues, and members of the community. This method provides information about how an employee is valued by the people they interact with in their daily work. It is hoped that this research can provide a better understanding of the perceptions of the community and officials regarding the performance of service providers at the Ajibarang District Office. The results of this study can be the basis for improving the quality of public services and the performance of human resources in the district office.

## **2. Literature Review**

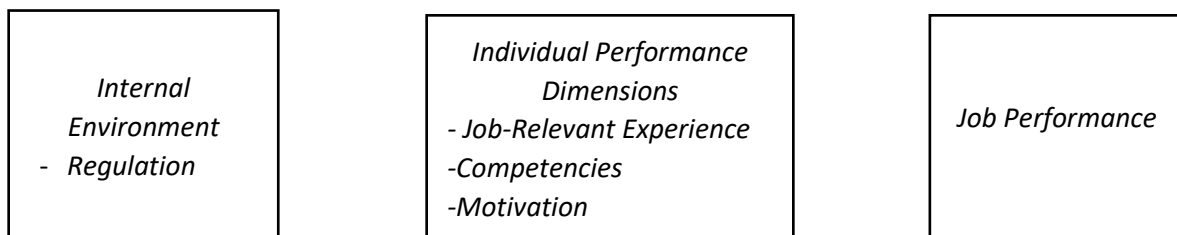
### *2.1 HR Performance*

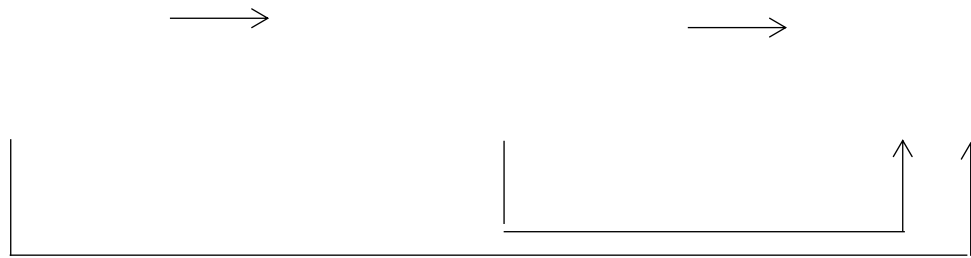
Basically, human resource development undoubtedly has a significant positive impact on improving employee performance in completing tasks to achieve company goals. According to Suyadi, HR performance is the result of work that can be done by a person or group of people in an organization, in accordance with their authority and responsibility, to achieve the goals of the organization concerned legally, without violating the law and in accordance with moral or ethical regulations. Based on experts, work performance has many different meanings, as stated by experts. According to Mathis & Jackson (2001) states that work performance is basically what is done or not done by employees in carrying out their work.

### *2.2 Perception*

In English, perception is perception, namely the way of looking at something or expressing understanding as a result of the processing of thinking power, meaning that perception is related to external factors which are responded to through the senses, memory, mental power. According to Widayatun (2009: 112) Perception or response is a mental process that occurs in humans which will show how we see, hear, feel, give, and feel (the work of the senses) around us. Perception according to Purwodarminto (1990:759) is a direct response from an uptake or a person's process of knowing several things through sensing. Perception will arise after a person or group of humans first feels the presence of an object and after being felt will interpret the object that is felt, such as Young's opinion (in Walgito, 2010: 89).

### *2.3 Theoretical Framework*





Gambar 1. Theoretical Framework

*Sumber : diolah dari Boyne, et al (2010). Theories of Public Service Improvement*

This model is intended to find out how public service employees perform with regulatory aspects and individual performance dimensions. Steve Martin considers the performance effect of external regulation or inspection, which is one of the cornerstones of the new public management. According to Timothy D. Chandler, regulations can help improve employee performance by providing guidance on employee duties and responsibilities. This can help reduce ambiguity and increase employee engagement in their work. Regulations can also help encourage employees to take responsibility for their work and increase their motivation at work.

In the performance dimension relevant work experience has a strong positive influence on employee performance, especially in jobs that require special skills and knowledge (Tippins & Sohi, 2003). Motivation can affect employee performance because motivation is an internal drive that encourages a person to act and achieve the desired goals (Robbins & Judge, 2017). Then competence can also affect employee performance through its influence on motivation and ability to perform tasks well (Noe et al, 2017). Based on this explanation regulation can encourage organizations to change, and individual work dimensions affect performance, but does it provide an increase in service performance? This will be discussed later in this research.

### **3. Research Methodology**

#### *3.1 Types of research*

This research uses a type of qualitative descriptive research which aims to obtain a complete picture of something from a human point of view, qualitative relates to the ideas, perceptions, opinions or beliefs of the person being studied and all cannot be measured by numbers, the type of method used is descriptive by using qualitative method

#### *3.2 Time and Location of Research*

When the research was conducted in early March 2023 to June 2023. This research was conducted in Ajibarang District, Banyumas Regency. Data collection was obtained through interviews with the people of Ajibarang District.

#### *3.3 Research Focus*

Moleong (2014: 97) says that the focus of research is the core that is obtained from the experience of researchers or through knowledge obtained from scientific literature studies. In collecting data according to the problems in research, guidelines are needed where the focus of research is one of its functions. This research focuses on the perceptions of the public and officials about the performance of service providers in local government.

### *3.4 Research Methods*

According to Suharsimi Arikunto (2010), research methods are steps or methods taken by researchers to obtain data or information needed in research. There are two research methods used in this study, namely library research and field research. Library research is a method that uses data sources in the form of scientific books, writings, and scientific essays that are relevant to research. Meanwhile, field research is a method that involves researchers directly to the object of research.

### *3.5 Data Collection Techniques*

Data processing is done by analyzing the results of interviews with informants related to research problems. The analysis is presented descriptively through a literature review and the results of interviews related to the research problem. The results of the analysis are made and become suggestions for evaluation to find out how the public perceives the performance of service delivery in Regional Government. Data collection techniques used in this study are observation, interviews, literature studies, documentation.

### *3.6 Data Analysis Methods*

The method applied in this research is descriptive qualitative method. According to Mukhtar (2013: 10) qualitative descriptive research method is a method used by researchers to find knowledge or theory of research at a certain time.

## **4. Results**

### *4.1 Public Perceptions and Apparatus Perceptions About the Performance of Public Service Providers in Ajibarang District*

The performance appraisal which was carried out at the Ajibarang District office used the 360 degree method, which was assessed not only from the leaders, but also involved the community in the assessment. After the researchers conducted surveys and interviews, the performance of service providers can be seen from the research themes on the performance of sub-district government officials, namely as follows :

#### *4.1.1. Public Service Capacity*

Service capacity refers to the ability of a system or organization to provide services to customers or users. Management of human resources is very important in government agencies to ensure the good performance of sub-district officials and know their respective duties and functions. A person's ability is formed from the knowledge and skills possessed. Knowledge is related to understanding abstract concepts and educational background, while skills are related to technical expertise.

The better a person's skills and expertise, the better the error rate and speed in doing the task.

*"...In my opinion, the ability of government officials to serve public services varies. Several officers are highly skilled and experienced in providing good services to the community. They have quite good knowledge about procedures and requirements. However, there are some officers who seem to be less skilled in using the existing tools". (interview with NM people, on Thursday 11 May 2023)*

Based on the results of these interviews, the ability of the apparatus to operate assistive devices is already skilled, but there are several apparatus who are old enough to be less skilled in using assistive devices. This refers to the concept of the generation gap, which states the gap in acceptance and use of technology between the older and younger generations. In addition, the head of service in the Ajibarang sub-district also explained the ability of service providers to use assistive devices.

*"... The assistive devices are sufficient in terms of quantity and quality, yes, because it has been a long time, so it is quite slow, and the service providers who use them are also skilled, there are no difficulties in operating them because the people in the service are still young. Maybe from the statements of the community there are some who are less skilled, not from the service provider apparatus, but officers from other sections of the field who help and could be from vocational high school internship students." (Interview with the head of the service section, Tuesday 30 May 2023).*

Based on this, the skills and expertise of the apparatus still need to improve coordination between sections of the fields involved in services and providing services which can be done through internal training, external training, or involving experts to provide guidance regarding training in computer use.

#### **4.1.2. Attitude of Service Providers**

A positive work attitude is reflected in good service to the community. They are able to provide better service and create positive experiences for the people served. With a positive work attitude, district office officials can achieve better performance, build harmonious working relationships, and provide optimal service to the community. Sub-district officials with a positive work attitude tend to be friendly, responsive and fair to the needs of the community.

*"... The attitude of the employee is relatively friendly, only if it's noon and when the ID card is made it's quite busy so the employee speaks firmly not angry, maybe other people indicate that he is a bitchy employee, but in my opinion he speaks more assertively. The official spoke more assertively because the information given was repeated and many questioners got the same answers. The staff did not provide additional information, they had to ask first and then the employee would get an answer" (interview with US village community, Thursday, May 11, 2023).*

*"... In my opinion it is fair and also quite fast to serve it, the queue system uses a number machine so it has a fair system without cheating." (Interview with WK village community, Wednesday, May 10, 2023).*

*"... In my opinion, the sub-district office staff is not responsive in providing explanations regarding document requirements. When we wanted to ask about the methods or requirements in the sub-district, there were no officers near the entrance to ask about this, so we had to ask the counter staff who were processing documents" (interview with WK village community, Thursday, 11 May 2023).*

Based on the results of the interviews, it shows a variety of experiences and views of the community on the attitudes and services of employees at the sub-district office. There are positive aspects such as the impression of friendliness and fairness of service, but there are also deficiencies in responsiveness and providing information proactively. Then from the perception of the apparatus also conveyed

*"... As sub-district office officials, we appreciate input and responses from the community regarding the lack of responsiveness in providing explanations regarding document requirements at the sub-district office. There are only 4 officers for the service section in this sub-district and each has their own duties, namely one person as operator, two people guarding the counters and one person in charge of population application data. So in this District there is still a lack of human resources to become Customer Service in the service section. (interview with District office officials on Thursday, 11 May 2023).*

Based on the results of the interviews, it is still necessary to improve the quantity and quality of existing human resources. Given the limited number of officers in the service section, the steps that need to be taken are to increase the number and quality of human resources who are public service providers. To increase this, it can be done by recruiting and training more officers who have adequate skills and knowledge in providing services to the community. Then the steps of the head of service are also good by providing motivation this will help improve coordination and understanding between officers, and give them a clear understanding of their responsibilities and duties.

#### 4.1.3. Training

The Ajibarang District Office still needs training to improve its performance in providing services. This is also agreed with the Head of Service Section.

*"...There should be service excellent training, I myself have proposed for service excellent training, for example how to serve the community well, communication as well but because maybe there isn't yet, the training hasn't been implemented yet."*



Based on the results of these interviews, it shows that there is awareness from the head of the service section of the importance of improving the quality of service to the community. Service excellent training is expected to provide the necessary knowledge and skills to serve the community well, including effective communication skills. The results of the interview also indicated that there was an unmet need in terms of human resource development at the sub-district office.

#### **4.1.4. Relevant Work Experience**

The existence of work experience will have an impact on the ability of employees to complete and carry out a task and responsibility that is given easily because according to the experience they have. This will have a major influence on achieving the objectives of the District Office.

*“... Yes, I think relevant work experience has a big influence on the performance of service providers in the sub-districts. Through work experience, employees become familiar with various situations and problems that may arise in public services.” (interview with WK village community, Thursday, 11 May 2023).*

Extensive work experience can help employees become more effective and responsive in addressing community needs and demands. Therefore, it is important for public service providers to have adequate work experience and continue to improve the quality of their work experience to provide better services to the public. Ajjibarang District Office officials said that relevant work experience is not the only thing that affects employee performance. Officials who do not have relevant experience can also improve their performance. Despite not having direct related experience, officers still have the potential to learn and develop the skills needed in their jobs through the provision of good service related training

#### **4.1.5. Punctuality**

The timely completion of services not only affects the public's perception of the sub-district office, but also has an impact on customer satisfaction, reputation, operational efficiency, and the image of the service provider's professionalism. Therefore, it is important for the sub-district office to make punctuality one of the main focuses in improving performance and providing optimal service to the community. As what NM said as a community.

*“... For a service time of about 10 minutes and the turnaround time for the card was later than scheduled. The types of services that exist in the sub-district as far as I know are the processing of KTP, KK, and Birth Certificates, but maybe there are many more.” (interview with WK village community, Thursday, 11 May 2023).*

Based on the results of these interviews, delays in completing documents in the sub-district could occur due to several factors that affected the work process, and the sub-district officials responded positively by apologizing and providing information to the public. However, efforts are still needed to overcome the factors that cause the delay. This from the sub-district apparatus also gave the following response

*“... As government officials, we acknowledge that there have been incidents where the completion of certain documents has been delayed. We also try to ensure the availability of materials and facilities needed so that the service process runs smoothly, but usually the scarcity of the necessary facilities comes from the center. The time for completion of the service is uncertain, it depends on how many people there are and whether the community has met the requirements as per the procedure I described earlier. What is clear is that for certainty our time is according to a predetermined schedule, which starts at 07.30-12.00 WIB for service, 12.00-13.00 WIB for rest then starts at 13.00-15.30 WIB” (interview with Head of Service, May 28)*

Public perceptions regarding the certainty of completion time can be concluded that the certainty of time is in accordance with the existing service schedule, but the length of completion of needs still depends on the number of existing queues. The SOP of the Ajibarang District Office states that the settlement is carried out no later than 10 days and the PPID Assistant can extend the time no later than 7 days. Based on the SOP, the perception of the apparatus in processing documents was on time based on the SOP, but the public's perception was that there was still a delay because the community did not know the SOP. As such, there is a need for action to improve the management of resources and facilities in the Kecamatan, such as ensuring the availability of sufficient materials for services and increasing efficiency in data collection and entry. In addition, open and transparent communication with the public regarding possible delays is also important so that they can understand the situation and adjust their expectations.

#### **4.1.6. Responsibility**

As an official, of course, you have to be responsible, for example, if there are complaints from service users, a supervisor must be responsible for resolving them. If there are complaints from the user community stating:

*“... In my opinion, the attitude of the apparatus in handling complaints in this sub-district is quite good. When I complained about service or other issues, they listened patiently and tried to provide adequate solutions. They also provided a clear and transparent explanation of the steps to be taken to resolve the complaint.” (interview with WK village community, Thursday, 11 May 2023).*

The conclusion from the interview results is that the community gave positive responses to the attitude of the apparatus in handling complaints in the sub-district. The community feels that the authorities are trying to understand the complaints submitted. They also value transparency in providing adequate explanations and solutions. Thus, it can be concluded that the apparatus in this sub-district has a good attitude in handling community complaints.

#### **4.1.7. Regulation**

Existing regulations can help create an organized, professional and efficient work environment in the sub-district office. By providing clear standards, increasing



accountability, and encouraging skills development, regulations can contribute to improving the performance of sub-district office staff and the quality of services provided to the community.

*"... In my opinion, the district apparatus has carried out its duties well. They ensure that all requirements are met, and follow the steps that have been set. However, for service standards, we as the community do not know what the Service Standards are at the District Office. Therefore, there is still a need for better monitoring and supervision to ensure that every employee complies with procedures properly" (interview with WK community, Thursday, May 11 2023).*

The conclusion from the results of these interviews is that the community considers the sub-district apparatus to have carried out their duties properly and complied with the applicable procedures. However, they also realize that better monitoring and supervision is needed to ensure consistency in the implementation of procedures by each employee. The community hopes that efforts will be made to improve supervision and monitoring to ensure that every employee adheres to procedures in public service.

#### 4.1.8. Cooperation

Good cooperation between sub-district office employees can increase work efficiency and productivity. By working together, employees can divide tasks, utilize individual expertise, and work in a coordinated manner to achieve common goals

*"... In my opinion, the process of cooperation between one worker and another in the district is quite good. I often see them working together in solving problems or providing services to the community. They seem to support each other and coordinate well." (interview with US village community, Wednesday, May 10, 2023).*

Based on the results of these interviews it is clear that the process of cooperation between one worker and another is quite good and helps each other overcome existing problems. In this case the Head of Service also stated that cooperation between sections or fields in the sub-district did indeed appear to be limited, but there was still cooperation that was synergistic and mutually supportive in the field of service to the community. It is important to continue to strengthen collaboration between sections or departments in the sub-district, which will increase effectiveness and efficiency in providing services to the community.

## 5. Conclusion

Based on the results of the research and discussion that has been carried out regarding "Public and Apparatus Perceptions of the Performance of Service Providers in Local Government (Case Study in Ajibarang District, Banyumas Regency)", it can be concluded as follows:

5.1 Performance Apparatus of Ajibarang District, Banyumas Regency in providing services to the community has been able to achieve good performance. However, there are still a

number of things that must be improved to improve the performance of service providers to be even better.

- 5.2 Based on the capacity of the apparatus related to the use of assistive devices it is good but in terms of ease of procedure it is still lacking because there are requirements for processing documents which are quite complicated for people who are doing service in the District for the first time.
- 5.3 Based on the attitude of public service providers in the sub-district, they have implemented a good work attitude, namely being friendly and fair. However, from the perspective of the community, service providers are still unresponsive. This is due to a lack of human resources capability procedurs needed in the customer service department.
- 5.4 Based on the certainty that the service completion time is in accordance with a predetermined schedule, however, the length of time for completion of affairs still depends on the number of existing queues. Then there are still delays in completing documents in the District, which is caused by the scarcity of the required materials.
- 5.5 Based on the perceptions of the community and apparatus, it is stated that relevant work experience has a major influence on the performance of service providers at the District Office.
- 5.6 Based on the perceptions of the responsibilities of the community and officials in handling complaints in the sub-district, officials in this sub-district are seen trying to understand complaints submitted by the community. They also provide a clear and transparent explanation of the steps to be taken to resolve the complaint.
- 5.7 Based on existing regulations, sub-district officials have carried out their duties properly and complied with applicable procedures. The community acknowledges that there are Service Standards (SP) and SOPs that have been set by the sub-district, and service staff have implemented these SPs.
- 5.8 Based on the process of cooperation in the service department between one worker and another worker in the sub-district it has been proven to be good. The community sees cooperation between employees in solving problems and providing services to the community.

## **6. Suggestion**

Based on the phenomena and research results that researchers found in the field, the suggestions from researchers are as follows:

- 6.1 Regarding the results of research regarding the lack of staff in the Customer Service section, the sub-district office apparatus needs to conduct a thorough evaluation of the actual needs of the sub-district service section so that it can assist in identifying the number of officers needed. Understaffing can hamper the overall productivity of the sub-district office. When employees are limited, work processes and information flow may be slow.

- 6.2 As a sub-district official, it is better to regularly communicate with the community, providing information about policies, changes or problems that occur in the sub-district area. So that if there is a delay in processing documents, the community can also find out.
- 6.3 Local government needs to allocate adequate budget for training development and delivery. With sufficient budget, sub-district officials can carry out repairs and improvements on a regular basis.
- 6.4 Regarding the existing service standards, the Regional Government needs to develop Service Standards which contain a number of important elements to ensure quality and effective public services. Service standards are expected to include how to serve the right attitude from the beginning when people come to take care of documents until they finish processing documents.
- 6.5 In order to obtain better study results, it is necessary to conduct research related to the performance of apparatus at the District Office using quantitative methods.

## **7 Research Limitations**

- 7.1 One of the obstacles is that the time is quite short, so the respondents are not deep enough to reflect on each of the services in the Ajibarang District.
- 7.2 There was a feeling of fear experienced by community respondents at the beginning of the study, the researcher still received little information from the beginning to the middle of the study, and the researcher received more detailed information at the end of the study which was supported by the openness of the respondents in providing information and existing phenomena.

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