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COMPETENCY-BASED ANALYSIS ON GOVERNMENT APPARATUS' PERFORMANCE IN SIDENRENG RAPPANG REGENCY SOUTH SULAWESI PROVINCE

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ABSTRACT

Accountability performance of village officials in public service, both in terms of process and in terms of quality of service is a very important thing. Competencies possessed by village officials are sometimes incompatible with the expectations of society. Therefore, how the competence of village officials in the civil service in the village is the focus of this study. Data collected through interviews with informants, consisting of village government officials from each district, as well as community leaders in each of the research locations. In addition to the interview, it also conducted direct observation of community service activities. The results showed that the performance of village officials in the civil service today is still dominated by the dimensions of government services. While services on the development dimension and the dimension of empowerment more implemented by local governments. This happens because the competence of village officials was not optimal.

Keywords: Public Service, Competence, Village Officials

1. INTRODUCTION

The implementation of government system in Indonesia which is more decentralized under law 32/ 2004 gives a broad autonomy for local governments to organize the governmental activities and development based on potential and aspirations of each community, through bottom-up planning process. Correspondingly, the village government as the lowest level of self-government, become the spearhead of government responsibilities, particularly in the provision of public services or community services. This means that village officers are required to optimize their performance in delivering service to the community and the service should be in accordance with the need, potential and aspirations of its people.

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Accordingly, connected to the dynamics of the rural community, the implementation of decentralization system should contains positive aspects that are expected to fulfil the demands of public service needs of the community for a more qualified and satisfied public services. This was stated by Osborne and Gaebler in Rasyid (1995)[1] stated that positive values contained in the decentralization system include: (1) Flexibility, in which local government officers are able to give response more quickly and more appropriate to the change of environment and community needs. (2) Effectiveness, where the services provided by village officers become more effective according to a clearer understanding about the real problems that exist in the community. (3) Innovative, where the village officers are able to propose new ideas that are more relevant to the dynamics of villagers daily life. (4) A higher motivation to do their jobs, so that the village officers are motivated to do their jobs because they believe that the higher government level trust them well. With a decentralized system of government, it is expected that this will bring back the main functions of the government to the public service function, after it was more project oriented during the long new era (orde baru).

Nevertheless, based on observation and preliminary information obtained from a number of citizens, specifically in Sidenreng Rappang Regency, the tasks of community services by village officers still showed weaknesses in many aspects, to it is still often left to disappointment and protests from the society. Such conditions generally experienced by citizens, even though it should be admitted also that some villages have succeeded to bring public services which is relatively satisfied their people. Allegedly, the weaknesses mentioned, related to many factors, both internal and external factors that comes from the village officers themselves.

The enactment of Law No. 6 of 2014 About the Village requires officials at the village level have a good competence in governance. With the enactment of the law, billions of dollars for development programs will go into the village each year.

2. OVERVIEW OF THE LITERATURE ON PUBLIC SERVICE AND COMPETENCE VILLAGE OFFICIALS

According to Bharata (2004) [2], the four essential elements in the process of public service, first; service providers, such as the party that can provide a particular service to consumers, either in the form of service provision and delivery of goods (goods) or services (services). Second, the service receiver, ie they are referred to as customers who receive various services from the service provider. Third, the types of services, ie services that can be provided by the service provider to those in need of services. Fourth, customer satisfaction, the service providers should refer to the primary goal of this service and customer satisfaction. This is very important because the level of satisfaction obtained by the customer is usually closely related to the quality standards of goods and or services they enjoy.

Kasmir (2006) [3] provide criteria or characteristics of good public service is to have elements of a good employee availability, availability of infrastructure, good, responsible to each customer from the beginning to the end, able to serve quickly and accurately, able to communicate, to guarantee the confidentiality of any transactions, have a good knowledge and abilities, trying to understand customer needs, and is able to give confidence to the customers.

Similarly Ratminto and Winarsih, (2006) [4] identifies some of the principles in the administration of government services and permits that must be considered, namely;

- a. Empathy with customers. Employees who serve business licenses from the licensing agency service providers must be able to empathize with people who use services.
- b. Limitation on procedure. Procedures should be designed as short as possible, thus the concept of a one stop shop actually implemented.
- c. Clarity of service procedures. Procedure of service should be designed as simple as possible and communicated to the user community services.
- d. Minimization of service requirements. The terms of the care of the service should be restricted as little as possible and as much as absolutely necessary.
- e. Clarity of authority. Authority employees who serve the public users of services should be defined as clearly as possible to create a chart of tasks and distribution of authority.
- f. Fee transparency. The service charge should be set to a minimum and as transparent as possible.
- g. The certainty of schedule and duration of service. Schedule and duration of services must also be sure, that the public has a clear picture and do not fret.
- h. The minimization form. The forms should be designed efficiently, thereby resulting composite form (a form that can be used for various purposes).
- i. Maximization license validity period. To avoid too frequent public on the permits, then the license validity period should be set as long as possible.
- j. The clarity of the rights and obligations of providers and customers. The rights and obligations of both the providers and the customers should be clearly defined, and is equipped with sanctions and the provision of compensation.
- k. The effectiveness of complaint handling. Good service should be best to avoid the occurrence of complaints. However, if it appears the complaint, it must be designed a mechanism that can ensure that complaints are handled effectively so that the problem can be quickly resolved.

In the broadest sense, the important role played by the users of public services in order perfected the quality of public services can be categorized as community empowerment (empowering society). As in the case of goods, services / service that is produced is something that is, it is something the product. Public sector services generally have a qualitative dimension, since birth from the womb of the political system. Although compared to the private sector, public sector quality issue is admittedly more difficult to define and measure them because it is loaded with political values and ideology have no actual consensus among experts that it will ultimately be determined by the service users themselves. Therefore, the only measure of the quality of public services is whether it gives a certain satisfaction to the consumers themselves.

The meaning of the word quality Jackson and Palmer (1992)[5], is the consumer perception of the characteristics and a certain look that is presumed to exist in a service, and the values that they (consumers) are given on the characteristics and the display. So, as a concept, quality is something intrinsically value from the point of view of those who served, not modified from those who provide services.

Actualization of dissatisfaction with the services can be observed from the attitudes and behavior of consumers. They found that the cause of service quality is not "the gap between consumers and service providers". Gap in question is the gap between expectations and reality are perceived consumer with what is perceived by the essence of these ideas is that the cause of public dissatisfaction with public services provided by the service providers is the gap between what is expected by the public to the fact that the service received. It means that if what is accepted by society, if in accordance with the expectations of people's behavior will follow the expectations of the satisfaction and trust in the service provider.

Zaltman and Berry (1990)[6] relating to the quality gap between the expectations of the service provider and the service recipient.

Gap the process can be described as follows:

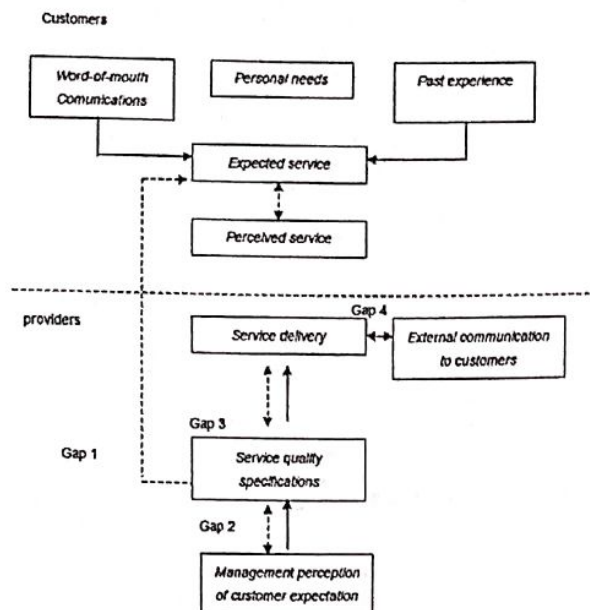


Fig. 1. The Conceptual Model of Service Quality

Similarly, the concept of competence village official, James L. Perry (1989) [7] describes the ideal is that the administrator has the technical skills, human skills, conceptual skills, democratic institutions responsive, results-oriented, able to develop networks, and have the ability to communicate and maintain a balance between the decisions and activities.

3. RESEARCH METHODS

This study uses phenomenological models because it is a model that describes the study of the meaning of life experience of the individual. Said, because according to Edmund Husserl in Moleong (2008)[8] defined phenomenology as the study of subjective experience and awareness of one's basic perspective.

For this purpose there are four techniques of data collection in this study, namely: literature, observations, interviews, and documentation. The technique of data analysis is the reduction, presentation and drawing conclusions. Validity of the data required technical inspection, especially checking the information obtained in the field, based on the results of the various documents and educational services field data. Test confidence is by extending the observations, increasing persistence, triangulation, negative case analysis and use of reference materials.

4. RESULTS AND DISCUSSION

4.1. Performance of services delivered by village officers

The implementation of community services by the village apparatus based on Law 32 of 2004 on regional government and government regulation Number 72 about Village. Furthermore, to be a reference in the operational activity, the government has provided the officers with a variety guidance books about the implementation of village government, accompanied by examples and necessary forms. Generally, the village government's duties and responsibilities includes three (3) aspects of community services : the service area of development, area of governance services, and the area of community outreach. In the field of development, the village government is expected to be able to raise participation and community empowerment to undertake various development activities aimed at improving the welfare of the community based on their own initiative and financing. In addition, the village government is also expected to conduct field coordination on a variety of development project that are allocated by the local and central authorities for the village. In the field of Government, village government is responsible in providing services to fulfil the community needs of a variety of governmental or legal documents related to citizens' status and their daily activities. While in area of society, village government is responsible to/for mobilize the community participation to achieve order and harmony of live.

Meanwhile, the service related to empowerment and development is generally remain weak, especially those issues related to officials ability to mobilize the non-governmental forces to conduct the physical development, particularly those related to activities that need relatively high cost such as infrastructure for transportation and rural economy. This was not only because limited ability of rural economy that the majority are farmers, but also because the existence of opinion that the construction of facilities for the benefit of rural communities is the responsibility of government. That perception in supported by the fact that the regular budget for the local and central authorities has allocated a variety of physical development projects such as construction of roads, bridges, irrigation channels, educational and health facilities that seemed increasing from year to year. Thus indirectly weakens the motivation and spirit of self-help community to build their own communities, and vice versa, remains to strengthen their sense of dependence on the projects from government's regular budget. The

self-help development activities which is quite often done with the village community together with village officials is limited to the construction of houses of worship, security posts, as well as environmental hygiene. Although in the middle of these limitations, in the last two years, villages that become the location of this study, in general, are quite capable of carrying out self-help community-based development activities in the form of social and cultural infrastructure such as places of worship as well as environmental security posts, and some of them managed to build transportation infrastructure and a simple wooden bridges and culverts. Another factor that weaken the spirit of villagers to support the village construction was their perception on the village officials' performance. The villagers perceived the performance is not so good, therefore, the villagers were not motivated to support the village development. Thus, to strengthen and to motivate villagers to give their support for village development, the officials first should show a good performance in doing their tasks in the village.

According to the apparatus' perception, they have undertaken the task of government services smoothly and they met the needs of the community. The types of duties include, various formal letters needed by citizens, such as cover letter needed to get the citizens' National Identity Card, Family Card, Recommendation letter for Certificate of Land, Permit remedy for various activities of citizens, business licenses letter, letters to witness land transactions, letters for the need of citizens who migrates or immigrates, letter that is needed for those who are willing to continue their study and certificates that acknowledge economic condition of the poor. It is stated that one of the supporting factors for the smooth running of the service task is the availability of clear written instructions from the government, along with examples, as well as the necessary forms. In addition, factors that also cause a smooth service, is because these tasks have become daily routine, so that the authorities have been very accustomed in doing those tasks. One of indicators that is used as evidence that the smooth service, is no protests from citizens related to the service activities. If there is lack of service happens once, then it is usually only because of the form needed for the service was run out and the officials are waiting for the new supply. Of the eleven villages that was observed in this study, only three villages were declared common lack of launch in the provision of administration services due to factors mentioned above.

4.2. The conformity of services with the community needs and satisfaction

The local community leaders who became the informants of this research stated that the villagers perceived all activities in the field of public administration services provided over the years, has generally met the citizens needs and in accordance with their respective interests. For example, in terms of meeting the needs of the villagers to get mailing services required to support their economic and social activities daily. The village officials provide those services every day, even in certain times shows the volume of service activity is quite solid for example at times of enrollment in the new school where many residents require paperwork from the village government, or if there is activity such as the socioeconomic distribution of government aid. In these such conditions, sometimes the village government offices are opened and performed services until the evening.

However, there is still quite a lot of people's needs are met in regards to the types of services related to empowerment or development of physical infrastructure and facilities in villages. One example is the fact that some villages cannot afford to develop irrigation channels to support farming activities. The same case happened on the means of transportation between parts of villages. Similarly, very limited number of villages can afford provision of facilities for youth activities and youth and women such as sports facilities, arts, and skills training studios. Those development needs mentioned earlier are still met by local government and the central government and not by citizen's empowerment. Therefore, those development are met gradually according to the availability of government funds. Nevertheless, the informants agreed that some development activities related to cultural and social interests such as houses of worship and security checkpoints were successfully developed by non-government under the coordination of forces in all the villages.

In terms of public satisfaction particularly in the field of public administration, most of the community leaders who became the informants in this study gave a positive assessment, in the sense of the quality of service, although in the midst of it there some aspects which are sometimes still complained of by the citizens. Service quality indicators that were examined in this study include: the average length of completion time of each service; costs spent for any services; and the perceived convenience of citizens during the process which include office facilities and behavior of the village officials in providing services.

5. CONCLUSION AND RECOMMENDATIONS

In general, provision of service for community by the village officials in Sidrap regency has shown a good performance and the majority villagers gave good views about the services. However, the type of services provided still dominant for government administration and community services. While services related to development and empowerment such as physical development still limited. This is partly due to the limitations of socioeconomic factors of community and the general perception that formed among them that the development tasks are the responsibility of the government. Almost all physical development activities such as socio-economic infrastructure development in villages that are exists today, sourced from local and central government projects, or from non-governmental organizations (NGOs).

People's satisfaction regarding the services provided by village officials is good as well. This is marked by the less of complaints received from the villagers in the last two years. There are many factors that influence the services such as socio-cultural factors which contains family values and kinship that has been existed in the community for long time. Another contributing factor that may affect the people's satisfaction was the use of Buginese, the traditional language that is used among between villagers and officials. Nevertheless, it is inevitable that sometimes there are service conditions that sometimes lead to the public complaints. For example, there are certain types of service that are perceived have complicated procedure, requiring a relatively long time, as well as giving a heavier cost burden. Such of services usually associated with the consequences of legal or economic activities or issues.

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