

Dynamics of Apparatus Performance in Achieving Accountability in Village Services

Dinamika Kinerja Aparatur dalam Mewujudkan Akuntabilitas Pelayanan Kelurahan

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Abstract

Performance accountability of public agencies, including the Rampoang Sub-district Office of Palopo City, is crucial to ensure the government's responsibility to the community. However, it is often not fully realized, leading to problems such as slow administrative services and lack of integrity among staff. The researcher's analysis has revealed that there has been no previous study linking the accountability of the staff with the provision of services in Rampoang Village, Palopo City. This study aims to address this gap and examine the accountability of staff performance in the implementation of services in Rampoang Village, Palopo City. This research utilizes a quantitative descriptive method, gathering data through observation, interviews, and documentation. The results indicate that the expected level of accountability in the Rampoang Village office has not been met due to a shortage of human resources in the staff. This has resulted in slow delivery service to the community, with minimal accountability among the staff. Public complaints regarding services, particularly relating to process accountability and honesty, are still widespread in the Rampoang Village office. As a result, the researchers propose several recommendations. One of these is the need to increase the number of staff members, as this can have an impact on the provision of services in the Rampoang Village office. Data from the village office indicates that while there is satisfaction with the speed of service and the behavior of the staff, concerns remain regarding time efficiency, service quality, and transparency in costs. This highlights the necessity for improvement in these areas.

Keywords

Accountability; Apparatus Performance; Service Implementation.

Abstrak

Akuntabilitas kinerja instansi publik, termasuk di Kantor Kelurahan Rampoang Kota Palopo, sangat penting untuk menjamin tanggung jawab pemerintah terhadap masyarakat, namun sering kali belum terwujud sepenuhnya, yang terlihat dari masalah seperti lambatnya pelayanan administratif dan kurangnya integritas aparat. Berdasarkan analisis VOSviewer, belum pernah dikaji penelitian yang mengaitkan akuntabilitas aparatur dengan pelaksanaan pelayanan di Kelurahan Rampoang Kota Palopo. Sehingga penelitian ini bertujuan untuk mengkaji dan mengetahui tentang akuntabilitas kinerja aparatur dalam pelaksanaan pelayanan di Kelurahan Rampoang kota Palopo. Penelitian ini menggunakan metode deskriptif kuantitatif yang melakukan pengumpulan data dengan menggunakan observasi, wawancara, dan dokumentasi. Hasil penelitian menunjukkan bahwa akuntabel yang diharapkan di kantor Kelurahan Rampoang belum berjalan maksimal disebabkan SDM aparatur di kantor Kelurahan Rampoang masih dibawah rata-rata hal ini mengakibatkan lambatnya pelayanan yang diberikan kepada masyarakat sedangkan akuntabel dari aparat masih minim dapat ditemukan di kantor Kelurahan Rampoang masih banyak keluhan dari masyarakat terkait pelayanan khususnya akuntabel proses dan akuntabel kejujuran sehingga peneliti memberikan beberapa rekomendasi yaitu perlu adanya peningkatan SDM aparatur karena mampu mempengaruhi pelaksanaan pelayanan di kantor Kelurahan Rampoang. Data dari kantor kelurahan tersebut menunjukkan bahwa meskipun ada kepuasan dengan kecepatan layanan dan sikap petugas, masih ada kekhawatiran mengenai efisiensi waktu, kualitas layanan, dan transparansi biaya, menekankan perlunya perbaikan dalam aspek ini.

Kata Kunci

Akuntabilitas; Kinerja Aparatur; Pelaksanaan Pelayanan.



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1. Introduction

Public sector performance accountability is the obligation to answer or account for the performance of a person or organization to those entitled to request information or explanations. This includes all government agencies and state institutions at the central and local levels, which must understand the scope of their accountability. This accountability is important to ensure the success or failure of an institution's mission (Raharja et al., 2018). This accountability reflects the government's obligations mandated by society. The issue of local government performance has been in the public spotlight because the results have not been maximized. According to the principles of Good Governance, government performance accountability is an obligation to account for the success or failure of the implementation of the organization's mission in achieving predetermined goals and objectives (Putra & Huda, 2022; Susanto & Fadhillah, 2022).

Based on the results of observations, at the Rampoang Village Office, Palopo City, the expected accountability has not been fully realized. Some of the problems encountered include staff tardiness which has an impact on the slowness of administrative services to the community, lack of integrity in providing services, especially in assistance programs, and apparatus behavior that is not in accordance with Standard Operating Procedures (SOPs). For example, there are still administrative fees for some services that should not exist. Therefore, this study focuses on the accountability of apparatus performance in service delivery at the Rampoang Urban Village Office in Palopo City. This research offers a different perspective from previous studies that have mostly used a quantitative approach.

The difference from research by Mokoagow et al. (2018) where the focus of the research looks at the effect of accountability on service quality by using simple regression quantitative methods. While this study uses a qualitative method by looking at the accountability of the performance of the apparatus in providing services with a trusted interview approach.

The difference in research by Kutika et al. (2021), this study looks at how service procedures and community satisfaction through the accountability dimension using qualitative methods. Meanwhile, this study focuses on looking at the performance of the apparatus in providing services at the *kelurahan* office using qualitative methods with an interview approach.

Research differences from Sadat (2019) uses a mixdome research method by looking at the quality of apparatus performance and community satisfaction in services at the Medan Denai sub-district office. While in this study using a qualitative approach with the aim of seeing how the performance of the apparatus in providing services that focus on the concept of accountability.

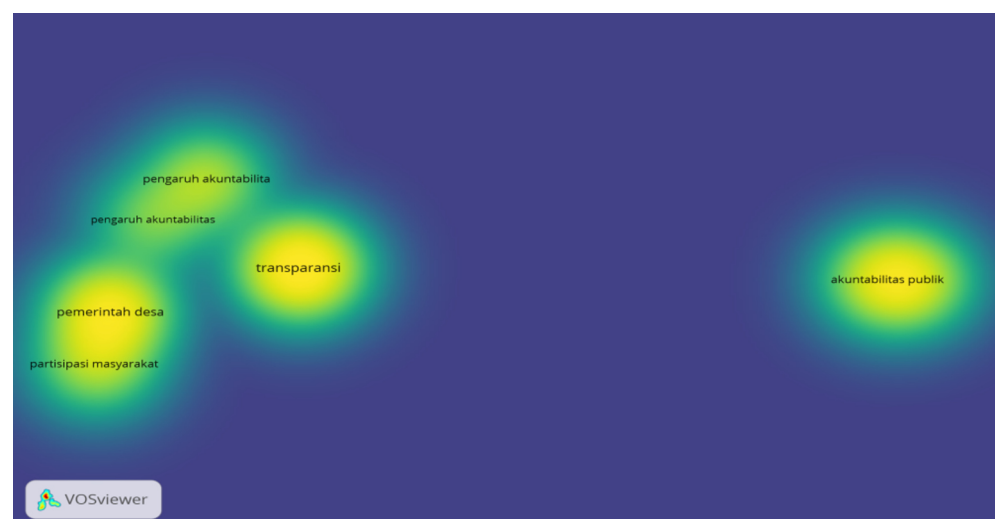


Figure 1. Analysis with VOSviewer

The difference in research by [Ismiyati \(2019\)](#) where the focus of this study looks at the influence of independence and accountability on the quality of editors from the dimensions of attitudes and behavior. The method used is quantitative with a multiple regression approach. Meanwhile, this study uses qualitative methods with one variable and focuses on the performance of the apparatus in providing services with a trusted interview approach.

While in the development of research related to public accountability using the VOSviewer bibliometric approach in selecting the type of data. Researchers use references from publish or perish. Then use the binary counting method by minimizing the number of occurrences of terms by 4 and the number of terms to be selected by 23.

Public performance accountability is strongly related to 23 research links from 5 clusters. Some of the strongest links are performance, transparency, and accountability. Links that are not strong include governance, participation, solutions and so on. These links have not been researched much and are likely to be researched more recently.

The density display mode above shows that most research related to public accountability is transparency, which is marked with a bright yellow color. The lighter the color, the more research. The ones that still have little research are public participation and the influence of accountability, which are marked with a less bright color. It has never been studied about the accountability of apparatus performance in the Rampoang urban village of Palopo city. So, there is an opportunity for new research by taking these items. This study aims to examine and find out about the accountability of the performance of the apparatus in the implementation of services at the Rampoang urban village office in Palopo city. In analyzing the accountability of the performance of the apparatus in the implementation of services at the Rampoang urban village office in Palopo city, researchers used the concept of Sheila Elwood which has 4 main aspects, namely legal accountability and honesty, process accountability, program accountability, and policy accountability ([Ediwijoyo et al., 2020](#)).

2. Methods

2.1. Research Type

This research uses a quantitative descriptive research method, which is a research approach that aims to describe and analyze the phenomenon or problem being studied objectively and systematically. Through this method, the data obtained is in the form of numbers, which are then analyzed using quantitative analysis techniques to find certain patterns, relationships, or trends in the data. Thus, this research focuses on measuring and analyzing measurable data in order to provide a clear and accurate picture of the phenomenon under study ([Larson-Hall & Plonsky, 2015](#)).

2.2. Types and Sources of Data

The data sources used in this study are 2 ways, namely, first primary data, namely data obtained through direct research on the object under study. The data was obtained through interviews from informants. Second, secondary data, namely data obtained from books, documents, regulations, writings, and performance that are considered relevant to this research ([Nassaji, 2015](#)). The data collection techniques used are interviews, observation and documentation.

2.3. Data Analysis Technique

Data analysis in quantitative descriptive research is carried out during data collection and after completion of data collection within a certain period. During the interview, the researcher analyzed the interviewee's answers and then given a score.

If the interviewee's answer after being analyzed feels unsatisfactory, the researcher will continue the question again until a certain stage is obtained data that is considered credible. According to [Banha et al. \(2022\)](#) argued that the activities in the interview were carried out interactively and continued continuously until completion, so that the data was saturated. The measure of data saturation is characterized by no more new data or information being obtained. Activities in analysis include data collection, data analysis, data presentation, and conclusion drawing ([Budiayanti et al., 2019](#)).

3. Results and Discussion

3.1. Human Resources at the Rampoang Village Office

The competence of human resources (HR) in a government office can affect service accountability and effectiveness ([Mukrimin, 2023](#)). [Setyawati \(2021\)](#) research shows that human resources have a major effect on service quality at the Bandung City KPUD Secretariat, including accountability and communication factors. Likewise, in the Rampoang Village Office, where qualified human resources will provide the best service for the community. [Table 1](#) shows the number of employees of Kelurahan Rampoang:

Table 1. Number of Employees in Rampoang Village

Employment Status	Number
ASN	12 People
Honorer	3 People
Total	15 People

Source: Document of Rampoang Village Office (2023)

Based on [Table 1](#), it can be concluded that the number of employees at the Rampoang Village Office is 15 people consisting of 12 people with State Civil Apparatus status and 3 people with Honorer status.

Table 2. Education History of Rampoang Village Employees

Education History	Number
Bachelor	12 People
High School	3 People
Total	15 People

Source: Document of Rampoang Village Office (2023)

Based on the data above, it can be seen that the final education of the staff of the Rampoang Village Office is S-1 as many as 12 people and SMA as many as 3 people.

3.2. Accountability of Apparatus Performance in Public Services

Accountability is a requirement for the implementation of good service and apparatus performance. Democratic governments are formed from a clear vision, mission and goals in implementing services, with accountability they are also able to measure how far the results in achieving their performance ([Anwar et al., 2022](#)). [Eriksson et al. \(2020\)](#) say that collaborative public management helps public service organizations develop a coordinated value proposition, which leads to a coherent welfare system for users/citizens ([Budiayanti et al., 2019](#)). The quality of human resources is one aspect in achieving the performance of an agency. Human resources play a very important role in improving performance, therefore human resources are also a requirement for superior performance improvement ([Ferizaldi, 2018](#); [Sunahwati et al., 2019](#)).

The accountability of the apparatus in the implementation of services at the Rampoang urban village office in Palopo city is an element of the government's goal of creating effective, efficient and accountable government services. The indicators to see the accountability of apparatus performance at the Rampoang village office are accountability for probity and legality, process accountability, program accountability, and policy accountability (Ediwijoyo et al., 2020).

3.2.1. Legal Accountability and Honesty Accountability

Legal and regulatory accountability is related to ensuring compliance with laws and other regulations required in the use of public funds (Kurniasih et al., 2017). To ensure that this type of accountability is carried out, it is necessary to conduct a compliance audit (Abubakar & Handayani, 2023). In this case, the researcher wants to demonstrate compliance and fairness in implementing services to the people of the Rampoang urban village in Palopo city. This legal and regulatory accountability, including compliance audits, aims to ensure that the services provided are in accordance with the established Standard Operating Procedures (SOPs), including the determination of fair and transparent administrative costs (Kaffah et al., 2023; Rozak & Gayah, 2017). In this context, this study seeks to evaluate the apparatus' compliance in providing administrative services based on the principles of justice, in order to prevent maladministration at the Rampoang Village Office.

In interviews, several officials at the Rampoang Village Office expressed the importance of legal and regulatory accountability in carrying out their duties. They explained that compliance with laws and regulations, including the conduct of compliance audits, is an integral part of the services they provide to the community. One of the officials emphasized that we always try to ensure that all procedures we follow are in accordance with the Standard Operating Procedures (SOPs), especially when it comes to setting administrative fees. Furthermore, the apparatus explained that this accountability is not only important to ensure that their every action can be accounted for, but also to ensure fairness in service. They also recognize that this compliance aims to prevent maladministration, which can damage the image and credibility of the *kelurahan* office.

3.2.2. Process Accountability

This research refers to Sheila Elwood's concept of process accountability, which includes the adequacy of information systems and administrative procedures in the implementation of public services (Ediwijoyo et al., 2020). Process accountability is a form of responsibility implementation that focuses on how service processes are carried out transparently and according to standards at the Rampoang Village Office. The public is expected to feel satisfied if the service received is fast, responsive, and at a reasonable cost. According to Sharon et al. (2022), outcome accountability improves performance on complex tasks, while process accountability improves performance on simpler tasks, with task complexity moderating the relationship between accountability focus and performance. However, reality shows that this office still faces challenges in providing responsive and fast services, which is evident from observations and information from trusted informants.

In an interview with a local resident, Mr. A, who regularly takes care of various administrative matters at the Kelurahan Rampoang Office, several views were expressed that reinforce the findings of this research. According to Mr. A, the service at Kelurahan Rampoang Office often feels slow, especially when dealing with important documents. Although the officials try to help, I feel that their response is not quick enough, and they are not always informative. Despite efforts to improve services at Kelurahan Rampoang Office, the problems of slow processing and lack of responsiveness are still major obstacles. Improving the quality of services, including compliance with applicable regulations, is highly dependent on the capacity and

capability of adequate human resources in the office. With improvements in these aspects, it is expected that the services provided will be more effective and accountable, thus meeting community expectations and building public trust in local government institutions (Yunus, 2022).

3.2.3. Program Accountability

In the context of program accountability, Sheila Elwood's concept (Ediwijoyo et al., 2020) emphasizes the importance of assessing whether the objectives set can be achieved effectively, as well as whether local governments have considered alternative programs that can provide optimal results at minimal cost. This accountability focuses on the balance between the results achieved and the resources used, especially in the public service sector (Manu et al., 2022). The programs implemented by the government in solving procedural problems at the Rampoang Village Office are very important to ensure efficient and effective services. Like the program proposed in Trisakti et al. (2019) research, namely the Village Government Apparatus Professionalism Improvement Program can improve program effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy. In this case, the role of the apparatus in the village office is crucial, because they must work in accordance with the applicable Standard Operating Procedures (SOP), ensuring that every step of the service is carried out with high transparency and accountability.

One of the staff at the Rampoang Village Office, in an interview, emphasized the importance of transparency and responsibility of the apparatus in running public service programs. Programs that are well designed and implemented in accordance with Standard Operating Procedures (SOPs) will be more effective in meeting the administrative needs of the community. The staff also stated that the success of the program relies heavily on the openness of the apparatus in carrying out their duties (Johannes, 2021; Ropi et al., 2021).

Support from all staff and leaders, as well as synergy between program and service objectives, are crucial factors in achieving accountability. This is important to ensure that the services provided not only meet the targets that have been set but also meet the expectations of the community for efficient and effective services. Therefore, the synergy between existing programs and service objectives is the main key to achieving the expected accountability (Priliandani et al., 2023). Full support from all staff and leaders at the Rampoang Village Office is needed to ensure that these programs run according to plan, so that the public services provided can achieve the targets set and meet community expectations.

3.2.4. Policy Accountability

Policy accountability is the responsibility of the local government to the DPRD and the wider community, which requires transparency in policy making and implementation so that the public can assess, supervise, and be involved in decision making (Sotya et al., 2020). Policies issued by the government become the legal basis and reference for the implementation of public services (Blihar, 2021). At the Rampoang Village Office, policy accountability includes implementing standard operating procedures (SOPs) and improving the quality of human resources (HR) to avoid errors in administration, including typing letters and files. According to Sartono et al. (2022) the implementation of this accountability aims to meet public expectations of government performance, so that public services can run efficiently and effectively.

In an interview with one of the service recipients at the Rampoang Village Office, researchers found that there were still frequent errors in writing letters and files, which caused delays in completion and cost the community both in terms of time and material. These errors indicate the need for increased human resources who are

competent and consistent in following existing rules. According to [Busalova et al. \(2023\)](#) qualified human resources contribute to the efficiency of an organization's quality management system by performing functions such as strategic management, personnel planning, development, motivation, and agency culture. Therefore, to improve service quality, officials at the Rampoang Village Office must be more disciplined in following applicable SOPs and policies, in order to avoid mistakes that harm the community and increase public trust in the services provided.

3.2.5. Community Satisfaction With Services at the Rampoang Village Office

Based on data collected by researchers from the performance evaluation report of the state civil apparatus at the Rampoang Village Office, the results of a survey of community satisfaction with public services were obtained. Several aspects of service are measured such as service speed, service quality, attitude and friendliness of officers, availability of information, transparency of costs, cleanliness and comfort, and ease of administrative processes ([Putri & Wicaksono, 2018](#)). The survey results are shown in [Table 3](#).

Table 3. Results of the Community Satisfaction Survey on Public Services at the Rampoang

No.	Service Aspect	Very Satisfied	Satisfied	Fairly	Dissatisfied	Very Dissatisfied	Total Respondent	Average
1	Speed of Service	50 (10%)	150 (30%)	200 (40%)	70 (14%)	30 (6%)	50	3.24
2	Quality of Service	60 (12%)	180 (36%)	160 (32%)	70 (14%)	30 (6%)	50	3.34
3	Attitude and Friendliness of Officers	70 (14%)	200 (40%)	160 (32%)	40 (8%)	30 (6%)	50	3.48
4	Availability of Information	50 (10%)	160 (32%)	180 (36%)	70 (14%)	40 (8%)	50	3.22
5	Cost Transparency	40 (8%)	140 (28%)	180 (36%)	80 (16%)	60 (12%)	50	3.04
6	Cleanliness and Comfort	60 (12%)	170 (34%)	180 (36%)	60 (12%)	30 (6%)	50	3.34
7	Ease of Administration Process	50 (10%)	160 (32%)	180 (36%)	70 (14%)	40 (8%)	50	3.22

Source: Document of Rampoang Village Office (2023)

Note:

Average: Scale of 1-5, where 5 = Very Satisfied, 4 = Satisfied, 3 = Moderately Satisfied, 2 = Dissatisfied, and 1 = Very Dissatisfied

The speed of service aspect shows that the majority of respondents were moderately satisfied (40%) or satisfied (30%) with the speed of service. However, there were 20% who were dissatisfied or very dissatisfied, indicating a need to improve the efficiency of service time. On service quality, 48% of respondents were satisfied or very satisfied, but there were still 20% who were dissatisfied. This suggests that quality improvement is still needed. This aspect of officer attitude and friendliness received the highest average score, with 54% of respondents satisfied or very satisfied. This shows that the attitude and friendliness of officers is generally appreciated by the public. On the availability of information, only 42% were satisfied or very satisfied, while 22% were dissatisfied. There is room for improvement in providing more complete and easily accessible information. According to [Aji et al. \(2021\)](#) village office services are often of poor quality due to lack of responsiveness, lack of information, and convoluted bureaucracy. The need for an effective, transparent, and accountable work culture so that the speed, quality and information of services are getting better. This is supported by research by [Mamonto et al. \(2023\)](#) that work culture which includes attitudes towards work and behavior at work simultaneously and partially affects service performance accountability at the Dungingi District Office.

[Table 3](#) also shows that cost transparency is a major concern with 28% of respondents feeling dissatisfied or very dissatisfied. This shows the need for increased transparency in determining and providing information on fees. The issue of transparency does need to be a special concern in services at the Rampoang Village Office, and generally in Indonesian government agencies. [Holidin and](#)

Hariyati (2017) explain that the eradication of corruption in Indonesia has failed due to inadequate transparency, lack of complaint mechanisms, abuse of authority by local leaders, low public awareness, and institutional problems in One Stop Service institutions. So that transparency in management and services must be implemented by all Rampoang Village officials. In addition, cleanliness and comfort showed 46% were satisfied or very satisfied with the cleanliness and comfort of the office, but there were 18% who felt less comfortable, indicating the need for facility improvements. Ease of administrative processes received an average score of 3.22, with 36% feeling moderately satisfied. There is a need to simplify procedures to increase public satisfaction.

The implementation of E-Government can significantly improve the accountability of government institutions by providing a transparent and efficient platform for various administrative processes and public services. By digitizing procedures and services, E-Government enables easier access to information for the public, reduces opportunities for corrupt practices, and increases transparency in decision-making. In addition, E-Government systems can track and record all service activities in real-time, making internal and external monitoring and auditing easier (Suluh et al., 2022).

4. Conclusion

Accountability at the Rampoang Village Office is not optimal, mainly due to limited human resources (HR) in technology and low accountability of the apparatus, which causes complaints about services, including maladministration such as levying administrative fees that should be free. To improve accountability, it is recommended that the apparatus adhere to procedures and applicable laws, prioritize the principles of good governance, avoid levying illegal fees, and improve the quality of human resources in information technology. The public satisfaction survey shows that while there is satisfaction with the speed of service and the attitude of officers, there are still concerns regarding time efficiency, quality of service, and transparency of fees, emphasizing the need for improvement in these aspects.

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