

Sub-District Government Bureaucracy in Public Services Performance During the COVID-19

Cendy Rahmawaty¹, Desfitha Maharani Putri², Herman Lawelai³, Nastia⁴, Anwar Sadat⁵

¹ Program Studi Ilmu Pemerintahan, Universitas Muhammadiyah Buton, Bau – Bau, Indonesia

² Program Studi Ilmu Pemerintahan, Universitas Muhammadiyah Buton, Bau – Bau, Indonesia

³ Program Studi Ilmu Pemerintahan, Universitas Muhammadiyah Buton, Bau – Bau, Indonesia

⁴ Program Studi Ilmu Pemerintahan, Universitas Muhammadiyah Buton, Bau – Bau, Indonesia

⁵ Program Studi Ilmu Pemerintahan, Universitas Muhammadiyah Buton, Bau – Bau, Indonesia

¹ cendyrahma04@gmail.com*

* corresponding author

ARTICLE INFO

Article history

Received 29 July 2022

Revised 19 September 2022

Accepted 22 September 2022

Keywords

Sub-District government
Government Bureaucracy
Public Services Performance
COVID 19 Pandemic

ABSTRACT

The purpose of this study was to analyze the performance of the Sub-District government bureaucracy and public services during the COVID-19 pandemic. The results of this study indicate that in terms of Government Bureaucratic Performance in the Middle of the COVID-19 Pandemic in Lea-Lea Sub-District, employees understand and can carry out their duties and functions as state servants in carrying out public services during the COVID-19 pandemic. This can be seen from the ability to provide services starting from input indicators, process indicators, output indicators, result indicators, benefit indicators, and impact indicators. This is supported by observations and in-depth interviews with officers on duty at the Lea-Lea Sub-District office, who complained about the lack of supporting facilities and infrastructure during the COVID-19 outbreak. This study suggests that the government should make modifications during the epidemic and adjust the latest public service regulations. Likewise, the government must provide various facilities and infrastructure to support public services during an outbreak.

INTRODUCTION

The Corona Virus Disease (COVID-19) pandemic, which has had a tremendous influence on global changes, has recently taken the world by storm (Lawelai et al. 2022). Starting from economic, social, and daily elements to the entry of the COVID-19 virus, including public services since the corona virus first appeared at the end of December 2019. Since the revelation of positive cases of the COVID-19 virus in Indonesia on March 2, 2020, the government has increased efforts to combat the worldwide COVID-19 pandemic (Lawelai 2022). Prior to that, the government had raised awareness of many hospitals and equipment to the world level, including a budget specifically devoted to all preventive and treatment measures.

The COVID-19 pandemic has brought significant changes to almost every element of human life, including in the provision of public services. Work from home (WFH) rules for



DOI : 10.24076/JSPG.2022v4i1.864

Rahmawaty et.al, Sub-District Government Bureaucracy in Public Services Performance During the COVID-19 (2022)

government organizations located in areas with a high risk of transmission have forced adjustments in public sector operations. Providing public services during the COVID-19 pandemic by adhering to health norms is a challenge in itself which brings some progress in the field of public services (Dorni et al. 2020).

The southeast Asian local government's approach to dealing with the COVID-19 crisis is to use the framework of good governance principles and, as a result, determine the drivers of the success of the plan in each country. Each country has different plans to address epidemics around the world (Al-Hamdi et al. 2022). Individual capacity has a direct impact on government capacity in times of disaster, such as the COVID-19 epidemic (Agustino, Sylviana, and Budiati 2021).

Various policies have been issued by the central and local governments since the beginning of March 2020. Starting from limiting social interaction, suppressing most state civil apparatuses to WFH (Fahmi et al. 2022; Fahrani 2022; Herman 2021), reducing religious activities, and asking people to stay at home and reduce economic activities outside the home (Sadat et al. 2021). The policy is well-intentioned, but the effect of the policy is high. Until the end of March 2020, the government's policy was not only social distancing but also Physical Distancing, and the government also imposed Large-Scale Social Restrictions.

This is an issue that must be addressed immediately, with many public service providers reducing services, launching online services, and even temporarily removing services. The government began restricting public services since mid-March 2020, starting with disbursing schoolchildren by asking them to study at home and then encouraging workers to do WFH. Due to the outbreak of COVID-19 since the beginning of 2020, the work system of Indonesian civil servants has shifted from working in the office to WFH (Fahrani 2022).

WFH does not apply to all public service providers because there are certain areas that have not been able to implement WFH, such as the Lea-Lea Village Office and various local government agencies at the Baubau City level. This was done because several areas in Baubau City are still in the yellow zone or the level of vulnerability to COVID-19 transmission is increasing (Sadat et al. 2021), as well as non-governmental and other institutions. fields that need to be visited. This makes public services constrained even though they do not implement WFH. Restrictions are carried out, such as minimizing the number of queues entering and leaving the room, and services must comply with the requirement of a minimum safe distance of 1 meter (Herman 2021).

The application of WFH for personnel involved in public services hampers public services because in the end certain service sectors cannot serve the community directly. However, public service providers are innovating to ensure that services are not hampered, such as by providing services through internet systems.

It is not regulated regarding the limitations of public services based on Law Number 25 of 2009 concerning Public Services itself, as a basis for providing public services in providing services, as applied by public service providers today. However, according to Article 21 of the Law, public service providers are required to meet the components of minimum service standards such as requirements, legal foundations, procedural mechanism systems, settlement periods, costs, goods and others.



As a result, even if there is a policy of limiting public services, public service providers must adhere to the minimum service standards while still paying attention to the rights and obligations of each party, both the organizer and the community, as stated in Chapter IV of Law No. 14 to Article 19 of the Law of the Republic of Indonesia. 2009. So, even with limitations in providing public services, organizers still serve the community with effective and quality public services.

The profit obtained by the public in obtaining public services is somewhat reduced due to the limited public services. However, the community has the right to excellent public services, and the community has the responsibility to monitor the constraints of public services imposed by public service providers. According to laws and regulations, the task of the community is to supervise the implementation of public services organized by public service providers. According to Article 39, the community must be involved in all aspects of the implementation of public services, from developing service standards to reviewing their implementation.

The bureaucratic efforts of the central government and local governments have carried out many communication strategies for their respective regional communities through coercive, informative, expulsion, targeting, persuasion, and benefits in message packages in the form of instructions, to the community to prevent COVID-19 in their regions through various policies (Zahrotunnimah 2021).

Due to the current state of emergency and urgency caused by the rapid spread of the COVID-19 virus, the public may not be involved in the development of service standards related to the restriction of public services. However, the community still has another function, as mentioned in Article 35 paragraph (3), namely as an external supervisor.

Even in the midst of a pandemic, the State Civil Apparatus can still exist and be useful in running the bureaucracy, as happened at the Lea-Lea Sub-District Office, to provide maximum service to the community. Based on this, the Lea-Lea Sub-District government prepared plans, both short-term and long-term to maintain the smooth running of the bureaucracy and place the bureaucracy as the front line in handling the COVID-19 outbreak. The short-term plan carried out by the Lea-Lea Sub-District Government is in the form of providing supporting facilities and infrastructure for public facilities, while for the long-term planning the Lea-Lea Sub-District Government disseminates and collaborates with stakeholders to carry out COVID-19 vaccinations.

According to the Minister of PAN-RB, short-term ways to streamline bureaucracy are: 1) the use of digital bureaucracy, 2) standardization of services, and 3) professionalism of human resources of the apparatus. The use of digital bureaucracy is very important during the COVID-19 epidemic. In addition to providing the latest information on handling COVID-19, digital bureaucracy can also be the best approach to serve the community.

As a result, in the context of bureaucratic performance during the COVID-19 pandemic, digital bureaucracy has a vital role in every government agency in carrying out its duties and operations. Because the effect of digital bureaucracy is the speed of service seen by the community, where the speed of service is highly demanded. The next most important thing to keep the bureaucracy working efficiently, quickly, and responsively in providing the best service to the community is the standard of service.



Because Indonesia's multi-level governance, which is packaged in a system of regional autonomy, prevents the Central Government from carrying out deep interventions, a strategy that is evenly distributed in all sectors, namely by implementing minimal policies at the level of evidence-based policies, is needed (Ramadhan et al. 2022). The use of collaborative governance in inclusive services has the potential to improve the social welfare of the elderly in long-term care post-COVID-19 (Fitriana 2022).

There are improvements that need to be made to support online-based services, such as website and application updates that currently can only provide information about procedures and services, requirements, so that people have to be served manually in the office or location where the service is held (Mustafa et al. 2022). The components of the apparatus that negotiate and navigate complex and difficult systems and processes, show that human agencies are essential for success in the development, implementation and delivery of services (Asmorowati, Schubert, and Ningrum 2022).

In the midst of this epidemic, people need some modifications in their daily life, including in the implementation of public services. Many government regulations have been issued to combat the spread of this virus, which clearly has an impact on the quality of public services provided by service providers. Improving the quality of public services will be one of the initiatives to prevent the spread of this virus (Dorni et al. 2020).

The government's call to stay at home and restrictions on the provision of public services make the residents of Lea-Lea Sub-district less comfortable getting public services, but this is a strategy that is currently being pursued by the regional government in an effort to limit or break the COVID-19 chain. Based on this background, it is necessary to know about the role of the sub-district government in public services during the COVID-19 pandemic in Lea-Lea District.

METHOD

This study was conducted with a descriptive qualitative approach, namely revealing social reality by exploring deeper into a fact and phenomenon. Steps taken: First, Observation is done by using systematic recording of the problems seen in the object of research. The observation aims to determine the performance of the government bureaucracy in public services in the midst of the COVID-19 pandemic in Lea-Lea Sub-District. Second, it is carried out on key figures who know in detail the problem by means of dialogue with face to face. An interviewer uses a predetermined interview guide to direct the questions contained in the interview guide with the aim of gathering in-depth qualitative information about the community's perceptions and experiences of public services in the midst of the COVID-19 pandemic in Lea-Lea Sub-District.

Besides, in this research, in the final stage of conducting a document study, namely collecting data and materials in the form of documents. This is done to obtain archival data or documents, articles from related agencies. The document can be a soft file / hard file. Types and Sources of Data This study uses primary and secondary data. Primary data comes from Primary data is data obtained directly from the research location through interviews with informants related to problems in research, and through direct observation or observation of the object of research and data (notes) from observations. The interview technique used in this study in order to make it easier for the author to find information related to the title of the study, the author uses an in-depth interview technique with



intense face-to-face and obtains information by asking questions in accordance with the interview guidelines. While secondary data is in the form of data obtained based on references related to research problems, either in the form of archives or documents, along with real data from social media or the internet related to public services in the midst of the COVID-19 pandemic in Lea-Lea Sub-District.

The data obtained have been analyzed using qualitative data analysis techniques. In this descriptive study, data processing does not have to be done after the data has been collected, or data analysis is not absolutely done after data processing is complete. Data analysis is the process of simplifying data in a form that is easier to read and interpret, the data obtained are then analyzed simultaneously with the data collection process, the analysis process carried out is a fairly long process. The data from the interviews obtained are then recorded and collected so that they become a field note. This technique aims to systematically describe the facts and data obtained. as well as research results both from the results of field studies and literature studies to later clarify the picture of the research results.

RESULTS AND DISCUSSION

Government Bureaucracy Performance During the COVID-19 Pandemic

An input indicator is everything that is needed for the execution of an action to create an output. The amount of time it takes to offer a community service is calculated in this dimension (Chadwick et al. 2021). Although the scenario and conditions for the COVID-19 outbreak have not ended, the Lea-Lea Sub-District Government in principle continues to provide services at the Lea-Lea Sub-District office. According to the Head of Lea-Lea Sub-District "The amount of time spent in public services during the COVID-19 epidemic is no different than before the COVID-19 pandemic." The Secretary of the Lea-Lea Sub-District stated, "The amount of time used in public services at the Sub-District office during the COVID-19 pandemic is no different than public services before the COVID-19 pandemic, but we also give time if people come home outside of office hours we still serve, we also serve through mobile phones." Based on the findings of the foregoing interviews, the input indications indicate that the Sub-District government continues to function at the Lea-Lea Sub-District Office on weekdays, serving the community as normal. It's only that throughout the community service procedure, individuals are instructed to follow health precautions such as wearing masks, washing hands, keeping a safe distance, and queuing when served at the Lea-Lea Sub-District Office.

At process indicator, the organization/institution formulates the magnitude of the activity in terms of speed, accuracy, and degree of correctness of the activity's execution in this indication. The degree of efficiency and economy in the execution of organizational/institutional operations is the most prominent marker in the process. This metric measures the average time needed to provide community services (Kim 2020). In order to deliver services to the community, the government of the Lea-Lea Sub-District Office needs an average of between 10 and 30 minutes of time. This is consistent with Mrs. Sitti Nurbaya comment that "During the COVID-19 epidemic, the average time required to give services to the community at the Sub-District office is 10 to 30 minutes." Mr. La Malila, said that "the average time required to give services to the community at the Sub-District office during the COVID-19 epidemic is 15 to 30 minutes." Based on the findings of the



foregoing interviews, it can be determined based on the process indicators that the Sub-District government takes 10 to 30 minutes to serve the community at the Lea-Lea Sub-District Office on weekdays.

Output indicators are anything that is supposed to be directly obtained from a physical or non-physical action. This indicator is used to calculate the output of an activity. Services supplied to the community during the COVID-19 epidemic are regular as normal (Prusty and Mahapatra 2021). This is consistent with Mr. La Malila's statement that, "Public services provided at the Sub-District office during the COVID-19 pandemic are routine services similar to those provided prior to the COVID-19 pandemic, such as providing services with religious leaders in the Lea-Lea Sub-District area, community services orderly licensing, fostering community protection in the Village, and others." The Head of the Economic & Development Section of the Lea-Lea Sub-District said the same thing "Public services provided at the Sub-District office during the COVID-19 pandemic include routine services such as the introduction of Micro, Small, and Medium Enterprises business licenses, as well as data on development programmed carried out by the Village and forwarded to the regional government. assisting Community Empowerment Institutions in the establishment of development projects." Based on the findings of the foregoing interviews, the output indicators indicate that the services supplied at the Lea-Lea Sub-District office are ordinary government services such as licensing and other public services.

Indicators of outcomes, anything that represents the functioning of the medium-term output of activities (direct effect). The amount of attainment of higher aims that may incorporate the interests of multiple parties is described as an outcome. With this indicator, organizations/agencies may determine if the results generated in the form of output can be utilized appropriately and give significant advantages to the community at large (Ross et al. 2011). Employees in the Lea-Lea Sub-District office are very productive. This is consistent with the Head of the General & Personnel Sub-assertion Section's that "employee productivity during the COVID-19 epidemic is excellent." "Employee productivity during the COVID-19 epidemic is extremely excellent, and the community is happy with the services at the Sub-District office," remarked the Head of the People's Welfare Section. Based on the findings of the interview, it is possible to infer that the productivity of staff during the COVID-19 epidemic was quite high, and the community was pleased with the service provided by the Sub-District office.

Benefit indicators are connected to the ultimate purpose of carrying out actions. The advantages gained from outcome indicators are described by benefit indicators. In order to serve the community during the COVID-19 pandemic, the government expects that community involvement in services at the Sub-District office will always be disciplined with health procedures such as wearing masks, washing hands, and keeping a safe distance while waiting (Tavares and da Cruz 2020). "The level of community participation in serving at the Sub-District office during the COVID-19 pandemic was very high in terms of implementing health protocols using masks, maintaining distance and washing hands, and having high awareness of queuing to be served," stated the Head of Lea-Lea Sub-District. "The level of community participation in serving at the Sub-District office during the COVID-19 pandemic supports the community always implementing health protocols when carrying out services at the Sub-District office," said the Head of the Economic & Development Section of the Lea-



Lea Sub-District. Based on the results of the above interviews, it can be concluded that community participation in serving at the Sub-District office during the COVID-19 pandemic is very high in terms of implementing health protocols using masks, maintaining distance and washing hands, and having a high awareness of queuing to be served.

The impact indication is the good or negative effect that is caused (Daradjat 2020). The service at the Sub-District office is anticipated to meet the requirements of the community while having no effect on the transmission of COVID-19. "We hope that during the COVID-19 pandemic in public services at the Lea-Lea Sub-District office it will give satisfaction to the people served and we also hope that with a disciplined health protocol as long as the service does not add to the case of COVID-19 the new one," said the Head of Lea-Lea Sub-District. Based on the results of the above-mentioned interview, it can be concluded on the impact indicator that during the COVID-19 pandemic in public services at the Lea-Lea Sub-District office, it provides satisfaction to those served and follows a disciplined health protocol as long as the service does not add new COVID-19 cases.

Government Public Services in the Midst of the COVID-19 Pandemic

The space for completing activities outside the house has shrunk with the implementation of policies such as social distance, physical distancing, work from home, and large-scale social limitations on a national scale (Al-Mansour 2021). A number of new regulations were implemented as part of the attempt to adjust to the new normal. Minister of Health Regulation No. 9 of 2020 on Large-Scale Social Restrictions, which include shutting schools, markets, and public facilities, limiting public transportation users, and forbidding crowd-causing activities. This affects the time necessary to provide public services, which must then be substituted by online methods, which is a barrier for regular people who are not used to utilizing computers or mobile phones. In the deployment of services at the Lea-Lea Sub-District office, which lacked the necessary facilities and equipment to deliver online-based services. Similarly, the community is still unfamiliar with the use of technology to carry out administrative administration at the Sub-District office. So that services continue to be provided as normal while adhering to stringent health procedures for those who visit the Sub-District office.

Reliability indicators may be used to measure the degree of preparedness and reliance of public service providers across all service lines in carrying out their duties and obligations to deliver services (Cheng, Liu, and Li 2020). Even though it seems sluggish, we must react to the government and its employees who are attempting to defeat the corona virus, particularly the front-line health workers, in the hope that Indonesia will soon be free of the corona virus. A component of the service quality dimension is the capacity to provide the promised service on time, correctly, and sufficiently. In other words, the degree to which service providers satisfy the community's expectations as service consumers. The dependence factor is computed by splitting it into two parts: (1) a comprehensive and dependable service unit; (2) simple service processes; and (3) lodging costs based on the services and amenities received. The first is a comprehensive and dependable service unit in which employee involvement in providing services includes accuracy, understanding client requirements, and delivering services on time. Because this is the area where consumers and service employees contact directly, the quality of the service provider is determined by



how the service is offered. According to the persons serviced at the Lea-Lea Sub-District Office, "the timeliness of personnel in delivering services is excellent in giving services to the community, it's only that for now services are restricted in the waiting room due to the COVID-19 pandemic climate." Researchers were able to detect the timeliness of employees in delivering services that were in conformity with service SOPs during the COVID-19 epidemic, which confined the community to service counters, based on the findings of interviews. It is possible to monitor professional conduct and performance in carrying out given duties in line with their responsibilities and roles. Second, in terms of dependability, everything comes down to a simple service method in line with the services provided. As a consequence, as seen by the timeliness of service, the dependability factor indicates that the quality of service at the Lea-Lea Sub-District Office has not been optimized. When there is a scarcity of human resources officers to satisfy the demands of visitors swiftly and on time, more personnel are required to provide exceptional service.

The ability to help and offer services swiftly, properly, and in response to consumer requests is characterized as responsiveness. The responsiveness component may measure the speed factor in responding to customer concerns as well as the desire and responsiveness in servicing consumers (Bellé, Cantarelli, and Belardinelli 2018). The first criteria for responsiveness is how swiftly staff deliver community services. People often complain about services when they are not adequately provided. According to the findings of an interview with one of the persons, "the services given have been going well, as has the degree of staff reaction to the community serviced." The more detailed the community files are, the quicker the required files may be completed." Based on the results of the interviews, it is obvious that the employees are capable of meeting the demands of the community. Employees modify their job priorities and respond to changing conditions in accordance with appropriate SOP standards. One way to establish whether or not services are provided in the Lea-Lea Sub-District is to do research at the Lea-Lea Sub-District Office. If their requirements are addressed, the communities served will have a favorable image. On the other side, if the service in Lea-Lea Sub-District is seen as being unable to satisfy the demands of the community, it will give a poor image of the service quality in Lea-Lea Sub-District as evaluated by the Responsiveness dimension. This may be observed in how fast personnel react to complaints and assist clients who have concerns.

Assurance, or the ability to instill trust and confidence in customers. In the assurance dimension (Zu et al. 2020), indicators of service security and comfort, faith in the services of Lea-Lea Sub-District, which are usually pleasant, polite, and courteous, as well as knowledge of service officers/apparatuses, may all be examined. The first component of assurance is the establishment of a feeling of security and comfort. This is necessary to instill trust and confidence in the servicing method. This is consistent with the service idea, according to which security in terms of the process and outcomes of public services may create a feeling of security, comfort, and legal certainty. Visitors are given a feeling of security, comfort, and trust by the facilities and attitudes offered by employees in the Lea-Lea Sub-District. Security entails not being in danger, not being tampered with by thieves, being protected and not being stolen by others, not being reluctant, fearful, or concerned. Visitors/guests do not need to be concerned about unwelcome events since security is in place.



According to the conclusions of the Lea-Lea Sub-District Head interview, "Everything went according to plan in terms of safety and comfort." Our services are offered to protect the safety of the individuals we serve from the moment they enter the Lea-Lea Sub-District yard until the moment they leave the room. So that visitors to the Lea-Lea Sub-District feel at ease." The assurance indicator's second function is to establish confidence in Sub-District office staff. Indoors, there are indicators of uncertainty and faith in the persons being served. Employees vary in their personalities and qualities. People often feel restless not because of insufficient facilities or infrastructure, but because of the officers' unfavorable attitude, which includes disrespectful comments, forceful reprimands, and other reasons. This is similar to the sentiment expressed by one Lea-Lea Sub-District community leader, who said that "workers who serve the community occasionally act hostile, such as being impolite in speaking." This will undoubtedly have an influence on public faith in the government, which will reflect negatively on the provision of community services." When the researcher conducted the interview, the individuals who wanted to be serviced at the Lea-Lea Sub-District Office did not have to worry about things that were not desired. The third component of the guarantee is the skill of personnel in servicing. Officers' ability to give services is projected to grow. It also needs organizational and objective assistance in order to increase service efficiency, quality, and human relationships. As a consequence, the service quality of staff at the Lea-Lea Sub-District Office as assessed by the guaranteed dimension is extremely excellent, despite warnings from community leaders to enhance service quality so that a negative image is avoided. The quality-of-service performance is inextricably linked to the services provided by the community. Good service quality includes the ease of managing interests, obtaining fair service, receiving service without bias, and receiving honest and straightforward treatment.

Empathy is described as the ability to comprehend what the people we serve want. In the empathy dimension (Majka and Longazel 2017), the sub-factors of a very excellent relationship with service users at the Lea-Lea Sub-District Office, paying particular attention to community issues, and operating at suitable working hours to support clients may all be assessed. The first sub-factor is a favorable connection with tourists who utilize the services of the Lea-Lea Sub-District Office. It should be noted that, in most cases, personnel at the Lea-Lea Sub-District Office can create outstanding connections with the service user community despite the conditions. However, not everyone is able to create positive relationships with cops. The author contends that personnel at the Lea-Lea Sub-District Office are less interested in establishing connections with persons who utilize the Lea-Lea Sub-District Office's services, making informants feel uncomfortable and neglected. The second step is to pay attention to consumer issues. The attention and care of police while serving the community is one of the aspects that determine customer happiness. The staff's daily task is to pay attention to the guests in order to create a pleasant atmosphere. Of course, through delivering exceptional service to the community and creating a feeling of satisfaction among all Lea-Lea Sub-District Office service clients. According to the findings of an interview with one of the communities serviced by the Lea-Lea Sub-District Office, "the services offered by the Lea-Lea Sub-District Office staff do not differentiate between officials and regular employees, and the community receives the same focus and attention." Based on the interview findings, this empathy indicator demonstrates that there is a link between



service providers and users if they pay attention to the wants and wishes of guests/service users. It may help foster trust among guests/visitors. Of course, the disciplinary employees of the Lea-Lea Sub-District Office fall under this group. Employees of the Lea-Lea Sub-District Office must carry out their duties and obligations as government officials in line with the Civil Servant's oath of office as an Office employee. According to interviews, the officers performed a fantastic job of serving guests/visitors on time. The ideals of professionalism and ethics that govern public service as a profession include accountability, effectiveness, efficiency, honesty, impartiality, and justice for all service receivers. Community service may be effective if the community benefits from the convenience of a quick, accurate, and rewarding procedure. The efficacy of enhancing the quality of public services is determined on the government's ability to strengthen the discipline of the service apparatus. As a consequence, it is possible to infer that workers at the Lea-Lea Sub-District Office do not provide equal empathy. This is shown by the absence of a good interaction between officers/officials and guests/visitors who utilize housing services.

Physical office facilities, computerization, administration, waiting rooms, and information centers are all used to assess service quality. Tangibles are government services to the community that are manifested in the services given, which include physical facilities, equipment, employees, and communication mediums such as the state of buildings, parking lots, and other infrastructure (Fishenden and Thompson 2013). The form indicators are separated into two categories: building appearance, tidy and enough parking space, interior of the Lea-Lea Sub-District Office (rooms, foyer, and other rooms), and environmental cleanliness. The first is about the building's look and having a clean and enough parking space at the Lea-Lea Sub-District Office. This is consistent with the researcher's observations and is supported by the community's response when met at the Lea-Lea Sub-District Office, where it was explained that "The interior of the Lea-Lea Sub-District Office in this case is the room, lobby, and service room in terms of a neat and adequate appearance of the parking lot. Other amenities at the Lea-Lea Sub-District Office are accessible, but other community requirements, such as hand sanitizers and masks for guests who do not use masks, are not yet available." Second, the Lea-Lea Sub-District Office is always spotless. While providing amenities and infrastructure for comfort in the rooms and lobby is really nice, there are still some things that need to be finished to create a more comfortable experience for in-house guests. This is consistent with the father of the Population and Community Service Section's comment that "The cleanliness of the Lea-Lea Sub-District Office's environment cannot be divorced from the aspect of comfort. In terms of cleanliness, all personnel must pay attention to the cleanliness of the workplace environment since one of the benefits of serving the public is keeping the area clean so that people feel comfortable and at home." Thus, the findings of the two interviews indicate that the Lea-Lea Sub-District Office's service quality is reflected in tangible factors that have not gone well, such as the needs of the community when served in the midst of the COVID-19 pandemic, so that people who do not use masks can be served excellently.



CONCLUSION

Based on the findings of the research and analysis, this study discovered that, in terms of the performance of the Lea-Lea Sub-District Government Bureaucracy during the COVID-19 pandemic, employees understood and were able to carry out their duties and functions as state servants in carrying out public services. In principle, the Sub-District Government continues to provide services at the Lea-Lea District office. Individuals are, however, instructed to take health precautions such as wearing masks throughout the community service procedure. Employee productivity was very high during the COVID-19 outbreak, according to output indicators. Ordinary government services such as licensing and other public services were provided at the Lea-Lea District office. During the COVID-19 pandemic, there is a high level of community participation in serving at the village office. With the implementation of policies such as social distancing, physical distancing, work from home, and large-scale social restrictions on a national scale, the space to complete activities outside the home is shrinking. As part of the effort to adjust to the new normal, a number of new regulations were enacted. The staff at the Lea-Lea District Office are very punctual with their services. The reliance factor indicates that the service quality is subpar. More workers are required when there is a shortage of human resources officers to satisfy the needs of visitors swiftly and on schedule. Guarantee of Public Service The capacity to build trust and confidence in clients is known as assurance. In the assurance dimension, markers of security and service comfort, trust in Lea-Lea sub-district services, and service personnel/equipment expertise may all be investigated. The quality of service performance is inextricably linked to the services supplied by the community. Good service quality includes the ability to manage interests easily, receiving fair service, and receiving honest and straightforward treatment. The service quality of the Lea-Lea District Office, as measured by the guarantee dimension, is excellent. Community service may be effective if the community benefits from quick, accurate, and useful procedures. The ability of the government to strengthen the discipline of the service apparatus determines the success of improving the quality of public services. This is evidenced by a lack of interaction between officers/officials and guests/visitors who use office government services. The Lea-Lea District Office's service quality is reflected in form indicators such as the appearance of the building, neatness and adequate parking space, and office interiors, as well as environmental cleanliness.

According to the statement above, this research advises many adjustments that the Lea-Lea Sub-District government should do. In the middle of the COVID-19 epidemic, the Lea-Lea Sub-District Government has to update the most recent policies pertaining to public services so that they may respond to some of the most recent rules pertaining to public services. In the middle of the COVID-19 epidemic, the government must offer extra facilities and infrastructure to support public services.



REFERENCES

- Agustino, Leo, Mona Sylviana, and Ayuning Budiati. 2021. "Government Capacity in Coping with Covid-19 in Bandung City." *Jurnal Borneo Administrator* 17(3):275-90. doi: 10.24258/jba.v17i3.847.
- Al-Hamdi, Ridho, Halimah Abdul Manaf, Non Naprathansuk, and Alim Bubu Swarga. 2022. "How Do Local Governments Cope with COVID-19? Comparative Experiences in Three Southeast Asian Cities." *Journal of Governance and Public Policy* 9(1):24-35. doi: 10.18196/jgpp.v9i1.13242.
- Al-Mansour, J. 2021. "The Interrelationship between Strategy as Practice and Public Service Innovation and Delivery: Academic History and Evidence from Kuwait." *International Journal of Data and Network Science* 5(2):151-62. doi: 10.5267/j.ijdns.2021.1.001.
- Asmorowati, Sulikah, Violeta Schubert, and Ayu Puspita Ningrum. 2022. "Policy Capacity, Local Autonomy, and Human Agency: Tensions in the Intergovernmental Coordination in Indonesia's Social Welfare Response amid the COVID-19 Pandemic." *Journal of Asian Public Policy* 15(2):213-27. doi: 10.1080/17516234.2020.1869142.
- Bellé, Nicola, Paola Cantarelli, and Paolo Belardinelli. 2018. "Prospect Theory Goes Public: Experimental Evidence on Cognitive Biases in Public Policy and Management Decisions." *Public Administration Review* 78(6):828-40. doi: 10.1111/puar.12960.
- Chadwick, Andrew, Johannes Kaiser, Cristian Vaccari, Daniel Freeman, Sinéad Lambe, Bao S. Loe, Samantha Vanderslott, Stephan Lewandowsky, Meghan Conroy, Andrew R. N. Ross, Stefania Innocenti, Andrew J. Pollard, Felicity Waite, Michael Larkin, Laina Rosebrock, Lucy Jenner, Helen McShane, Alberto Giubilini, Ariane Petit, and Ly Mee Yu. 2021. "Online Social Endorsement and Covid-19 Vaccine Hesitancy in the United Kingdom." *Social Media and Society* 7(2). doi: 10.1177/20563051211008817.
- Cheng, S., L. Liu, and K. Li. 2020. "Explaining the Factors Influencing the Individuals' Continuance Intention to Seek Information on Weibo during Rainstorm Disasters." *International Journal of Environmental Research and Public Health* 17(17):1-16. doi: 10.3390/ijerph17176072.
- Daradjat, Adjat. 2020. "Better Quality of Education in Asia: Taking Panel Data of State Legitimacy, Democracy and Public Services." *Cypriot Journal of Educational Sciences* 15(6):1685-97. doi: 10.18844/CJES.V15I6.5326.
- Dorni, Heesam, Endang Larasati, Teuku Afrizal, and Retno Sunu Astuti. 2020. "Marriage Services at The Office of Religious In The Pandemic Era Of Covid-19." *Jurnal Ilmiah Ilmu Administrasi Publik* 10(2):307. doi: 10.26858/jiap.v10i2.15776.
- Fahmi, Pakri, Sudjono, Parwoto, Supriyatno, Ahmad Badawi Saluy, Era Safitri, Effiyaldi, Yandra Rivaldo, and Endri Endri. 2022. "Work Stress Mediates Motivation and Discipline on Teacher Performance: Evidence Work from Home Policy." *Journal of Educational and Social Research* 12(3):80-89. doi: 10.36941/jesr-2022-0068.
- Fahrani, Novi Savarianti. 2022. "Implementation of Work From Home Policies During the Covid-19 Pandemic." *KnE Social Sciences* 727-742-727-742. doi: 10.18502/kss.v7i9.10974.
- Fishenden, Jerry, and Mark Thompson. 2013. "Digital Government, Open Architecture, and Innovation: Why Public Sector It Will Never Be the Same Again." *Journal of Public Administration Research and Theory* 23(4):977-1004. doi: 10.1093/jopart/mus022.
- Fitriana, Kurnia Nur. 2022. "Collaborative Governance in Handling Covid-19 for Elderly Social Services." *Journal of Social Studies (JSS)* 18(1):119-46. doi: 10.21831/jss.v18i1.49569.
- Herman, Achmad. 2021. "Indonesian Government's Public Communication Management during a Pandemic." *Problems and Perspectives in Management* 19(1):244-56. doi: 10.21511/ppm.19(1).2021.21.
- Kim, Y. 2020. "Organizational Resilience and Employee Work-Role Performance after a



- Crisis Situation: Exploring the Effects of Organizational Resilience on Internal Crisis Communication." *Journal of Public Relations Research* 32(1-2):47-75. doi: 10.1080/1062726X.2020.1765368.
- Lawelai, Herman. 2022. "Sosialisasi Pentingnya Vaksin Covid-19 Dan Pembagian Masker Dalam Rangka Adaptasi Di Era New Normal." *J-ABDI: Jurnal Pengabdian Kepada Masyarakat* 1(8):1873-80.
- Lawelai, Herman, Anwar Sadat, Ansar Suherman, Agustiyara Agustiyara, and Achmad Nurmandi. 2022. "Trend Analysis of Public Enthusiasm for COVID-19 Vaccines on Social Media." *Studies in Media and Communication* 10(2):105. doi: 10.11114/smc.v10i2.5603.
- Majka, T., and J. Longazel. 2017. "Becoming Welcoming: Organizational Collaboration and Immigrant Integration in Dayton, Ohio." *Public Integrity* 19(2):151-63. doi: 10.1080/10999922.2016.1256697.
- Mustafa, Delly, A. Muhammad Fajar Maulana, Risma Niswaty, and Burhanuddin Burhanuddin. 2022. "Using a Systems-Approach for Implementing a Smart Government Policy in Soppeng Regency." *KnE Social Sciences* 186-200-186-200. doi: 10.18502/kss.v7i5.10549.
- Prusty, S. K., and D. Mahapatra. 2021. "Demand Smoothing Response by Street-Level Bureaucrats (SLB) in Delivering Public Services during COVID-19 Scenario: A System Dynamics Modeling Study." *Journal of Public Affairs*. doi: 10.1002/pa.2633.
- Ramadhan, Naufal Hanif, Prasetyo Isbandono, Agus Prastyawan, and Eka Puji Rahayu. 2022. "Bureaucratic Reform in an Era of Uncertainty and Change: Relinquish the Bureaucratic Polity Model by Evolving Governance." *KnE Social Sciences* 980-1002-1980-1002. doi: 10.18502/kss.v7i9.10993.
- Ross, Stuart, Marion Frere, Lucy Healey, and Cathy Humphreys. 2011. "A Whole of Government Strategy for Family Violence Reform." *Australian Journal of Public Administration* 70(2):131-42. doi: 10.1111/j.1467-8500.2011.00717.x.
- Sadat, Anwar, Andy Arya Maulana Wijaya, Herman Lawelai, Asrin Asrin, Nurlinda Nurlinda, Meri Meliyanti Saputri, Nursalin Nursalin, and La Yanto. 2021. "Efforts to Increase Public Knowledge Regarding the Prevention of Covid-19 in Baubau City." *Community Empowerment* 6(7):1106-16.
- Tavares, A. F., and N. F. da Cruz. 2020. "Explaining the Transparency of Local Government Websites through a Political Market Framework." *Government Information Quarterly* 37(3). doi: 10.1016/j.giq.2017.08.005.
- Zahrotunnimah, Zahrotunnimah. 2021. "Indonesian Government Bureaucracy Efforts to Prevent Covid-19 at the Beginning of the Pandemic Period." *RUDN Journal of Public Administration* 8(2):153-66. doi: 10.22363/2312-8313-2021-8-2-153-166.
- Zu, E., S. Y. Liu, B. M. Hsu, Y. C. Wang, and E. M. Lau. 2020. "An Analysis of the Success Factors for Passenger Boarding Enthusiasm for Low-Cost Regional Airline Routes." *Sustainability (Switzerland)* 12(16). doi: 10.3390/su12166600.

