THE EFFECT OF THE IMPLEMENTATION OF APPARATUS RESOURCES ON SERVICE PERFORMANCE AT THE BOGOR REGENCY LAND OFFICE, WEST JAVA PROVINCE

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ABSTRACT

This study aims to analyze how much influence apparatus resources have on service performance at the Bogor Regency Land Office. The location of this research is the Land Office of Bogor Regency, West Java Province. The research design used in this study is a quantitative research approach with explanatory research methods. The research sample used a stratified proportional random sampling technique with a population of 714 and a sample of 233 people determined by the Slovin formula. Data collection techniques in this study used interviews, observation, documentation, and questionnaires. The data analysis method used in this study is determination analysis and linear regression analysis. The hypothesis proves that the implementation of apparatus resources has a significant influence on service performance at the Land Office of Bogor Regency. Based on the results of the study it was concluded that there was an influence of apparatus resources on service performance at the Bogor Regency Land Office 56.5%, where Apparatus Resources, making the Bogor Regency Land Office need efforts in the recruitment process encouragement, self-development abilities and having intellectual ability in increasing their competence very play a role in doing the work and the results achieved from doing the work, about what to do and how to do it, and has a strong relationship with the strategic goals of the organization.

Keywords: apparatus resources, community participation, service performance

INTRODUCTION

In the life of modern society, government policy is a common thing, and in fact it is something that cannot be avoided, so public policy is the output or result of the implementation of State government, in addition to the results in the form of laws and regulations, public goods and public services, with this meaning public policy is very closely related to the character of the State territory.

The State Territory as the location of State government activities should be a seedbed of values contained in public policy, The saying that states where the earth stands where the sky is upheld, is one of the imperatives in public policy, if the public policy is expected to be understood and implemented by the community, in the context of Indonesia whose territory is characterized by diversity. Directly or indirectly, the life of citizens is always framed by public policy. In short, the framing is basically in the form of providing norms and rules for the development process, public services and maintaining community behavior.

The development of the world has shown a major change in governance. Every country wants to create excellence, so competition between developed and developing countries requires good leadership with optimal and superior performance. The superiority of a country's leader and competitiveness are largely determined by human resources. To be able to manage good government, human resources are needed who have the ability to think far ahead, intelligently and follow the development of the strategic environment and the dynamics of government bureaucratic reform.

Human resources are vital organizational assets and government support, so their roles and functions cannot be replaced by other resources no matter how modern technology is used or how much funds are prepared. Without competent and professional human resources, all programs and organizational support will not be meaningful and achieve goals optimally. Human resource management mechanisms that can support superior, competitive and sustainable human resources are job security, selection, high wages and incentives, empowerment, training and skill development, and promotion (Tjutju, 2008).

In human resource management, advances in information technology and changes in the organizational environment demand the quality of human resources and the competence of human resources are increasingly excellent. The existence of information technology also supports services to the public can be done directly. The implementation of public services is carried out by public service providers, namely the state or government. According to article 1 Paragraph 4 of Law No. 25 of 2009, that public service providers are any state organizing institutions, corporations, independent institutions formed under laws for public service activities, and other laws solely formed for public service activities. In paragraph 6 it is also stated that public service executors are officials, employees, officers and everyone who works in the organizing organization in charge of carrying out an act or series of actions for public service.

Service can be said to be of quality if the service can meet the needs and expectations of the community. Customer satisfaction is people's perception of reality from existing reality, which is compared with existing expectations, or there is a difference between consumer expectations of a service provided by a service provider (Fitzsimmons, 2001). The quality of public services is a dynamic condition related to products, services, people, processes and the environment where the quality assessment is determined at the time of delivery of public services. The attributes of the quality of public services are: 1) Punctuality of service which includes waiting time and processing time; 2) service accuracy which includes error-free; 3) Courtesy and friendliness in providing service; 4) Ease of obtaining services, namely the adequacy of officers serving and the availability of work facilities; 5) Convenience in obtaining services and availability of information; and 6) other supporting factors such as facilities, cleanliness and so on.

At the Bogor Regency Land Office, it is known that there are a large number of services for land service activities. It was recorded that in 2019 there were 280 thousand services with various types of services such as land registration, name change, use rights, and so on. Details of services at the Bogor Regency Land Office can be seen in Table 1 below.

Table 1. Number of Services at Bogor Regency Land Office

No.	Year	Number of Services
1	2017	351.487
2	2018	307.220
3	2019	287.198

Source: Bogor Regency Land Office Archive (Secondary Data)

Based on these data, it can be seen that service performance has a very important role. All service activities at the Bogor Regency Land Office carried out by Land Office staff will

succeed well if the community participates in its implementation must involve the community from program planning to maintenance. Service performance development is determined together with the Bogor Regency Land Office by considering input from the community through certain community representatives, so in this case the Land Office is obliged to strive for the development of the Land Office's service performance. This study aims to analyze how much influence apparatus resources have on service performance at the Bogor Regency Land Office.

METHOD

The research design used in this study is a quantitative research approach with an explanatory type of research method. The location of this research is the Land Office of Bogor Regency, West Java Province. The population in this study was 714 people consisting of non-permanent employees (PPNPN), general officials who were given the authority to form authentic (PPAT), employees of the State Civil Apparatus (ASN) who worked for civil servants and government employees of the Land Office, and people who used the services of the Land Office of Bogor Regency West Java Province. The research sample was drawn using a stratified proportional random sampling technique, which is random sampling in a population that has been grouped based on group strata from the population contained in the Bogor Regency Land Office. Based on the calculation results using the Slovin formula, the sample obtained in this study was 233 people. The study was conducted by interview, observation, documentation, and closed questionnaire techniques with alternative answers using a Likert scale that has 1-5 alternative answers.

The research questionnaire instrument was tested for validity with the following criteria:
1. If $r_{count} > r_{table}$ then the question is declared valid.
2. If $r_{count} < r_{table}$ then the question is declared invalid.

Questionnaire Reliability Testing is carried out if it has been declared valid in the validity test, its reliability will be determined with the following criteria:
1. If r_{alpha} is positive or $>$ from r_{table} then the question is reliable.
2. If r_{alpha} is negative or $<$ from r_{table} then the question is not reliable.

To determine the effect of the Implementation of Apparatus Resources on service performance, testing was carried out using:
1. $T_{count\ test}$

This test is carried out to determine how far the influence of an independent variable partially (individually) on the variation of the dependent variable, with test criteria:

H_o : b1 = 0, meaning that there is no partial positive and significant influence of the independent variable on the dependent variable.

H_a : b1 $\neq$ 0, meaning that there is a partial positive and significant influence of the independent variable on the dependent variable.

The decision-making criteria are:

H_o is accepted if $t_{count} < t_{table}$ at $\alpha = 5\%$

H_a is rejected if $t_{count} > t_{table}$ at $\alpha = 5\%$

a. Determination Analysis

To test the suitability of multiple regression models, the Coefficient of Determination (r2) is used to explain the variability of the dependent variable of the regression equation model used, especially from the independent variable used. The calculation is done with the SPSS for windows program package tool.

b. Linear Regression Analysis

Regression analysis is a procedure where, through the formulation of mathematical equations, the value of a random variable (random continue) is predicted based on the value of other known quantitative variables. In this case the free variable is the apparatus resource in realizing the dependent variable of service performance, then a simple and multiple linear regression equation is used with the following formula :

$Y = a+bX+\varepsilon$

Information:

Y : Service

a : Apparatus Resource Y when X = 0 (constant quality of Apparatus Resource)

b : Regression number or coefficient, which shows the number of increases or decreases in the independent variable. If B (+) then it rises and if (-) then there is a decrease.

X : free variable (Apparatus Resource)

ε : Standard error

RESULTS AND DISCUSSION
Data Description

To make it easier to interpret the variables being studied, categorization of respondents' response scores is carried out. The respondents' answer scores obtained are classified based on a maximum score range of 5 and a minimum score of 1 with a range score of (5-1) / 5 = 0.8. Here's an overview of the scores for descriptive analysis.

Table 1. Assessment Criteria for Indicators on Research Variables

No	Percentage	Criterion
1	1.00 – 1.79	Not Good/ Very Low
2	1.80 – 2.59	Low
3	2.60 – 3.39	Good Enough / Medium
4	3.40 – 4.19	Good/ High
5	4.20 – 5.00	Very Good/ Very High

1. Apparatus Resources

Table 2. Average score of respondents' perception of apparatus resource variables

Variable	Dimension	Indicator	Score
Apparatus resources (4.29)	1. Coaching (4.18)	Responsibility	4.08
		Discipline	4.17
		Encouragement	4.25
		Ability	4.17
		Self-development	4.24
	2. Development (4.19)	Exemplary	4.21
		Recruitment process	4.21
		The approach of the learning process	4.12

		Organizational strengthening	4.33
		Formation of professionalism	4.10
	3. Skills (4.48)	Competence	4.41
		Knowledge	4.43
		Job description	4.47
		Participation	4.53
		Training	4.56

Based on respondents' responses regarding Apparatus Resources, which amounted to 4.29. The average score is in the range of 4.20 to 5.00, so it can be concluded that respondents' responses regarding Apparatus Resources are included in the very good category. Based on the average respondent's assessment score against each dimension on the Apparatus Resource variable, it is described as follows::

a. Construction Dimensions

The average respondents' assessment of the coaching dimension was obtained on average of 4.18 which was in the range of 3.40 to 4.19. This indicates that respondents' responses regarding the coaching dimension are good. In the coaching dimension, the average indicator scores are lowest to highest, namely (1) Responsibility, (2) Discipline, (3) Ability, (4) Self-development, and (5) Encouragement.

b. Development Dimension

The average respondents' assessment of the development dimension was obtained on average of 4.19 which was in the range of 3.40 to 4.19. This indicates that respondents' responses regarding the development dimension are good. In the development dimension, the average indicator scores are the lowest to the highest, namely (1) Formation of Professionalism, (2) Learning process approach, (3) Exemplary, (4) Recruitment process, and (5) Organizational strengthening.

c. Skill Dimension

The average respondents' assessment of the skill dimension was obtained on average of 4.48 which was in the range of 4.20 to 5.00. This indicates that respondents' responses to the skill dimension are very good. In the skill dimension, the average indicator scores are lowest to highest, namely (1) Competence, (2) Knowledge, (3) Job description, (4) Participation, and (5) Training.

2. Service Performance

The average score of respondents' perception of Apparatus Resources (X3) is listed in the table 3

Table 3. Average Respondent Perception Score on Service Performance Variables

Variable	Dimension	Indicator	Skor
Service Performance (4.40)	1. Strategic Performance (4.38)	Service system	4.34
		Satisfactory results	4.45
		Service implementation	4.37
		Timely service	4.39
		Open service	4.34
		Response	4.21

		Watch	4.21
	2. Characteristic (4.38)	Transparent	4.12
		Adjust conditions	4.33
		Community participation	4.10
		Regardless of group	4.45
		Balance	4.45
	3. Value (4.50)	High passion and passion	4.44
		Progressive	4.50
		Proactive and initiative	4.55

Based on respondents' responses regarding Service Performance, which was 4.40. The average score is in the range of 4.20 to 5.00, so it can be concluded that respondents' responses regarding Service Performance are included in the very good category. Based on the average respondent's assessment score against each dimension in the Service Performance variable, it can be described as follows: :

1. Strategic Performance Dimensions

The average respondents' assessment of the strategic performance dimension was obtained on average of 4.38 which was in the range of 4.20 to 5.00. This indicates that respondents' responses regarding the strategic performance dimension are very good. In the strategic performance dimension, the average score of indicators is the lowest to the highest, namely (1) Service system, (2) Open service, (3) Service implementation, (4) Service on time, and (5) Satisfactory results.

2. Property Dimensions

The average respondents' assessment of the trait dimension was obtained on average of 4.38 which was in the range of 4.20 to 5.00. This indicates that respondents' responses regarding the trait dimension are very good. In the trait dimension, the average score of indicators is the lowest to the highest, namely (1) Responsiveness, (2) Community participation, (3) Transparent, (4) Adjusting conditions, (5) Paying attention, (6) Regardless of group, and (7) Balance.

3. Value Dimension

The average respondents' assessment of the value dimension was obtained on average of 4.50 which was in the range of 4.20 to 5.00. This indicates that respondents' responses to the value dimension are very good. In the value dimension, the average indicator scores are lowest to highest, namely (1) High passion and enthusiasm, (2) Progressive, and (3) Proactive and initiative.

Analysis Requirements Testing

In this study, testing of analytical requirements was carried out with data instrument tests in the form of validity tests and reliability tests. For each of the tests it is outlined as follows :

1. Validity Test

Validity tests are carried out to determine the level of validity of the instruments (questionnaires) used in data collection. The validity requirement of the instrument (questionnaire) according to is the calculated value> rtable. Based on the results of the analysis with the correlation technique "product moment" obtained r calculate each variable as follows:

a. Apparatus resource variables

Table 4. Apparatus Resource Variable Validity Test Results

Dimension	Indicator	r_count	r_table	Information
1. Coaching	1. Responsibility	0.674		
	2. Discipline	0.714		
	3. Encouragement	0.753		
	4. Ability	0.745		
	5. Self-development	0.741		
2. Development	1. Exemplary	0.689		
	2. Recruitment process	0.762		
	3. The approach of the learning process	0.729	0.138	Valid
	4. Organizational strengthening	0.689		
	5. Formation of professionalism	0.674		
3. Skills	1. Competence	0.341		
	2. Knowledge	0.308		
	3. Job description	0.329		
	4. Participation	0.339		
	5. Training	0.300		

From the data above, it can be seen that the value of the variable calculation of apparatus resources obtained is greater than r_{table} (0.138) or $r_{calculate} > r_{table}$ and all research data instruments as many as 15 items are said to be valid.

b. Service performance variables

Tabel 5. Hasil Uji Validitas Variabel Partisipasi Masyarakat

Dimension	Indicator	R-count	R-table	Information
1. Kinerja Strategik	1. Service system	0.527		
	2. Satisfactory results	0.683		
	3. Service implementation	0.627		
	4. Timely service	0.556		
	5. Open service	0.664		
2. Characteristic	1. Response	0.490		
	2. Watch	0.664		
	3. Transparent	0.550	0.138	Valid
	4. Adjust conditions	0.628		
	5. Community participation	0.614		
	6. Regardless of group	0.302		
	7. Balance	0.325		
3. Value	1. High passion and passion	0.320		
	2. Progressive	0.306		
	3. Proactive and initiative	0.366		

From the table above, it can be seen that the r_{count} value of the Community Participation variable obtained is greater than r_{table} (0.138) or $r_{count} > r_{table}$ and all research data instruments as many as 15 items are said to be valid.

2. Reliability Test

Reliability tests are performed to determine whether an instrument used more than once, will produce consistent data. In this study, reliability tests were conducted using Cronbach's Alpha technique. An instrument is considered reliable if the Cronbach Alpha value> 0.6.

Table 6. Reliability Test Results

Variable	*Alpha Cronbach*	Information
Apparatus Resources (X1)	0.877	Reliable
Service Performance (Y)	0.804	

Based on the results of instrument reliability testing, it shows that the instrument used is reliable, which means that the instrument is reliable enough to be used as a data collection tool.

Hypothesis Testing

Hypothesis testing carried out in this study is by two-party or two-sided test techniques. So based on the results of testing the three hypotheses, test results are obtained which can be explained as follows:

H_0 : ß3 = 0 : there is no significant influence between Apparatus Resources on Service Performance.

H_a : ß3 ≠ 0 : there is a significant influence between Apparatus Resources on Service Performance.

Less H_0 and accept H_1 if -t_{tabel} ≥ t_{hitung} ≥ t_{tabel}; atau

Receive H_0 and minus H_1 if -t_{tabel}< t_{hitung}< t_{tabel}.

Tabel 7. Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752[a]	.565	.564	.21222

a. Predictors: (Constant), Sumberdaya Aparatur (X3)

From the calculation results of Table 7 of the apparatus resource variable summary model, an RSquare (R^2) value of 0.565 or 56.5% is obtained.

Table 8. Variable Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.909	.145		13.199	.000
	Sumberdaya Aparatur (X3)	.582	.034	.752	17.335	.000

a. Dependent Variable: Kinerja Pelayanan (Y)

Based on Table 8, the apparatus resource coefficient from the SPSS calculation result is Px3 = 1.909.

1. Test t

Based on the calculation results of SPSS (Statistical Product and Service Solution) 17 for Window, the calculated value obtained is 17,335 and the ttable with df 288 in α (0.05) is 1,970 and -1,970. Thus tcount 17,335 > ttable1,970 so that H0 is rejected and Ha is accepted. This shows that Apparatus Resources have a significant influence on Service Performance. The area of acceptance of partial hypothesis testing of the effect of x on y is illustrated in figure 1 below.
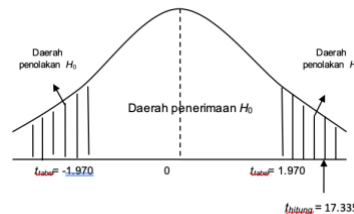
Picture 1

Partial Hypothesis Testing Curve of X's Effect on Y

2. Determination Analysis

Based on the analysis, a coefficient of determination value of 0.565 was obtained. This shows that 56.5% of the diversity in Service Performance is due to Apparatus Resources, while the remaining 43.5% is due to other variables.

3. Simple Linear Regression Equation

Based on the analysis, the value of a simple linear regression equation is obtained as follows:
- $\hat{Y} = a + b3X1$
- $\hat{Y} = 1.909 + 0.582X1$

This linear regression equation shows that every increase of 1 value of the Apparatus Resource variable can increase the value of Service Performance by 2,491 with the estimated other variables constant.

DISCUSSION
The Effect of Policy Implementation on Service Performance

Improving policy implementation in influencing service performance improvement can be done through :

1. Determining Policy Standards and Objectives

Policy standards and objectives must be clear and measurable so that they can be realized. If policy standards and objectives are not clear, there will be multiple interpretations and cause conflicts among policy implementation actors

2. Implementation Resource Support

Policies need the support of resources, both human resources and non-human resources. In this case, it is necessary to periodically improve the quality of the workforce and be certified as well as improve and monitor / monitor facilities, infrastructure and equipment.

3. Strengthening Inter-Organization Relationships

In many programs, the implementation of a program needs support and coordination with other agencies. For this reason, coordination and cooperation between agencies are needed for the success of a program.

4. Improve the Characteristics of Implementation

The characteristics of implementation include bureaucratic structure, norms, SOPs and patterns of relationships that occur within the bureaucracy, all of which will affect the implementation of a program.

5. Social, Political and Economic Conditions

This variable includes environmental economic resources that can support successful policy implementation, to the extent to which interest groups provide support for policy implementation.

The Influence of Leadership on Service Performance

The necessary roles are important in improving the service performance of the leader, namely:

1. Leaders as facilitators

A leader can act as a facilitator in his organization. For example, leaders facilitate their subordinates with the preparation of facilities and infrastructure needed to support the smooth running of tasks. Work facilities are needed to support the smooth running of tasks, because it must be prepared as needed, employees are motivated to carry out their duties, so that service performance will increase. The role of the leader as a coordinator is also indispensable.

2. Leader as coordinator

Coordination is one of the functions of management as well as an important determinant in achieving goals. With that coordination, activities can be carried out properly and the results are more effective. Especially for an activity that involves many people, coordination needs to be done in order to align and harmonize tasks. As with service activities in the land office that involve many people, good coordination is certainly needed.

3. Leaders as public servants

The desire of the community to get leaders who provide good and satisfying service is logical because the consequences are not only for the sacrifice of energy and time but also for costs. Therefore, greater attention is paid so that the wishes of the community can be realized. To meet these expectations is inseparable from the ability of leaders to carry out their roles as public servants. So leaders need to improve the quality of service to continue to be done. For example, improvement of organizational management, systems and procedures and rearrangement of the composition and formation of the implementing apparatus.

4. Leaders as innovators

In addition, leaders also need their role in terms of innovation. Increasing the capacity and competence of employees is important to improve insight and mindset, in order to think critically and creatively, so as to be able to follow technological developments that continue to develop in terms of service delivery.

The Effect of Apparatus Resources on Service Performance

Some of the criteria for apparatus resources that can support the improvement of service quality are human resources who have competence in the field of public services, which include, among others:

a. Commitment,

b. Integrity,
b. Responsibility,
c. Proficiency and friendliness,
d. Understand customer needs,
e. Responsiveness and empathy,
f. and have high ethics and morality.

Furthermore, improving the quality of service to the community can run and provide benefits to the customer community if the human resources of service providers really pay attention to several dimensions or attributes of service quality improvement, which include:

a. Punctuality of service,
b. Service accuracy,
c. Courtesy and friendliness in providing service,
d. Responsibility,
e. Equipment,
f. Ease of getting services,
g. Variations of service models,
h. Convenience in obtaining services.

The Effect of Community Participation on Service Performance

The community or individual community is the object of service organized by the State organizer, so that to be able to increase community participation, what can be done is :

1. People must be users of services with integrity, sensitivity and criticality. Integrity, not thinking let alone doing things that are not appropriate, for example trying to bribe service officers hoping that affairs will be facilitated and launched. Sensitive, the community must understand their rights and obligations as well as the organizers in public services. This is regulated in Law number 25 of 2009 concerning Public Services. Or at least the community as service users are sensitive to the public service standards set by the agency when dealing. Sensitivity to the delivery of public services is important to bring out a critical attitude.

2. When service standards are not in accordance with their implementation or even there are no service standards, the community as users have the right to meet the Head of the agency. Every public service provider agency must have standards as a reference for the implementation of the service itself. It is impossible for public services to be carried out properly without references. For example, service product A does not set a deadline for completion, of course, there is the potential for illegal levies with the officer mode who stalls the completion of product A.

3. Service providers in this case the land office make improvements in terms of service. All kinds of facilities available are to support the performance of serving the community. The strength of the government in terms of service quality lies in the stability of public services and the ability to deal with important and major issues.

CONCLUSION

The success of employee competence which in its development gives enormous authority to employees through participatory decision making, is largely determined by the leadership and the employees themselves who are directly involved in managing the organization.

Competence is a fundamental factor that a person needs to have, so that he has more abilities and makes him different from someone who has a much more comprehensive scope The implementation of apparatus resources in improving service performance at the Bogor Regency Land Office includes the recruitment process, encouragement, ability, self-development, and learning process approach. The right apparatus resources will be very important, so that the recruitment process that suits the needs and provides evaluation and learning for apparatus resources can certainly be done in order to improve the quality of service performance. The importance of the role of self-development through training and recruitment processes that are in accordance with the needs of the Bogor Regency Land Office both for Non-ASN personnel and for ASN. In addition, giving appreciation as well as encouragement and motivation to resources can also improve quality which will later improve service performance. Because service performance is a very powerful weapon for the government to gain public trust. With good quality, government programs will also be easier to enter the community. Improvements in the field of resources will form a good service performance process.

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