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## Optimizing Public Services: Evaluation of Employee Performance in the Process of Making Heir Certificates at the Tanete Village Office, Barru

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### ABSTRACT

This research aims to assess employee performance in the process of making Heir Certificates at the Tanete Village Office, Tanete Rilau District, Barru Regency. Apart from that, this research also aims to identify the factors that influence the process of making an Heir Certificate, both inhibiting and supporting. The data collection method used is qualitative, with data sources obtained through observation, interviews and documentation. The research results show that employee performance in the process of making Heir Certificates is quite good, although there is still potential to increase its optimality. The inhibiting factors identified include the completeness of the documents and the signatures of all heirs, while the supporting factors include the applicant having completed all the documents and the heirs who have signed the Certificate of Heirship.

**Keywords:** Service Performance, Letter, Heritage



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### A. INTRODUCTION

Public services are one of the main indicators of the quality of a government in serving the needs of its people. Public services have two main categories: basic needs services (such as health and basic education) and public services (including administrative services, goods and services). Public service standards are technical specifications that must be adhered to by the government

and the community in the process of providing public services. (Muhibudin, 2015) (Maulidiah, 2014). At the Tanete Subdistrict Office, one of the important services that is the main focus is the preparation of Certificates (SK) Heir. The Heir Decree has a very important role in determining the granting of inheritance rights to the family left behind, so that its availability and the process must run well. However, in practice, there are challenges faced in the process of making an Heir Decree at the Tanete Subdistrict Office, where obstacles often occur that hinder the service process. Heirs are people who have the right to receive the inheritance (legacy) of a person who has died. The concepts of heirs and substitute heirs have differences in the definition of who is called an heir in Faraid Science. Article 171 of the Compilation of Islamic Law stipulates that the death of an heir (not an heir) is the limit when a person becomes or has the status of an heir of an heir. People who have died, as long as they are related by blood or marriage to the heir, are Muslim, and are not hindered by law, can become heirs. The existence of an heir who has died does not eliminate his status, and can be replaced by a replacement heir, namely his descendants. (Zuhroh, 2017).

The service process for making Heir Decree (SK) is based on the theoretical basis that is the basis for this research, namely public service management theory, which includes strategies to increase the efficiency and effectiveness of public services, including in the context of making Heir Decree at the Subdistrict Office. Tanete. The effectiveness and efficiency of public services can be measured by optimizing the goals and behavior of employees in the organization. Public service standards include service procedures, completion time, service costs, service products, facilities and infrastructure, as well as the competence of service providers. Public management focuses on how to organize public sector organizations to achieve optimal goals, including improving the quality of public services (Monoarfa, 2012). In public service management theory, concepts such as process management, improving service quality, and the use of information technology help speed up the service process. Meanwhile, theoretical foundations regarding inheritance law and public administration are also important in understanding the processes and regulations related to making an Inheritance Decree.

Inheritance law concepts such as inheritance, heirs' rights, and administrative procedures are also part of the relevant theoretical foundation. Inheritance law concepts involve the use of mathematical concepts such as whole numbers, fractional numbers, operations of addition, subtraction, multiplication and division of whole numbers as well as multiplication of fractional

numbers (Agung & Asep, 2017). An understanding of public service management theory and the theoretical basis of inheritance law and public administration is very necessary to study the problems and potential for improving services for making Heir Decree at the Tanete District Office. This public service management theory was created by various public management experts, including Frederick W. Taylor, Max Weber, Chester Barnard, and Mary Parker Follett, who made important contributions in developing concepts and strategies that were relevant to the context of creating the Heir Decree. Meanwhile, the theoretical basis for inheritance law and public administration was obtained from legal experts such as Soehino, Jimly Asshiddiqie, and Sri Soedewi Masjchoen Sofwan, who provided an in-depth understanding of the legal and administrative aspects related to the process of making an Inheritance Decree.

The service process for making an Heir Decree (SK) is based on a juridical basis which includes several legal rules. First, Law Number 24 of 2009 concerning Public Services regulates basic principles such as legal certainty, transparency, community participation and efficiency. Second, the principles of inheritance law regulated in the Civil Code (Civil Code) serve as guidelines in determining the heirs who have the right to inheritance. Apart from that, government regulations and regional regulations also regulate the procedures and requirements for making an Inheritance Decree, making this process structured in accordance with applicable legal provisions. The applicable law may no longer be in accordance with the demands of life, which can lead to non-compliance with the law. Legal awareness is an individual's or society's perception of the law which may not always be the same as the applicable law. Law includes written and unwritten law, such as Islamic law and customary law, which is often used as a basis for community behavior. Increasing legal awareness needs to be carried out through regular legal outreach and counseling (Maharani, 2022) (Asifah & Farhan, 2021) (Susilo, 2011).

In the context of services for making Heir Decrees at the Tanete Subdistrict Office, there is a significant difference between the community's expectations of the service and the reality of the process that occurs. Community expectations include a fast, easy and efficient process, but in reality this process often faces obstacles that make it difficult for applicants for an Inheritance Decree. These obstacles can be in the form of complicated requirements, time-consuming procedures, or difficulties in collecting the necessary files. Identifying these differences is an

important first step in designing concrete improvements in the service process, so that it can meet community expectations better and more effectively.

To gain a more comprehensive understanding of documents discussing the optimization of public services, and to ascertain their frequency of citation in literature, please refer to the table provided below. This table contains the titles of the documents, the names of their authors, the number of citations they have received, along with introductory quotes that encapsulate the essence of each document. This information serves to evaluate the relevance and significance of each document within the ongoing discourse on optimizing public services. For a visual representation, please consult Table 1 and Graph 1 as presented

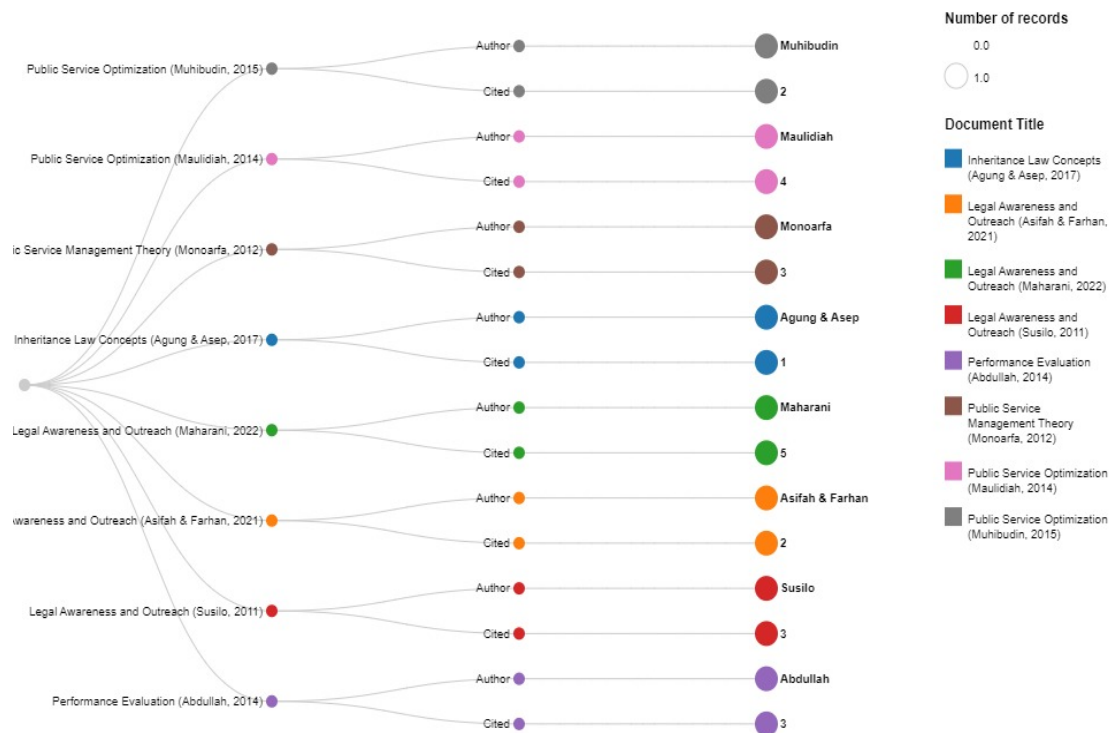
**Table 1** List of Documents and Number of Citation

No	Document Title	Author	Cited	Introductory Sentence
1	Public Service Optimization (Muhibudin, 2015)	Muhibudin	2	Public services are one of the main indicators
2	Public Service Optimization (Maulidiah, 2014)	Maulidiah	4	Public services are one of the main indicators
3	Public Service Management Theory (Monoarfa, 2012)	Monoarfa	3	The service process for making Heir Decree (SK)
4	Inheritance Law Concepts (Agung & Asep, 2017)	Agung & Asep	1	Inheritance law concepts such as inheritance
5	Legal Awareness and Outreach (Maharani, 2022)	Maharani	5	In the context of services for making Heir Decrees
6	Legal Awareness and Outreach (Asifah & Farhan, 2021)	Asifah & Farhan	2	In the context of services for making Heir Decrees.
7	Legal Awareness and Outreach (Susilo, 2011)	Susilo	3	In the context of services for making Heir Decrees
8	Performance Evaluation (Abdullah, 2014)	Abdullah	3	In the context of research regarding employee

**Source:** Research data processing 2024

This table presents relevant information related to documents discussing the topic of optimizing public services. In the table, you can find the document titles, author names, number of citations received, as well as introductory quotes that provide an overview of the essence of each document. This information can be a basis for evaluating the relevance and significance of each document in the context of discussions about optimizing public services.

**Graph 1** List of Documents and Number of Citation



Source: Research data processing 2024

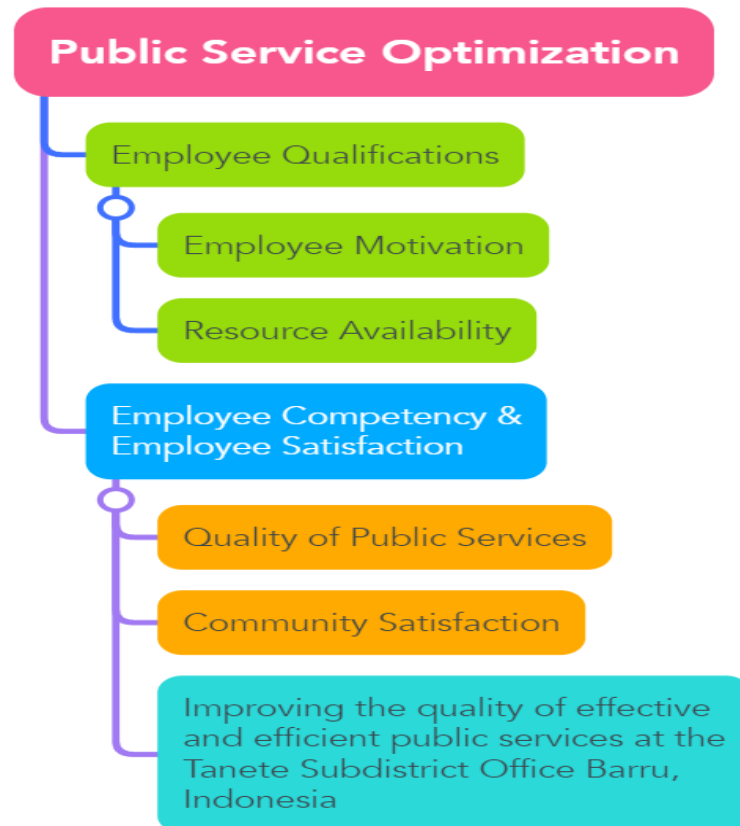
The graph below the table provides a clearer visual representation of how often each document is cited in related literature. This graph can help gain a deeper understanding of the impact and influence of these documents within the ongoing conversation on public services.

## B. RESEARCH METHODS

The research carried out included qualitative research with a descriptive approach. Qualitative Research is a research method based on the philosophy of postpositivism, used to research the condition of natural objects, where the researcher is the key instrument, data collection

techniques are carried out using triangulation, data analysis is inductive/qualitative, and research results emphasize meaning rather than generalization (Sugiyono, 2018). This research aims to provide an overview of Public Service Optimization: Evaluation of Employee Performance in the Process of Making Heir Certificates at the Tanete District Office, Barru. This research was conducted at the Tanete Village Office, Tanete Rilau District, Barru Regency. This research aims to provide an overview of employee performance evaluations in the process of making Heir Certificates at the Tanete Village Office, Barru. The research location was specifically chosen at the Tanete Village Office which is located in Tanete Rilau District, Barru Regency. The choice of this location was based on the consideration that the Tanete Subdistrict Office is an important public service center in the administrative process related to Heir Certificates. Thus, it is hoped that this research can make a significant contribution to optimizing public services in the region.

In the context of research regarding employee performance evaluation in the process of making Heir Certificates at the Tanete District Office, Barru, a conceptual framework is needed that can be the main basis for understanding and analyzing the factors that influence employee performance and public services as a whole. Performance evaluation (performance appraisal) is a formal system used to evaluate employee performance periodically as determined by the organization. Performance evaluation is carried out to provide an assessment of work results or work achievements obtained by organizations, teams and individuals. However, performance evaluation can face various problems such as performance evaluation failures caused by various factors such as non-objectivity, fear, and competition between employees and managers (Abdullah, 2014). Therefore, the conceptual framework that is built will clarify the relationship between the variables involved. involved in the employee performance evaluation process and its impact on public services at the sub-district level. This can be seen in the following conceptual framework:

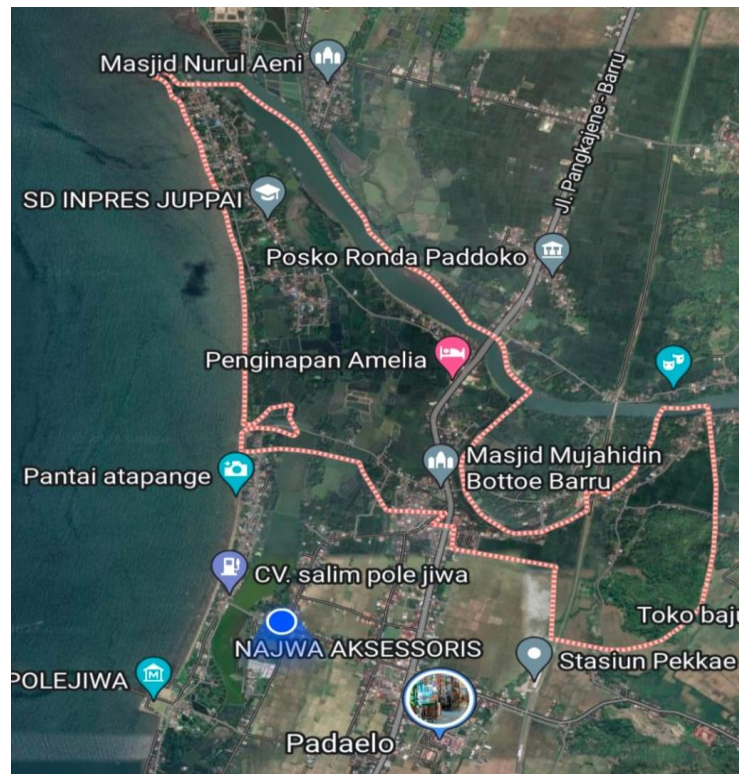


**Figure 1** Conceptual Framework

## C. RESEARCH RESULTS AND DISCUSSION

### 1. Description of the Research Location

The demographic situation of Tanete Village, which is located in the Tanete Rilau District, has an area of 226 Ha/M2. Tanete Village is divided into 4 hamlets and 11 RTs, located in Tanete Rilau District, Barru Regency. The territorial boundaries of Tanete Subdistrict are as follows: To the north it is bordered by Lipukasi, to the South by Lalolang Subdistrict, to the East by Tellumpanua village, and to the West by the Makassar Strait (Source: Tanete Subdistrict Profile, 2019). Visually, the administrative area can be seen on the Tanete Village Area Map as follows:



**Figure 2.** Map of the Tanete Subdistrict Administrative Area

The population of Tanete Village has increased significantly from year to year. In 2020, the population of Tanete Village reached 4,559 people. In terms of population composition based on gender, the data shows that the number of male residents in Tanete Village is still higher than the number of female residents. This can be seen from the sex ratio which recorded 2,832 men and 1,727 women. (Source: Tanete Village Profile, 2020).

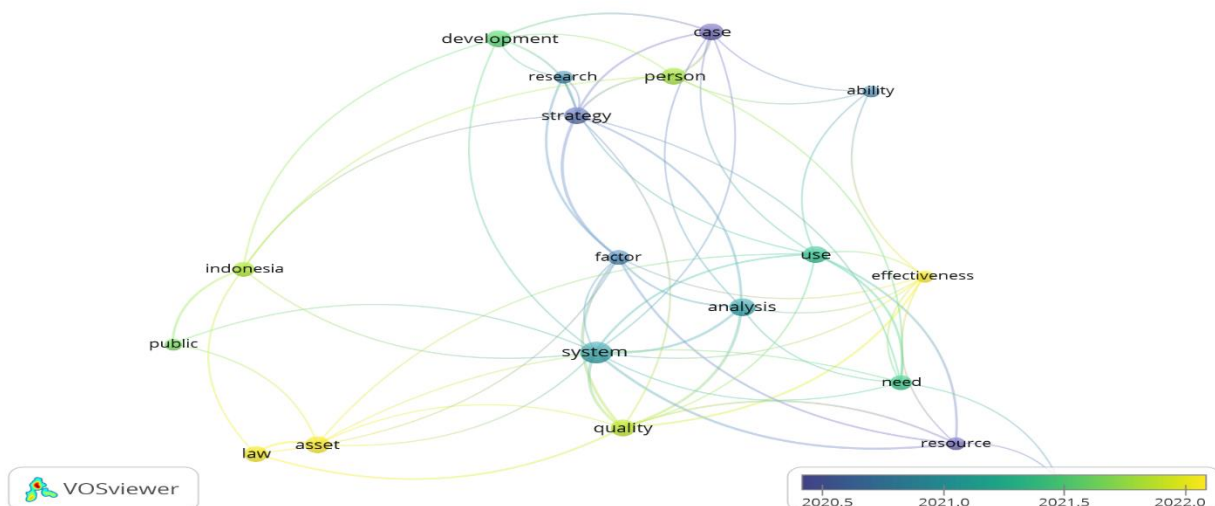
## 2. Research and publication trends

Research trends and publications related to public service optimization are a significant topic in academic and practical literature. Much research has been carried out to identify strategies and best practices in improving the efficiency and effectiveness of public services in various fields, including the creation of Heir Decrees. A number of studies reveal that the integration of information technology, the application of performance management, the use of data analysis methods, and a community needs-based approach are key factors in optimizing public services. These studies often provide valuable insights in designing policies and implementation strategies that can increase satisfaction society and the efficiency of public service institutions. In addition,

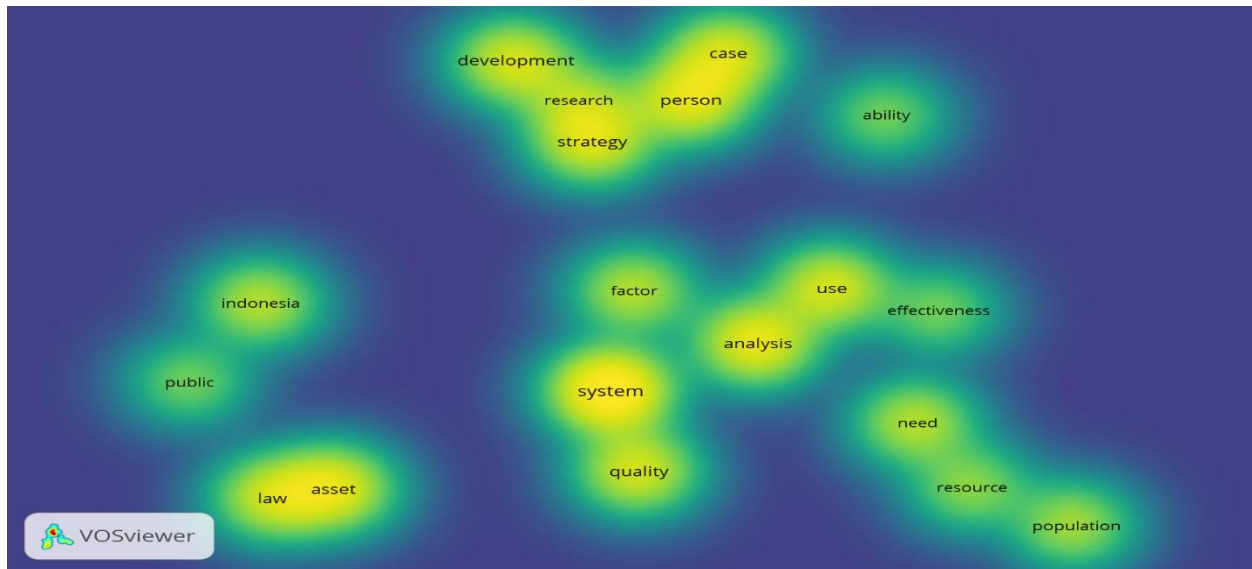
related publications also strengthen understanding of the importance of cross-sector collaboration, optimal use of resources, and adoption of innovation as part of continuous efforts to improve the quality of public services. Thus, research and publication trends regarding public service optimization highlight the importance of improving the quality, accessibility and responsiveness of public services for society. Through this research, we can identify a number of things that are relevant to optimizing public services, including an in-depth understanding of the requirements and procedures for making an Inheritance Decree, the obstacles often faced by applicants, the public's response to the performance of service institutions, as well as strategies and best practices in increasing the efficiency and effectiveness of public services. Thus, this research makes an important contribution in formulating concrete and relevant recommendations for improvement to improve the quality of public services provided to the community.

The results of this research provide a basis for researchers and practitioners to better understand the challenges faced in optimizing public services, especially those related to the creation of an Inheritance Decree. With a deeper understanding of processes, constraints, and community responses, researchers and practitioners can design more effective and efficient improvement strategies and implementation. It is hoped that this can make a real contribution to improving the quality of public services and community satisfaction.

Several research trends based on the topics studied and interrelated in the documents are seen as follows (Figures 5 and 6)



**Figure 5** Research and Publication Trends



**Figure 6** Density Visualization of Research and Publications

Some related research trends that can be observed include: Effectiveness and Efficiency of Public Service Delivery: A Review of the Performance of Government Institutions (Monoarfa, 2012) and the Position of Adopted Children as Heirs in Land Rights Disputes (Fitria, & Alfata, 2020). Improving Technology in Public Services: Research on the use of information and communication technology to increase efficiency and accessibility in public services, including the use of mobile applications or online systems for administrative processes. Community Participation in Decision Making: Research that explores strategies to increase community participation in decision-making processes related to public policy, including effective feedback and consultation mechanisms.

Sustainability and Resource Conservation: Focus on efforts to build public services that are sustainable and oriented towards the conservation of natural resources, such as waste management strategies or renewable energy in public infrastructure. Innovation in Service Models: Research on developing new service models that are more adaptive to social and technological changes, such as blockchain-based public services or the concept of on-demand services.

Quality and Equal Access to Services: Studies that highlight efforts to improve the quality of public services and ensure equal access for all levels of society, including vulnerable and marginalized groups. These trends reflect the dynamics of change in the public service paradigm which increasingly focuses on efficiency, participation, sustainability, innovation and inclusivity.

The novelty of this research lies in the holistic and data-based approach used to analyze and overcome the gap between community expectations and reality in the service of making an Inheritance Decree. The method used utilizes information and communication technology as well as innovative concepts in public service management. In addition, this research contributes to formulating a more effective and measurable improvement strategy to improve the quality of public services, by paying attention to various aspects such as speed, efficiency and suitability to community needs.

Apart from that, this research also integrates a participatory approach which involves collaborative activities between local government, the community and other relevant stakeholders. This approach not only allows for more accurate and comprehensive data collection but also ensures that the resulting solutions are more relevant and acceptable to all parties involved. Thus, the integration of a participatory approach can increase the success of implementing improvements in the service for making Heir Decrees.

### **3. Research Results**

At the Tanete Subdistrict Office, the process of providing an Heir Certificate (SK) has become an important part of the public services provided to the community. Through this research, several things can be taken as the core of the research results related to this process. The procedures that have been established have clear benefits for society. By having regular and well-documented procedures, future activity steps can be more easily determined. With well-documented procedures, all activities and activities that occur will be organized, directed and in an orderly corridor. (Fixed Procedures) to make it easier for company activities to run regularly (Rono, 2016) (Andry, 2016)

Interview with Tanete Village Head, Mr Drs. Alimin,S.A.P expressed his awareness to motivate, develop and control his employees and staff in order to provide better services to the community, including in making the Heir Decree. He emphasized the importance of having clear instructions or work programs, which can increase work productivity effectively and efficiently.

Optimal employee performance in an organization can provide significant benefits because it can meet needs and optimize work efficiency within the organization. In connection with this, the researcher had a dialogue with Drs. Alimin,S.A.P who serves as Head of Tanete Village and plays a role as a leader in charge of motivating, developing and controlling his employees and

staff. In the dialogue, he stated that "I as the Village Head have made every effort so that all employees and staff here carry out their duties and functions as best as possible, so that people who want to take care of something or have interests can be served immediately according to their wishes." (Interview with Tanete Village Head Drs. Alimin,S.A.P Monday 9 December 2020).

The results of this interview show the high awareness and commitment of Drs. Alimin,S.A.P as a leader in managing employees and staff in Tanete Village. Maximum efforts to ensure that every individual in the organization carries out their duties well and efficiently is very important to achieve optimal performance in service to the community. Optimal performance of employees is crucial for achieving company goals. Education and work experience have a significant impact on employee performance, as higher education levels and work experience lead to better performance (Annisa et al., 2023) (Happy & Nurkhalis, 2020.). Service to the community is the most visible measure of government performance, where the public can directly assess government performance based on the quality of public services received. Success in building public service performance in a professional, effective and efficient manner will raise the government's positive image in the eyes of the public (Muhibudin, 2015) (Syafuruddin & Irwan, 2021) (Rosmala & Nina, 2019)

These comments also show that awareness of community needs is the main focus in the management of public organizations. Thus, this dialogue illustrates the importance of effective leadership and the active role of leaders in ensuring good quality service to the community. In the process, checking files by officers is an important step to ensure the completeness of documents. This was explained by the Head of the Government Section, Mrs. ST. Marwah, and explained further by the Tanete Village officer, Mr. Taslim. After inspection, the data is input into the computer by the operator for more efficient and accurate data management.

The requirements that must be fulfilled by applicants for the Heirship Decree have also been described in detail, both for Indonesian citizens and foreigners. This includes preparing administrative documents, filling in the form of a statement as an heir, as well as a cover letter for the RT or RW. However, there are notes that there are still people who do not understand or have difficulty completing these requirements.

Mother St. Marwah explained, "After the community completes the requirements, the files are checked by Mr. Taslim, the officer responsible for examining the Decree of Heirs. All

documents are checked one by one according to the specified requirements. If any are incomplete, the file will not be accepted." (Interview with Head of Government Section, Mrs. St. Marwah, Monday 07 December 2020).

Apart from that, Mr. Taslim, Tanete Village Staff, also provided an explanation regarding the file inspection process. "All requirements must be complete, such as the name listed on the diploma, family card, KTP, as well as marriage certificate and other complementary documents. If there are differences between these data, the file will be rejected and returned to the applicant on the same day because the Expert Decree file Inheritance must not be delayed." (Interview with Tanete Village Staff Mr. Taslim, Monday 07 December 2020).

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If there are differences between these data, the file will be rejected and returned to the applicant on the same day because the Expert Decree file Inheritance must not be delayed." (Interview with Tanete Village Staff Mr. Taslim, Monday 07 December 2020).Based on the explanations from the two sources, it can be concluded that in examining the Heir Decree files, all requirements must be fulfilled in full. Data compatibility between various documents such as diplomas, family cards, KTPs and marriage certificates is very important. If there are any discrepancies, the file will be rejected and must be corrected immediately by the applicant.

The data that has been input is then processed further to create an Heir Decree. The final check is carried out to ensure that the printed Heir Decree corresponds to the verified data. Data that has been verified will go through a verification process with an encryption code on blockchain technology to ensure the authenticity of the data (Juliet, 2003) (Sunarya, 2022). After being initialed by the data examiner, the Heir Decree is signed and ratified by the Tanete Village Head before finally being handed over to the applicant .Submission of the Decree of Heirs is the final stage of this process. With complete documents and procedures that have been followed properly, people can receive their Heir Decree easily and quickly. However, it should be noted that there are still applicants who experience problems due to a lack of understanding of the requirements that must be met.

Overall, the service process for making Heir Decrees at the Tanete Subdistrict Office has gone well, but there is still room to increase public understanding of the requirements that must be met. This can be done through more intensive outreach and education to the public regarding applicable procedures and requirements.

In an effort to increase public understanding, the Tanete Subdistrict Office has carried out regular outreach programs. This program includes outreach at the RT/RW level, meetings with community groups, and also dissemination of information via social media or notice boards. These steps aim to provide a clearer picture of the process and requirements for making an Heir Decree.

Apart from that, cooperation with non-governmental institutions or organizations related to inheritance law issues can be an effective step. Through this collaboration, information and understanding of the procedures for making an Inheritance Decree can be conveyed more widely and in detail to the public.In interviews with several Heir Decree applicants, some of them

expressed satisfaction with the service process provided by the Tanete District Office. They stated that the officers there were very helpful in providing information and guidance regarding the requirements that had to be met.

Employee performance in the service process for making Heir Certificates (SK) at the Tanete Subdistrict Office has been improved to the maximum, and currently, the public's response to the employee's performance is very positive. For this reason, the researcher asked Mr. Mursalim TN, a resident of Soreang, about the performance of employees in the process of making the Heir Decree. "Based on my experience, the performance of employees and staff has been very good in carrying out their respective duties and functions. I have Even elderly people can easily understand the explanations from the employees and staff who handle the preparation of the Heir Decree." (Interview with Mr Mursalim, Sunday 20 December 2020).

This opinion is in line with that expressed by Mrs. Sanatang. The researcher also asked for his opinion regarding employee performance in the service process for making the Heir Decree. "I see that the performance of employees and staff in the sub-district is very good, starting from how to convey the procedures that must be carried out to the final process of making the Heir Decree, I understand everything and didn't encounter the slightest difficulty." (Interview with Mrs. Sanatang, Monday 21 December 2020).

A similar opinion was also expressed by Mrs. Millatiah, who was also asked for her opinion regarding employee performance in the process of making the Inheritance Decree. "In my opinion, the performance of the employees here is already good, but it can be improved further. The better the service process carried out by employees and staff in the sub-district, the more the quality of service and the number of people who come to take care of various things in the sub-district will improve, as I recently experienced -recently." (Interview with Mrs. Millatiah, Sunday 20 December 2020).

From the results of the interview, it can be concluded that the performance of employees and staff at the Tanete Subdistrict Office in the process of making the Heir Decree is quite good, however there are still complaints from the public about service times which are sometimes long, so there is room for improvement. Employee motivation, leadership and discipline have a positive influence on employee performance. The higher the motivation, the better the leadership, and the higher the employee discipline, the employee performance will increase. Research results show

that employee motivation, leadership and discipline play an important role in improving employee performance (Oyon & Leadership, 2019). Increasing efficiency and effectiveness in the service process so that the Heir Decree can be obtained more quickly and easily. By improving this performance, it is hoped that all management processes will become easier for the community.

In addition, it is necessary to carry out regular evaluations of this service process to identify potential improvements. The process of service provision by government officials in a village plays a crucial role in ensuring quality administrative services to the community. The use of tools in the service process is essential for supporting service quality and ensuring smooth service delivery. Responsiveness, reliability, and discipline of employees are key factors in providing efficient and effective services to users. The use of tools such as computers is crucial for service efficiency. However, the reliance on technical departments for service provision can impact service delivery in some cases. (Rosmala & Nina, 2019) (Hermawan, 2018). This evaluation can be carried out by involving active participation from the community in providing input and suggestions for improving the quality of services in the future.

Thus, efforts to increase public understanding of the procedures and requirements for making an Inheritance Decree, as well as increasing the efficiency and effectiveness of services, are steps that need to continue to be taken to ensure quality and satisfactory public services for the community.

#### **4. Discussion**

The article illustrates that at the Tanete Subdistrict Office, the service process for making Heir Certificates (SK) has become an important part of public services. This process includes steps starting from the applicant's requirements to the submission of the Heir Decree. One of the conclusions drawn from this research is that the procedures that have been established have clear benefits for society. By having regular and well-documented procedures, future activity steps can be more easily determined. This shows the importance of having a structured system in providing services to the community.

Interview with Tanete Village Head, Mr Drs. Alimin, S.A.P shows awareness to motivate, develop and control employees and staff in order to provide better services to the community. This reflects the local government's commitment to improving the quality of public services. The article

also explains in detail the requirements that must be met by applicants for an Inheritance Decree, both for Indonesian citizens and foreigners. However, there are records that there are still people who do not understand or have difficulty completing these requirements, showing the importance of further education for the community.

The stage of checking files by officers is an important step to ensure completeness of documents. Apart from that, the process of verifying data input into the computer also shows efforts for more efficient and accurate data management. After the inspection and verification process, the Heir Decree is handed over to the applicant. With complete documents and procedures that have been followed properly, people can receive their Heir Decree easily and quickly.

#### **D. CONCLUSIONS AND SUGGESTIONS**

##### **➤ Conclusion**

In conclusion, it can be said that the service process for making Heir Certificates (SK) at the Tanete Village Office has several advantages and areas for improvement. The following are the conclusion points that can be drawn:

- **Service Process Excellence:** The Heir Decree service process at the Tanete Village Office has been running well and is clearly documented. The existence of regular procedures and local government awareness to improve services has provided real benefits for the community.
- **Community Satisfaction:** Some residents expressed satisfaction with the services provided, especially in terms of information assistance and guidance from officers. This reflects a commitment to providing better service.

**Improvement Areas:** However, there are also complaints regarding service times which sometimes take a long time. This shows the need to increase efficiency and effectiveness in the service process, as well as further education to the public regarding the requirements that must be met.

##### **➤ Suggestion**

Suggestions that can be given to improve the quality of services for making Heir Certificates (SK) at the Tanete Village Office:

- **Intensification of Socialization and Education:** More intensive efforts need to be made to socialize the procedures and requirements for making an Heir Decree to the public. This can be done through various media, such as outreach at the RT/RW level, community group meetings, and the use of social media and notice boards. This step is important to increase public understanding and reduce difficulties in completing the requirements.
- **Process Evaluation and Improvement:** Regular evaluation of the service process is required, involving active participation from the community. This evaluation should focus on increasing efficiency, reducing long service times, and improving overall service quality. In addition, continuous improvements to procedures and officer skills training are also needed to ensure better service.

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