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Working Behavior Of Government Officials In Public Services In Dutuno Village, Paleleh District, Buol Regency

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Article Information	Abstract
<p>Article history: Accepted 15-09-2025 Fixed 18-09-2025 Approved 20-09-2025</p> <p>Keywords: Work Behavior, Government Officials, Public Service, Politeness, Caring, Discipline, New Public Service (NPS), Dutuno Village</p>	<p>Abstract: This study explores the work behavior of government officials in delivering public services in Dutuno Village, Paleleh District, Buol Regency. Using a qualitative descriptive approach through observation, interviews, and documentation, the research focuses on three behavioral dimensions: politeness, caring, and discipline. Findings indicate that while officials often display politeness in interactions, issues such as lateness, unresponsiveness, and occasional discrimination reduce service quality. Caring is reflected in efforts to assist citizens with administrative needs, yet delays and limited initiative remain challenges. Discipline emerged as the most pressing concern, with irregular attendance affecting efficiency and public trust. The study concludes that improving service delivery requires strengthening discipline, enhancing communication and service ethics, and adopting New Public Service principles that emphasize accountability and citizen-oriented governance.</p>

Introduction

Public administration plays a crucial role in ensuring that government institutions provide services that meet the needs and expectations of society. At the village level, this responsibility is even more significant because village governments are the closest administrative units to citizens and directly handle essential services such as civil registration, documentation, and community development (Rauf & Musfirah, 2023). Effective public service delivery depends not only on administrative systems but also on the behavior of government officials who interact with the community on a daily basis.

In recent years, the quality of public services in Indonesia has often been criticized due to bureaucratic inefficiency, delays, and poor responsiveness. Citizens frequently encounter officials who lack adequate professionalism, knowledge, and ethical conduct, which undermines trust in government institutions (Rauf & Musfirah, 2023). These challenges highlight the importance of strengthening bureaucratic competence and work behavior in order to build a more accountable and responsive public sector.

The concept of work behavior is central to understanding how government officials perform their duties. According to Robbins, work behavior reflects how individuals express themselves through attitudes and actions in the workplace, shaped by both personal

motivation and organizational culture. In the context of public service, officials' behavior is not only an individual matter but also a determinant of how effectively services are delivered to the community. Ndraha identifies three key dimensions of officials' behavior that are particularly relevant in public service delivery: politeness, caring, and discipline (Rauf & Musfirah, 2023). Politeness reflects respect and courteous communication with citizens, caring reflects attentiveness and willingness to respond to community needs, while discipline ensures punctuality, adherence to rules, and efficient task completion. Together, these dimensions form the behavioral foundation of quality public services at the local level.

The emergence of the New Public Service (NPS) perspective has also reshaped the understanding of government's role. Denhardt and Denhardt (2003) argue that public officials should serve citizens rather than treat them as mere customers, emphasizing participation, collaboration, and shared responsibility. This principle aligns with the idea that officials' behavior should not only comply with rules but also demonstrate commitment to public values and community well-being (Alamsyah, 2022).

In Dutuno Village, Paleleh District, Buol Regency, these issues are particularly relevant. Initial observations revealed persistent challenges such as lateness, absenteeism, unresponsiveness, and even discriminatory practices among some officials, which hinder optimal service delivery. At the same time, village officials are responsible for critical services, ranging from civil registration to administrative documentation, making their behavior a decisive factor in community satisfaction and trust (Fachri Arsjad, 2018).

Based on these considerations, this study investigates the work behavior of government officials in Dutuno Village with a focus on politeness, caring, and discipline. By analyzing how these behavioral dimensions are practiced in everyday public service delivery, the research aims to provide both theoretical insights and practical recommendations for improving local governance. Ultimately, the study contributes to ongoing efforts to build a more accountable, citizen-oriented, and service-driven village government in Indonesia.

Method

This study employed a qualitative descriptive method to analyze the work behavior of government officials in delivering public services in Dutuno Village, Paleleh District, Buol Regency. The qualitative approach was chosen to obtain an in-depth understanding of officials' attitudes and actions in their daily interactions with citizens, focusing on the dimensions of politeness, caring, and discipline (Fatima Rabrusun, 2022). Data were collected through direct observation of service practices, in-depth interviews with key informants including the village head, secretary, section heads, neighborhood leaders, and community members, as well as documentation of administrative records and service reports. A total of eleven informants were purposively selected, consisting of three key informants, five main informants, and three supporting informants. Data were analyzed using the interactive analysis model of Miles and Huberman, involving data collection, reduction, presentation, and conclusion drawing (Meutia, 2017). To ensure validity and credibility, triangulation of sources was applied by comparing information from observations, interviews, and official documents.

Result and Discussion

This section is the most important part of your article. The analysis or research results must be clear and concise. The results should summarize the (scientific) findings rather than

provide data in great detail. Please highlight the discrepancies between your results or findings and previous publications by other researchers.

1. The findings of this study reveal that the work behavior of government officials in Dutuno Village demonstrates varying levels of politeness, caring, and discipline, which significantly influence the quality of public service delivery. First, in terms of politeness, most officials were observed to maintain respectful communication and use courteous language when interacting with citizens, creating a generally positive atmosphere in administrative services. This aligns with Moenir's assertion that politeness in public service not only involves actions but also includes greetings, respectful words, and honest treatment (Sutojo & Si, 2014). However, some cases of indifference and less responsive attitudes were reported, indicating that politeness is not consistently upheld.
2. The dimension of caring was reflected in the willingness of officials to assist citizens in accessing services such as identity cards, family registries, and birth or death certificates. Many citizens acknowledged the attentiveness of officials, which corresponds with Dvorin and Simon's view that bureaucratic care is not merely about efficiency but about ensuring that community needs are adequately addressed (Sutojo & Si, 2014). Nonetheless, delays and limited initiative reduced the perceived quality of caring behavior, suggesting that further improvement is required to meet citizens' expectations.
3. discipline emerged as the most critical challenge in service delivery. Several instances of lateness, absenteeism, and failure to adhere to schedules disrupted administrative processes and reduced efficiency. These findings support Siagian's argument that discipline is fundamental in government organizations, as it ensures punctuality, compliance with regulations, and responsibility for tasks (Sutojo & Si, 2014). The lack of discipline among some officials directly affected public trust and the overall effectiveness of village governance.

The discussion of these results demonstrates that the behavioral dimensions outlined by Ndraha—politeness, caring, and discipline—remain highly relevant in assessing and improving public service quality at the village level. Moreover, the findings align with the principles of the New Public Service (NPS), which emphasize serving citizens as active participants rather than passive customers (Alamsyah, 2022). Strengthening these behavioral dimensions through training, supervision, and ethical reinforcement would not only improve service outcomes but also promote accountability, transparency, and citizen trust in local governance.

Discussion of research Result

The research findings highlight that the behavior of government officials in Dutuno Village plays a decisive role in shaping the quality of public services, particularly in terms of politeness, caring, and discipline. The evidence shows that politeness was generally demonstrated through courteous communication and respectful interaction, confirming Moenir's argument that politeness is essential in creating satisfaction and trust during service delivery. However, inconsistency in maintaining respectful attitudes suggests that officials still require continuous guidance and supervision to ensure that politeness becomes an institutionalized practice rather than a personal trait.

In terms of caring, officials showed attentiveness by helping citizens obtain various administrative services, which resonates with Dvorin and Simon's perspective that bureaucratic care reflects a commitment to meeting community needs beyond mere

efficiency. Nevertheless, delays and limited initiative highlight the gap between expectations and reality. This is consistent with previous studies that found bureaucratic behavior often falls short of responsiveness and empathy, thereby reducing public trust (Rauf & Musfirah, 2023).

The most critical challenge identified in this study was discipline. Frequent lateness, absenteeism, and lack of adherence to established schedules hindered the effectiveness of service delivery. This finding strongly supports Siagian's view that discipline is not only about compliance but also about responsibility and accountability within public organizations (Sutojo & Si, 2014). Similar patterns were reported in studies of bureaucratic behavior in other regions, where discipline directly influenced service timeliness and fairness (Punya et al., 2019). These results emphasize that the behavioral dimensions proposed by Ndraha—politeness, caring, and discipline—remain essential for evaluating and improving the performance of government officials in local public service (Ariandi Saputra, 2024).

Furthermore, they align with the principles of the New Public Service (NPS), which advocate serving citizens as active participants in governance and fostering collaboration between government and society (Alamsyah, 2022). Therefore, strengthening officials' behavioral competence through targeted training, ethical reinforcement, and community-based evaluations is critical to achieving more accountable, responsive, and citizen-centered governance at the village level.

Conclusion

This study concludes that the work behavior of government officials in Dutuno Village significantly affects the quality of public service delivery, particularly through the dimensions of politeness, caring, and discipline. Politeness was generally reflected in respectful interactions and courteous communication, yet inconsistencies in responsiveness showed that improvement is still needed. Caring was evident in officials' willingness to assist citizens with administrative services, though delays and lack of initiative reduced its effectiveness. Discipline emerged as the most critical challenge, as frequent lateness and absenteeism hindered efficiency and weakened public trust. These findings confirm that officials' behavior is a key determinant of service quality at the village level and demonstrate the relevance of Ndraha's framework in analyzing local governance performance. To enhance service outcomes, it is essential to strengthen officials' discipline, reinforce ethical communication, and implement the principles of New Public Service, which emphasize accountability, collaboration, and citizen-oriented governance.

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