

The Influence of Employee Performance and Quality of Public Service Land Office at the District Konawe Selatan

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ABSTRACT

This study aimed to examine and explain the influence of team member performance and service quality on public satisfaction at the Konawe Selatan District Land Office. This study used a survey approach with an explanatory research design. Data were collected cross-sectionally through a questionnaire. The population of this study consisted of people who received services at the Konawe Selatan District Land Office, with a sample of 70 people. Multiple Linear Regression Analysis was used to test the hypothesis. The results showed that team member performance positively and significantly influenced public satisfaction. In addition, service quality also positively and significantly influences public satisfaction. Simultaneously, team member performance and service quality significantly influenced public satisfaction. Thus, it can be concluded that improving team member performance and service quality, as reflected through service orientation and physical aspects, positively and significantly contributes to increasing public satisfaction. This can be seen from various factors such as requirements, procedures, completion time, costs/rates, product specifications, implementer competence, implementer behaviour, complaint handling, and available facilities and infrastructure.

INTRODUCTION

In government institutions, the role of employees is vital in providing public services expected by the community. The community expects employees to carry out their duties well so that the relationship between the government and residents remains harmonious (Larasati et al., 2021). Civil servants, who also function as public servants, are expected to always be ready and competent in carrying out their duties and providing good services to residents. For the community, team member performance is the leading indicator for assessing the professionalism and suitability of the team member to work in a government institution (Adrian & Sandra, 2022).

Team member performance is essential in assessing public satisfaction with an organization, both government and private. Therefore, it is necessary to understand how much performance has been achieved by the organization in achieving its goals. According to Hasba et al., (2022), performance measurement aims to assess the extent of success or failure of the implementation of activities, programs, or policies by the guidelines and objectives that have been set, with the hope of achieving the mission and vision that government institutions have determined.

Performance evaluation is an ongoing process carried out after performance measurement. Therefore, in carrying out performance evaluation, it is essential to refer to the agreed parameters and instructions to improve the performance of public service organizations sustainably (Tawai & Amanda, 2022). The results of this performance improvement effort will be seen in several expected benefits, including the suitability between what is provided by public sector organizations and the needs of clients and service users, the establishment of a mutually beneficial and efficient reciprocal relationship between taxpayers and government services, and the creation of a balance in meeting the needs of the community.

Team member performance is critical because the extent of the employee's ability to carry out the tasks can be seen from this performance. Service refers to activities or benefits provided by institutions or individuals to consumers who are served, are abstract and cannot be owned. In line with this, Tawai et al., (2022) explain that service is an action taken to meet the needs of others, where the level of satisfaction can only be felt by the party providing and receiving the service. Performance measurement evaluates work progress compared to previously set goals and objectives (Tawai & Halika, 2022). This process includes information on the efficient use of resources in the production of goods and services; the quality of goods and services, as measured by the level of customer satisfaction and the extent to which their needs are met; comparison of activity results with predetermined goals; and the effectiveness of actions in achieving these goals.

Meanwhile, performance evaluation is an activity that aims to assess the achievements and failures of public managers in carrying out the tasks and functions that the vision and mission of the organization have given. As a government institution focusing on services, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency must provide the best service to

the community. This aligns with Law Number 25 of 2009 concerning public services, which aims to ensure legal certainty in the relationship between the community and public service providers. Services cannot be separated from the community because the community requires quality public services from the government. The quality of service is measured by comparing the reality of the service received and the expectations desired by the recipient of the service.

LITERATURE REVIEW

Team member performance comes from the term job performance, which means a measure of the achievement of individual, group, and organizational success. Individuals and groups can understand performance when the organization's or individual's success criteria are predetermined. The concept of performance is essential for individuals and organizations, so it attracts great interest from researchers and practitioners to conduct research related to performance (Tawai & Halika, 2022). However, until now, there has been no widely recognized consensus on the definition of this activity.

Although there is debate about the definition of efficiency, researchers, authors, and therapists have attempted to define the concept of efficiency on various occasions. For example, Tawai et al., (2022) stated that team member performance refers to how competent individuals act and contribute through behaviours that align with organizational goals. Performance includes various factors that can be observed through activities carried out by individuals relevant to organizational goals. In general, performance is considered as an individual's ability to achieve work goals, meet expectations, and meet standards set by the organization (Tawai et al., 2022).

Efficiency refers to the ability of employees to produce work products in terms of quality, quantity, and timeliness in carrying out tasks and functions based on the responsibilities given to them. Therefore, performance results from individual team member activities based on their authority and responsibility to achieve organizational goals. Tawai & Suaib (2022) define team member performance in the context of quantity, quality, timeliness, participation in work, work efficiency, and effectiveness of work performed. In line with the views of Tawai & Sucipto (2022), team member effectiveness is an effective alignment between employees and their work.

In addition, Tawai & Syarif (2022) stated that employee performance reflects individuals' overall perception and evaluation of the work environment. This view is supported by Tawai et al., (2022), who stated that team member engagement is a positive feeling employees develop through individual evaluations of their work results and experiences. Likewise, Yusuf et al., (2022) emphasized that organizational effectiveness results from each team member's effectiveness.

According to Yusuf et al., (2022), team member performance is crucial in acquiring skills that ultimately contribute significantly to organizational performance. In the literature review, team member performance evaluation can be done through various methods, such as work efficiency, task planning, creativity and innovation, and resource investment. Team member performance is how an individual can perform tasks under normal working conditions by

utilizing available resources. This is known as the performance of the role or job responsibility and the performance of supporting roles. By the definition expressed by Rahmad et al, (2023), performance appraisal is an official and individual evaluation of a team member's work achievements in a certain period carried out by a superior or manager.

In general, performance management aims to build a high-performance culture in which individuals and teams are held accountable for continuous improvement in business processes through team member skills and contributions and work results guided by effective leadership. Specifically, performance management aims to align individual goals with organizational goals and ensure that individuals adhere to the organization's core values. According to Tawai (2023), performance appraisal is setting performance standards, evaluating employee performance to achieve objective human resource decisions, and providing supporting documentation for those decisions.

From a conceptual perspective, team member performance is defined as a comparison between the value generated by employees in the organization and the work plan or target expected to be accepted by the organization (Tawai et al., 2023). Human resources can improve team member capabilities through training, rotation, and coaching and influence team member behaviour in the desired direction (Tawai et al., 2023). Best practices in human resource management are expected to produce a sustainable competitive advantage for the organization, provided that employees have the will to survive and put in extra effort in the organization. In a holistic view, performance measurement is a learning tool that supports strategic plans and organizational goals.

Specifically, team member performance can be viewed as matching individual team member goals with organizational goals if employees support the organizational culture. Performance appraisal aims to evaluate, compare, and provide feedback on team member performance and manage human resources by disclosing salary increases, promotions, training needs, career development, involvement, or participation and empowerment in the organization (Tawai & Elwan, 2023). Organizational performance is a complex and multidimensional concept, where Amir et al., (2024) define organizational performance as the level of success in achieving organizational goals.

Based on the literature review on team member performance theory and concepts, it can be concluded that performance is a universal concept that uses effective and efficient methods to achieve better results. This is achieved by understanding and managing performance within an agreed framework based on planned goals, standards, and competency requirements. Operationally, performance is a stage of achieving individual work performance in an organization, manifested in output or work achievement in the form of quality and quantity employees achieve. In addition, team member performance can also be measured through observable behaviour related to the accomplishment of specific tasks per the plan set by the leader or organization.

METHODOLOGY

The object of this study includes the quality of public services as an independent variable, team member performance as a mediating variable, and public satisfaction as a dependent variable at the Konawe Selatan District Land Office. Primary data, collected directly by researchers from the research location, were obtained through questionnaires given to employees and the public. Respondents were selected based on the criteria of men and women aged 20 to 50 years and varying educational backgrounds, from elementary school to college, who receive services at the Konawe Selatan Land Office.

Secondary data is data that has been collected by other parties and is available when the research is conducted. This study obtained secondary data from documentation, including monthly and annual reports, the number of civil and non-civil servant staff, and relevant work targets and achievements of the Konawe Selatan Regency Land Office. Population representation in the research sample is an essential requirement for generalization. Therefore, sample selection must consider the design and sample size. The population in this study includes all people who use service facilities at the Konawe Selatan Land Office.

The research sample must meet the specified minimum limit. The larger the sample taken from the population, the better the results. However, researchers need to take at least 30 samples. The measurement guidelines for all variables in this study use a 5-point Likert scale. On this scale, each answer is given a weight according to the respondent's level of satisfaction or assessment. The lowest score (1) indicates the level of dissatisfaction or the statement most disagreed with, while the highest score (5) indicates the level of satisfaction or the most agreed with.

RESULT AND DISCUSSION

Team Member Performance

Team member performance referred to in the study is the respondent's statement on achieving work results in a specific period related to the implementation of work tasks. Therefore, this researcher conducted team member performance measurements referring to the Regulation of the Minister of Administrative and Bureaucratic Reform No. 8 of 2021. Furthermore, it was synthesized with the team member performance theory adopted from Tawai et al., (2024). The description of the respondents' answers presented in Table 4.5 shows that the average value of the team member performance variable is 4.01, which can be interpreted that most respondents stated that the implementation of team member performance was exemplary. Suppose observed from the quality indicators, quantity, time, service orientation, commitment, work initiative and cooperation. Respondents' perceptions show that the service orientation indicator has the highest average score, followed by quantity, initiative, work time, commitment, and collaboration. The smallest, according to respondents' assessment, is work quality. An explanation of the respondents' answers to each team member performance variable indicator is presented in Table 1.

Table 1. Team Member Performance Description

No	Item	Frekuensi					Persentase (%)					Rerata (Mean)	Keterangan
		SS	S	N	TS	STS	SS	S	N	TS	STS		
Kuantitas													
1	X1.1	25	36	4	2	3	35,71	51,43	5,71	2,86	4,29	4,11	Baik
Kualitas													
2	X1.2	11	41	13	2	3	15,71	58,57	18,57	2,86	4,29	3,79	Baik
Waktu													
3	X1.3	20	37	9	2	3	28,57	52,86	12,86	2,86	2,86	4,01	Baik
Orientasi Pelayanan													
4	X1.4	25	36	5	2	2	35,71	51,43	7,14	2,86	2,86	4,14	Baik
Komitmen													
5	X1.5	21	37	7	2	3	30,00	52,86	10,00	2,86	4,29	4,01	Baik
Inisiatif													
6	X1.6	23	35	7	2	3	32,86	50,00	10,00	2,86	4,29	4,04	Baik
Kerjasama													
7	X1.7	211	32	12	1	4	30,00	45,71	17,114	1,43	5,71	3,93	Baik
Rerata Persentase Jawaban (%)							29,80	51,84	11,63	2,75	4,08	4,01	Baik
Rerata Variabel Kinerja Pegawai (X1.1-X1.7)													

Source: Processed data, 2024

Empirical facts show that service orientation has been implemented well, as reflected in the mean value of 4.14, which is the main factor given priority in its implementation because it has the highest mean value compared to the other six indicators. This means that the ability of employees to provide services to the public has reached a satisfactory level. In addition, the work quantity indicator also shows positive results with a mean value of 4.11, which indicates that the quantity of work completed by employees is by the planned target.

The responses of the research participants to the initiative indicators showed that the initiative had been carried out well, as reflected by the mean value of 4.04. This indicates the ability to generate new ideas, new approaches to increasing productivity, willingness to assist colleagues in need, seeing challenges as opportunities rather than threats, the spirit to continue improving oneself, and being full of enthusiasm and passion. Furthermore, the working time and work commitment indicators also showed positive results, with a mean value of 4.01. This means that working time has been managed well, with employees able to complete tasks according to the planned schedule, and work commitment is reflected in the willingness and ability to allocate their attitudes and actions to achieve organizational goals by prioritizing the interests of the service rather than personal, individual, or group interests. Meanwhile, the respondents' perceptions of cooperation mainly indicated good results, with a mean value of 3.93. This suggests that the quality of work has been carried out well, as measured by the ability of employees to cooperate with colleagues, superiors, and subordinates in their work units and other agencies in carrying out their tasks and responsibilities.

The last indicator that supports improving team member performance is the quality of work. According to the respondents' perception, it is good, as indicated by the average value of 3.79. However, it needs to be continuously improved because the seven-team member performance measurement

indicators have the smallest average value. This means that the indicator of work quality in this study is described through the quality of work produced by each team member according to the plan or standard that must continue to be improved at the Konawe Selatan Regency Land Office.

Overall, based on the percentage of responses from the participants, around 51.84% of them stated that the implementation of team member performance, which includes aspects of quality, quantity, time, service orientation, commitment, work initiative, and cooperation, has been going well. Meanwhile, around 29.80% of respondents stated that team member performance has been excellent. However, it should be noted that around 2.75% indicated that performance was not good, and 4.08% said that performance was terrible. Although this percentage is relatively tiny, serious attention needs to be given to all levels of leadership at the Konawe Selatan Regency Land Office, especially in the context of work quality indicators.

Quality of Public Services

In this study, "public service quality" refers to the efforts of the Konawe Selatan District Land Office in meeting the needs and desires of the community, as well as the extent to which the service is by community expectations. The responses of the research participants regarding each indicator of the public service quality variable are described in Table 2.

Table 2. Description of Public Service Quality Variables

No	Item	Frekuensi					Persentase (%)					Rerata (Mean)	Keterangan
		SS	S	N	TS	STS	SS	S	N	TS	STS		
X2.1. Tangibles													
1	X2.1.1	40	21	5	2	2	57,14	30,00	7,14	2,86	2,86	4,01	Baik
2	X2.1.2	37	24	4	2	3	52,86	34,29	5,71	2,86	4,29	4,37	Baik
Rerata Indikator Tangibles (X2.1)											4,32	Baik	
X2.2. Empathy													
1	X2.2.1	40	17	9	2	2	57,14	24,29	12,86	2,86	2,86	4,29	Baik
2	X2.2.2	29	25	11	4	1	41,43	35,17	15,71	5,71	1,43	4,30	Baik
Rerata Indikator Empathy (X2.2)											4,20	Baik	
X2.3. Responsivness													
1	X2.3.1	27	33	5	2	3	38,57	47,14	7,14	2,86	4,29	4,10	Baik
2	X2.3.2	29	27	10	1	3	41,43	38,57	14,29	1,43	4,29	4,13	Baik
Rerata Indikator Responsivness (X2.3)											4,12	Baik	
X2.4. Reliability													
1	X2.4.1	31	25	9	3	2	44,29	35,71	12,86	4,29	2,86	4,11	Baik
2	X2.4.2	37	15	14	2	2	52,86	21,43	20,00	2,86	2,86	4,14	Baik
Rerata Indikator Reliability (X2.4)											4,13	Baik	
X2.5. Assurance													
1	X2.5.1	37	23	5	2	3	52,86	32,28	7,14	2,86	4,29	4,19	Baik
2	X2.5.2	35	24	3	6	2	50,00	34,29	4,29	8,57	2,86	4,27	Baik
Rerata Indikator Assurance (X2.5)											4,24	Baik	
Rerata Persentase Jawaban (%)							48,86	33,43	10,71	3,71	3,29	4,21	Baik
Rerata Variabel Kualitas Pelayanan Publik (X2.1-X2.5)													

Source: Processed data, 2024

Based on Table 2, which contains a summary of responses from research participants, we can identify that the average (mean) value of the public service quality variable is 4.21. This indicates that most people who receive services from the Konawe Selatan Regency Land Office consider that the

implementation of public services has been running well. Suppose we look more profound from the perspective of tangible indicators, empathy, responsiveness, reliability, and assurance. Respondents' perceptions show that the tangible indicators obtain the highest average value, followed by the assurance, empathy, and reliability indicators and the lowest, according to respondents' perceptions, is responsiveness.

Based on the responses given by the research participants, we can see that the tangibles indicator shows good results, with an average value (mean) of 4.32. This indicates that the tangible aspect is considered the main factor and is given priority in its implementation because it has the highest average value compared to the other four indicators. In other words, the physical elements that can be seen and used by the institution in providing services to the community have been implemented well. This includes using physical resources that can be felt and used by the community to provide satisfaction with the services offered while also showing work performance in delivering services. Furthermore, the assurance indicator also shows positive results, with an average value (mean) of 4.24. This indicates that the assurance aspect has been carried out well, which is reflected in the willingness of the institution to determine small losses (certain) as a substitute for significant losses that may occur.

The responses of the research participants to the empathy indicator showed promising results, with a mean value of 4.20. This indicates that empathy, which is the office's ability to provide individual attention to the community, such as ease of communication with the office, the office's ability to interact with the community, and response to community needs, has been carried out well. This reflects the attention given individually to the community in various aspects, which helps create services that meet expectations. Furthermore, the reliability indicator also showed positive results, with a mean value of 4.13. This indicates that reliability, which includes the office's ability to carry out tasks reliably, a good understanding of work procedures, and the ability to correct discrepancies or deviations from work procedures, has been implemented well. The office can also provide correct guidance to the community regarding services that they may not fully understand, which positively impacts service quality.

The last indicator that supports the improvement of public service quality is responsiveness. According to the respondents' perception, the implementation has been exemplary, as indicated by the average value of 4.12. However, it needs to be continuously improved because of the five indicators measuring the quality of public service, which have the smallest average value. This means that the responsiveness indicator in this study is described through the office's desire to help the community and provide responsive services so that the dimension of responsiveness quality in the office must be truly appropriately realized so that the community feels appreciated for the response or response from the office to all the wishes of the community.

The results of the overall respondent statements based on the percentage of answers that the majority of respondents, or around 48.86%, stated that it

was perfect, and 33.43% said that it was good in the implementation of public services described through tangibles, empathy, responsiveness, reliability, and assurance. However, around 3.71% stated it was not good, and 3.29% said it was awful. Although the presentation is relatively tiny, serious attention needs to be paid to all levels of leadership at the Konawe Selatan Regency Land Office, mainly focusing on the responsiveness aspect.

CONCLUSIONS AND RECOMMENDATIONS

Team member performance has a positive and significant effect on public satisfaction. The results of this study prove that the implementation of high team member performance can significantly contribute to increasing public satisfaction. These results indicate that the better the implementation of team member performance reflected through quality, quantity, time, service orientation, commitment, work initiative, and cooperation has a positive and significant contribution to increasing public satisfaction reflected through requirements, procedures, completion time, costs/rates, product specifications of service types, implementer competence, implementer behaviour, complaint handling, and facilities and infrastructure.

Service quality has a positive and significant effect on public satisfaction. The results of this study prove that high service quality can significantly contribute to increasing public satisfaction. These results indicate that the better the quality of service reflected through tangibles, empathy, responsiveness, reliability, and assurance has a positive and significant contribution to increasing public satisfaction reflected through requirements, procedures, completion time, costs/rates, product specifications, types of services, implementer competence, implementer behaviour, complaint handling, and facilities and infrastructure.

ADVANCED RESEARCH

For future research, it would be beneficial to explore the relationship between employee performance, service quality, and public satisfaction in a more diverse geographic setting or across different public service sectors. Since the current study focuses on the Land Office in Konawe Selatan, expanding the research to other districts or different types of public services could provide more generalizable results. Additionally, future studies could incorporate a longitudinal approach to assess how employee performance and service quality influence public satisfaction over time, providing insights into the sustainability of these factors. Another potential area for further exploration is the inclusion of external variables such as technology adoption or digital service platforms, which may further impact the dynamics between employee performance, service quality, and public satisfaction.

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