

SURVEILLANCE OF EMPLOYEE COOPERATION IN THE ENACTMENT OF SERVICES IN THE PAGUYAMAN PANTAI SUB-DISTRICT OFFICE

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ABSTRACT

This study aims to discover how the employee of Paguyaman Pantai sub-district office manages the cooperation in providing services.

This study employed a descriptive method with a qualitative approach. The data analysis technique utilizes the Miles and Huberman model to process the data.

The findings indicated that 1) Employees' competency in implementing services exhibits unique features. There are still some employees that violate time discipline regulations and even disregard their assigned jobs and responsibilities. 2) It is assumed that the employees' synergy in delivering services has been established well and smoothly and that any issues would be resolved by mutual discourse. 3) Relationships with employees involved in service delivery are positive and smooth, as they consistently develop communication and coordination regarding performance as sub-district employees. 4) Employee productivity in implementing services has been extremely high, as evidenced by the excellent cooperation built as quickly as feasible. 5) Employees' sense of belonging is still a barrier to service delivery at the PaguyamanPantai Sub-District Office due to a lack of trust between employees and individual attitudes.

Keywords: Management, Cooperation, Employees, Service

INTRODUCTION

Management derives its roots from the old French language, namely management, which implies the art of ordering and doing. Management is described as planning, coordinating, organizing, and controlling energy resources to accomplish goals efficiently and effectively. Firmansyah views management as both an art and a science, requiring planning, organizing, categorizing, guiding, and managing from the source of people's energy to accomplish predetermined goals [1]. Management is a method of accomplishing goals by collaborating with many individuals and other sources of energy within the body. Management is a programming technique to accomplish

specified goals [2]. Management is the science and art of efficiently and effectively using people's energy resources and other energy sources to accomplish particular goals [3]. According to several experts quoted above, management is a lawful approach to obtaining something and people in an organized organization. It is the art of establishing an environment conducive to activity and collaboration among many individuals to accomplish group goals.

Management Functions

The industry's performance and growth are inextricably linked to the classification and application of sound management. Management functions are the foundation of the industrial management system and are used as a

reference administrator when industrial uses are carried out. Additionally, experts have recommended the following management functions:

1. Programming is the process of gathering information, connecting them, and making and utilizing future forecasts or assumptions by describing and structuring the activities necessary to attain the desired objectives.
2. Organizing is the process of identifying, grouping, and categorizing the types of activities required to accomplish goals, assigning people (employees) to these activities, providing appropriate physical factors for the activities' requirements, and appointing authority ties that are delegated to each person concerning the expected implementation of each activity.
3. Implementation, Mobilization is intended to stimulate and encourage all group bodies to dream and work hard to accomplish goals honestly and elegantly through leadership programming and organizational activities.
4. Supervision can be defined as a process for assessing what must be achieved in terms of a standard, what is still being tried in terms of application, and when improvements are necessary to ensure that the application is consistent with the concept and the standard (dimensions).
5. Administrators are responsible for management responsibilities such as planning, organizing, coordinating, and supervising. Additionally, he is conversant with programming, organization, leadership, and regulation. To accomplish organizational goals effectively and efficiently, Management must be completely functional in all agencies, whether corporate, manufacturing, banking, or education [4].

At least five of these functions are deemed appropriate for administrative tasks that seek to combine the exploitation of human and material energy sources to accomplish physiological goals [5]. Given some of the management applications mentioned previously, it's understandable that all management begins with programming (planning). Following that, practice the definitions of guidance used in various speeches, such as activating and leading. The final application in management is setup (Controlling).

Understanding of HR Management

Human resource management directs employees inside an organization to perform successfully and adequately. Management comprises six (6M) components: men, money, materials, machines, and market [7]. The human factor (Men) develops into a subfield of management science known as human energy resource management. Additionally, specialists' perspectives on the growth of the human energy basis are as follows:

Human resource management is the science and art of managing the workforce's relationships and involvement to ensure that they are efficient and successful in assisting industry, employees, and citizens in achieving their goals [8]. And to report that managing the source of human energy is one of the areas of routine management that encompasses features of programming, organization, implementation, and regulation of the source of human energy in an organization. The interpretation of human resource management for the body's energy base is tested through the functions of programming the energy base of people, recruitment and sorting, development of the energy base of people, programming and job development, compensation and welfare, security, and health activities, and industrial tires.

The interpretations provided by specialists demonstrate the critical nature of managing the human energy foundation to reach industry, employees, and citizens. As a result of the preceding, it can be inferred that human resource management is a process of programming, organizing, implementing, and evaluating the energy base of individuals to accomplish goals efficiently and effectively.

HR Management Function

Management refers to the processes involved in finishing a career by utilizing the energy sources available within the body. The definition of management has been advanced by several experts. One of them is related to the complexity of the industry due to its sheer size or the advancement of the square of efforts and various bodies [8]. As an illustration, consider the following chart, which depicts the managerial functions of several experts: The management function has four functions, namely:

1. Programming or Planning is a method that involves the efforts that are made to estimate trends in the future era and the determination of strategies and strategies that are appropriate to create organizational goals and objectives.
2. Organizing, is a method that involves how the strategies and strategies that have been formulated in programming are conceptualized in a form that is right and strong, systems and areas of the body that support and can ensure that all parties in the organization can work efficiently and effectively for income. body goals.
3. Implementing or directing is the method of implementing the program so that it can be carried out by all parties in the agency and how to motivate all parties so that they can carry out their responsibilities with full understanding and create great production power.

4. Regulation or Controlling is a method that is tried to ensure that all activities that have been planned, organized, implemented can run according to the expected goals even though various changes occur in the area of the business sector experienced.

The functions of human resource management according to are as follows:

1. Planning.

Programming is designing activities in an efficient and effective way to match the wishes of the industry in helping the realization of industrial goals.

2. Organizing

Organizing is an activity to organize all employees by deciding the allotment of activities, activity ties, deputy authority, integration, and coordination within the body.

3. Briefing.

Advice is an activity that focuses all employees, so they want to do the same job and work efficiently and effectively in helping to achieve the goals of industry, employees and citizens.

4. Control.

Controlling is the activity of regulating all employees to comply with industry regulations and work according to the concept.

5. Procurement.

Logistics (procurement) is a method of removal, sorting, placement, direction, and induction to get employees that match the needs of the industry.

6. Development.

Development is a way of increasing the technical, theoretical, abstract, and moral skills of employees through learning and upgrading nurseries.

7. Compensation.

Compensation is a provision in response to direct and indirect services,

money or goods to employees in return for services provided to the industry. The principle of compensation is balanced and appropriate.

8. Integration.

Integration is an activity to gather the needs of the industry and the wishes of employees, in order to realize similar activities that are beautiful and alternating.

9. Maintenance.

Nursing is an activity to maintain or improve the physical, psychological, and compliance condition of employees so that they always want to work the same until retirement.

10. Discipline.

Order is for the management of people's primary energy sources and the key to achieving goals because without good obedience it is difficult to achieve the maximum.

11. Termination.

Dismissal is the severance of a person's activities from an industry.

According to several of the perspectives above, the management of the human resource base is used for staffing or skill management. This utility has three significant tasks: programming, extracting and sorting. A case in point can be seen in the critical actions carried out by the human resource department.

The Role of HR Management

Management of the Energy Base Individuals strives to ascertain activities' capability and affirm the activities of each profession's obligations and responsibilities. HR management is generally responsible for nursery upgrading and evaluation in an industry's HR logistics. Human resource management organizes and makes personnel decisions that address the following challenges.

1. Deciding on the number, quality, and efficient placement of activity

resources in accordance with the wishes of the industry based on job descriptions, jobs, specifications, job requirements, and job evaluations.

2. Deciding on the revocation, sorting and placement of employees based on the basis of the right man in the right place and the right man in the right job.

3. Decide on safety programs, develop, advertise, and terminate.

4. Predicting the consent and request of people's energy sources in the future.

5. Estimate the condition of the economy in general and the progress of the industry in particular.

6. Carefully monitor labor laws and the policy of providing response to the services of such companies.

7. Monitor the development of methods and progress of the employee syndicate.

8. Conducting learning, guidance, and evaluation of employee results.

9. Organize employee transfers either straight or horizontally.

10. Arrange pensions, terminations, and severance pay.

Human Resource Management Goals

The purpose of human resource management is to enable the body to participate in productive activities in an important, socially responsible manner. The objectives of human resource management are as follows:

1. Social Goals

So that the agency or industry is socially responsible and true to the wishes and challenges of the citizens by minimizing the negative consequences.

2. Organizational Goals

Official goals set to help the body achieve its goals.

3. Functional Purpose

Maintain the participation of the people base management unit at a level that is compatible with the agency's wishes.

4. Individual Goals

The individual goals of each agency are achieved through its activities within the organization or industry.

According to Rivai and Sagala, the objective of human resource management is to improve the productive participation of a large number of people in the industry through a responsible, ethical, and socially responsible approach. According to Kasmir (2016:7), the purpose and management of the energy base of people are necessary not only to represent the top management's aims but also to balance the obstacles faced by the agency, which includes the functions of resource management for people, citizens, and employees. Failure to establish goals can be fatal to the industry, profit margins, and even the body's survival.

Definition of Public Service

The term service derives from the word service, which means to help offer all that is needed by others for the act of serving. Everyone desires services, especially to an extreme degree. It can be claimed that services cannot be separated from people's life. Furthermore, in the Decree of the Minister of Utilization of State Apparatus No. 63 of 2003, it has been explained that the interpretation of public services is all service activities carried out by public service executors as an effort to fulfill the wishes of service acceptors or the application of the wishes of laws and regulations. On the other hand, the executor of public services in the Decree of the Minister for the Utilization of State Apparatus No. 63 of 2003 it is explained that the Ruling Institution is a collective title which includes the Basic Activities or the basic body of the Department, Unit, Non-Unit Ruling Body, Secretariat of the highest and State Largest Agency, as well as other Ruling Institutions, both central and regional, including the Owned Effort

Body. State, Regional Owned Effort Body, So executor of public service. On the other side, consumers of public services are persons, citizens, governing institutions, and legal organizations who welcome services from the ruling institutions.

Albrecht in Sedarmayanti (2010: 243), service is an overall agency approach that becomes the quality of service obtained by service consumers as a critical pioneering force in the operation of the business sector. Next, Monir (in Harbani, 2013: 128) remarked that service is a manner of discharging wants through other people's activities directly. On the other hand, the Minister of State Apparatus Utilization stated that services are all forms of service activities in the form of objects or services in the business chart of fulfilling the citizens' wishes.

On the other hand, Gronroos in Ratminto and Winarsih (2013: 2), service is an activity or a series of invisible activities (cannot be touched) that occur as a result of interactions between customers and employees or other conditions carried out by the service donor industry. To unload customer or client cases.

Public service according to Sinambela (in Harbani 2013: 128) is any activity tried by the authorities for people who have every profitable activity in a file or unit and brings enjoyment even when the results are not related to a product physically. AgungKurniawan (in Harbani 2013: 128) claimed that public service is the provision of services (serving) the needs of other people or residents who have needs for the agency in line with the preceding provisions and norms of the method that have been inaugurated.

Principles of Public Service

In the Rule of the Republic of Indonesia No. 96 of 2012 concerning the Application of Law No. 25 of 2009 concerning Audience Services, which states the principles of public service are:

1. Public interest,
2. Legal certainty,
3. Equality of rights,
4. Balance of rights and obligations,
5. Professionalism,
6. Participatory,

Public Service Standard

Each public service offering must have a service standard and be issued as collateral for the existence of clarity for service acceptors. Service standards are dimensions that are tried in the provision of public services that must be adhered to by donors and or service acceptors.

Sourced from the Regulation of the Minister of State Apparatus Utilization and Bureaucratic Reform of the Republic of Indonesia No. 15 of 2014 concerning the Principles of Service Standards, as well as regulated in the Regulation of the Government of the Republic of Indonesia No. 96 of 2012 concerning the Application of Law No. 25 of 2009 concerning Services. Audience reports that the service standard section at least includes:

1. Condition.
2. Systems, mechanisms, and procedures.
3. Completion period.
4. Fees/tariffs.
5. Service products.
6. Handling complaints, suggestions, and input.

Sourced from the Minister of Home Affairs Regulation No. 4 of 2010 concerning the Principles of District Structured Administrative Services. In Article 5 it is explained that the District as the executor of PATEN is obliged to fulfill the provisions of nouns, administrative, technical. Article 8 describes the administrative requirements defined in Article 5 graph b including: service standards and an explanation of the obligations of sub-district personnel. On the other hand, the service standards defined in part (1) of graph a are: type of service, service requirements,

method or method of service, administrator who is responsible for the service, duration of service and service fee. The service standard as defined in part (1) of graph a is inaugurated by a Regent or Mayor Regulation

Principles Public Service Management

In the provision of public services, it must be tried with the principles of public service as follows: (Decree of the Minister of Empowerment of State Apparatus Bureaucratic Reform No. 15 of 2014).

1. Simple, easy-to-understand service standards, easy to follow, easy to implement, easy to measure, with tangible methods and affordable fees for residents or executors.
2. Participatory, categorization of service standards by linking residents and related parties to discuss together and obtain harmony under commitments or agreements.
3. Accountable, the conditions stipulated in the Service Standards must be implemented and accounted for by the parties concerned.

Types of Public Service

Ordinary or public services appear to be produced by the existence of wants. Because these needs take on a variety of forms, the public services that are tried likewise take on various forms. Source: Government Regulation No. 96 of 2012 of the Republic of Indonesia on the Application of Law No. 25 of 2009 on Public Services for ordinary or public service operations, which includes:

1. Administrative services are services that create various forms of legal deeds required by the public, for example national status, certificate of competence, ownership or ability to an object and the like. These documents include Occupational Characteristics Cards (KTP), Birth Certificates, Death Certificates, Novel Owners of Motorized Transportation Equipment (BPKB), Driver's License Message

- (SIM), Motorized Transportation Equipment Characteristic Message (STNK), Building Permit (IMB), Passport, Deed of ownership or land capability and the like.
2. Material services are services that create various forms or types of objects used by the public, such as telephone networks, electricity supply, clean water and the like.
 3. Services are services that produce various forms of services needed by the public, such as learning, health care, transfer arrangements, postal services and the like.

Definition of Cooperation

Small groups that collaborate will be able to overcome a variety of problems, act independently and with a strong sense of responsibility, trust the abilities or perspectives of each group body, trust others, produce opinions, and make decisions.

Collaboration can help you focus on training objectives because a group of people practicing together always performs better than a few individuals practicing alone. Cooperation, for Thomas, is a grouping that exists among the known living beings. The category room is an ideal location for developing group skills. Meanwhile, according to Jhonson in Fitri and Kusumaningtyas (2015: 2), cooperation is a necessary social component of residents' lives that cannot be ignored.

According to several of the ideas above, cooperation is an interaction or relationship between teaching participants and teaching participants, as well as between teaching participants and teachers, to accomplish upgrading aims. Mutual respect, cooperation, and mutual support will all contribute to upgrading.

Benefits of Cooperation

Concerning the benefits of cooperation for humans as social creatures living their lives, Surminah (2013: 104)

outlined the following six benefits of cooperation: Collaboration fosters income goal competition and enhances production power; cooperation motivates diverse individuals to perform more productively, efficiently, and effectively. Helpful. Cooperation encourages the development of synergies to keep operational expenses low, increasing competitive skills; cooperation also encourages the development of amicable relationships with connected parties, which develops a sense of cohesiveness. Collaboration results in novel practices and boosts group excitement. Cooperation is necessary to participate and has an atmosphere and conditions that exist in its environment; as a result, it naturally contributes to the protection and preservation of an existing favourable atmosphere and situation.

Cooperation Goal

The goals of cooperation according are as follows:

1. In optimizing the way of cooperation that is established in a natural way, accompany the teaching participants.
2. Produce training that focuses on teaching participants and provides opportunities for teaching participants to actively participate in the training process.
3. Increase critical assumptions and problem solving skills,
4. Urge the investigation of teaching materials that link multiple ends of vision.
5. Respect means social conditions.
6. Increase mutual support and mutual respect between teaching participants or between teaching participants and teachers.
7. And make enthusiastic practice for life.

Factors Affecting Cooperation

Isjoni (2010:65) assumed that in upgrading which emphasizes the principle of cooperation, special skills must be possessed. This special skill is called cooperative skill. This cooperative skill

serves to facilitate the bonding of activities and obligations. Cooperative skills are as follows:

1. Comparing opinions within a group ultimately reaches a mutually beneficial agreement to increase the bond of activity.
2. Respecting the participation of each body in a group, as a result there is no body that feels unaccounted for.
3. Citing opportunities and giving obligations.
4. Located in groups along the walking group activity.
5. Carry out the obligations that have become his responsibility so that the obligations can be completed according to the duration.
6. Asking others to dialogue and participate in obligations.
7. Completing obligations for the duration.
8. Glorious comparison of people.

Based on the information base above on the factors that influence cooperation, the researchers cite some of the values that are used as markers, namely similar goals, allotment of obligations, responsibility, openness, mutual assistance, and exchange of interpretation.

Previous Research

1. A' Yuna. 2015. Management of Teamwork in the Application of Overall Quality Management at Pondok Modern Darussalam GontorGadis 3. The purpose of this study is to determine the various types of teamwork, the methods for fostering cooperation, and the effectiveness of teamwork at Pondok Modern Darussalam GontorGadis. This study employs a qualitative approach in conjunction with ethnographic approaches. It was tried in GontorGadis 3 using informants such as hut guards, retired instructors, and female student care employees. After in-depth question and answer sessions,

monitoring, and document scrutiny, the data is aggregated and qualitatively assessed. As a result of the research, the following conclusions are drawn. (1) In GontorGadis 3, there are three distinct sorts of teamwork: (a) quality combination groups, (b) method correction groups, and (c) joint duty groups. (2) How to facilitate teamwork in GontorGadis on the following levels: (a) pre-forming steps, (b) forming steps, (c) storming steps, and (d) storming steps. Norms development (norming), and (e) implementation steps (performing). (3) two-income variables contributed to the efficacy of collaboration in GontorGadis 3. The first, from the realm of group body encouragement, is intensity and desire, emphasizing nurturing female students, being accountable for quality, feeling proud, and reacting to individual wishes. Second, in the area of group ability, namely: having a clear goal, a supportive source of energy, recognizing the limits of responsibility and sovereignty, having an activity concept, clarity or compatibility with the number of rules adopted, situational and flexible leadership in a group, group pride and happiness. Groups, duty clarity, victim-blaming, and monitoring, consistency and sincerity, collaborative decision-making, side-by-side or horizontal communication, witnessing or stressing action, and addressing policy issues in an organized fashion.

2. Triatmanto and Lawasi, 2017. As a result of effective communication, encouragement, and group collaboration, employee capabilities are increased. The purpose of this research was to 1) identify and directly influence the ability to assess the effects of communication, encouragement, and teamwork on employee performance, and 2) identify

the elasticities that affect the effect of power on employee performance at the Sahid Montana 1 Apes Inn. Multiple linear regression was performed to determine the effect of free elastic on bound elastic. According to the results of research using multiple linear regression analysis tests, the communication elasticity is the one that affects power when it comes to enhancing employee abilities. Communication is undoubtedly critical in daily life, particularly for the body, because effective communication allows for integrating people's thinking into the body.

3. Audina Rahma and Fuad Abang' ud. As a result of the Effects of Team Work Design and Body Customs on Nurses' Capacity (Research at the Ordinary Hospital in the SunanKalijaga Region, Demak Regency), the goal of this study is to determine the effect of teamwork designs and body customs on nurses' ability (research on a regular hospital in the SunanKalijaga area, Demak Regency). 1) Teamwork has a significant impact on the ability of SunanKalijaga Hospital's nurses. 2) Body customs have a significant impact on the ability of SunanKalijaga Hospital's nurses. 3) Both teamwork and body customs have a significant impact on nurses' abilities at SunanKalijaga Hospital. 4) The regression analysis revealed that teamwork resulted in a more robust contribution to nurses' ability. This is demonstrated by the Standardized Coefficient Beta, which is 0.297 or 29.7 percent more than the body's average elastic coefficient, which is 0.207 or 20.7 percent.
4. Saidah. 2014. Educational and Guidance Service Management Applications in Schools and Universities. This study aims to learn about the application of education

service management and guidance in schools and colleges. This note provides a literary critique of the note's significant points. According to the description above, implementing education service management and guidance in schools and colleges requires the application of management functions to the delivery of education and guidance services. Principals and principals of colleges play a critical role in the management and guiding education services in schools and colleges. On the other hand, Teacher Education and Counselling is the driving force or chief executive of education and guidance services in schools and colleges.

5. Sutanto and Flowers. 2018. Shared Group Cooperation and Enthusiasm for Activities Contribute to the Ability of Zolid Agung Bagak's Employees PT. Zolid Agung Bagak is a food and beverage company. This study aims to determine the importance of group collaboration and employee excitement for Zolid Agung Bagak's actions. This research employs a descriptive qualitative technique to go deeper into the data. Zolid Agung Bagak and one instructor who gave the entrepreneurial project Zolid Bagak were interviewed using semi-structured questions and answers. The findings of this study demonstrate that cooperation and passion for tasks substantially impact the ability of employees at Zolid Agung Bagak.

RESEARCH METHODS

This is a descriptive study with a qualitative methodology. Descriptive research is a sort of research that is used to establish the existence of independent variables by focusing exclusively on one or more variables and not on the variables themselves [5].

The following processes were utilized to collect data for this study: monitoring, in-depth question and answer (in-depth interview), and selection.

1. Observation
2. Interview
3. Documentation

According to the approach, processing and analyzing information is described by the procedure for processing information. So that knowledge could be processed by describing it in orderly, coherent, reasonable language.

RESEARCH RESULT

Competence

Discussing competency in partnership with the PaguyamanPantai sub-district office is a very clear form of assessment for each employee in terms of developing skills, knowledge, and even work attitudes in line with the sub-district office's rules.

Various issues have arisen regarding the integrity of fellow Camat employees in the Paguyaman Pantai sub-district. However, exercising caution in carrying out and resolving any issues that arise will facilitate the development of integrity among fellow employees, particularly in collaboration in service to the community.

This need is necessary to expedite establishing integrity in the delivery of services. At the Paguyaman Pantai Sub-district Office, synergy is critical to achieving a goal.

The relationship develops into a complex interaction amongst personnel of the Paguyaman Pantai sub-district. Without a sense of cooperation, relationships cannot run smoothly by examining how work is established at the Paguyaman Pantai sub-district office.

Productivity

In an organization such as the PaguyamanPantai Sub-district Office, the benefits of teamwork were discussed by a single employee or colleague. However, they have the power to boost productivity

through collaboration. However, with cooperation among staff, it is possible. As a result, the PaguyamanPantai sub-district office develops a sense of teamwork.

Sense of belonging

Numerous organizations are not strangers to the concept of belonging. Without this, the relationship between the Camat employee and the other staff will be strained and difficult to maintain. Both sub-district employees and other sub-district employees must master the plan to accomplish this. The PaguyamanPantai sub-district office, as a giver of the activity, as well as parties directly involved in the sub-customs, district's emphasizes its role in instilling a sense of belonging. The findings from interviews with several informants who discussed their experiences with Sense of Belonging. Even nevertheless, the Head of Government corroborated this statement.

DISCUSSION

Management of Employee Cooperation in the Implementation of Services at the PaguyamanPantai Sub-District Office.

1. Competence in the Implementation of Services in PaguyamanPantai District

Competence in service delivery is an issue at the PaguyamanPantai sub-district office. Observing the situation at the PaguyamanPantai sub-district office, it became clear that this would be an essential issue.

2. Synergy in the Implementation of Services at the PaguyamanPantai Sub-District Office

The evaluation results in carrying out Sub-district activities in the community demonstrate cooperation among diverse employees. Synergies require collaboration and trust between employees and other Camat employees.

3. *Relationship* in service implementation at the PaguyamanPantai sub-district office.

When negotiating deals at the PaguyamanPantai sub-district office, it is a critical worry. Regardless of which employees hold high-ranking jobs. There should be unambiguous cooperation in determining how each individual's circumstances should be carried out.

4. Productivity in the implementation of services at the PaguyamanPantai sub-district office.

Productivity in service delivery is critical to improving each person's competencies at the PaguyamanPantaiCamat Office. Cooperation is critical for boosting the output of community services in the PaguyamanPantai District

5. *Sense of Belonging* in the implementation of services at the PaguyamanPantai sub-district office.

A sense of belonging is commonly defined as belonging to a group or entity that exists inside the members of that group or entity. Every employee of the PaguyamanPantai sub-district desires to feel a feeling of belonging, and this is no exception. Moreover, when people feel like they belong, they gain self-confidence. They are more likely to participate in excellent cooperation with their colleagues at the Office in the PaguyamanPantai District, which is a positive development for everyone.

CONCLUSION

Based on the results and discussion the Management of Employee Cooperation in the Implementation of Services at the PaguyamanPantai Sub-district Office. it can be concluded that:

1. The fact that sub-district personnel are capable of carrying out services at the PaguyamanPantai sub-district office is due to the fact that they retain their unique characteristics. While some

employees comply to time management laws, others fail to do their allocated tasks and obligations. The employees' synergy in implementing services at the PaguyamanPantai sub-district office is believed to have been formed well and smoothly, and any issues would be resolved by mutual deliberation.

2. The interaction between employees involved in service delivery at the PaguyamanPantai sub-district office is positive and smooth, as they consistently communicate and coordinate their performance as employees.
3. 3. The employees' productivity in implementing services at the PaguyamanPantai sub-district office has been extremely high, as evidenced by the excellent cooperation that has been developed.
4. The employees' sense of belonging in the execution of services at the PaguyamanPantai sub-district office is still a lack of trust amongst employees, and even individual attitudes act as impediments to service delivery at the PaguyamanPantaiCamat sub-district Office.

The suggestions in the research are related to the results of research and discussion as follows:

1. The employees of the Paguyaman Pantai sub-district are expected to develop their competence in the future by adhering to sound regulations, particularly regarding time management and carrying out their primary responsibilities.
2. The employees of the Paguyaman Pantai sub-district still need to increase their confidence in carrying out services to the community.

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