

Effectiveness of Employee Performance at the Population and Civil Registration Office of Bulukumba Regency

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Abstract

This study aims to examine the effectiveness of employee performance at the Population and Civil Registration Office of Bulukumba Regency and to identify the factors that support and hinder performance effectiveness in the delivery of population administration services. The study employed a qualitative descriptive approach, with data collected through interviews, observation, and documentation. The findings indicate that employees are generally able to handle a high volume of services each day, even when the number of service users exceeds the available staffing capacity. Service quality is considered relatively good and generally conforms to standard operating procedures, as reflected in employees' friendly, professional, and careful conduct. Performance effectiveness is supported by adequate facilities and infrastructure, including computers, an electronic queuing system, a comfortable waiting area, and online service applications, as well as by employee competence and work discipline. The main inhibiting factors are limited human resources, technical problems involving networks and equipment, and the limited readiness of some service users in preparing the required documents. Overall, employee performance at the Population and Civil Registration Office of Bulukumba Regency can be considered fairly effective, although several constraints still need to be addressed to optimize population administration services.

Keywords: employee performance; effectiveness; public service; population administration; Indonesia

1. Introduction

Public service is one of the key indicators of the success of a modern bureaucracy oriented toward citizen satisfaction. The Population and Civil Registration Office (Disdukcapil) is a strategic local government institution because it directly provides population administration services, including electronic identity cards (e-KTP), family cards (KK), birth certificates, and death certificates (Putri & Wahyuni, 2021). In practice, however, various problems are still frequently encountered, including long queues, service delays, network disruptions, and inadequate communication between employees and service users (Rahmawati, 2022). These conditions indicate that the effectiveness of employee performance at Disdukcapil has not yet been fully optimized.

Conceptually, employee performance effectiveness is closely related to productivity, service quality, work discipline, and the use of information technology (Robbins & Coulter, 2021). Previous studies have shown that low employee competence and discipline directly affect the quality of public services (Yuliana & Kurniawan, 2021). In addition, limited human resources and the suboptimal use of technology may further reduce performance effectiveness (Wahyuni, 2022). These conditions demonstrate a gap between the ideal conception of effective employee performance and actual service conditions in practice.

This study aims to analyze the effectiveness of employee performance at the Population and Civil Registration Office of Bulukumba Regency and to identify the factors that support and hinder the delivery of public services. The importance of this study lies in the need to evaluate employee performance as a means of strengthening bureaucratic accountability and increasing public trust in local government institutions (Nuraini & Prasetyo, 2022).

The distinctive contribution of this study lies in its focus on the integration of internal factors—competence, discipline, and motivation—and external factors—facilities and infrastructure, digital technology, and public awareness—as determinants of employee performance effectiveness. In contrast to previous studies that tend to examine human resources or facilities and infrastructure separately, this study seeks to provide a more comprehensive analysis based on field data and community perspectives. Accordingly, the study is expected to address an existing research gap and contribute both theoretically

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and practically to the development of public service management.

2. Methods

This study employed a qualitative approach with a descriptive research design. This approach was selected because the study sought to provide an in-depth description of the reality of employee performance effectiveness at the Population and Civil Registration Office (Disdukcapil) of Bulukumba Regency. A qualitative approach was considered appropriate because it allows for a comprehensive understanding of complex social phenomena, particularly in the context of public service delivery, by exploring the experiences, perceptions, and views of employees and members of the public as service users. Informants were selected using purposive sampling, based on predetermined criteria intended to ensure that the data obtained were relevant to the research focus. The informants consisted of employees of the Population and Civil Registration Office of Bulukumba Regency, structural officials involved in policy and decision-making, and members of the public who used the services. Through this design, the study sought to provide a comprehensive description of employee performance effectiveness and of the supporting and inhibiting factors affecting population administration services in Bulukumba Regency.

3. Results

3.1 Employee Performance Effectiveness in the Delivery of Population Administration Services

First, in terms of quantity, employees were considered capable of completing work in accordance with the assigned workload. Interviews with employees and supervisors indicated that performance assessment was based on the number of activities assigned and the extent to which these activities were completed. Each employee worked according to an established job description, and work results were routinely evaluated by supervisors. Thus, the quantity of employee output could be observed through daily reports and periodic performance evaluations.

Second, in terms of quality, employees demonstrated discipline, dedication, and compliance with applicable procedures. Punctual attendance, adherence to operational standards, and relevant skills enabled employees to provide services of a reasonably good standard. According to the interviews, employee performance quality was reflected in supervisory evaluations and monthly reports, which indicated that most employees performed with above-average skills, although further improvement remained possible.

Third, the reliability indicator showed that employees were generally considered consistent, accurate, and able to work within established procedures. Informants stated that employees attempted to carry out their duties carefully in order to avoid errors in service delivery. Such consistency is important because it is directly related to public trust in service outputs, including the issuance of population documents. In addition, employees' practical experience enabled them to work with minimal supervision, allowing services to continue despite technical constraints.

Fourth, timeliness remained a weakness in the delivery of population administration services. The main constraints included internet network disruptions, limited facilities, and inconsistencies in employees' adherence to working hours. These conditions resulted in delays in document issuance and required some service users to wait longer than expected. Interviews with informants confirmed that certain services could not always be completed on the same day and sometimes had to be continued on the following day.

Overall, the findings indicate that employee performance at the Population and Civil Registration Office of Bulukumba Regency was relatively effective in terms of quantity, quality, and reliability. However, timeliness still requires improvement through stronger employee discipline, improvements in network infrastructure, and stricter monitoring mechanisms so that population administration services can be delivered more rapidly, accurately, and satisfactorily.

3.2 Supporting Factors

The main factor supporting employee performance effectiveness was the availability of relatively adequate facilities and infrastructure. The Population and Civil Registration Office of Bulukumba Regency was equipped with computers at service desks, an electronic queuing system, a comfortable waiting area, and online service applications that allowed residents to process population documents without necessarily visiting the office in person. These facilities contributed to faster, more orderly, and

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more efficient services. The findings also indicate that service users experienced direct benefits from the digital queuing system and improved facilities. This finding is consistent with Rahmawati (2019), who emphasized the importance of service technology in supporting employee performance.

Employee competence was another important supporting factor. Employees who were proficient in population administration service applications were able to process document requests more quickly and with fewer errors. Training provided by the Ministry of Home Affairs also contributed to improving employee skills, particularly in the use of online service systems. Work discipline, reflected in punctual attendance and compliance with standard operating procedures (SOPs), also supported smooth service delivery. From the perspective of service users, employees were considered friendly, responsive, and disciplined even when facing a high workload.

3.3 Inhibiting Factors

The study found that limited human resources remained a major obstacle to public service delivery. The number of available employees was not proportional to the number of people requiring services, particularly during certain periods such as the beginning of a new school year, election periods, or the implementation of national population administration programs. Employee distribution across service counters was also uneven, resulting in queue accumulation at several counters.

These conditions slowed the service process even though employees attempted to work as effectively as possible. Interviews with internal informants indicated a perceived need for additional contract workers or new employees to accelerate service delivery. Members of the public similarly reported that, although employees remained friendly and patient, limited staffing contributed to long queues and extended waiting times.

Overall, employee performance effectiveness at the Population and Civil Registration Office of Bulukumba Regency was supported by the availability of modern facilities and infrastructure and by continuously improving employee competence. However, it was still constrained by an insufficient number of personnel relative to public service demand.

4. Discussion

The findings indicate that the effectiveness of employee performance at the Population and Civil Registration Office (Disdukcapil) of Bulukumba Regency can be examined through four main indicators: quantity, quality, reliability, and timeliness.

First, in terms of quantity, employees were considered able to complete work according to the number of assigned activities. Quantity refers to the amount of output achieved in the form of work units or completed activity cycles (Mathis & Jackson, 2011, p. 78). Based on routine evaluations, employees of the Population and Civil Registration Office were able to complete assigned work items in accordance with applicable operating standards. This indicates that employees applied the principle of productivity in carrying out population administration service tasks.

Second, performance quality can be assessed through compliance with procedures, discipline, and dedication to work. According to Robbins and Judge (2019, p. 312), performance quality is closely related to the conformity of work results with predetermined standards and to employees' skills in carrying out their duties. The findings show that most employees of the Population and Civil Registration Office performed their duties with discipline, used their skills in service delivery, and produced relatively accurate services. Monthly and annual evaluations also indicated that employee work quality was above average. This supports the view that high-quality public services depend on employees' ability to perform their duties according to established standards (Dwiyanto, 2018, p. 142). Third, reliability reflects employees' ability to work consistently, accurately, and appropriately with minimal supervision. Zeithaml and Berry (as cited in Sudarmanto, 2009, p. 210) emphasize that reliability is an important dimension of public service because it reflects consistency and accuracy in service delivery. The findings indicate that employees consistently attempted to perform their duties in accordance with supervisors' instructions, maintain accuracy, and comply with established standards. Employees who are unable to demonstrate consistent performance may eventually be replaced by employees with greater reliability. This is consistent with organizational dynamics that emphasize performance based on demonstrated practical capability (Hasibuan, 2019, p. 119).

Fourth, timeliness remains a significant challenge. Timeliness in public services represents a

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commitment that must be maintained so that citizens receive certainty and satisfaction in service delivery (Apriyani & Sunarti, 2022, p. 55). The findings show that technical constraints, such as internet network disruptions and inadequate time management among employees, can interfere with service continuity. This condition is consistent with the assurance dimension of service quality, which emphasizes employees' competence, courtesy, and responsiveness in providing timely services in order to build public trust (Parasuraman, Zeithaml, & Berry, 1988, p. 23). Therefore, stronger work discipline, efficient supporting systems, and effective responses to technical constraints are key factors in improving service quality.

Overall, the findings are consistent with perspectives on employee performance effectiveness suggesting that optimal public service depends on the quantity of work output, service quality, employee reliability, and service timeliness (Robbins & Judge, 2019; Dwiyanto, 2018). In practice, however, technical factors such as network infrastructure and time discipline remain major challenges that require improvement if the effectiveness of population administration services is to increase.

Employee performance effectiveness at the Population and Civil Registration Office of Bulukumba Regency is influenced by a combination of supporting and inhibiting factors.

First, facilities and infrastructure are important factors supporting the effectiveness of population administration services. The availability of computers at service counters, population-document printing equipment, an electronic queuing system, and a comfortable waiting area facilitates the service process. This is consistent with Sedarmayanti (2017, p. 115), who argues that adequate work facilities and infrastructure improve the efficiency and effectiveness of employee performance. Nevertheless, the study also found that internet network disruptions and occasional printing-equipment failures remained technical constraints that could slow service delivery.

Second, employee competence and discipline play an important role in creating effective services. Employees with technical skills, an understanding of relevant regulations, and discipline in performing their duties can provide services that are faster, more accurate, and more satisfactory for the public. Rivai (2018, p. 105) states that competence and discipline are internal factors that strongly influence organizational effectiveness. The findings indicate that most employees had mastered digital service applications and maintained work discipline, although a small number still required additional training to achieve more evenly distributed technological proficiency.

Third, among the inhibiting factors, limited human resources constituted the main problem affecting employee performance effectiveness. Staffing levels that were not proportional to high service demand resulted in excessive workloads, long queues, and delays in document completion. According to Handoko (2019, p. 167), limited human resources in public service organizations reduce productivity and constrain service quality. Although employees of the Population and Civil Registration Office of Bulukumba Regency attempted to address these constraints through cooperation across units and the use of online services, service effectiveness remained suboptimal.

Overall, the findings indicate that employee performance effectiveness at the Population and Civil Registration Office of Bulukumba Regency can be categorized as fairly good. Adequate facilities and infrastructure and relatively strong employee competence support service effectiveness. However, limited staffing remains a major constraint requiring serious attention. Strategic measures that may be taken by the local government include increasing staffing capacity, strengthening human resource capacity through continuous training, and maintaining service facilities and infrastructure to ensure more effective population administration services in the future.

5. Conclusion

Overall, employee performance at the Population and Civil Registration Office (Disdukcapil) of Bulukumba Regency can be categorized as fairly good and effective. This is reflected in the volume of services delivered to a large number of service users, the professional and disciplined quality of service, and the reliability of employees in implementing digitally supported procedures. Although service timeliness is occasionally affected by technical problems and high workloads, employee commitment remains an important strength in maintaining the effectiveness of population administration services.

In general, employee performance effectiveness at the Population and Civil Registration Office of Bulukumba Regency is supported by adequate facilities and infrastructure and by employee competence

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and discipline. However, limited human resources, technical constraints, and insufficient readiness among some members of the public in completing administrative requirements remain important obstacles. Therefore, increasing human resource capacity, maintaining facilities, and improving public education are necessary to further optimize the effectiveness of population administration services.

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