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**ANALYSIS OF EMPLOYEE PERFORMANCE IN IMPROVING PUBLIC SERVICES AT THE PERBAUNGAN DISTRICT OFFICE, SERDANG BEDAGAI REGENCY**

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**Abstract**

This study aims to analyze employee performance in improving public services at the Sub-District Office of Perbaungan, Serdang Bedagai Regency. The research focuses on five employee performance indicators based on T.R. Mitchell's theory, namely: quality of work, timeliness, initiative, capability, and communication. The method used is a qualitative approach with data collection techniques including observation, in-depth interviews, and documentation. The research informants consist of the sub-district head, sub-district secretary, section heads, and members of the public as service recipients. The results of the study indicate that, in general, employee performance in delivering public services has shown significant improvement, particularly in the aspects of work quality and communication. However, challenges remain in the areas of timeliness and the use of technology in service delivery. Inhibiting factors to employee performance include limited human resources, lack of supporting facilities, and insufficient ongoing training and evaluation.

**Keywords:** Employee Performance, Public Service, Perbaungan Subdistrict

## INTRODUCTION

Public service is one of the basic functions of government, fulfilling the rights and needs of the people. The quality of public service is a key indicator in assessing government performance, both at the central and regional levels. The higher the quality of service provided, the higher the public's trust and satisfaction with government administration. In this context, the performance of state officials, particularly local government employees, plays a crucial role in ensuring effective, efficient, and accountable services.

The phenomenon of low public service quality remains a concern in various regions, including Serdang Bedagai Regency. Many residents complain about slow, unresponsive, and a lack of transparency in administrative services. As an extension of the regency government, the sub-district office is at the forefront of providing population administration services, permits, and various other basic services. Therefore, the quality of service at the sub-district office is a key focus in assessing bureaucratic reform and improving public services. Perbaungan District is one of the districts with a relatively large population and serves as a center of economic, social, and government activity in Serdang Bedagai Regency. Based on initial observations, various obstacles remain in the provision of public services at the Perbaungan Sub-district Office, such as employee delays, lack of work motivation, limited service facilities, and the suboptimal use of digital technology in the service process. This phenomenon directly impacts the level of public satisfaction as service recipients.

According to Law Number 25 of 2009 concerning Public Services, Public Service is an activity or series of activities aimed at fulfilling service needs, in accordance with statutory regulations, for every citizen and resident, for goods, services, and administrative services provided by public service providers. This tendency occurs because the public is still positioned as the "serving party," not the "being served."

To address this issue, it is crucial for the Galang Sub-district Office to improve the quality of employee training and development so that they have adequate knowledge and skills to serve the public. Furthermore, the sub-district head must be more proactive in approaching employees, listening to complaints, and providing appropriate solutions to the problems they face. With more coordinated implementation and stricter oversight, it is hoped that employee performance will improve, resulting in more effective and efficient public services. Improving the quality of public services is crucial to maintaining public trust in government agencies and ensuring that their needs are met properly and on time.

According to T.R Mitchell, stated that performance includes several aspects (1) Quality of work (Quality of work) carrying out activities can be seen in terms of quality if carrying out activities in service well. Quality of work is the level of good or bad of an institution or government agency in carrying out its duties in accordance with previously determined objectives. The quality of performance is seen from three dimensions of the work results obtained, the suitability of the work results with the goals of the organization and the benefits of the work results have shown good work quality and are also on target so that the community can feel the benefits. (2) Timeliness (Promptness) the time factor is a factor that is quite important to pay attention to in completing the tasks assigned, completion of work in a short time may be identical to the effectiveness and efficiency of work achieved by employees. The level of productivity of an organization can be assessed from the time needed to achieve the results to be achieved by the organization concerned, in a certain period of

time. (3) Initiative (Initiative), Initiative is the desire or encouragement of employees to carry out a job without being ordered or told by the leader, employee performance will be created if there is initiative from employees to work well. (4) Capability, The capability referred to is how an employee can meet the work targets that have been previously set based on implementation instructions and technical instructions or instructions from superiors, where an employee is required to be able to carry out work in accordance with applicable regulations or direct instructions from superiors. The capability dimension has three indicators, first the ability of the employee to meet work targets, second the ability of the employee to solve problems, third the ability of the employee to implement various work rules and procedures and the second indicator which still shows that it is not good. (5) Communication, Communication is the process of conveying one's thoughts or feelings to another person using media, either verbal or sign language, with the aim of having a certain effect that is in accordance with expectations, and as a process of transferring understanding in the form of ideas, information to other people with the function of control, motivation, emotional expression and information.

## **REVIEW OF LITERATURE**

### **Public Services**

Public services are all forms of services provided by the government or public institutions to the public, aimed at meeting basic needs, citizens' rights, and improving social welfare. Theoretically, there are three paradigms of public services: classical, New Public Management, and New Public Service. However, the latest paradigm currently positions Digital Era Governance as a new paradigm in public service theory. In the Indonesian context, it can almost be said that a process is underway toward a digital era of governance or e-governance in supporting public services provided by the government to citizens. This situation is evident in several aspects of administrative affairs. In a democratic country that prioritizes good governance, public services are a goal that must be achieved.

### **Employee Performance**

Theoretically, Gibson (1997) defines performance as work results referring to the quality and quantity achieved. Meanwhile, Mangkunegara (2005) defines performance as the results of work achieved by employees, and Robbins (2006) refers to performance as ability. Therefore, employee performance can be defined as the results achieved by an employee in carrying out assigned duties and responsibilities, based on established standards and indicators. Standard indicators refer to statutory provisions and agreed-upon internal regulations. Employee performance is the output that serves as the basis for measuring the success of services provided. In some cases, many agencies use a variety of methods to measure employee performance.

## **RESEARCH METHOD**

This study uses a descriptive qualitative approach. Data were collected through direct observation, in-depth interviews with 8 informants (sub-district heads, sub-district secretaries, section heads, and community members as service recipients), and documentation studies. Data analysis used data reduction, data presentation, and conclusion drawing techniques as developed by Miles and Huberman. The research location was the Perbaungan Sub-district Office, Serdang Bedagai Regency, North Sumatra, with the

consideration that this area represents a complex sub-district in terms of public services. Because the problem discussed in this study is to determine employee performance in improving public services at the Perbaungan Sub-district Office, Serdang Bedagai Regency.

## **RESULTS AND DISCUSSION**

### **1. Employee Performance in Improving Public Services at the Perbaungan District Office, Serdang Bedagai Regency**

Public service is the primary facet of governance at the regional level, including within the sub-district office. In the context of regional autonomy, the sub-district office plays a strategic role as a direct link between the district government and the public. Therefore, the performance of sub-district office employees is one indicator of the overall success of public services.

Perbaungan Sub-district, as an administrative area in Serdang Bedagai Regency, continuously strives to improve the quality of its services to the public. The various forms of public services provided include population administration, permits, correspondence services, and facilitation of development activities at the sub-district and village levels. The success of these services depends heavily on the performance of sub-district officials who carry out their daily duties.

This research used T.R. Mitcel's theory in Sedarmayanti as a guideline in determining which factors should be examined. This helped the researcher conclude the inhibiting factors and analyze employee performance in improving public services at the Perbaungan Sub-district Office in Serdang Bedagai Regency. T.R. Mitcel explained that there are five variables that serve as indicators for performance analysis:

#### **A. Work Quality**

Work quality is a key aspect in assessing the extent to which employees are able to carry out their duties and responsibilities professionally, effectively, and efficiently in serving the public. Good work quality is characterized by accuracy in completing tasks, thoroughness in administration, responsibility in carrying out service functions, and a friendly and solution-oriented service attitude.

The work quality of Perbaungan sub-district employees is considered quite good by both internal informants and the public. Minimum Service Standards (SPM) have been implemented in every service, and monitoring is carried out through regular reports. Discipline and speed are top priorities in providing public services. Meanwhile, from the public's perspective, service is considered to be improving, particularly in terms of speed and friendliness, particularly at the front desk. However, several informants also noted that some employees are still less active or appear unenthusiastic and are not fully responsive to the surge in the number of applicants. Therefore, consistency among employees needs to be improved so that all services run evenly and meet established standards.

#### **B. Punctuality**

Punctuality is a crucial factor in assessing public service performance. Fast, accurate, and timely service delivers a professional impression and enhances public trust in government officials. In the context of sub-district-level government, punctuality is key because the public expects all services to be completed without delay.

Timeliness in public service delivery was a key concern for all informants. Many services can be completed within one working day, but obstacles such as network disruptions

or incomplete citizen documents remain. Delays are often not solely caused by employees, but rather by applicants' incomplete documents or the need for verification by other agencies. On the other hand, experiences varied, with some stating that services ran according to the promised timeframe, while others experienced delays. Communication with applicants is crucial to prevent public trust.

### **C. Initiative**

Initiative is a crucial indicator in assessing employee performance, particularly in the dynamic and ever-evolving public service landscape. Initiative demonstrates the extent to which employees are aware and proactive in making improvements, taking action without waiting for orders, and actively contributing to improving service quality.

Initiatives in the Perbaungan sub-district demonstrate that various efforts have been made at the sub-district leadership level to evaluate and improve public services. The sub-district head has initiated forums to gather public input and regularly evaluate employee performance. Public satisfaction survey forms have also been distributed during mobile service activities, ensuring that the benefits of employee initiatives are truly felt by the public.

### **D. Competencies**

Employee competencies are a fundamental element in supporting the success of public services at the sub-district level. These competencies encompass not only technical and administrative aspects, but also skills in problem-solving, understanding community needs, and adapting to change, including the use of information technology in services.

Internal informants assessed the ability of Perbaungan sub-district employees to provide public services as quite good. Employees have participated in various administrative and public service training programs, and job rotations have broadened their understanding of the work. Most staff have mastered routine tasks. However, in some respects, employee competencies are considered limited in several aspects, particularly in the use of technology and explaining procedures to residents who are unfamiliar with formal terminology. Employee competencies also need to be strengthened in solving problems outside of standard procedures. The public perceives some employees as too rigid in adhering to rules without seeking helpful alternative solutions.

### **E. Communication**

Communication is a key component of effective and quality public service. The ability of employees to convey information clearly, openly, and politely to the public reflects the professionalism of government agencies. Good communication not only streamlines the service process but also increases public trust and satisfaction with government institutions.

Communication was a prominent indicator in all interviews. Internal informants, including sub-district heads and secretaries, recognized the importance of good communication between employees and the public. They stated that they had provided service guides and even digital communication channels such as WhatsApp and social media. The public also felt comfortable with well-delivered communication.

## **2. Factors Inhibiting the Performance of Sub-district Office Employees in Improving Public Services at the Perbaungan Sub-district Office, Serdang Bedagai Regency**

### **a) Limited Human Resources**

One of the main obstacles is the lack of staff proportional to the volume of services required each day. The high workload, particularly in administrative and government services, often outweighs the number of available personnel.

### **b) Inadequate Facilities and Infrastructure**

Several critical facilities, such as electronic queuing systems, inadequate waiting rooms, and digital information systems, are not yet optimally available. This impacts the comfort and efficiency of services. Regarding facilities, some employees complained about the lack of work equipment such as computers, printers, and a stable internet connection. This infrastructure limitation significantly impacts the speed of service, particularly in data entry, document printing, and accessing digital public service applications. This lack of an electronic queuing system also leads to irregularities in face-to-face services, which can trigger complaints from the public.

### **c) Unequal Technological Skills**

Not all employees are technically prepared to face the digital-based service transformation. Some are still unfamiliar with using service applications or other integrated service systems. The lack of training and ongoing guidance slows down the adaptation process, impacting service effectiveness.

## **CONCLUSION**

Based on research conducted through interviews with key informants (sub-district heads), key informants (secretaries and heads of government sections), and additional informants (community members), several important conclusions were obtained regarding the performance of Perbaungan Sub-district Office employees in improving public services.

The performance of Perbaungan Sub-district Office employees in improving public services has generally shown quite good progress. This is evident in the friendly attitude of most employees, the relatively prompt completion of services, and the regular evaluation efforts by the sub-district. Employees are also considered capable of carrying out routine administrative tasks quite well, especially in basic services such as correspondence and population documents. However, several weaknesses were still identified, including inadequate communication, uneven understanding of technology, and inconsistent service across all levels. This indicates that despite the existing spirit of service, the quality and effectiveness of employee performance still need comprehensive and sustainable improvement.

Factors hindering employee performance in improving public services include limited human resources (HR), resulting in an uneven distribution of the workload; inadequate facilities and infrastructure, such as computer equipment, internet network, and inefficient manual queuing system; and the low ability of some employees in operating service technology. All of these factors are interrelated and directly affect the quality of public services provided by the Perbaungan Sub-district Office.

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