

# ANALYSIS OF THE QUALITY OF CIVIL SERVANTS AND THE PERFORMANCE OF CIVIL SERVANTS AT THE SERVICE OF POPULATION AND CIVIL REGISTRATION IN BONE BOLANGO DISTRICT

Isti Alawiyah Ishak<sup>1)</sup>, Djamila Podungge<sup>2)</sup>, and Nuzmerini Rauf<sup>3)</sup>

<sup>1,2,3)</sup> Bina Mandiri University of Gorontalo

Email: [Istyishak15@gmail.com](mailto:Istyishak15@gmail.com)

## ABSTRAK

The purpose of this study was to find out how the quality and performance of Civil Servants at the Population and Civil Registration Office of Bone Bolango Regency.

The method in this study uses descriptive qualitative methods with observational data collection techniques, in-depth interviews and documentation.

The results of the study show that 1) The performance of civil servants in the service of the Population and Civil Registration Service in 2016-2021 in the service of population documents has greatly increased, both in terms of ownership of Identity Cards, Family Cards, birth certificates, Child Identity Cards and Death Certificates and Indexes Community Satisfaction (IKM). However, in terms of completing service tasks in managing various paperwork such as making ownership of an Identity Card or Family Card, the NIK is out of sync with the date, month and year of birth of the population. In terms of the quality of employees, the population and civil registration service for Bone Bolango Regency still has deficiencies, namely the problem of timeliness, for time discipline carried out by civil servants for the population and civil registration service for Bone Bolango Regency there are still several employees who violate these regulations. 2) In accordance with the results of interviews with researchers with informants at the Dukcapil Office, in improving performance and quality, the Head of Service strongly urges employees to take part in Bimtek, Training and Workshops in order to motivate and increase competence for regional apparatus for service improvement. Not only that, as a form of appreciation the head of the service gives rewards to employees who excel or who successfully complete their duties properly.

**Keywords:** Employee Quality, Employee Performance

## PRELIMINARY

The Bone Bolango Regency Population and Civil Registration Service (Dukcapil) is an element of the Implementation of the Bone Bolango Regency Regional Government in the

field of population registration and the field of civil registration which has the main task of assisting the Regional Head in carrying out some government and development affairs in the field Population and Civil Registration in

Submit: Feb 25<sup>th</sup>, 2023

Accepted: March. 16<sup>th</sup>, 2023

Published: March 26<sup>th</sup>, 2023

accordance with applicable laws and regulations. The Department of Population and Civil Registration of Bone Bolango Regency is an implementation of the implementation of "Good Governance" which is being carried out by the Government of Bone Bolango Regency in an effort to realize effective, transparent and accountable government management. The Department of Population and Civil Registration continues to strive to encourage quality improvement to be able to adapt to the demands of the times. The rapid development of information and communication technology has become a trigger for the use and development of applications for the service of population documents and civil registration certificates. Its development and utilization are still facing various kinds of obstacles, so that its application cannot be fully implemented.

However, in realizing the goals, of course, it cannot be separated from the various problems faced both internally and externally, however, the problems faced must improve and develop the quality of performance of employees in terms of services at the Department of Population and Civil Registration of Bone Bolango Regency. In terms of service, it is supposed to have employees who are skilled and professional and have good quality performance. Based on initial observations made by researchers that the Population and Civil Registration Office of Bone Bolango Regency is not yet optimal, from the information obtained based on initial interviews with Mrs. Employees are judged by HR or by a person's ability to apply the knowledge he gets to the job given to him. and also there are still some employees who are not

proficient in operating computers and other supporting facilities.

Likewise, the performance of civil servants is considered not optimal, because indications show that employee performance is less than optimal, one of which is the problem of employee timeliness at work. that there are still employees who make delays. and also in completing service tasks in managing various paperwork such as making ownership of an Identity Card or Family Card, when the NIK is out of sync with the date, month and year of birth of the population.

### **Human Resource Management Human resource**

Management is planning, organizing, directing and controlling the procurement, development, compensation, integration, maintenance and termination of employees with the aim and realization of corporate, individual, employee and community goals [2].

Human resource management is The activities of planning, procuring, developing, maintaining, and using human resources to achieve goals both individually and organizationally [3].

Human resource management is "the science and art of managing the relationships and roles of the workforce so that they effectively and efficiently help the realization of company, employee and community goals [6].

Human resource management or HRM is a process of planning, organizing, directing. Supervising compensation, integration, maintenance and release of human resources in order to achieve various individual, organizational and societal goals [5].

States that human resource management (HRM) is: "the process of managing human beings, through

planning, recruitment, selection of training, development, compensation, career, safety and health as well as maintaining industrial relations until termination of employment in order to achieve company goals and increase the welfare of stakeholders [7].

From the explanation it can be concluded that human resource management is a field that includes planning, organizing, implementing and controlling. In human resource management, humans are the main asset (wealth), so they must be properly maintained.

### **Employee Quality**

The quality of employee work is a result that can be measured by the effectiveness and efficiency of a job performed by human resources or other resources in achieving the goals or objectives of one company/organization that will compete in terms of improving the quality of human resources. The quality of work of employees in each organization in the field of service in serving the community influences the side of the service to be achieved.

states that: "quality of work is a form of behavior or activities carried out in accordance with the expectations and needs or goals that are achieved effectively and efficiently". Quality of work is a form of behavior from an activity that has been carried out and in accordance with predetermined expectations [8].

performance is the result obtained by an organization whether the organization is profit oriented and non profit oriented which is produced over a period of time". Colquit in Kasmir (2016: 188): performance is the value of a set of employee behaviors that contribute, both positively or negative to the fulfillment of organizational goals [4].

Performance is a picture regarding the level of achievement of the implementation of a 1. K program of activities or policies to realize the targets which include the goals, vision and mission of the organization which are regulated in the strategic plan of an organization [10].

### **Performance Indicators**

Employee performance indicators are as follows:

1. Quality of work All kinds of measurement units related to the quality or quality of work that can be expressed in numbers or other numbers.
2. Work discipline Comply with applicable laws and regulations.
3. Accuracy The level of suitability of the results of work measurements whether the work has reached its goals or not.
4. Leadership Processes that can influence or give examples by leaders to their followers in an effort to achieve organizational goals.

### **RESEARCH METHODS**

The research method used in this study is a qualitative research method. The data analysis used is inductive based on the facts found in the field. This means that in this study the aim is to obtain a true picture of the quality of civil servants in improving performance at the Population and Civil Registration Office of Bone Bolango Regency.

### **RESEARCH RESULT**

In determining employee quality, there are 3 indicators, namely employee ability, employee skills, discipline. Meanwhile, employee performance has 4 indicators, namely quality of work, work discipline, thoroughness, and leadership.

#### **Employee Quality**

##### **1. Employee Capability**

Based on the results of an interview on Monday 03 October 2022

conducted by researchers with the Head of Service, Mr. Oktavianus SW. Rahman, M.pd, Msi Is the work assigned according to the ability of the employee and is the employee able to complete the work in accordance with the allotted time: Bone Bolango Regency states that:

Mr. Octavian SW. Rahman, M.pd, Msi:

*"In offices and agencies there is such thing as an organizational structure consisting of leaders and their fields. The analysis is related to the filling of positions for all employees or people who are entrusted with carrying out a task based on the existing position. If it is based on the main tasks and structure, then they should be able to carry out the tasks given because they are related to their respective duties and functions and SKP (Employee Assessment Standards).*

Mrs. Elwin Namare, S.Pd:

*"Yes, employees are able to complete the work given according to the allotted time." (Monday 03 October 2022) .*

Mrs. Yenny Nalole S.Sos, MM:

*"Yes, employees are able to complete work because all employees already have SOPs (standard operating procedures) which will be a reference for carrying out the tasks given, where the work is carried out in accordance with their respective duties and functions" ( Monday 03 October 2022)*

Mr. Budiyanto Sahabu S.Kom:

*"Related to the performance of employees in dukcapil for the organization it is very important because to achieve the first organizational goal is to increase performance. Related to the work of each employee, of course, the duties and functions are in place, for work performance, of course we have a*

*target, so that's where we will assess the employee's performance in accordance with their duties and responsibilities. (Monday 03 October 2022).*

Mrs. Widya Saleh S.Kom:

*"Employees at dukcapil are very capable of completing the work given, for example, such as submitting population data, based on requests from data users/stakeholders. (Monday 03 October 2022).*

Ms. Memi Kadir SE:

*"Employees at dukcapil are able to complete the work given according to the specified time, for example, if there is a letter making a proposal for a request from the regent's office which is given with a predetermined deadline, then I will complete the work on time and immediately signed by the head of the dukcapil service. (Monday 03 October 2022) .*

Mr. Dudiyanto Pakaya S.Kom:

*"Yes, but sometimes it exceeds the allotted time limit. For example, if there is a file that you want to upload but the document is not complete, then the process is postponed until the file is complete and then it will be uploaded again. (Tuesday 04 October 2022) .*

Ms. Nur Afni Neo SS:

*"If it is in accordance with the duties and functions of each of these employees, but for the speed of the process it depends on the data or files provided by the applicant if the files provided are complete without any deficiencies then the process will be fast." (Tuesday 04 October 2022) .*

Mrs. Yeniwati wumu SH:

*"The ability of employees at dukcapil in order to complete the work assigned to them and the ability of a person to carry out tasks according to their field each supported by the main duties of each employee ". (Tuesday 04 October 2022).*

From the results of the interview above regarding Employee Capability, it can be concluded that the Dukcapil Office is able to achieve targets according to their respective duties and functions and SKP (Performance Assessment Standards), if there are no network constraints then the results achieved exceed the predetermined targets for example ownership of KTP EL documents 99%, Family Card 99% and MCH 60% while the central target of MCH is 40%.

## 2. Skills

Mr. Octavian SW. Rahman, M.pd, Msi:

*"When talking about planning the tasks that will be given to all staff based on the organizational structure where they hold the position, it's based on their respective duties and functions, so they are given the opportunity to make their own plans. planning in accordance with the task that will be signed with the leadership is called performance determination which will be assessed by the leadership. So far our average performance has been achieved and even exceeded"*

Mrs. Elwin Namare, S.Pd:

*"Yes, because it's done every day so you know what needs to be done. Namely by realizing the achievement of the national target of ownership of population documents. (Monday 03 October 2022).*

Mrs. Yenny Nalole S.Sos, MM:

*"Yes, employees are able to complete work because all employees already have SOPs (standard operating procedures) which will be a reference for carrying out the tasks given, where the work is carried out in accordance with their respective duties and functions" (Monday 03 October 2022).*

Mr. Budiyanto Sahabu S.Kom:

*"Yes, the first success of the activity program starts with good planning, good planning, most of the program activities will go well, related to the activity program that we have created, of course referring to the strategy for improving population document services. so for example in our target we can see ownership of documents from the presentation below, for example, such as ownership of death certificates, birth certificates and MCH certificates, so that's where we will probably be able to stare together at how we will make a strategy with the program of activities that we will do in the following year, an example like ours open a service for those who don't have a KIA we will visit schools. (Monday 03 October 2022).*

Mrs. Widya Saleh S.Kom:

*"Yes, based on the technical guidelines available from the Ministry of Home Affairs, Directorate General of Population and Civil Registration in Jakarta." (Monday 03 October 2022).*

Ms. Memi Kadir SE:

*"Yes, it can be proven by performance like in ASN there is such a thing as a monthly performance report so if it reaches 100 it means that all programs and work plans are fulfilled." (Monday 03 October 2022).*

Mr. Dudiyanto Pakaya S.Kom:

*"Yes, for example, like being given assignments related to administrative information systems application for village administrators. sub-districts at the office of the population and civil registration department of Bone Bolango district and also holding a national coordination meeting (RAKONRNAS) where the dukcapil prepares digital ID services to support the dukcapil Go*

*Digital program. (Tuesday 04 October 2022).*

Mrs. Nur Afni Neo SS:

*"Some can afford some not, because we work in accordance with the SOP so for creativity we cannot make our own creativity because it has to be in accordance with the existing SOP". (Tuesday 04 October 2022).*

Mrs. Yeniwati Wumu SH: *"Yes, for example by holding an online adminduk arrangement which can provide files in pdf format or portable document formats so that people can print their own population documents such as birth certificates, death certificates, marriage certificates, transfer certificates and family cards." (Tuesday 04 October 2022).*

From the results of the interview above regarding Employee Skills, it can be concluded that the Dukcapil Office is able to make creative work plans, for example by holding a siDia program (digital information system) where employees go directly to the village to make their own applications with the aim of making it easier for the community to processing of population documents and no longer needing to come to the Dukcapil Office.

### **3. Employee Discipline**

Mr. Octavian SW. Rahman, M.pd, Msi:

*"There are many ways to improve employee performance. First, we hold capacity building, capacity building is for all staff to give new enthusiasm, then with the achievements that we will achieve, which secondly, we carry out regular meetings, which is one thing to evaluate how far the planned targets have been achieved, the third is carrying out what is called activities with the central government, now from the central government we can see the targets or achievements that have been achieved. The following is by giving a*

*reward by giving appreciation to staff who have worked high, namely we give it in the form of a charter".*

Mrs. Elwin Namare, S.Pd:

*"Usually we hold a meeting, there we will discuss the problems and obstacles encountered in work and then look for solutions to these problems. And also create a good work environment, provide rewards to employees so that they are even more enthusiastic in carrying out the work given and provide SPD to employees". (Monday 03 October 2022)*

Mrs. Yenny Nalole S.Sos, MM:

*"Efforts made by the head of the dukcapil service are by holding technical guidance and training via zoom and by holding family catering every year as employee motivation 7 Journal of Bina Mandiri University Isti Alawiyah Ishak E-ISSN for the spirit of work". (Monday 03 October 2022).*

Mr. Budi yanto Sahabu S.Kom:

*"To improve employee performance, that is our commitment together with the head of service and all levels related to service. To improve performance there are several indicators the first is environmental factors, work motivation then always improve information technology. So the dukcapil service now has information technology and why are we doing this because in the current era of digitalization, like it or not, we have to change the old patterns that used to be manual, now we have digital patterns. Now, for the management of public documents, there is no need to come to the dukcapil, it is enough from anywhere, they can provide services, they can even do the printing themselves, later at the dukcapil there will be an officer who will verify the validation with the community's request. (Monday 03 October 2022).*

Mrs. Widya Saleh S.Kom:

*"Dividing tasks based on their respective duties and functions and giving rewards or awards to employees who perform well so that employees can be even more enthusiastic at work and can improve their performance even better." (Monday 03 October 2022).*

Ms. Memi Kadir SE:

*"Usually we are evaluated at the beginning or end of each month to assess each person's performance and then we are given reinforcements such as following technical guidance and training. Every Friday the Dukcapil holds GISA (Indonesian Movement for Administration Awareness) or a national movement to increase awareness of the importance of orderly population administration (adminduk)". (Monday 03 October 2022).*

Mr. Dudiyanto Pakaya S.Kom:

*"To improve employee performance, education and training are usually held which are a form of activities carried out by employees in carrying out their duties in order to achieve the goals of the dukcapil organization". (Tuesday 04 October 2022).*

Mrs. Nur Afni Neo SS:

*"The head of the service gives awards and implements family catering so that you are even more enthusiastic about working." (Tuesday 04 October 2022).*

Mrs. Yeniwati wumu SH:

*"Like every day the head of service makes an employee checking program through hissis, on hissis we can find out which employees are active and who are not because in performance evaluation it is very important for employees to know and get information regarding the performance that has been done and*

*the constraints faced. Each of us must measure the extent to which work targets have been achieved and we correct what we have not been able to do by discussing the obstacles we face so that they can be corrected. (Tuesday 04 October 2022).*

From the results of the interview above regarding Employee Discipline, it can be concluded that to improve employee performance discipline, there are many ways. First, we conduct capacity building. Capacity building is for all staff with the aim of giving new enthusiasm and creating an employee checking program through hissis where it can be known which employees are active and who are not.

## **Employee Performance**

### **1. Quality of Work Results**

Based on the results of an interview on Monday 03 October 2022 conducted by researchers with the Head of Service, Mr. Oktavianus SW. Rahman, M.pd, Msi Is the work provided in accordance with the standards set:

Mr. Octavian SW. Rahman, M.pd, Msi:

*"Yes, it is in accordance with the standard, so we have an SOP and we cannot violate the SOP that has been set. The SOP is reviewed to see how far it can cover the things we serve, so I propose that every employee knows each SOP.*

Mrs. Elwin Namare, S.Pd :

*"Yes, because we periodically Disdukcapil Bone Bolango conduct a satisfaction survey community for service which are given. Where conduct a satisfaction survey society as one instrument to measure the extent where is the Dukcapil Service make society happy". (Monday 03 October 2022).*

Mrs. Yenny Nalole S.Sos, MM:

*"Yes, it can be seen from the outreach activities that have been carried out that it has gone well. The Dukcapil Office provided socialization on the importance of issuing death certificates to the community and also made it easy for the community to issue death certificates by conducting a survey of all sub-districts in Bone Bolango Regency to find out how many people have died but their deaths have not been reported to the village office. (Monday 03 October 2022).*

Mr. Budiyanto Sahabu S.Kom:

*"The Dukcapil Office in carrying out public services boils down to service standards, so we always have dialogue with external and internal parties. Externally, for example, with the community, traditional shops, community shops, then villages and sub-districts to carry out consultations related to Dukcapil service services. We do it once a year, namely in the middle of the year and we did it yesterday. Because we want to receive and hear inputs and complaints from external parties related to Dukcapil services, if there are complaints in order to improve services to the community, we from The Dukcapil Agency will certainly improve the quality of service, of course by not violating the norms or regulations set by the government." (Monday 03 October 2022).*

Mrs. Widya Saleh S.Kom:

*"Yes, according to the Technical Guidelines and SOPs at the Dukcapil Office of Bone Bolango district, for example, the service for recording KTPs for people who come to record KTPs and bring files according to the requirements for KTP beginners at the age of 17 if they repeat year on this day it can be printed in today also adjusts to the network from the ministry and*

*God willing, it will be completed on time." (Monday 03 October 2022).*

Mrs. Memi Kadir SE:

*"Yes, appropriate because we have SOPs (Service Operational Standards), for example, in Dukcapil there is a KTP service. From the results it can be seen that it is in accordance with predetermined standards. (Monday 03 October 2022).*

Mr. Dudiyanto Pakaya S.Kom:

*"Yes, every job must be adjusted to the SOP of the Bone Bolango district dukcapil service, so we must adjust to that standard. ". (Tuesday 04 October 2022).*

Mrs. Nur Afni Neo SS:

*"Yes, because the results of the work provided are in accordance with the standards because they are also in accordance with the SOP. SOP is a guideline for carrying out work in accordance with existing tasks and functions, for example, such as making a KTP if it meets the specified requirements it can be printed but if not it cannot be printed. (Tuesday 04 October 2022).*

Mrs. Yeniwati Wumu SH:

*"Yes, it is appropriate because it has followed the existing SOP where this SOP is very helpful for employees in completing work which will certainly reduce mistakes and negligence. Because SOPs have a purpose as a basis for regulating good work procedures so that the results of the work provided are in accordance with predetermined standards. (Tuesday 04 October 2022).*

From the results of the interview above regarding the quality of work results, it can be concluded that the work results provided are in accordance with the standards, because the dukcapil already has an SOP and cannot violate the SOP that has been set. SOP is a guideline for carrying out



work in accordance with existing duties and functions.

## **Discussion of Research Results**

### **1. Analysis of the Quality of Performance of Civil Servants in the Population and Civil Registration Service of Bone Bolango Regency**

In the Population and Civil Registration Service of Bone Bolango Regency there is an organizational structure consisting of leaders and fields related to filling positions for all employees or people who are given the mandate to carry out tasks in accordance with the main tasks and their respective structures, if it is based on their main duties and functions then they should be able to carry out the tasks given by the leadership. The performance of employees in the service of the Population and Civil Registration Service in 2016-2021 in the service of population documents has greatly increased, both in terms of ownership of Identity Cards, Family Cards, birth certificates, Child Identity Cards and Death Certificates and the Community Satisfaction Index (IKM). However, in terms of completing service tasks in managing various paperwork such as making ownership of an Identity Card or Family Card, the NIK is out of sync with the date, month and year of birth of the population. employee quality, the population and civil registration service for Bone Bolango Regency still has deficiencies, namely the problem of timeliness, for time discipline carried out by service of and the civil registration of Bone Bolango Regency there are still several employees who violate these regulations.

### **2. How is the Quality and Performance of Civil Servants at the Population and Civil Registration Office of Bone Bolango Regency**

Various ways have been carried out by the head of the service such as improving service regulations to speed

up and simplify service processes and mechanisms as well as increasing the capacity of service apparatus human resources, as well as the Population Service and Civil Registration moving towards service improvement with various innovations. The development of public service innovation is a way to capture and grow knowledge and breakthroughs in order to accelerate the improvement of the quality of public services. In accordance with the results of interviews with researchers with informants at the Dukcapil Office, in improving performance and quality, the Head of Service strongly urges employees to take part in Bimtek, Training and Workshops in order to motivate and increase the competence of regional apparatus for service improvement. Not only that, as a form of appreciation the head of the service gives rewards to employees who excel or who successfully complete their duties properly. Giving this reward is a sign of appreciation to increase the motivation of other employees to be successful too because with healthy competition, the work atmosphere will feel more competitive and productive. And also the head of the service is holding a briefing, namely to provide motivation and moreover that year, he must be holding family gathering activities to refer back so that we can relax more.

## **CONCLUSION**

Based on the results of the research and discussion, the following conclusions can be drawn:

### **a. Quality of Employees**

In improving the quality and performance in terms of this service we must look/pay attention to Standard Operating Procedures (SOP), because all of these services are based on SOPs. In accordance with the results of the researcher's interviews with informants at the Dukcapil Office, in an effort to increase the head of the

service, he strongly urges employees to take part in Bimtek, Training and Workshops in order to motivate and increase competence for regional apparatus for service improvement. Not only that, as a form of appreciation the head of the service gives rewards to employees who excel or who successfully complete their duties properly. Giving this reward is a sign of appreciation to increase the motivation of other employees to be successful too because with healthy competition, the work atmosphere will feel more competitive and productive.

#### **b. Employee Performance**

The results of research at the Population and Civil Registration Office of Bone Bolango Regency show that the performance of employees at the Population and Civil Registration Service in 2016-2021 in the service of population documents has greatly increased, both from the ownership of Identity Cards, Family Cards, birth certificates, Identity Cards Children and Death Certificates and Community Satisfaction Index ( IKM). in handling various paperwork such as making ownership of an Identity Card or Family Card, there is an out of sync of the NIK with the date, month and year of birth of the population. In terms of the quality of employees, the population and civil registration service for Bone Bolango Regency still has deficiencies, namely the problem of punctuality, for time discipline carried out by employees of the population and civil registration service for Bone Bolango Regency there are still several employees who violate these regulations.

#### **REFERENCES**

- [1] Afandi, P. 2018. Human Resource Management (Theory, Concepts and Indicators). Riau: Zanafa Publishing.
- [2] Edwin B. Flippo (2018:7), HR Management in Public and Business Organizations. Sixth Edition, Translated by : Dr. H Suwanto & Donni Juni Priansa, S.Pd. Cv Alfabet. Jakarta
- [3] Edy, Sutrisno, 2016, Human Resource Management, Kencana Prenada Media Group, Jakarta.
- [4] Fahmi, I. 2018. Financial Performance Analysis: A Guide for Academics, Managers and Investors and Analyzing Business from Financial Aspects. Alfabet.
- [5] Handoko in his kurnaya Handoko, 2016. Management. Yogyakarta: BPFE.
- [6] Hasibuan, Malayu SP, 2016, Human Resource Management. Bumi Aksara, Jakarta.
- [7] Kasmir. 2016. Analysis of Financial Statements. Jakarta: Raja Grafindo Persada.
- [8] Marcana in Hao. Philosophy Administrative.
- [9] Matutina quoted by King. 2014. human resource management.
- [10] Rivai, Veitzhal. 2012. Human Resource Management for Companies. Jakarta: Raja Grafindo Persada