

Employee Performance in Enhancing Public Service Delivery in Mendawai District, Katingan Regency

Suroyo Siswo Raharjo¹, Annisa Rahmandanita², Agung Nurrahman^{3*}

¹Universitas Terbuka Indonesia ²³Institut Pemerintahan Dalam Negeri

¹suroyosisworaharjo@gmail.com, ²anis@ipdn.ac.id, ³agung_nurrahman@ipdn.ac.id

ABSTRAK

Penelitian ini dilatar belakangi oleh adanya keluhan yang disampaikan masyarakat pemohon layanan terhadap pelayanan publik di kantor Kecamatan Mendawai. Oleh sebab itu kantor Kecamatan Mendawai perlu meningkatkan kinerja pegawainya dalam melakukan pelayanan publik. Penelitian ini bertujuan untuk menganalisis tentang kinerja pegawai dalam meningkatkan pelayanan publik di Kantor Kecamatan Mendawai Kabupaten Katingan. Jenis penelitian ini menggunakan metode Kuasi Kualitatif dan pengambilan source data primer dengan menggunakan tiga cara yaitu observasi, wawancara, dan dokumentasi. Temuan penelitian ini bahwa kinerja pegawai dalam meningkatkan pelayanan publik di Kecamatan Mendawai Kabupaten Katingan sangat dipengaruhi oleh kualitas, kuantitas, efektivitas, ketepatan waktu, dan hubungan antar perseorangan. Merujuk pada kelima faktor tersebut diketahui bahwa pelayanan publik di Kecamatan Mendawai memiliki beberapa permasalahan dalam pelaksanaannya, yaitu kurangnya sumberdaya manusia dan belum meratanya bimbingan dan pelatihan terhadap pegawai, sehingga masih banyak pegawai yang melaksanakan pelayanan belum mengikuti bimtek dan pelatihan. Kesimpulannya menunjukkan bahwa di Kecamatan Mendawai Kabupaten Katingan secara umum Pelayanan Publik telah berjalan dengan cukup baik, sehingga penulis merekomendasikan kepada Kecamatan Mendawai agar mengusulkan kepada Pemerintah Kabupaten Katingan atau pihak yang berwenang untuk menambah jumlah pegawai sesuai dengan eksisting kebutuhan pegawai dan mengusulkan kegiatan bimbingan teknis dan pelatihan serta dukungan anggaran yang mencukupi untuk kegiatan pelayanan.

Kata Kunci: Kinerja Pegawai, Pelayanan Publik, Kualitas Pelayanan.

ABSTRACT

This research was conducted to address the complaints from the community regarding public services at Mendawai District Office, Katingan Regency, highlighting the need to improve employee performance. The research aims to provide an overview of employee performance in enhancing public services and employs a quasi-qualitative method, collecting primary data through observation, interviews, and documentation. The findings indicate that employee performance is influenced by five key factors: quality, quantity, effectiveness, timeliness, and interpersonal relationships. Challenges identified include a shortage of human resources and uneven participation in technical guidance and training, resulting in some employees delivering services without adequate skill development. Despite these challenges, public services in Mendawai District have generally been functioning well. The research recommends increasing the number of employees in line with actual needs, providing regular technical guidance and training, and ensuring sufficient budget allocation to support public service activities, thereby improving overall service quality and employee performance.

Keywords: Employee Performance, Public Service, Service Quality.

***Corresponding author**

Agung Nurrahman

Institut Pemerintahan Dalam Negeri

agung_nurrahman@ipdn.ac.id

Received: Jul 8, 2025

Revised: Sep 17, 2025

Accepted: Sep 17, 2025

Available Online: Oct 17, 2025

Introduction

In accordance with Law Number 25 of 2009 on Public Services, public service delivery must be carried out responsibly and optimally to enhance public trust. Service provision represents the concrete implementation of the primary duties of state and public officials (Hidayatullah, 2024). Effective service delivery reflects efficient and accountable governance. In this regard, employee performance is a key determinant of public service success (Alfajriyah & Rozi, 2025) and has a positive and significant effect on service quality (Yani et al., 2023).

At the sub-district level, employees play a vital role in ensuring effective, efficient, and responsive services that meet residents' needs. Similar to other sub-districts, Mendawai Sub-district in Katingan Regency holds significant responsibility for population administration, licensing, and basic social services. However, the quality, quantity, effectiveness, and timeliness of services in Mendawai Sub-district still face several challenges. Persistent public complaints regarding service delays, low employee responsiveness, and limited innovation indicate issues requiring attention.

One major factor contributing to these challenges is employee performance. The limited number of staff at the Mendawai Sub-district Office has led to multiple job assignments for some employees. In addition, employees' educational backgrounds and skill levels also affect the service process, as illustrated in the following table.

Table 1.
Data on Staff Needs for Mendawai District Office in 2025

Position	ABK	Existing	Adequacy	Note
Sub-district Head	1	1	-	
Secretary	1	1	-	
Head of General Affairs and Personnel Sub-Division	1	-	-1	
Data and Information Process Staff	1	-	-1	
Office Administrator	2	2	-	
First Expert Human Resources Analyst	1	-	-1	
Skilled Computer Administrator	1	-	-1	
Operational Services Operator	1	1	-	
Head of Finance, Planning, Evaluation, and Reporting Sub-Division	1	-	-1	
Data and Information Manager	2	-	-2	
Technical Policy Analyst	2	1	-1	
Office Administrator	2	2	-	
First Expert Planner	1	-	-1	
Government Official	1	1	-	
First Expert Computer Administrator	1	-	-1	
Head of Governance Section	1	1	-	
Office Administrator	2	1	-1	
Operational Services Manager	2	-	-2	
Governance Administrator	1	1	-	
Head of Village Community Empowerment Section	1	1	-	
Office Administrator	2	2	-	
Data and Information Processor	1	-	-1	
Governance Administrator	1	-	-1	

Head of Peace and Order Section	1	-	-1
Office Administrator	2	1	-1
Security and Order Administrator	1	-	-1
Governance Administrator	1	-	-1
Head of Development Section	1	1	-
Office Administrator	2	1	-1
Ideal Data and Information Processor	1	-	-1
Governance Administrator Government	1	-	-1
Head of Services, Information, and Complaints Section	1	1	-
Office Administration	2	-	-2
Data and Information Processor	1	-	-1
Technical Policy Reviewer	2	-	-2
TOTAL	46	19	27

(Source: Processed from Existing Data of Mendawai District Office Employees in 2025, General Personnel Sub-Division)

The table above indicates that the ideal number of employees in Mendawai District is 46, while the current number is only 19. This shortage directly contributes to suboptimal service delivery. In addition, employees' educational backgrounds also influence service quality, as presented in the following table.

Table 2.
Number of Mendawai District Office Employees by Education in 2025

Number of Employee	Number of Employee by Education				
	Highschool	Associate's Degree	Bachelor's Degree	Master's Degree	Doctor's Degree
19	11	0	7	1	0

(Source: Mendawai District Office Employee Data for 2025, General Affairs and Personnel Sub-Division)

Table 2 shows that among the 19 employees at Mendawai District Office, only seven hold a bachelor's degree, while the remaining eleven have a high school diploma or equivalent. Public complaints about service quality generally concern issues such as delays in work processes, malfunctioning equipment, and frequent power and internet outages. These issues require serious attention, particularly through efforts to improve employee performance. This is especially important in the current era of globalization, which demands both managerial and technical competence.

Extensive research has examined employee performance in enhancing public service delivery. Pradana et al. (2022) found that employee skills, punctuality, and work results significantly influence public service quality at the Madiun City Service Office (KPPBC) TMP C. Similarly, Kusuma (2023) emphasized that fundamental governance reforms serve as a foundation for restructuring organizational and institutional systems to achieve set objectives. Sari & Kumalasari (2020) reported that motivation and work discipline affect employee performance at

the Investment and One-Stop Integrated Services Office of Palangka Raya City. Wahongan et al. (2024) highlighted that quality, quantity, timeliness, effectiveness, independence, and commitment significantly influence public administration performance at the Regional Finance and Asset Agency of North Sulawesi Province. Eliza et al. (2011) explained that public satisfaction and trust arise from employee commitment and service quality. Meanwhile, Kazan and Kocamis (2025) found that workload and work stress affect employee satisfaction and performance, with stress acting as a mediating factor. Furthermore, Seo and Park (2025) revealed that smart work practices influence performance through the psychological distance between evaluators and employees, affecting performance assessment and management strategies in modern organizations.

Building upon these prior studies, this research differs by focusing specifically on employee performance in improving public service delivery at Mendawai District Office, Katingan Regency. To analyze performance, this research adopts Bernardin & Russell's (2013) framework, which includes five indicators: (1) Quality, referring to the degree of perfection in work processes or outcomes; (2) Quantity, the amount of output produced in units, value, or completed work cycles; (3) Timeliness, the ability to complete tasks according to schedule and coordinate effectively; (4) Cost-effectiveness, the efficient use of organizational resources to maximize results or minimize losses; and (5) Interpersonal relationships, reflecting an employee's ability to collaborate, maintain respect, and foster positive relationships within the workplace. The purpose of this research is to provide an overview of employee performance in improving public service delivery in Mendawai District, Katingan Regency.

Research Method

This research employed a quasi-qualitative approach, meaning that while its development and structure followed a quantitative format, the emphasis remained on interpreting the meaning behind the data. Quasi-qualitative research applies theoretical foundations from the outset (Rahardjo, 2023). According to Bungin (2022), "Quasi-qualitative research uses a qualitative approach but is structured with quantitative elements such as tables, numbers, or percentages, while still prioritizing the meaning within the data."

The research was conducted at Mendawai District Office, Katingan Regency, Central Kalimantan Province, over a one-month period starting on May 19, 2025. Informants were selected purposively and included Mendawai District Head, District Secretary, Head of the Information and Complaints Services Section, Head of the Government Section, Head of the Village Community Empowerment Section, Head of the Development Section, and other district staff. In addition, four community members who visited the District Office to obtain services were

interviewed. Data were collected through interviews, direct observations, and document analysis. The data analysis technique followed the Interactive Model of Miles et al. (2019), which consists of three stages: (1) data condensation, (2) data display, and (3) conclusion drawing and verification.

Results and Discussion

Employee Performance in Public Services at Mendawai District Office, Katingan Regency

According to Article 1 of Law Number 25 of 2009 on Public Services, “Public services are activities or a series of activities carried out to fulfill service needs in accordance with laws and regulations for every citizen and resident, concerning goods, services, and/or administrative matters provided by public service providers.”

To assess employee performance in public service delivery at Mendawai District Office, Katingan Regency, this research adopts the framework of Bernardin and Russell (2013), which identifies five key performance indicators: quality, quantity, timeliness, cost-effectiveness, and interpersonal impact..

a. Quality

Employees at Mendawai District Office, Katingan Regency, consistently strive to deliver the best possible service to the community and local villages despite limited human resources and inadequate work facilities. According to an interview conducted on May 28, 2025, with Mr. Nikholas Daniel, S.STP., M.IP., the Head of Mendawai District, “The output or products produced by Mendawai District employees in public services are quite good and optimal.” He further explained that one of the tools used to measure employee performance in providing public services is the Public Satisfaction Survey, which is conducted periodically during community meetings and various public events.

In addition to manual evaluations where supervisors directly assess employees’ service outputs performance assessments are also supported by digital systems, including the use of e-performance applications and electronic attendance for all civil servants. When asked about the mechanisms available for the public to express concerns or complaints regarding service performance, staff members explained that a dedicated WhatsApp number (085792074259) and comment sections on official social media accounts (Facebook, Instagram, and TikTok) are available for feedback and complaints.

However, despite these online facilities, most community members still prefer to convey their complaints directly at Mendawai District Office, as they believe in-person communication ensures a faster response and more effective follow-up. Complaints can be submitted verbally or through the Public Satisfaction Survey Questionnaire (Survei Kepuasan Masyarakat – SKM)

provided at the district office. The following figure presents Mendawai District Public Satisfaction Survey Questionnaire.

**KUESIONER SURVEI KEPUASAN MASYARAKAT (SKM)
PADA UNIT LAYANAN KANTOR KECAMATAN MENDAWAI
KABUPATEN KATINGAN**

Tanggal Survei : _____ Jam Survei : _____ 08.00-12.00 WIB
13.00-17.00 WIB

Jenis Kelamin : ☐ L ☒ P **PROFIL** Usia : _____ Tahun

Pendidikan : ☐ SD ☐ SMP ☐ SMA ☐ S1 ☐ S2 ☐ S3

Pekerjaan : ☐ PNS ☐ TNI ☐ POLRI ☐ SWASTA ☐ WIRALAYAH

☐ LAINNYA : _____ (Sebutkan)

Jenis Layanan yang diterima : _____ (misal : KTP, Akta, Sertifikat, Pok. Umum, dll)

PENDAPAT RESPONDEN TENTANG PELAYANAN
(Lingkari kode huruf sesuai jawaban masyarakat/responden)

1. Bagaimana pendapat Saudara tentang penyediaan pelayanan dengan jenis pelayanannya ?	P1	1 2 3 4	2. Bagaimana pendapat Saudara tentang kemudahan prosedur pelayanan di unit ini ?	P2	1 2 3 4
a. Tidak sesuai		1	a. Tidak mudah		1
b. Kurang sesuai		2	b. Kurang mudah		2
c. Sesuai		3	c. Mudah		3
d. Sangat sesuai		4	d. Sangat mudah		4
3. Bagaimana pendapat Saudara tentang kecepatan waktu dalam memberikan pelayanan ?	P3	1 2 3 4	5. Bagaimana pendapat Saudara tentang kejelasan biaya/tarif dalam pelayanan ?	P5	1 2 3 4
a. Tidak cepat		1	a. Sangat mahal		1
b. Kurang cepat		2	b. Cukup mahal		2
c. Cepat		3	c. Murah		3
d. Sangat cepat		4	d. Gratis		4
4. Bagaimana pendapat Saudara tentang keakuratan prosedur pelayanan antara yang tercantum dalam standar pelayanan dengan hasil yang diberikan ?	P4	1 2 3 4	6. Bagaimana pendapat Saudara tentang kualitas sarana dan prasarana ?	P6	1 2 3 4
a. Tidak sesuai		1	a. Buruk		1
b. Kurang sesuai		2	b. Cukup		2
c. Sesuai		3	c. Baik		3
d. Sangat sesuai		4	d. Sangat baik		4
5. Bagaimana pendapat Saudara tentang penanganan pengaduan pengguna layanan ?	P5	1 2 3 4	7. Bagaimana pendapat Saudara tentang perilaku petugas dalam pelayanan terkait kesopanan dan keramahan ?	P7	1 2 3 4
a. Tidak ada		1	a. Tidak sopan dan ramah		1
b. Ada tetapi tidak terfungsai		2	b. Kurang sopan dan ramah		2
c. Berfungsi kurang maksimal		3	c. Sopan dan ramah		3
d. Dikelola dengan baik		4	d. Sangat sopan dan ramah		4

Saran/masukan/pendapat:

Source: Research Data, 2025

Figure 1. SKM Questionnaire

Table 3.

Public Satisfaction Survey on Public Services at the Mendawai District Office in 2025

Month	Number of Applicants	Number of service recipients willing to fill out the SKM	Satisfactory Level		
			Not Satisfied	Satisfied	Highly Satisfied
January	6	5	1	1	3
February	8	7	0	5	2
March	23	14	2	8	4
April	12	12	0	4	8
May	4	4	0	1	3

(Source: Processed from 2025 SKM data, Service, Information and Complaints Section)

Based on the data presented in the table above, the level of public satisfaction with services provided at Mendawai District Office from January to May 2025 can be described as follows. In January, the Service, Information, and Complaints Section recorded six applicants, five of whom completed the satisfaction survey. One respondent reported dissatisfaction due to long waiting times, as the responsible officer was absent for family reasons without proper delegation of duties. One respondent expressed satisfaction, while three indicated that they were very satisfied.

In February, eight applicants received services, with five respondents reporting satisfaction, two indicating high satisfaction, and one declining to complete the survey. In March, there were 23 applicants; two expressed dissatisfaction due to damaged e-KTP recording equipment, which was awaiting repair by the Katingan Regency Population and Civil Registration Office. Meanwhile, eight respondents stated they were satisfied and four reported being very satisfied.

In April, four respondents reported satisfaction and eight reported being very satisfied with the services received. Finally, in May, there were four service requests, consisting of one salary disbursement, two approval requests, and one ID card collection. All respondents for that month expressed satisfaction with the services provided by Mendawai District Office.

b. Quantity

Employees at Mendawai District Office in Katingan Regency are expected to perform their duties in accordance with the job descriptions established under Katingan Regent Regulation No. 45 of 2022 concerning sub-district administration. However, in practice, some employees still fail to comply. This issue was highlighted during an interview with Mr. Supardi, S.Sos., Secretary of Mendawai District Office and the official responsible for employee development. He stated, "In carrying out daily service tasks, work has been divided according to each employee's duties and functions. Ideally, if all employees performed their work in accordance with these job descriptions, public services would run more effectively. However, it must be acknowledged that not all employees comply with established regulations. This is evident from the fact that some employees still arrive late, resulting in less than optimal service delivery."

This statement reflects the lack of discipline among certain employees in following established regulations, which directly affects the number and quality of services completed. Furthermore, the limited number of employees aggravates the situation. As shown in Table 1, Mendawai District Office requires 46 employees to operate effectively, yet currently employs only 19, including the District Head. This shortage significantly affects organizational performance, as individual employees are required to carry out multiple tasks that should ideally be distributed among several personnel.

In addition to the shortage of employees, the educational background of most staff members presents another challenge. Many employees possess only a high school diploma or equivalent, which limits their ability to operate computer systems that are essential for producing public service outputs in Mendawai District. The proportion of employees with high school-level education is shown in Table 2 in the previous section. Further details regarding employee data and rank distribution are presented in the following table.

Table 4.
Ranking List (DUK) of Mendawai District Office in 2025

No	Name	ID	Rank	Position	Innauguration Date	DUK	Ranking Education			Latest Education
							Name	Year	Otal	
1	NIKHOLOS DANIEL, S.STP, M.IP	19860803 2004011001	Advisor / IV a	Mendawai Sub-district Head	08-09-2023	1	Diklatpi m IV and V	2010 2024	285 908	Master's Degree in Government Science
2	SUPARDI, S.Sos	19680829 200604 1 015	Manager Lvl. I / III d	Sub-district Secretary	08-09-2023	2				Bachelor's Degree in Social and Political Sciences
3	HAMSANUDIN, S.Pd.I	19850606 201001 1 012	Manager Lvl. I / III d	Head of Government Affairs	27-12-2021	3				Bachelor's Degree in Education
4	RISDAYANTI, SE	19760406 201212 2 002	Manager / III c	Head of Public Service (PIP)	14-01-2021	4				Bachelor's Degree in Economics
5	RAGIF ASHFIHANI, SM	19810225 201001 1 008	Manager / III c	Head of Community Empowerment and Development (PMD)	14-01-2021	5				Bachelor's Degree in Management
6	TRISNAWATIE, SH	19790220 200701 2 011	Manager / III c	Head of Development Affairs	08-09-2023	6				Bachelor's Degree in Law
7	AGUS PANIPASMA	19680902 200906 1 003	Control Staff Lvl.I / II d	Executor		7				Senior High School (Social Sciences)
8	SUROYO SISWO RAHARJO	19781215 201001 1 013	Control Staff Lvl.I / II d	Executor		8				Vocational High School (Woodwork)
9	RAKHMAT HIDAYAT	19791124 200701 1 005	Control Staff Lvl.I / II d	Executor		9				Vocational High School (Automotive)
10	TOMY SASMITA	19821025 201212 1 001	Control Staff Lvl. I / II d	Executor		10				Senior High School
11	ARYANTI	19850725 201212 2 004	Control Staff Lvl.I / II d	Executor		11				Vocational High School (Office)
12	MISWANTO	19700205 201212 1 001	Junior Control Staff Lvl. I / II b	Executor		12				Package C
13	AL AMINULLAH	19970927 20251 1 001		Government Official		13				Bachelor's Degree in Government Science
14	MUHAMMAD TAUFIK NUR SAPUTRA	20000622 202501 1 001		Government Official		14				Bachelor's Degree in Economics
15	SAPERAN	1981		Executor		15				State Islamic High School (Islamic State)

16	NOVITA SARI	19941124 202521 2 002	Executor	16	Vocational High School (Fisheries)
17	MAYA INDRIYANI WULANDARI	19960604 202521 2 003	Executor	17	Vocational High School (Fisheries)
18	YOGI ALFAJAR		Executor	18	Vocational High School (Multimedia)
19	SAFRIL FAUZI		Executor	19	Vocational High School (Multimedia)

(Source: 2025 Ranking List (DUK) of Mendawai District Office, General and Personnel Sub-Division)

Based on the data in Table 4, it can be seen that of the eleven employees with a high school or equivalent education, several different majors are represented: one in carpentry, one in automotive studies, two in fisheries, two in multimedia, one in office administration, one completing an equivalent Package C program, two in social studies, and one from a MAN (Islamic senior high school) background. The findings of this research confirm those of previous research, which indicated that one of the main challenges faced by local governments is the quantity and quality of their human resources (Mahmuda et al., 2022). Furthermore, Meidyanto et al. (2021) argue that an educational background relevant to the position held is an important factor in employee placement.

To strengthen human resource capacity and improve public service delivery, Mendawai District Office can undertake several concrete measures, such as involving employees in technical guidance and training programs organized either by third parties or by the Katingan Regency Government through relevant agencies. These initiatives aim to address the lack of technical skills and competencies required to perform service duties effectively.

The number and type of training programs attended each year cannot be predetermined, as the district currently relies on instructions and invitations from the Katingan Regency Regional Secretariat. Moreover, in recent years, the Katingan Regency Government has implemented budget rationalization and efficiency measures, which have also affected Mendawai District Office's budget. As explained by the Mendawai Sub-district Head

, "For staff capacity building, we allocate funds annually through the Mendawai Sub-district Office Budget Implementation Document. However, this year we are experiencing budget efficiency measures, following a directive from the President of the Republic of Indonesia, Mr. Prabowo Subianto, under the Asta Cita program, supported by Presidential Decree No. 1 of 2025 concerning Financial Efficiency within the Government, from ministries to sub-districts. Therefore, we are required to streamline these funds. Nevertheless, in previous years, civil servants in Mendawai Sub-district were still able to participate in technical guidance and training activities relevant to their respective duties."

Several Mendawai Sub-district employees have participated in training programs in recent years, including technical guidance on financial management using the SIPD application, training

on budget planning and financial management, asset and regional property management, SP4N reporting, Srikandi system training, and other related programs.

Table 5. Technical Guidance/Training Attended by Mendawai District Employees in 2023-2024

No	Training	Organizer	Year	Name of Participants
1	Srikandi Application Training	Department of Communication, Informatics, Cryptography, and Statistics	2023	1. Ariyanti 2. Novita Sari
2	SP4N Report Training	Department of Communication, Informatics, Cryptography, and Statistics	2023	1. Risdayanti 2. Novita Sari
3	National Training to Improve Civil Service Capacity and Prepare Government Implementation Reports	Farabi Foundation and PPIKITA	2024	1. Ragif Ashfihani 2. Suroyo Siswo R.
4	Budget Planning and Financial Management Training	PT. Multi Bahana Informatika	2024	1. Ragif Ashfihani 2. Yogi Alfajar

(Source: Processed from data on technical guidance and training activities for 2023-2024, PIP Section)

The data in the table above present several technical guidance and training activities attended by employees of Mendawai District Office during 2023 and 2024, which were organized by both local government agencies and private institutions. The findings of this research support Wue & Rahmadanita (2024), who state that employee participation in technical guidance or workshop activities may occur either through official assignments from the agency or independently, as employees can independently access information regarding training schedules organized by the central government.



Figure 1. Sample of certificates for technical guidance workshop (*bimtek*).

When asked about the number of products or outputs produced by employees in public service delivery, the Mendawai Sub-district Head explained,

“The number of outputs or products produced by employees at the Mendawai Sub-district Office cannot be precisely determined, as the services provided are generally follow-ups to those already delivered by the Village Government, particularly in administrative matters such as cover letters and recommendations. Nevertheless, all services provided are properly recorded in the official register or correspondence log.”

Regarding the challenges faced by employees in delivering public services, Mr. Miswanto, a staff member in the General and Personnel Sub-division, stated that the main obstacles are unreliable electricity and unstable internet connectivity. Frequent power outages disrupt the internet connection, which in turn delays data transmission to the central server until power and network access are restored.

c. Timeliness

The procedures for implementing public services at Mendawai District Office in Katingan Regency are generally well established, and several services are delivered on time. However, some services still require improvement to achieve optimal performance. As explained by Mr. Miswanto, “In some service areas, the timeliness of delivery does not yet align with established procedures, both in public and vertical services. This is because some employees remain less responsive to service requests.” Therefore, each employee needs to continuously strengthen their understanding of standard operating procedures (SOPs) and maintain work discipline. Similarly, Abbas & Rahmadanita (2023) emphasize that discipline is a crucial factor in enhancing employee performance.

Public service SOPs should be understood and implemented not only by the employees providing services but also by the broader community, particularly village governments. Information regarding service procedures and the types of services available at Mendawai District Office has been disseminated through meetings with village officials and community members, as well as via WhatsApp messages and social media platforms. As stated by Ms. Risdayanti, S.E., Head of the Services, Information, and Complaints Section, “Information regarding public services in Mendawai District has been disseminated.” These findings support the conclusions of Nurrahman et al., 2020) who note that improving information dissemination to the public can enhance employee performance. In addition, strengthening both internal and external communication among employees can help standardize the understanding of public information (Rumbekwan et al., 2021).

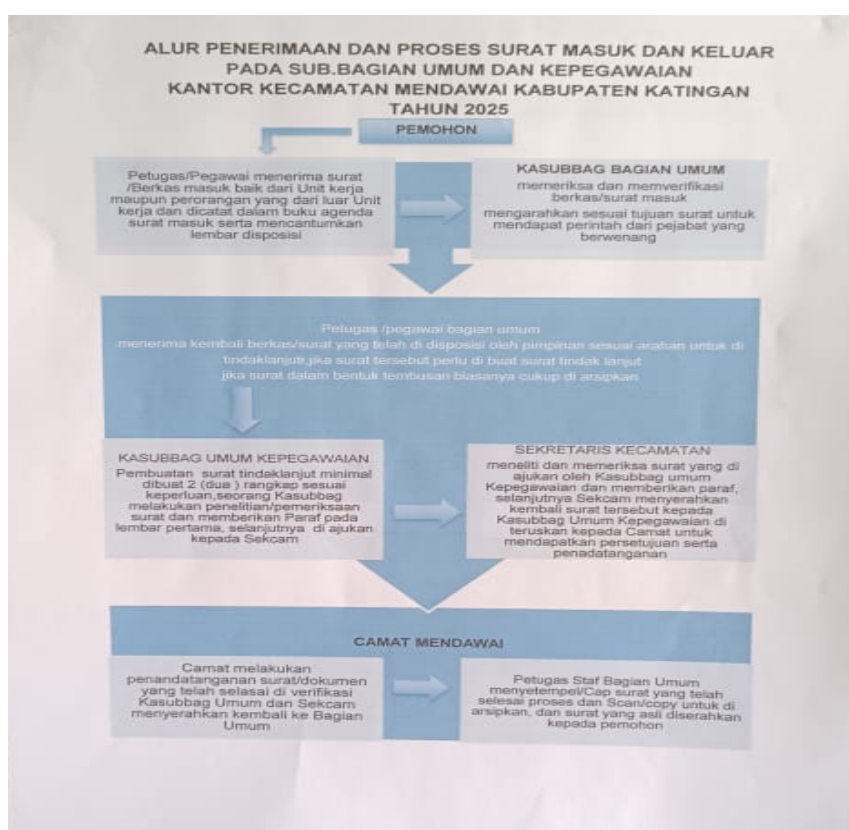
Nevertheless, not all service activities yield satisfactory outcomes for service users. Delays in service delivery often occur due to system or technical constraints. When handling public

complaints related to long processing times or other issues, sub-district employees are expected to maintain professionalism and provide appropriate explanations. This attitude is reflected in the statement of Mr. Agus Panipasma, a staff member of the Public Order Agency (PMD), who explained, “When responding to public complaints about services, we should provide explanations, seek solutions, and, most importantly, deliver the best possible service.”

To ensure timely service delivery and minimize potential delays, employees must adopt effective strategies. As further explained by Mr. Agus Panipasma:

“The strategy used by employees to ensure timely service delivery and adherence to procedures includes identifying the type of service requested, completing the service as efficiently as possible, managing time effectively, and maintaining consistent coordination between employees and divisions.”

Public servants must consistently adhere to established procedures and processes to maintain service quality. The following figure presents the administrative service process flow at Mendawai District Office:



Source: Research data, 2025

Figure 2. Administrative Service Workflow

The flowchart above illustrates that the service applicant first visits the sub-district office and states their purpose. The officer on duty receives the submitted documents for initial recording and verification, after which the documents are forwarded to the Head of the General and Personnel Sub-Division for further verification. Following this stage, the verified documents are returned to the staff for continued processing. A draft of the follow-up action plan is then prepared and resubmitted to the Head of the General and Personnel Sub-Division for review and verification. Once the documents meet the established requirements, they are submitted to the Sub-District Secretary for additional review and verification. If the Sub-District Secretary confirms the documents as final, they are forwarded to the Sub-District Head for approval and signature. When the process is completed, the documents are duplicated for archiving purposes, and the originals are returned to the applicant.

The service flow described above demonstrates that, when properly implemented and verified by authorized officials, services can be completed promptly and efficiently. The hierarchical verification process ensures that typographical and administrative errors are minimized. Moreover, precision and attention to detail are consistently maintained to ensure community satisfaction with the services provided. The findings of this research indicate that Mendawai District staff endeavor to remain responsive to community needs, particularly in the delivery of public services. This aligns with Rahmi et al. (2025), who state that responsiveness is a key factor influencing improvements in public service performance.

d. Cost Effectiveness

As government officials entrusted by the state to serve the public, employees are expected to carry out their duties diligently. Although their salaries may not fully meet their family needs, they strive to maintain a professional attitude. However, perceptions of whether their income aligns with their workload vary among staff. For instance, Mr. Rakhmat Hidayat, a staff member of the Public Order and Order Section, stated, “Incentives and income for staff are insufficient. For section heads and above, the salary may be adequate, but for staff, there is a significant gap. We hope for additional benefits, such as salary increases and other allowances.” Similarly, Mr. Hamsanudin, S.Pd.I, Head of the Governance Section, noted, “Although we desire a salary increase, we are government employees, and the government sets salary standards. Despite this, we continue to perform our duties in accordance with regulations.”

Despite these challenges, public service delivery continues. The Mendawai Sub-district Head and staff have implemented concrete measures to enhance employee capacity, including participation in technical guidance and training. Funding for employee development is allocated annually in the Regional Budget (DPA). However, in 2025, the budget could not be fully utilized due to the addition of Civil Servant Candidates (CPNS) and the transition of casual daily

employees to PPPK status, which affected the allocation of funds for employee capacity building. The Mendawai Sub-district Head explained, “Budget support for employee capacity building is included in the annual DPA. However, this year’s allocation is smaller than in previous years due to the change in status of casual employees to PPPK and the addition of CPNS, which impacts the funds available for capacity building.”

A year-to-year comparison of funding allocations for employee capacity development is presented in the following table.

Table 6.
Budget Allocation for Technical Guidance/Training 2023 to 2025

Budget Year	Amount
2023	IDR 30,000,000
2024	IDR 50,000,000
2025	IDR 15,000,000

(Source: processed by DPA kantor Kecamatan Mendawai year 2023, 2024 and 2025)

The table above indicates that the budget allocated for technical guidance and training activities in the Budget Implementation Document (DPA) was IDR 30,000,000 in 2023. In 2024, the allocation increased to IDR 50,000,000. However, in 2025, the budget decreased to IDR 15,000,000 due to government regulations requiring budget efficiency across both central and regional agencies. An adequate budget, particularly to support employee competency development, is an important factor in improving the quality of public services (Hasibuan et al., 2021). Other key factors include leadership attention and the initiative and commitment of employees (Hidayat et al., 2022). Employee competency development can also occur independently through discussions and information sharing, both internally and externally (Nurrahman et al., 2021).

The findings of this research align with previous research, which demonstrates that internal control and work discipline significantly enhance employee performance (Handoyo et al., 2025). Similarly, the combination of organizational support and employees’ confidence in their abilities is considered to improve performance, foster innovation, and promote an adaptive and responsive work culture (Simbolon et al., 2025).

Public services at Mendawai District Office are funded entirely by the District Office’s Budget (DPA), which serves as the official basis for regional activities and expenditures. Consequently, all public service requests are provided free of charge from the moment the service is received. This was confirmed during interviews with several service users. For instance, Mr. Arbansyah from Mendawai Village, who requested SKTM validation, stated, “It’s free.” Similarly, Mr. Syahwani, agricultural extension worker processing salary arrears following a promotion

decree, confirmed that the service required no payment. Residents who chose not to be interviewed but completed the Public Satisfaction Survey (SKM) also indicated that services at the sub-district office are free of charge.

e. Interpersonal Impacts

Employees at Mendawai District Office are required to maintain a neat appearance, good health, and mental resilience. When asked about managing internal conflicts while providing public services, Novita Sari, a PMD staff member, explained, “Employees should maintain a professional attitude so as not to disrupt or impact the service being provided.” Similarly, Saperan, a Development Section staff member, emphasized the importance of professionalism and managing time and workload according to assigned tasks.

Regarding external conflicts, most employees reported that they adopt an open and constructive approach, seeking the best possible solutions. In handling complaints and grievances from service applicants, employees record all issues submitted, including objections and other feedback, for subsequent evaluation and improvement. Effective conflict resolution is supported by self-awareness, as noted by Rakhmat Hidayat: “We must engage in open communication, introspection, and evaluation.” The Mendawai Sub-district Head also encourages all employees to reflect on their work, maintain effective communication, adhere to SOPs, and conduct continuous evaluations for improvement.

In response to public complaints, service employees strive to maintain professionalism, punctuality, and discipline. Between January and May 2025, three complaints were received regarding dissatisfaction with services. In January, one complaint concerned a service delay, which was resolved satisfactorily by the responsible staff member along with an apology. In March, a complaint arose due to a delay in the KTP recording process caused by equipment failure. After repairs by the assigned technician, the process resumed, and the individual successfully completed the recording in April 2025.

Conclusion

Based on the discussion above, employee performance in improving public services at Mendawai District Office, Katingan Regency, has generally been well-organized, although improvements are needed in several areas. In terms of service quality, employees have produced satisfactory outputs, as evidenced by public satisfaction surveys and the use of modern technology for performance evaluation. Regarding service quantity, employee duties are guided by Katingan Regent Regulation No. 45 of 2022, which outlines responsibilities from the Sub-district Head to staff. Despite challenges related to human resources and budget limitations, employees collaborate effectively, utilizing available capabilities and facilities. While daily, weekly, monthly, and annual

service targets cannot be predetermined, all services are systematically recorded in the service register.

In terms of timeliness, employees strive to adhere to established SOPs. Although some employees exhibit lapses in discipline and responsiveness, teamwork and strategic efforts enable services to be completed promptly. Regarding cost-effectiveness, public services are provided free of charge, as all service costs are covered by Mendawai District Budget Implementation Document. Concerning interpersonal impact, employees prioritize open communication, professionalism, and collaborative problem-solving. Self-reflection, innovation, and continuous evaluation are emphasized to support ongoing improvements in public service delivery.

Based on these findings, several recommendations are proposed to enhance employee performance in public services. First, public service SOPs should be clarified and made more accessible, for example through banners and educational videos that inform the public about service procedures. Second, equipment and service facilities should be maintained through periodic checks, repairs, and proper asset management. Third, the human resource gap should be addressed, potentially through contract-based recruitment or collaboration with third parties to increase staff capacity. This research suffer from limitations, particularly regarding the absence of quantitative measurement of the extent to which employee performance contributes to improvements in public service quality. Future research could adopt a mixed-methods approach to provide a more comprehensive analysis of employee performance and its impact on public service outcomes.

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