

THE EFFECT OF PERFORMANCE MANAGEMENT ON THE QUALITY OF SERVICES IN THE POPULATION AND CIVIL REGISTRATION SERVICES KORTA MEDAN

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Abstract

This study discusses the influence of performance management on the service quality of the Department of Population and Civil Registration of Deli Serdang Regency. This study consists of two variables, namely the Independent Variable (X) Performance Management and the Bound Variable (Y) Service Quality. The purpose of this study was to determine how big the influence of performance management on the service quality of the Department of Population and Civil Registration of Deli Serdang Regency. This research was conducted at the Department of Population and Civil Registration Deli Serdang Regency. The population of this study were the employees of the Department of Population and Civil Registration of Deli Serdang Regency, amounting to 48 people. So the research sample is 48 people, if the subject is less than 100, all can be taken so that the research is a population study. Furthermore, if the subject is more than 100 it can be taken 10-15% or more. So the sample of this study amounted to 48 people (all populations were sampled). The method used in this study is a quantitative method. Data collection techniques in this study are observation, interviews (interviews), questionnaires (questionnaires), literature studies and documentation studies. The data analysis technique used product moment correlation and hypothesis significance test. To determine the significant level of the influence of performance management on the service quality of the Deli Serdang Regency Population and Civil Registration Service, a hypothesis test was carried out on r by determining the 5% significance level. Determine the test r table $n=48$. It is known based on data processing that the result of the r value of the product moment table with $n = 48$ and the 95% confidence level or 5% error is 0.284 and the r count is 0.40. Thus that r count $0.40 > r$ table 0.284. This means that there is a big influence between Performance Management and Service Quality. Thus the proposed hypothesis can be accepted, namely the magnitude of the influence of performance management on the service quality of the Deli Serdang Regency Population and Civil Registration Service.

Keywords: Performance Management, Service Quality.

A. INTRODUCTION

Human resources (HR) are the basic capital of national development, therefore the quality of human resources always plays a major role in the success of the organization (Fitriani et al., 2022). Government organizations are formed to achieve certain goals, so the government utilizes existing resources so that the organization has quality human resources and has high competitiveness so that it will produce quality services that are certainly in accordance with the expectations of the community as regulated in Law No. 25 of 2009

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concerning services, which regulates the principles of good governance and is the effectiveness of the functions of the government itself (Septiana et al., 2023).

To improve the quality of service, performance management is needed. Management is one of the most important processes that can drive an organization (Moko et al., 2021). Management is the process of planning, organizing, directing, and supervising the efforts of members of the organization and the use of resources (Siregar, 2022). With performance management, it will provide benefits for organizations, institutions, and individuals. Performance management supports the overall goals of the organization by linking the work of each employee and leader to the entire work unit (Nurhasanah, 2023). Thus, performance management is an absolute necessity for every organization to achieve goals by organizing harmonious cooperation between subordinates and leaders (Azizah, 2021).

Implementing good performance management has a major impact on the quality of service, especially at the Population and Civil Registration Service (Disdukcapil) Office of the Medan City Government (Tsuraya & Fernos, 2023). Service quality is a condition where a dynamic relationship is created between users and service providers or in other words, service quality is the level of employee service related to customer expectations and needs, in this case the customers in question are the community (Rorong et al., 2022). From the results of temporary observations carried out by the author at the Population and Civil Registration Service (Disdukcapil) Office of the Medan City Government, it shows that the performance management felt by the community is less than the expectations of those dealing with the office, thus causing unrest and less than good public opinion (Afifah, 2021). This can be seen from the many problems regarding public complaints, namely the slow processing of administration that is not handled quickly by the employees themselves. With the emergence of the above phenomenon, researchers are interested in conducting research entitled The Influence of Performance Management on Service Quality Through Public Satisfaction at the Medan City Population and Civil Registration Office (Aprilia, 2022).

B. LITERATURE REVIEW

Performance Management

According to Wibowo in (Siregar, 2023) management is a management style in managing performance-oriented resources that carries out an open and continuous communication process by creating a shared vision and a strategic and integrated approach as a driving force to achieve organizational goals.

According to Wibowo in (Dewi & Busharmadi, 2024) performance management is a management style in managing performance-oriented resources by carrying out open and continuous communication and creating a shared vision and an integrated strategic approach, to encourage the achievement of organizational goals.

Factors That Inhibit Employee Performance

According to (Triyono, 2021), the obstacles in performance management are:

- a) Lack of understanding.
- b) Existing facilities and infrastructure
- c) Research, training, journals, and textbooks that support understanding
- d) Existence of various reference books, both
- e) Support from related parties such as government and institutions

Performance Management Process

The processes carried out by performance management are as follows:

- a) Performance Planning (Planning)
- b) Performance Organizing (Organizing)
- c) Performance Implementation (Actuating)

d) Supervision (Controlling) (Asrin, 2021)

Dimensions of Performance Management

The dimensions of performance management according to Wibowo in (Tama, 2022) are as follows:

- a) Productivity
- b) Quality
- c) Timeliness
- d) and) Cycle Time Cycle Time
- e) Resource Utilization
- f) Cost

These six dimensions can be used as benchmarks in research on performance management. It can be interpreted that performance is the result of work in terms of quality and quantity based on predetermined work standards (Setyawati & Muhammad, 2022).

Service Quality

Service quality is a dynamic condition related to products, services, people, processes, and the environment where the quality assessment is determined at the time the service is provided (Pogantung et al., 2021). Some argue that service quality is a dynamic condition related to products, services, people, processes, and the environment where the quality assessment is determined at the time the service is provided (Karlinawati et al., 2022)

From the opinions above, it can be concluded that service quality is a provision made by the Population and Civil Registration Service of Deli Serdang Regency to the community to fulfill all the needs and requirements of the community related to goods and services and resources.

Service Standards

The service standards at least include:

- a) Service procedures
- b) Completion time..
- c) Service costs.
- d) and) Service products.
- e) Facilities and infrastructure.
- f) Competence of service providers.

Factors Affecting Service Quality

According to (Haris, 2023) there are four factors that influence service quality, namely:

- a) Maintaining and paying attention,
- b) Spontaneity
- c) Problem solving
- d) Repair

Dimensions and Indicators of Service Quality

Service quality can be measured from 5 dimensions, namely:

- a) Tangible Dimension
- b) Reliability Dimension
- c) Dimension
- d) Assurance Dimension,
- e) Empathy Dimension

Satisfaction

Satisfaction is the level of a person's feelings after comparing the performance/results they feel with their expectations, so the level of satisfaction is a function of the difference between the performance felt and expectations, if the expectations are met then the customer will be disappointed (Intakoris et al., 2023) Because a high level of satisfaction or pleasure

will create a high emotional bond. Universities need to form a culture in such a way because universities aim to please students. Because students hope to achieve service satisfaction according to direct evidence and reliability as desired so as to guarantee services that can attract sympathy for students who need these online services (Sari, 2023).

Factors That Influence Satisfaction

Factors that influence customer satisfaction are:

1. Value
2. Competitiveness
3. Customer Perception
4. Price
5. Image
6. Service Stage
7. Service Moment

Meanwhile, according to Irawan in (Ronasih & Widhiastuti, 2021), there are five factors that influence customer satisfaction, namely:

1. Product Quality
2. Service Quality
3. Emotional
4. Price
5. Convenience

C. RESEARCH METHODOLOGY

This research is one of the research methods using quantitative methods. According to Sugiyono, the research method is a scientific way to obtain data with certain purposes and uses (Balaka, 2022). There are four keywords that need to be considered, namely, scientific methods, data, purposes, certain uses. By determining 3 (three) variables that influence each other, the two variables are: Independent Variable (X) Performance Management and Dependent Variable (Y) Service Quality and (Z) Public Satisfaction. The author took a sample in this study from employees of the Population and Civil Registration Service of Medan City Regency, totaling 32 people. The research technique used to obtain the required data is carried out through the following techniques:

1. Primary Data Collection
 - b) Observation,
 - c) Interview,,
2. Questionnaire,
3. Secondary Data Collection
 - a) Library Research
 - b) Field Research

Determining the score, to obtain quantitative data, several questions are asked to respondents based on research indicators related to independent variables and dependent variables in several question items by determining the value in stages for each answer alternative (a, b, c, d, and e) as follows:

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Table 1. Likert Scale Instrument

Scale	Score
Always (Sl)	5
Often (Sr)	4
Sometimes (KK)	3
Almost Never (HTP)	2
Never (TP)	1

Source: Sugiyono (2019)

D. REUSLT AND DISCUSSION

The research results presented obtained primary data concerning the characteristics of respondents, respondents' responses to the Independent Variable (X) Performance Management and the Dependent Variable (Y) Quality of Service at the Population and Civil Registration Service of Deli Serdang Regency, based on the results of the questionnaire distributed to respondents, each with 15 (fifteen) statement items for the independent variable and 15 (fifteen) statement items for the dependent variable with a total of 48 respondents, the following results were obtained:

Respondent characteristics

Table 2. Gender Characteristics

Gender	Amount (Person)	Percentage (%)
Male	20	62,5
Female	12	37,5
Total	32	100,00

Source: SPSS Data Processing Results, 2024

In the gender category, based on the table above, respondents in this study were dominated by female respondents totaling 20 respondents (62.5%), while male respondents totaled 12 respondents (37.5%) from a total of 32 employee respondents at the Medan City Population and Civil Registration Service.

Respondent Characteristics Based on Last Education

Table 3. Characteristics of Last Education

No	Education	Amount (Person)	Percentage (%)
1	High School/High School	1	3,1
2	Diploma (D3)	10	31,2
3	S1	21	65,7
Jumlah		32	100,00

Source: SPSS Data Processing Results, 2024

Based on the table above, from a total of 32 employee respondents at the Medan City Population and Civil Registration Service, the criteria for the last educational background of respondents obtained in this study were dominated by S1 education of 21 respondents (65.7%), followed by D3 education of 10 respondents (31.2%), and high school education of 1 respondent (3.1%).

Respondent Characteristics Based on Age

Table 4. Age Characteristics

No	Age (Years)	Amount (Person)	Percentage (%)
1	20 – 30	6	18,8
2	31 – 40	14	43,8
3	41 – 50	9	28,1
4	> 50	3	9,3
	Jumlah	32	100,00

Source: SPSS Data Processing Results, 2024

The results of the analysis of the table above provide an illustration that the dominant age of respondents in this study lies in respondents aged 31-40 years as many as 14 respondents (43.8%), then followed by respondents aged 41-50 years as many as 9 respondents (28.1%), respondents aged 20-30 years as many as 6 respondents (18.8%), and respondents aged over 50 years as many as 3 respondents (9.3%) from a total of 32 employee respondents at the Medan City Population and Civil Registration Service.

Validity Test

Data Variable X

Table 5. Description of Validity of Data for Variable X

Variable	P-Value	Description
X.1	0,001	Valid
X.2	0,001	Valid
X.3	0,000	Valid
X.4	0,000	Valid
X.5	0,004	Valid
X.6	0,000	Valid
X.7	0,002	Valid
X.8	0,019	Valid
X.9	0,000	Valid
X.10	0,019	Valid
X.11	0,000	Valid
X.12	0,006	Valid

Source: SPSS Data Processing Results, 2024

The results of the validity test show that the performance management variable (X) questionnaire is said to be valid because each statement item has a p-value of less than 0.05.

Y Variable Data

Tabel 6. Keterangan Validitas Data Variabel Y

Variable	P-Value	Description
Y.1	0,005	Valid
Y.2	0,002	Valid
Y.3	0,004	Valid
Y.4	0,001	Valid
Y.5	0,014	Valid
Y.6	0,007	Valid
Y.7	0,001	Valid
Y.8	0,000	Valid

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Y.9	0,009	Valid
Y.10	0,008	Valid

Source: SPSS Data Processing Results, 2024

The results of the validity test show that in the questionnaire the variable of service quality efficiency (Y) is said to be valid because each statement item has a p-value of less than 0.05.

Z Variable Data

Tabel 7. Keterangan Validitas Data Variabel Z

Variable	P-Value	Description
Z.1	0,000	Valid
Z.2	0,002	Valid
Z.3	0,019	Valid
Z.4	0,000	Valid
Z.5	0,005	Valid
Z.6	0,022	Valid
Z.7	0,000	Valid
Z.8	0,003	Valid
Z.9	0,000	Valid
Z.10	0,000	Valid
Z.11	0,000	Valid
Z.12	0,000	Valid
Z.13	0,006	Valid
Z.14	0,022	Valid

Source: SPSS Data Processing Results, 2024

The results of the validity test show that the questionnaire on the public satisfaction variable (Z) is said to be valid because each statement item has a p-value of less than 0.05.

Reliability Test

Data Variable X

Table 8. Reliability of Data for Variable X

Reliability Statistics	
Cronbach's Alpha	N of Items
.767	12

Source: SPSS Data Processing Results, 2024

The results of the reliability test show that the Cronbach's Alpha value for the performance management variable is 0.767 or 76.7%, which indicates that the value is greater than 0.60 so that the questionnaire for variable X in this study is said to be reliable.

Y Variable Data

Table 9. Reliability of Data for Variable Y

Reliability Statistics	
Cronbach's Alpha	N of Items
.779	10

Source: SPSS Data Processing Results, 2024

The results of the reliability test show that the Cronbach's Alpha value for the service quality variable is 0.779 or 77.9%, which indicates that the value is greater than 0.60, so the Y variable questionnaire in this study is said to be reliable.

Z Variable Data

Table 10. Reliability of Z Variable Data

Reliability Statistics	
Cronbach's Alpha	N of Items

.838 14

Source: SPSS Data Processing Results, 2024

The results of the reliability test show that the Cronbach's Alpha value for the community satisfaction variable is 0.838 or 83.8%, which indicates that the value is greater than 0.60 so that the Z variable questionnaire in this study is said to be reliable.

Classical Assumption Test

Normality Test

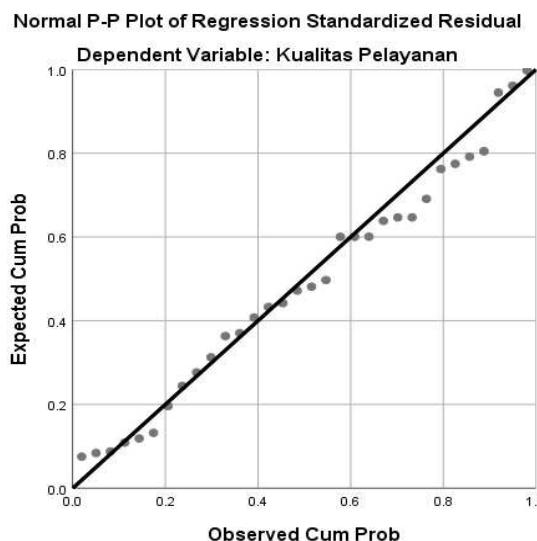


Figure 1. Normality Test Normal Probability-Plot

Source: SPSS Data Processing Results, 2024

Based on the normality test image above, it shows that the points of each statement item follow the direction of a straight line, spread out and approach and follow the direction of the line so that it can be concluded that the data is normally distributed. Thus, the regression model in this study meets the requirements of normality.

Heteroscedasticity Test

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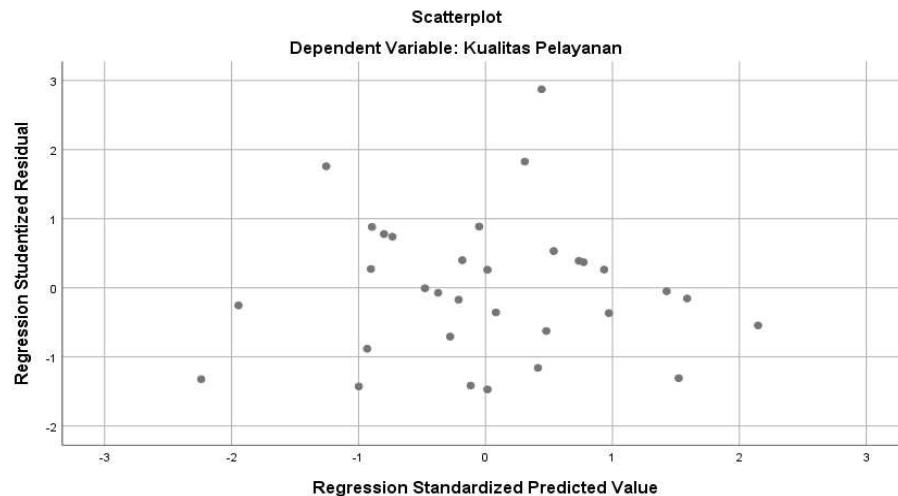


Figure 2. Scatterplot Heteroscedasticity Test
Source: SPSS Data Processing Results, 2024

Based on the Scatterplot image above, it can be seen that the points are spread randomly, namely above, below, and around the number 0 on the Y axis and do not form a particular pattern, so it can be concluded that the data in the study does not experience heteroscedasticity.

Multicollinearity Test

Table 11. Multicollinearity Test

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	22.724	6.409		3.546	.001		
Performance Management	.320	.134	.445	2.381	.024	.705	1.419
Community Satisfaction	.072	.095	.142	.759	.454	.705	1.419

a. Dependent Variable: Service Quality

Source: SPSS Data Processing Results, 2024

Based on the results of the test analysis above, it was found that each tolerance value of variable X and variable Z was 0.705, which means that the value is greater than 0.10. While for the VIF value, each value of variable X and variable Z was 1.419, which means that the value was less than 10. From the tolerance and VIF values obtained, it was concluded that there were no symptoms of multicollinearity in this study.

Autocorrelation Test

Table 12. Autocorrelation Test

Model	Model Summary ^b				
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.535 ^a	.287	.237	1.77434	1.594
a. Predictors: (Constant), Community Satisfaction, Performance Management					
b. Dependent Variable: Service Quality					

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Source: SPSS Data Processing Results, 2024

So the Durbin Watson value is obtained as follows:

Table 13. Test for No Autocorrelation					
n	d	dL	dU	4-dL	4-dU
32	1,594	1,309	1,573	2,691	2,427

Source: SPSS Data Processing Results, 2024

Description:

n: Number of samples

d: Durbin Watson

dL: Lower limit of Durbin Watson

dU: Upper limit of Durbin Watson

Based on the results of the analysis in the table above, it was found that the Durbin Watson value (d) is 1.594, if conditioned with the existing provisions, the d value meets the requirements in condition number 2, namely $dU < d < (4-dU)$ or in other words $1.573 < 1.594 < 2.427$, meaning that there is no autocorrelation in this study.

Hypothesis Testing

Table 14. Determination Coefficient Test

Model Summary					Std. Error of the Estimate
Model	R	R Square	Adjusted R Square		
1	.535 ^a	.287	.237		1.77434
a. Predictors: (Constant), Customer Satisfaction, Performance Management					

Source: SPSS Data Processing Results, 2024

The results of the analysis above show that the adjusted R square value obtained is 0.237. This shows that performance management and public satisfaction have an effect of 23.7% on the service quality variable. Related to the closeness of the relationship, seen from the benchmark according to Chin if the R value is 0.535 or 53.5% then the effect of the independent variable on the dependent variable in this study is classified as moderate because the value is $0.67 > R^2 > 0.33$.

Partial Test (T-Test)

Table 15. T-test of Variable X against Y

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1	(Constant)	24.086	6.109		3.943 .000
	Manajemen	.375	.112	.522	3.351 .002
	Kinerja				

a. Dependent Variable: Service Quality

Source: SPSS Data Processing Results, 2024

The results of the T-test analysis on the X variable against Y above show that the t-value is $3.351 > t\text{-table } 2.048$ and the significance value of the performance management variable (X) is 0.002, which means that the value is smaller than 0.05 so that H1 in this study is accepted. Thus, there is an influence between performance management (X) and service quality (Y).

Table 4.16. T-test of Variable X against Z

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Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1	(Constant)	18.916	11.837	1.598	.121
	Manajemen	.769	.217	.544	3.547
	Kinerja				.001

a. Dependent Variable: Community Satisfaction

Source: SPSS Data Processing Results, 2024

The results of the T-test analysis on the X variable against Z above show that the significance value of performance management (X) is 0.001 which means it is smaller than 0.05 and the t-value is $3.547 > t\text{-table } 2.048$ so that H2 in this study is accepted. It can be concluded that there is an influence between performance management (X) and public satisfaction (Z).

Table 17. T-test of Variable Z against Y

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1	(Constant)	32.680	5.221	6.260	.000
	Kepuasan	.195	.086	.384	2.275
	Masyarakat				.030

a. Dependent Variable: Service Quality

Source: SPSS Data Processing Results, 2024

The results of the T-test analysis on the Z variable against Y above show that the t-value is $2.275 > t\text{-table } 2.048$ and the significance value of the public satisfaction variable (Z) is 0.030, which means that the value is less than 0.05 so that H3 in this study is accepted. Thus, there is an influence between public satisfaction (Z) and service quality (Y).

Uji Simultan (Uji F)

The test is done by seeing if $F_{\text{count}} > F_{\text{table}}$ or significance value < 0.05 then there is a significant simultaneous influence between the independent variable and the dependent variable. The formula for finding the F_{table} value is as follows:

$$\begin{aligned} F_{\text{table}} &= k - 1 ; n - k \\ &= 3 - 1 ; 32 - 3 \\ &= 2 ; 29 \end{aligned}$$

Information:

n : Number of samples

k : Total number of variables

This formula is used to find out the F_{table} value. The F_{table} value obtained at level 2 with the order of 29 is 3.33. This F_{table} value will be compared with F_{count} .

Table 18. F Test of Variables X1 and X2 against Y

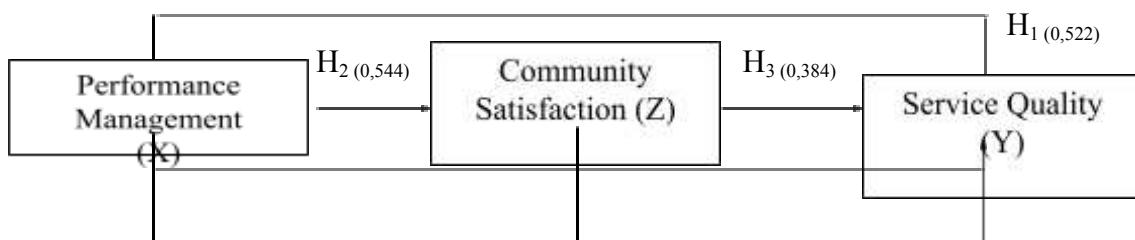
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.669	2	18.334	5.824	.007 ^b
	Residual	91.300	29	3.148		

Total	127.969	31
a. Dependent Variable: Service Quality		
b. Predictors: (Constant), Customer Satisfaction, Performance Management		

Source: SPSS Data Processing Results, 2024

The results of the analysis above show that the significance value of X and Z against Y is 0.007, which means the value is smaller than 0.05 and the Fcount value is $5.824 > F_{table} 3.33$. So it can be concluded that H4 in this study is accepted, namely there is a simultaneous influence between the performance management variable (X) on the service quality variable (Y) with public satisfaction (Z) as the intervening variable.

Path Analysis



The effect of X on Y through Z

From the path analysis diagram above, it can be concluded that the magnitude of the direct influence of the performance management variable (X) on service quality (Y) through public satisfaction (Z1) is 0.597. Then the magnitude of the indirect influence is $0.597 \times (0.384 + 0.544) = 0.544$. So it is obtained that the total influence of X on Y through Z is $= 0.597 + (0.597 \times (0.384 + 0.544)) = 1.441$. Based on the results of the direct and indirect influence of performance management (X) on service quality (Y) through public satisfaction (Z1), the results show that the direct influence is smaller than the indirect influence.

E. CONCLUSION

The results of the study, it is known that the average answer of 48 respondents for the independent variable (X) Performance Management is 4.81 which is classified as very high, meaning that the relationship between Performance Management and the quality of service of employees of the Population and Civil Registration Service of Deli Serdang Regency is categorized as very high/good. The results of the study, it is known that the average answer of 48 respondents for the dependent variable (Y) Service Quality is 4.59 which is classified as very high, meaning that the relationship between Performance Management and the quality of service of employees of the Population and Civil Registration Service of Deli Serdang Regency is categorized as very high/good.

The Correlation Coefficient r_{xy} when compressed in the critical table r product moment mement ($n=48$) with $df 5\%$ there is an r table of 0.284 where $r_{xy} = 0.40 > 0.284$ this means that the influence of performance management on the quality of service of employees of the Population and Civil Registration Service of Deli Serdang Regency has a large relationship. From the t-test calculation as seen above, the calculated t value can be obtained = 4.73 with $(df) 0.5\%$ at $n (1)$ there is a figure of 1.67, meaning that the results of this study are positive and significant, thus the hypothesis is determined by the dimensions of productivity, quality, timeliness, cycle time, utilization of resources and costs having a significant or positive influence on the quality of service of employees of the Population and Civil Registration Service of Deli Serdang Regency.

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ARTICLE

Keputusan Menteri Pendaya Gunaan Aparatur Negara (menPAN) No. 63/KEP/M.PAN/2003 tentang pengelompokan jenis kualitas pelayanan.

Keputusan Menteri Aparatur Negara No 63/KEP/M.PAN/2003 tentang pedoman umum penyelenggaraan pelayanan, menjelaskan tentang prinsip pelayanan.

Undang-Undang No.25 tahun 2009 Tentang Pelayanan.

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