



## Employee Performance Analysis in Public Services at the Binjai District Office, Langkat Regency

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### Abstract

*This study aims to analyze employee performance in public services at the Binjai District Office, Langkat Regency, with a focus on aspects of professionalism, efficiency, accountability, and public satisfaction. The research method used is qualitative with data collection through interviews, observations, and document studies. The results of the study indicate that employees have a good level of professionalism, but face obstacles in service efficiency due to limited human resources (HR) and technology. Employee accountability has been attempted, although the monitoring and evaluation system still needs to be improved. In general, the public is satisfied with the service, although there are complaints related to long waiting times and lack of clear information. Recommendations submitted include improving employee training, optimizing technology, adding HR, improving internal coordination, and developing a better monitoring and evaluation system. With the implementation of these recommendations, it is hoped that the quality of public services at the Binjai District Office can be improved to meet the needs of the community more effectively and efficiently.*

## Introduction

Public service is one of the main pillars in realizing good governance and is oriented towards public welfare. As a country with a large and diverse population, Indonesia faces complex challenges in providing effective, efficient, and equitable public services throughout the region (Brinkerhoff & Wetterberg, 2013; Logli, 2016; Sumaryana et al., 2024). The performance of government employees, as the spearhead of public service implementation, plays a crucial role in determining the quality and success of services provided to the public (Pratama, 2019; Sary, 2024).

Employee performance in public services is influenced by various factors, such as the level of professionalism, efficiency in the use of resources, accountability in carrying out duties, and responsiveness to the needs and satisfaction of the community (Andrews & Van de Walle, 2013; Wawointana et al., 2019). Employee professionalism reflects their competence and integrity in carrying out duties in accordance with established standards (Warsono et al., 2018; Asgaruddin, 2023). Meanwhile, service efficiency relates to the ability of employees to utilize limited resources to produce fast, precise, and quality services. Accountability is an indicator of the extent to which employees can be responsible for the actions and decisions taken, while public satisfaction is the main benchmark in assessing the success of public services (Verbeeten, 2008; Domingues et al., 2015; Nor et al., 2022).

In Indonesia, various efforts have been made to improve employee performance in public services, such as through bureaucratic reform, increasing the capacity of human resources (HR), and utilizing information technology (Turner et al., 2009; Turner et al., 2022; Nainggolan et al., 2023). However, there are still a number of challenges that need to be overcome, such as

limited human resources, lack of facilities and infrastructure, and poor coordination between government agencies. This study aims to analyze employee performance in public services in Indonesia by considering the factors that influence it, and to provide strategic recommendations to improve the quality of service.

Public service is one of the important aspects of government that is oriented towards public welfare (Fountain, 2001; Andersen et al., 2013; Andersen & Kjeldsen, 2013). The Binjai District Office, Langkat Regency, as district-level government institution, has a strategic role in providing administrative services to the community. The performance of employees in the District Office is influenced by various factors, such as professionalism, efficiency, accountability, and public satisfaction.

In addition, good quality public services also contribute to increasing public trust in government institutions. High public trust in the government can create a more harmonious relationship between the community and the government, while strengthening the legitimacy of the government in carrying out its duties. In the context of the Binjai District Office, Langkat Regency, optimal public services are the main key to supporting community welfare at the District level. Therefore, an in-depth analysis of employee performance in providing public services is needed in order to identify the challenges faced and formulate strategies for improving services in the future. The Binjai District Office in Langkat Regency, as a district-level government institution, plays a strategic role in providing administrative services to the community. As the spearhead of public services, employee performance at the District Office is a determining factor in creating quality services that are responsive to community needs.

Employee performance at the Binjai District Office is influenced by various factors, including professionalism, efficiency, accountability, and public satisfaction. Employee professionalism reflects their ability and attitude in carrying out their duties in accordance with established standards (Boyt et al., 2001; Evans, 2008; Luthan et al., 2019). Service efficiency relates to the ability of employees to optimally utilize resources to produce fast and accurate services. Meanwhile, accountability is an indicator of the extent to which employees can be responsible for the actions and decisions taken in the service process. Finally, public satisfaction is a measure of the success of public services, which reflects the extent to which the needs and expectations of the community are met.

Through a comprehensive analysis, this study is expected to contribute to efforts to improve the public service system in Indonesia, so that it can meet the expectations and needs of the community more effectively and fairly. Thus, quality public services will not only increase public satisfaction, but also strengthen public trust in the government and support the realization of sustainable development.

This study aims to analyze these factors in order to provide recommendations for improving public services at the Binjai District Office. Public service is one of the important aspects of government that is oriented towards public welfare. Through effective and efficient services, the government can ensure that the basic rights of the community are fulfilled, while building public trust in government institutions. Public services play a crucial role in the government system, because they are the main means for the government to fulfill the basic rights of the community. Through effective and efficient services, the government can ensure the availability of various administrative and social services needed by the community.

## Methods

This study uses a qualitative approach with a descriptive method. Data were obtained through interviews with District Office employees, direct observation of the service process, and document studies related to applicable policies and regulations. The analysis was carried out

by identifying factors that influence employee performance and evaluating their impact on public satisfaction. This study aims to analyze employee performance in public services at the Binjai District Office, Langkat Regency, with a focus on aspects of professionalism, efficiency, accountability, and public satisfaction. To achieve these goals, this study uses a qualitative approach that allows researchers to understand the phenomenon in depth through descriptive and contextual data collection.

This research is a qualitative study with a descriptive approach. This approach was chosen because it is able to describe in detail and in depth the performance of employees in public services, including the factors that influence them. Qualitative research also allows researchers to explore the perceptions, experiences, and interactions between employees and the community, resulting in a holistic understanding (Fossey et al., 2002; Austin & Sutton, 2014).

The study was conducted at the Binjai District Office, Langkat Regency, which was chosen as the research location because of its role as a provider of public services at the District level. The research subjects included Binjai District Office employees who were directly involved in the public service process, as well as the community who used the services. Subject selection was done by purposive sampling to ensure that the selected informants have knowledge and experience relevant to the focus of the research. Data collection was done through three main techniques, namely: 1) In-depth Interviews. Interviews were conducted with Binjai District Office employees and community service users. Interview questions were designed to explore information about employee professionalism, service efficiency, accountability, and community satisfaction levels; 2) Observation. Researchers conducted direct observations of the service process at the Binjai District Office. This observation aims to understand the dynamics of interactions between employees and the community, as well as identify obstacles faced in service; 3) Document Study. Researchers analyzed related documents, such as employee performance reports, service procedures, and service transaction records (Omar et al., 2016). This document study was used to complement and verify data obtained from interviews and observations.

Data obtained from interviews, observations, and document studies were analyzed qualitatively using thematic analysis techniques. The analysis steps include: 1) Data Reduction. The data that has been collected is simplified and focused on information that is relevant to the research objectives; 2) Data Presentation. Data is presented in the form of descriptive narratives to make it easier for researchers to identify patterns and themes; 3) Conclusion Drawing. Researchers draw conclusions based on the findings obtained, taking into account the context and objectives of the research (Wilson et al., 2010).

To ensure the validity of the data, this study uses triangulation techniques. Triangulation is done by comparing data from various sources (interviews, observations, and document studies) and involving key informants to verify the research findings (Natow, 2020). This aims to increase the credibility and reliability of the research results. The research method used in this study is designed to produce a comprehensive understanding of employee performance in public services at the Binjai District Office, Langkat Regency. With a qualitative approach and various data collection techniques, this study is expected to provide an in-depth picture of the factors that influence employee performance and relevant recommendations for improving the quality of public services (Andersen et al., 2018).

## **Results and Discussion**

### **Employee Professionalism**

Regarding the quality of employee performance in public services at the Binjai District Office, Nina Amalia, SST, Head of General Affairs and Personnel said:

*In general, I consider the quality of employee performance at the Binjai District Office to be quite good, but of course there is room for improvement. Our employees are highly dedicated to providing services to the community. However, the challenge we often face is the high volume of service requests that must be processed, so that sometimes there are delays in service, especially during certain periods that are indeed very busy. Overall, we strive to maintain quality by focusing on speed and accuracy in service, as well as public satisfaction which we consider to be the main indicators (Interview source, 2024).*

The aspect of cooperation between employees at the Binjai District Office in providing public services can be seen based on an interview with Tampil Sembiring, ST., Secretary of the Binjai District Office:

*In general, cooperation between employees at the Binjai District Office is quite good. We always try to build solid synergy between each section, be it administration, population services, or other sections. Employees here understand that public services require good cooperation between departments. For example, in terms of managing ID cards, not only one department is involved, but several departments must work together to ensure that services run smoothly and on time. I see that, despite many challenges, teamwork in this office is increasingly solid and continues to grow (Interview source, 2024).*

Based on the results of the study, employees at the Binjai District Office showed a fairly good level of professionalism. This is reflected in their understanding of administrative regulations and service procedures provided to the public. Employees are able to carry out their duties according to the established standards, so that services can run smoothly. However, there is still a need to improve employee competence through training and further education. This training is expected to strengthen technical and non-technical skills, such as communication skills, time management, and the use of information technology. Thus, employee professionalism can continue to be improved to face the increasingly complex challenges of public services.

### **Service Efficiency**

Regarding the quantity of employee performance at the Binjai District Office in providing public services, Tampil Sembiring, ST., Secretary of the Binjai District Head, said:

*Overall, the quantity of employee performance at the Binjai District Office is quite good. We have a number of professional employees who are ready to serve the public. Although the number of employees is not too many, we try to maximize the existing potential and divide the workload equally. The number of people coming to the District Office is always high, especially during peak hours, but we still try to meet the needs of the community as best we can (Interview source, 2024)*

Meanwhile, regarding the number of employees currently sufficient to handle the volume of service requests received by the Binjai District Office, Nina Amalia, SST, Head of General Affairs and Personnel at the Binjai District Office added:

*The number of our employees is indeed limited when compared to the high volume of service requests received every day. Along with the increasing population and the increasing complexity of administration, the number of employees currently available is not always sufficient to handle the existing workload. Nevertheless, we try to manage the quantity of performance by distributing tasks optimally so that the service continues*

*to run well. Sometimes, we also ask employees to work extra when requests peak, such as during long holidays or holidays (Interview source, 2024).*

Meanwhile, for Zulidar, a Binjai District resident, he explained the service amidst the limited number of employees as follows:

*Yes, the service is still running well even though sometimes there are delays in the process. Employees do try hard to complete all existing requests, but of course, the limited number of employees often makes the service less than optimal. Supposedly, with more employees, the process can be faster and all requests can be processed without having to wait too long (Interview source, 2024).*

Initiatives are very relevant to the Efficiency of Service performance of employees at the Binjai District Office. Therefore, the author asked about initiatives in the context of employee performance at the Binjai District Office with Tampil Sembiring, ST., Secretary of the Binjai Sub-district:

*Initiatives in the context of employee performance at the Binjai District Office refer to the ability of employees to act proactively in completing tasks and providing services to the public, without always having to wait for instructions or directions. This includes employee efforts to find solutions to problems faced, as well as taking actions that can improve or speed up the service process. This initiative can also be in the form of creative ideas that can improve the quality of service, or simply help fellow co-workers to complete their work so that services to the public are more efficient (Interview source, 2024).*

Then, are there any initiatives taken by employees at the Binjai District Office in providing services to the public. Nina Amalia, SST, Head of General Affairs and Personnel at the Binjai District Office gave her opinion as follows:

*Yes, I see that many employees at the Binjai District Office have begun to show positive initiatives in public services. For example, some employees voluntarily provide further information to the public about the procedures or documents needed. There are also those who propose improvements to procedures to make it easier for the public to access services. There are even employees who are proactive in providing assistance to people who come for the first time and do not know the procedures to follow. They also often provide quick solutions if there are problems in processing documents, without having to wait for orders (Interview source, 2024).*

Pulwanti, a Binjai District resident, described whether she had ever experienced a situation where employees at the Binjai District Office took the initiative to help with processing documents as follows:

*Yes, I have experienced it. At that time, I came to take care of the Family Card (KK), and I didn't know that there were several supporting documents that I had to bring. One of the employees took the initiative to immediately tell me about the missing documents, without me having to ask first. The employee also provided further information about the process after my documents were complete. This was very helpful, because I didn't need to come back to the District Office after that. I feel that they work very responsively to the needs of the community (Interview source, 2024).*

Based on interviews with various sources, both from District employees, such as Tampil Sembiring, ST., Nina Amalia, SST., and the Binjai District Community, it can be concluded that employee initiatives at the Binjai District Office have a major influence on improving the quality of public services. Several initiatives that have been taken by employees, such as

accelerating the data verification process, proposing the use of online forms, and increasing the use of technology for work efficiency, have succeeded in improving the speed and efficiency of services to the public. The driving factors for employee initiatives include commitment to service, skills training, and supportive leadership. In addition, Tampil Sembiring emphasized the importance of open communication and appreciation for innovative ideas to encourage more employees to take the initiative. Employee initiatives have a very positive impact on the quality of public services.

Based on interviews with various sources, both from District employees, such as Tampil Sembiring, ST., Nina Amalia, SSt., and the Binjai District Community, it can be concluded that the Binjai District Office faces several challenges in managing the quantity of employee performance related to the high volume of service requests and the limited number of employees. Even though the performance of employees at the District Office is quite good, there are challenges that need to be overcome, such as the high volume of service requests and the limited number of employees. The District Office strives to manage the quantity of employee performance in an efficient manner, such as optimal division of tasks, utilization of technology, and increasing employee capacity through routine training. The quantity of employee performance in providing public services is quite good, but there are still several challenges that must be overcome, especially related to the limited number of employees and the high volume of service requests. Some of the main points conveyed are: 1) The limited number of employees often makes service slow and results in long waiting times; 2) Employees have tried hard to handle the large number of requests, but increasing the number of employees or using an online service system can reduce the workload and speed up the service process; 3) The public feels that with a more organized queuing system and digitalization of services, the service process will be more efficient and transparent; 4) The public's hope is for an increase in the number of employees and the use of technology to facilitate services, which will ultimately increase public satisfaction with public services at the Binjai District Office.

The efficiency of services at the Binjai District Office still faces several obstacles, especially in terms of the speed of the administrative process. The limited number of employees is one of the main factors that affects efficiency, especially when the volume of service requests increases (Liu & Batt, 2010; Bakker et al., 2004; Zhang et al., 2023). In addition, the minimal use of information technology also hampers the service process. The use of a system that is still manual causes waiting times to be longer and has the potential to cause queues that are not well managed. To overcome this, optimization of information technology is needed, such as the development of a digital-based administration system, which can speed up the service process and reduce the workload of employees.

### **Accountability and Transparency**

Regarding difficulties in service caused by lack of cooperation between employees, Pulwanti, a Binjai District Community expressed the following:

*So far, I have never experienced difficulties caused by lack of cooperation between employees. The service I received was quite fast and efficient. All the officers I met always worked well and worked together, so that the process did not encounter any significant obstacles. I also saw that employees often communicated between departments to ensure that my administration process ran smoothly, without any information being missed (Interview source, 2024).*

The Binjai District Office has made efforts to improve accountability by systematically recording every service transaction. This step shows the commitment of the District Office to carrying out its duties responsibly and transparently. However, there is still room for

improvement, especially in terms of transparency of service procedures to the public. Information regarding administrative stages and requirements is often unclear and difficult for the public to access. Therefore, efforts are needed to provide more complete and easy-to-understand information, such as through information boards, brochures, or digital platforms. Thus, the public can better understand the service process and reduce possible misunderstandings.

Based on interviews with various sources, both from District employees, such as Tampil Sembiring, ST., Nina Amalia, SSt., and the Binjai District Community, it can be concluded that cooperation between employees at the District Office is running quite well, with the main focus on coordination between sections in the administrative service process. Some forms of cooperation carried out include routine coordination meetings, clear division of tasks, and the use of technology to improve communication efficiency between sections.

However, there are still several challenges faced, such as communication that is sometimes ineffective and uneven workload. To overcome these challenges, the District Office has taken several strategic steps, such as a more structured division of tasks, collaboration skills training, and optimization of digital systems. Cooperation between employees at the Binjai District Office is very visible and has a positive impact on the public service process. Several important points that emerged from this interview are: 1) Cooperation between employees at the Binjai District Office is running well, with employees coordinating and working together to accelerate the process of administrative services to the community; 2) The service process at the District Office feels faster and more efficient thanks to the solid collaboration between different departments, such as services, personnel, and data verification; 3) The public feels very satisfied with the existing cooperation, and even though the queue is quite long, they do not experience difficulties because good cooperation between employees ensures that the service runs smoothly; 4) The hope for the future is that cooperation between employees will be better and more solid, and that the District Office can increase the number of employees to overcome the queues that are often quite long, so that public services become more efficient and satisfying.

### **Public Satisfaction**

Regarding the level of public satisfaction with the services provided by employees at the Binjai District Office, Tampil Sembiring, ST., Secretary of the Binjai District Head explained:

We always try to prioritize public satisfaction. Overall, according to our internal survey and also based on direct observation, the level of public satisfaction is quite good. However, we continue to strive to continue to improve services. The public appreciates fast and transparent services, especially in managing population administration. However, we continue to receive input from the public, both positive and negative, for further improvement (interview source 2024)

Meanwhile, according to Zulidar, the Binjai District community regarding the quality of services provided by employees at the Binjai District Office as follows:

*In general, I feel that the service at the Binjai District Office is quite good. The employees there are friendly and ready to help. However, sometimes there are some things that need to be improved. For example, in terms of service speed. Some services, such as making KTP or KK, do take quite a long time, especially if many people come at the same time. However, when compared to other places, I think the service here is quite adequate (Interview source 2024).*

The aspect of cooperation between employees that affects the quality of public services at the Binjai District Office can be seen from an interview with Nina Amalia, SST, Head of General Affairs and Personnel at the Binjai District Office:

*Good cooperation between employees greatly influences the quality of public services. If each section supports each other and communicates well, then the service will be more efficient, and timely. For example, when there is a problem or request that requires quick handling, cooperation between sections will ensure that the process can be completed properly without any significant delays. In addition, if there are deficiencies or technical problems in one section, employees in other sections can help each other to solve the problem. At the Binjai District Office, we prioritize togetherness and collaboration, and this is certainly very important to improve the quality of our services to the public (Interview source 2024).*

In general, the public is satisfied with the services provided by the Binjai District Office. However, there are still several complaints that need attention, especially regarding long waiting times and limited information regarding the status of administrative requests. Long waiting times are often caused by limited staff and a service system that is not yet fully digitalized. To improve public satisfaction, innovation is needed in the service system, such as the implementation of a digital queuing system that can make it easier for the public to monitor the status of applications (Chen, Batchuluun, & Batnasan, 2015; Díaz-Díaz, Muñoz, & Pérez-González, 2017; Wang & Ma, 2022). In addition, increasing service capacity through additional staff and optimizing resources is also expected to reduce waiting times and improve service quality.

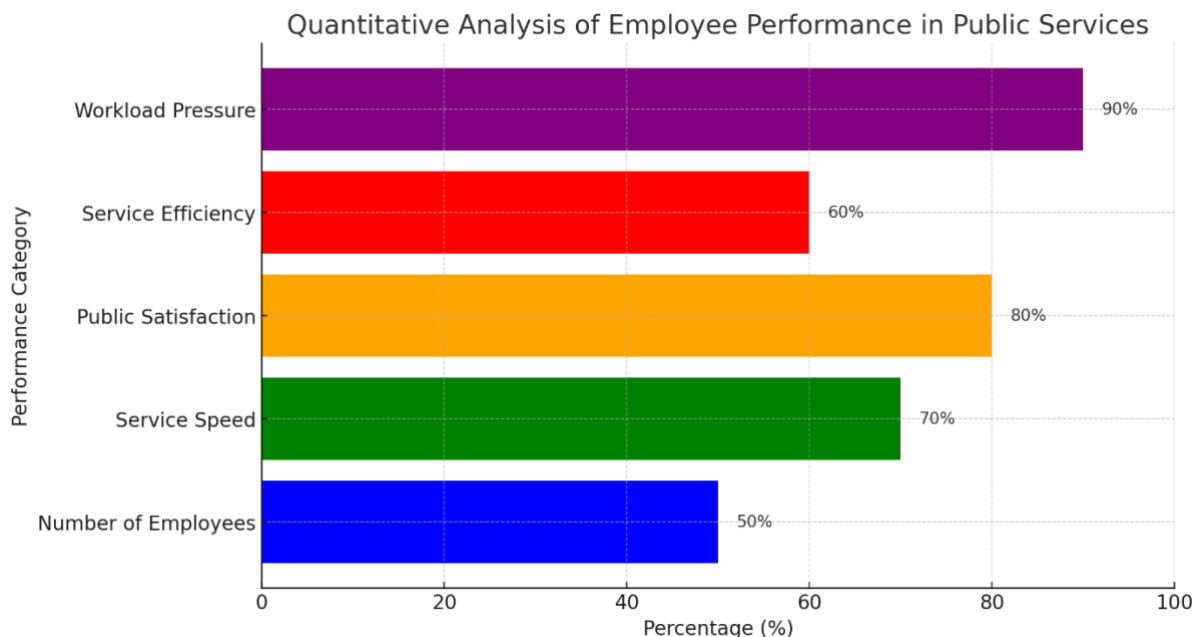


Figure 1. Analysis of Employee Performance in Public Services

It is noted that the number of employees at the Binjai District Office is still limited compared to the volume of services that must be processed every day. In the process of processing documents such as Family Cards (KTP) and Family Cards (KK) it takes an average of several days, with busy periods causing delays. Based on an internal survey, the majority of the public gave a fairly good assessment of the services provided, although there are still complaints regarding waiting times. The application of information technology in services is still in the development stage, with the hope of accelerating the administrative process by up to 30%. In

certain periods, the number of incoming requests increases by up to 50%, which causes employees to have to work extra hard to handle requests.

## Conclusion

The performance of employees at the Binjai District Office has generally shown quite good results, although there are still several challenges that affect the effectiveness and efficiency of services. Employees are able to complete most administrative tasks in accordance with applicable procedures, such as processing population documents and permits. However, the completion time of tasks is often longer than expected by the public, resulting in complaints. In addition, communication and coordination between employees need to be improved to ensure smooth service processes. These challenges indicate that although employees have worked according to standards, there is still room for improvement in terms of efficiency and internal collaboration.

The quality of public services at the Binjai District Office still faces several shortcomings, especially in terms of speed, transparency, and convenience. Although administrative services run smoothly, the public often complains about the length of the procedures and the lack of clear information regarding the stages that must be passed. The complicated bureaucratic process and minimal use of information technology are the main factors that hinder the quality of services. This shows that efforts to simplify procedures and adopt modern technology are very necessary to improve the efficiency and transparency of services.

Facilities and infrastructure at the Binjai District Office are also one of the factors that affect employee performance and service quality. Although some facilities are available, there are still limitations, especially in terms of information technology and comfort of service rooms. Suboptimal technology systems and uncomfortable waiting rooms can reduce the positive experience of the public in accessing services. Therefore, updating facilities and infrastructure, such as improving computer systems and providing more comfortable service rooms, is an urgent need to support employee performance and increase public satisfaction.

Employee competency development is also an important aspect that needs attention. Although some employees have participated in training, the frequency and scope of training are still limited. Improving employee competency, especially in terms of technical public service skills, understanding the latest regulations, and communication skills, is essential to face increasingly complex service challenges. Structured and ongoing training will help employees provide more professional and responsive services to community needs.

Several other factors that affect employee performance at the Binjai District Office include the lack of adequate staff, workloads that are not comparable to the number of employees, and lack of motivation and rewards for employees who excel. This condition can reduce employee enthusiasm and have an impact on the quality of service provided. Therefore, efforts are needed to balance the workload, increase employee motivation, and provide fair rewards for employees who perform well. Employee performance in public services at the Binjai District Office, Langkat Regency is influenced by various factors, such as professionalism, efficiency, accountability, and public satisfaction. To improve the quality of service, it is recommended that the District Office conduct regular employee training, optimize the use of technology, and improve the queuing system and communication with the public. With these steps, it is hoped that public services at the Binjai District Office can be increasingly optimal and provide maximum benefits to the public. A fair and transparent reward system needs to be implemented to motivate employees. Awards are not only in the form of material, but also recognition of their contribution in providing good service. In addition, a conducive working atmosphere and support from leaders will increase employee morale. Employee performance evaluations must

be carried out periodically to identify weaknesses and strengths in public services. Feedback from the public is also important for assessing the quality of service and formulating more effective improvement steps.

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