

# Performance Analysis of District Office Employees East Jambe Bay Karawang District

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## Abstract

Performance in an organization or government agency can be determined by the effectiveness of its employees' performance. Good employee performance can make it easier for an organization to achieve its goals, while poor performance can hinder the achievement of these goals. Apart from that, it is important for every organization to evaluate employee performance periodically to identify strengths and weaknesses, and to improve their performance. This research aims to analyze employee performance at the Teluk Jambe Timur District Office, Karawang Regency, using a qualitative approach, data was collected through interviews and observation. Next, it is analyzed to evaluate performance indicators productivity, service quality, responsiveness and responsibility. In this research, the informants consisted of the sub-district head, sub-district secretary, staff and the community. The research results show the importance of developing systems and technology, expanding employee training and adjustment, improving the quality of public services, regular monitoring and evaluation, as well as increasing employee responsiveness and responsibility as an effort to increase the effectiveness and efficiency of services to the community. The implication of this research is the need for concrete action to improve employee performance in order to achieve the expected results in public services.

## 1. Introduction

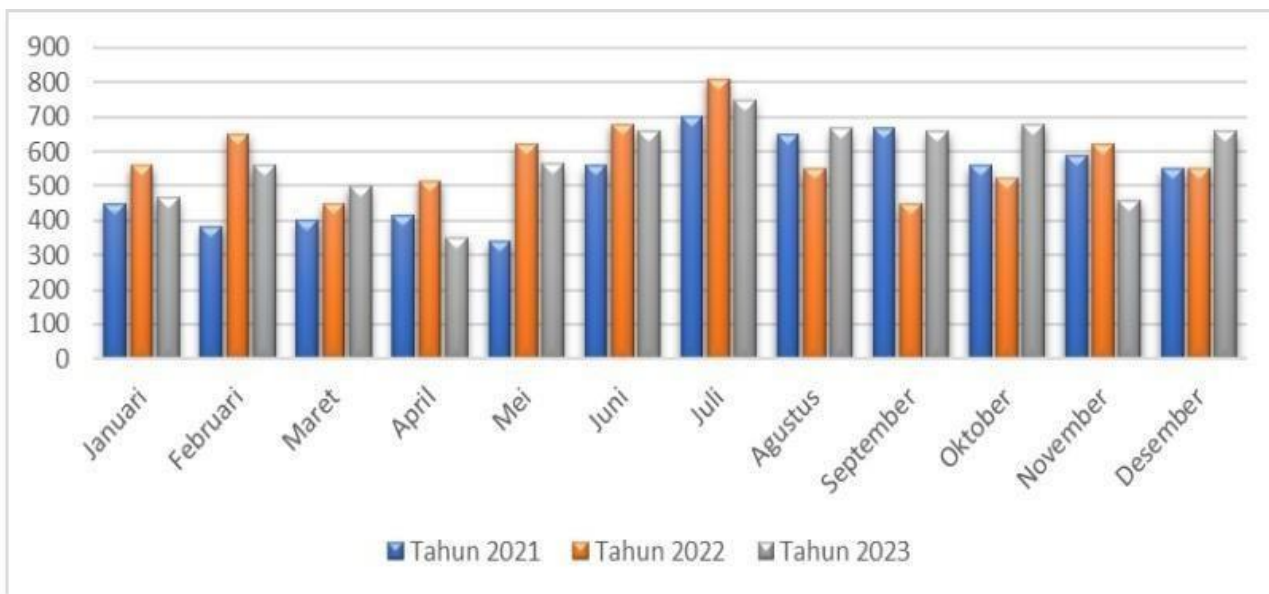
Law number 23 of 2014 concerning regional government has stated that the sub-district is one of the many organizations that develop general government tasks. In general government duties, it is very necessary to assess employee performance in organizations, in particular to improve something in the future. The purpose of performance appraisal employees, namely, to evaluate motivation and suitability of the organization's budget. Apart from that, it also aims to evaluate the quality, efficiency of services and also organizational quantity (Umar, 2020).

Almost all organizations, including public organizations, are aware of it the importance of sustainable organizational development whose goal is to protect existence and ability to compete amidst current developments. One of there are several ways that aim to maintain the strategic expertise of public organizations, namely by utilizing human resources (HR), especially related to employee performance (Rahmawati *et al.*, 2022). To achieve organizational goals then HR is needed with the function of encouraging and uniting other resources. This applies to both the private and public sectors (Apriliani *et al.*, 2020).

As social creatures, humans have the nature to socialize as well requires the presence of another person. Therefore, it is important to have something an organization whose goal is as a place for individuals to interact and work with each other The same. For the development of an organization, employees are needed have high

performance to encourage organizational productivity. With It is so important for an organizational leader to play a role that cares about performance its members (Zulaiha, 2022).

Success in an organization or government agency depends on performance, because the organization will easily achieve its goals if it has members' performance is good, while poor performance can affect the difficulty of the organization to achieve the desired things. Thus, an organizations need to find the weaknesses and strengths of their employees in a way performance assessment, the goal is so that they can work better (Apriliani *et al.*, 2020).



**Fig. 1** Recap of Performance Data Achievements (Teluk Jambe East Karawang District Office, 2024)

Based on Fig. 1, in 2021 performance or service data achievements E-KTP and KK documents at the Teluk Jambe Timur District Office of the Regency Karawang shows several weaknesses. This is because there are repeated glitches in the application system that often hinder processes service, resulting in delays in completing various tasks administration, especially making E-KTP. Apart from that, there may be a process implementation of the E-KTP system which is still in its early stages could be the main cause, which the adjustment and optimization of the new system requires time to reach optimal performance levels. Meanwhile, in 2022, performance achievements have increased in making E-KTP documents or KK at the East Jambe Bay District Office. Improvement of the E-KTP system as well better workload management also played a role in the increase efficiency and productivity of services, with continuous efforts to ensure increasing the quality of service and employee performance.

In 2023 the East Teluk Jambe District Office will experience quite significant decline in performance compared to the previous year. This decline was caused by various factors, namely disturbances occurs more frequently in application systems, which affects efficient and speed in the process of service to the community. Delay in service is also an increasing problem, because an increase in the number of visitors who come to the office without being accompanied by increasing the capacity of available services.

Problems faced by the East Teluk Jambe District Office focuses on several aspects of employee performance that are not yet optimal though overall considered productive and responsive. One of the main problems is a disruption in the application system that can slow down the service process to society. Apart from that, delays in service are also caused by the large number of visitors who come to the office. Lack of facilities and Insufficient infrastructure in the office is also an obstacle to improving efficiency and effectiveness of performance. Furthermore, there is still less room convenient for community services, because it is not the same as the sub-district office which previously was currently being renovated in the previous office there special room for KTP, KK and other services.

Based on research by Djaya & Darmawan, (2020) performance analysis The State Civil Apparatus shows that there are community services at the sub-district office Batangkalu, Sombaopu District, Gawo Regency has met the standards, including task implementation, quantity, quality related to improving service quality the public has done well. Meanwhile, research from Triyanto (2017) resulting in organizational performance in the city of Semarang achieving its goals Quality services in the community are considered quite good.

This is due to five dimensions of accountability, responsiveness, productivity, service quality and Responsibilities utilized have been implemented well. As for the results, Junilia (2022) shows at the Pasangkayu

sub-district office North Mamuju is not entirely good at analyzing employee performance, that is because there are indicators that have not been implemented well and optimally.

The purpose of this research is to analyze how employees perform Teluk Jambe Timur sub-district office, including productivity, service quality, responsiveness, accountability and responsibility.

## 2. Literature Review

### 2.1 Human Resources Management

Human resource management (HRM) is related to workforce management to achieve efficient and optimal results company, employee and community goals (Susan, 2019). According to Henry Sinamora in Uyun (2021) states that the scope of HRM consists of providing rewards, utilization, assessment, development and management of existing individuals groups or organization. Apart from that, this management also involves design and implementation of planning systems, personnel preparation, development employees, career management, job evaluation, compensation, and maintaining relationships good industry. Human resources are the individuals who work within an organization, also known as personnel, workforce, workers or employees (Rahman, 2020). Then it can be synthesized Resource management Human involves optimizing the use of humans to achieve goals companies, employees and society effectively and efficiently. This includes development, evaluation, reward, and management of individuals in the organization, as well as system planning, employee development, career management, evaluation performance, and management of harmonious labor relations. Human Resources refers to individuals who work within an organizational environment.

### 2.2 Performance

Performance is the result obtained by a worker within carrying out tasks and jobs given to him (Sari *et al.*, 2023). According to Miko Ananda (2022), employee performance is defined as the ability of an employee to apply certain skills. Apart from that, according to Winarsih *et al.* (2023) performance is a result achieved by an employee or group of people according to responsibility responsibilities and authority given. Employee performance is related to achievement work, which includes quantity, quality, completion time, attendance, and attitude cooperation. So it can synthesized that performance is a person's ability workforce in performing the tasks and jobs assigned to them, determined by the ability to perform certain skills, as well as the work results that have been achieved in accordance with the responsibilities and authority given.

According to Agus Dwi Yanto (2017) there are 5 performance indicators, namely productivity, service quality, responsiveness, accountability and responsibility. Below this explains each indicator according to several sources, including aspects of productivity, service quality, responsiveness, responsibility and accountability.

- a) Productivity - Yusuf & Ulumiddin (2022) stated that productivity is a comparison between the results achieved and total resources required.
- b) Service Quality - Arianto in Rudyansah & Chan (2023) stated that quality service as focused on meeting needs and requirements, as well as on timeliness to meet customer expectations or public.
- c) Responsiveness - Tjiptono in Rasdiana *et al.* (2022) states that Responsiveness (responsiveness) is the desire of the staff to assist the community in providing responsive services.
- d) Responsibility, stating whether the organization's activities are carried out in accordance with the principles of correct administration or in accordance with organizational policies, whether explicit or implicit. Therefore, responsibility may occur at some point clash with responsiveness (Apriliani *et al.*, 2020).
- e) Accountability - Nataliawati & Sulistyowati (2022) states that accountability is the obligation of the trust holder to provide accountability, present and disclose all activities and activities which are th responsibility of the principle of having rights.

### 2.3 Framework of Thinking

Employee performance is one of the key aspects that determines success or failure. However, there are challenges that are often faced by human resource managers and organizational leaders who are concerned with improving employee performance. This problem is often the focus of efforts to increase productivity and efficiency in the work environment. That matter is supported by research by Junilia (2022) showing research on analysis. The performance of employees at the Pasangkayu North Mamuju sub-district office is not yet complete, there are still indicators that are not running optimally and well. From this description, there are performance indicators below:



**Fig. 2** Thinking Framework (Agus Dwiyanto, 2017)

### 3. Research methods

This research uses a qualitative approach, because it examines aspects natural, where the researcher is the key instrument and data collection technique using interviews and observations, content analysis and then analysis data by triangulation or member check (Maulida, 2022). The research is located at the East Telukjambe District Office, Karawang Regency, West Java. The Informants in this research were the sub-district head, sub-district secretary, staff and Society.

Research data sources were obtained by collecting primary data and secondary data. Primary data by means of interviews, documentation and observation, while secondary data is through library research. Research uses triangulation because it checks the credibility of the data using various techniques data collection and various data (Baringbing *et al.*, 2022). Next, the data was analyzed for content analysis.

## 4. Results And Discussion

### 4.1 Respondent Profile

This research is located at the Teluk Jambe Timur District Office. These are the results of research entitled Performance Analysis of Teluk District Office Employees East Jambe. Where there are several respondents in the research in the District East Jambe Bay, namely 4 people as respondents to this research. For describe the profile of respondents in this research, respondents are grouped based on the respondent's name, education, position and age. Therefore, for A more detailed explanation can be provided regarding the description of the respondent's identity as following.

**Table 1** Profile of Respondents from Teluk Jame Timur Karawang District

Respondent's Nama	Education	Department	Age
Drs.Muhammad Syaefulloh, MM.	S2	Subdistrict head	50 years
Asep Sunarya, SKM.	S1	Sub-district secretary	50 years
Badrudin	S1	Staff	57 years
Sri Intan Nuraeni	S1	Public	21 years

**Fig. 3** East Karawang Teluk Jame Distict Office (Teluk Jame East Karawang District Office)

The following will explain the results of employee performance interviews including aspects productivity, service quality, responsiveness, responsibility and accountability, below this.

#### 4.2 Productivity

To find out how productive the performance of office employees is Teluk Jame Timur sub-district, an interview was conducted with the sub-district head, Secretary District Head and Staff. The results of the interview with the sub-district head stated "Productivity There is something called service performance of employees at the sub-district office, consisting of. Some of which are provided to the community such as KTP making services, KK or other services. Productivity is measured meaningfully by there is a service request, when there is one service request, one is issued, or when the request is ten, ten comes out, meaning the productivity is already there Good".

Then according to the District Head Secretary "Employee productivity in government services are determined by age, so the value of productivity optimal and appropriate. currently, the optional retirement limit is 60 years, so in accordance with applicable regulations." The results of interviews with staff. "As long as I have worked at the Teluk Jame Timur sub-district office as staff good at carrying out the tasks at the sub-district office and is good serving the community according to their respective needs, as well with other staff it is appropriate and good so it is already productive.

Furthermore, Teluk Jame sub-district office staff also stated "The task will be carried out depending on what tasks are carried out, if there are financial problems. Sometimes the time lags behind because there is no

synchronization between the treasurer and the treasurer in subdivision. For example, a difference of one number can cause inaccuracy in time, except for other work such as non-financial work services, that is possible on time according to planning, for KTP and KK services, on time because it is in accordance with the existing application, if using the manual method, there may be a delay of at most a day or two. "Meanwhile, based on the results of interviews told by sub-district office employees stated, *"Not always because there are several influencing factors productivity and punctuality of employees at the East Telukajambe District Office, with quite a few people coming to the sub-district office and it was consuming It's quite a long time so you have to wait."*

Overall, this content analysis shows that productivity and punctuality of work at the Teluk Jambe Timur sub-district office is affected by various factors such as technological systems, retirement age regulations, and coordination internal. Although there are efforts to maintain and improve productivity, challenges such as technological disruption and fixed population numbers is an obstacle that must be overcome.

### 4.3 Service Quality

The following will explain the results of interviews regarding service quality. The head of the sub-district explained that the overall quality of service is typically measured through the government agency's performance accountability report.

*"This evaluation is conducted annually by the relevant oversight agency, such as the inspectorate. Last year, we received a score of B, which reflects an improvement over the previous year when we were rated C-minus. While some areas still need further improvement, the overall score has increased, indicating progress. This assessment is based on a combined evaluation of all personnel and is formalized in the performance accountability report.*

*Although we have made progress and the score has improved, we have not yet met the target I had set."*

According to interviews with the sub-district secretary, *'Year after year, we continue to improve our services. A good example is the issuance of ID cards (KTPs), which previously couldn't be printed at the office. Now, we've made significant improvements in this process. Unlike before, we now address any gaps and ensure all needs are met.'* The community also shares positive feedback. One resident, who recently used services at the Teluk Jambe sub-district office, mentioned, *"The quality of service at the sub-district office is quite good. The officers are friendly, polite, and always keep the public well-informed. The services are easy to access, whether through the website, bulletin boards, or directly from the officers."*

Is the quality of service in terms of facilities and infrastructure up to support employee performance. The results of the interview with the sub-district head stated *"The sub-district office building is still rented, so when I come here it will be in 2022, and the sub-district infrastructure is inadequate. Firstly because of the facilities supports which include office buildings with building comfort the office is expected to serve the satisfaction of the community as customers or the public will increase, but with conditions like this, we exist their punctuality, already pleased. God willing, in the future office. The new sub-district has a special room for all kinds of different services with other sub-district offices I deliberately designed it myself, for satisfaction community in service."* The same thing was expressed by office staff Teluk Jambe District stated that *"When infrastructure such as software is available, but public facilities such as interiors or existing property here, in July we moved into a temporary building. This is because the old building is under construction, there may be some inconvenience and the room arrangement is not appropriate, but this is only temporary, when have moved to a new building, there will be adjustments to services and for employees in accordance with the existing structure.*

The service here is the most dominant namely services for making KTP and KK, and then there are services for making deeds birth and death certificates, direct their services with society. *"Even though it's a temporary place like this, we serve the community well."* Based on the results of interviews with staff at Teluk Jambe Timur sub-district office stated *"In my opinion the quality of the facilities and the infrastructure at the Teluk Jambe Timur sub-district office is somewhat adequate to support employee performance, as a member of society I feel that this is enough. The sub-district office is temporary, because a waiting area is provided quite comfortable but still not spacious."* Meanwhile, based on the results an interview with the Subdistrict Secretary stated, *"It's quite appropriate, now we facilitate computers do not like before, sometimes there is competition with other staff, currently there are none."*

Overall, the content analysis shows the efforts made to improve the quality of service at the Teluk Jambe Timur sub-district office. Although there are still challenges related to the availability of facilities and infrastructure adequate. Annual evaluation and response to community input become an important part of efforts to improve local public services at Teluk Jambe Timur district office.

### 1. Responsiveness

The following will explain the responsiveness or level of employee speed. When working, are you able to recognize community needs? The sub-district head stated *"Fast is fast, but precisely that is what is necessary to improve. The term already plays a role in public complaints good and there is accuracy too, I see that the service has improved more and more here better"*. Based on the results of interviews with the District Head Secretary, *"For this reason, we have been able to recognize the needs of the community. For example, facing the election this year, the election is 17 years old. Now we also serve on Saturdays, whereas on Saturdays the office is available during holidays, but we still serve you well."* The staff expressed the same thing stated that *"Even though this is a temporary situation for the ministry running well, as much as we can try to serve the community with love best"*. Then according to local people who visited the office, Teluk Jambe Timur sub-district stated, *"In my opinion, it's for speed employees to recognize community needs are good enough, for example the officers are quick to respond to complaints and complaints public"*.

Overall, this content analysis shows that although there is recognition of the speed of employee response in recognizing needs society, there is still a focus on increasing accuracy in responses and services adapted to the conditions and needs of the community diverse. This responsiveness is an important part of efforts to maintain quality effective and satisfactory public services at the Teluk Jambe sub-district office East.

### 2. Responsibility

The following will explain the results of interviews regarding responsibility including administrative aspects and organizational policies. The sub-district head stated, *"It is appropriate work to serve their respective functions, carrying out their functions according to their respective duties, for example carrying out KTP and KK services, that's it according to their respective duties."* Based on the results of interviews with the Secretary of the Subdistrict Head stated, *"It is appropriate, if we are civil servants in the government, that's right for us follow the vision and mission of the district, continue to the organization known to the sub-district head so it's appropriate and good."*

However, the results of interviews with staff stated that *"in carrying out my daily duties, I have tried to always comply with established administrative principles and organizational policies set. However, I realize that there are several areas in where there needs to be improvement to ensure that every action and decisions are taken in accordance with established standards and guidelines by the organization."*

*"I continually strive to improve my understanding and application of these principles in every aspect of my work, and always open to input and suggestions to improve my performance to be more in accordance with the vision and mission of the organization"*.

Overall, the content analysis shows that there is awareness and commitment from employees in carrying out administrative and follow-up tasks organizational policy. Although there are achievements in terms of suitability for tasks and policies, there is recognition that there are areas that need improvement and enhanced to ensure that every action and decision taken in accordance with established standards. This reflects an effort to continue improve professionalism and quality of service in sub-district offices, accordingly with the expectations and guidelines set by the organization's rules and vision.

### 3. Accountability

The following will explain the results of interviews regarding accountability including aspects of sanctions. The sub-district head stated, *"there are sanctions for employees who don't discipline, the sanctions are gradual in the government for lazy employees or otherwise, first there is a verbal warning and then a warning letter is given."* The same thing was expressed by the Secretary of the Subdistrict Head stated that *"for employees who are not disciplined, we will reprimand them verbally first, up to 3 times by the sub-district head, then given a warning letter."*

According to an interview with a staff member from the East Teluk Jambe sub-district office, *"in the case of sanctions, the sub-district head directly issues reprimands. However, I'm pleased to report that both civil servants (PNS) and non-civil servants at the East Teluk Jambe sub-district are punctual. They arrive by 7:45 am and are already at the office. Their working hours are from 7:00 am to 3:00 am, and if they stay later, it is typically to complete additional tasks that need to be finished by the end of the day."*

Overall, content analysis shows that in the sub-district office East Jambe Bay, there is a clear policy regarding accountability and sanctions to ensure employee discipline. The phased approach to sanctions demonstrates a fair approach in managing inappropriate employee behavior in accordance with established standards. On the other hand, employee discipline is reflected in employee compliance with predetermined work schedules, and readiness to complete additional work if necessary. This matter is important in maintaining the efficiency and quality of community services expected from the East Teluk Jambe sub-district office.

## 5. Discussion

Based on the research results, it is known that the results of interviews with the sub-district head, sub-district secretary, staff and the community show that performance The employees at the Teluk Jame Timur District office are quite productive. According to the sub-district head, Productivity can be measured by looking at how public services are served. This shows a high level of productivity when one serves requested and one service is issued. However, there are also problems, such as application system glitches that can slow down time. Additionally, employees said that there was financial disruption that could cause delays, but overall, they were able to complete the task quickly. Several employees said that many people came going to the office causes delays. This is in line with Wardani's opinion (2019) binding productivity, meaning good performance, will be feedback for the business, or employee motivation at the next stage.

According to Syahputra (2021) service, also referred to as "service," is an effort to help prepare or take care of something needed by someone or others against us, which constitutes the right and obligations of each party. Some respondents said that service provided by the East Teluk Jame District Office is of good quality pretty good. The sub-district head emphasized that performance accountability reports are very important as a tool for assessing performance. Service has improved significantly, as stated by the Subdistrict Secretary, such as the ability to print ID card at the office. The public considers sub-district office officers to be polite and polite friendly. However, there are several obstacles related to facilities and infrastructure, especially because office buildings are still being rented and are inadequate.

Apart from that, the results of the interviews also showed that employees at The East Teluk Jame District Office is quite responsive to needs public. The subdistrict head considered that, although responsive, the response needed to be improved. The sub-district secretary gave an example of their perseverance in facing the election, which allows them to accept voters who are 17 years old. This is in line with the statement made by Jufrizen, (2021) employees or staff stated that services to the community were still being carried out well even though it is in a temporary condition. In addition, society recognizes that employees quickly handle complaints and grievances.

In terms of responsibilities, employees of the East Teluk Jame District Office evaluated for compliance with administrative principles and organizational policies. Employee, according to the sub-district head and sub-district secretary, they have carried out their duties in accordance with their respective functions and in accordance with the vision and mission of the organization. This shows that employees have a good understanding and implementation their job well. This is in line with research conducted by Cholishoh (2021) that the staff has carried out their duties in accordance with their respective functions and in accordance with their work. This shows that employees have a good understanding and carry out their duties with good.

In terms of accountability, the interview results showed that there were violations The performance of employees at the Teluk Jame Timur District Office is subject to sanctions starting with a verbal warning and a warning letter, said the sub-district head and sub-district secretary. An employee said that the office employees in general quite disciplined and rarely commits significant working hours violations. Matter This shows that the office has a control and supervision system which is quite good.

This is in line with research conducted by Wardani, (2019) results of analysis of government agency performance accountability reports local government still has problems that need to be fixed in terms of providing community services such as correspondence and other things. For achieving organizational goals, work discipline establishes governing regulations employee behavior.

## 6. Conclusion

Based on research on employee performance analysis in District Offices East Jame Bay, KarawangRegency, several important things can be concluded:

1. Employee performance has a significant impact on the effectiveness and efficiency of an organization or government agency.
2. Periodic employee performance evaluation is needed to identify strengths and weaknesses, as well as to improve their performance.
3. The productivity of employee performance at the Teluk Jame Timur District Office considered quite good, but there are still several problems such as application system glitches that can slow down time.
4. Recommendations for improving employee performance incl system and technology development, training expansion, improvement quality of public services, regular monitoring and evaluation, and improvement employee responsiveness and responsibility.
5. Employee accountability and responsibility are also important factors in determining performance productivity.

## 7. Implications

Based on the conclusions from the research results, there are several implications that researchers provide is related to productivity, service quality, responsiveness, responsibility and accountability, by the performance of sub-district employees East Jambe Bay.

1. It is necessary to develop supporting systems and technology to increase employee productivity. Training and employee achievements as well needs to be expanded to increase employee performance productivity
2. It is important to improve the quality of community services provided by employees of the Teluk Jambe Timur sub-district office. Periodic evaluation is necessary carried out to ensure that the quality of service continues to be improved accordingly with community needs.
3. Employees need to increase their responsiveness to needs and problems faced by society. This can be done via increased communication and mor responsive interactions
4. Increased employee responsibility in carrying out their duties and the responsibility is very important. Control and supervision systems need to be maintained to ensure a high level of responsibility.
5. It is important to apply appropriate sanctions for performance violations to employees to increase accountability. Control system and supervision needs to be strengthened to ensure accountability within society service

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## Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

## Author Contribution

*The authors confirm contribution to the paper as follows: **study conception and design:** W.S., U.M.D.S. and E.R.; **data collection:** W.S., U.M.D.S. and E.R.; **analysis and interpretation of results:** W.S., U.M.D.S. and E.R.; **draft manuscript preparation:** W.S., U.M.D.S. and E.R. All authors reviewed the results and approved the final version of the manuscript.*

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