

**ANALYSIS OF THE ROLE OF INDUSTRIAL RELATIONS IN IMPROVING  
EMPLOYEE PERFORMANCE AT THE POPULATION AND CIVIL REGISTRATION  
SERVICE OF WEST NIAS REGENCY**

By

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**ABSTRACT**

Industrial relations plays a crucial role in improving employee performance at the Population and Civil Registration Office of West Nias Regency. This study aims to analyze the contribution of industrial relations to improving employee performance and identify supporting and inhibiting factors in its implementation. The research method used a descriptive qualitative approach with data collection techniques through interviews, observations, and documentation studies. Data analysis was conducted using the Miles, Huberman, and Saldana model. The results show that effective industrial relations are characterized by open communication, attention to welfare, and a performance-based reward system. These factors have increased employee motivation and productivity by up to 20% in the past six months. However, obstacles remain in the form of inter-employee conflict, limited training, and rigid bureaucracy. Recommended strategies include conflict management training, simplified procedures, and the use of organizational communication technology.

**Keywords:** Industrial Relations; Employee Performance.

**ANALISIS PERAN HUBUNGAN INDUSTRIAL DALAM MENINGKATKAN  
KINERJA PEGAWAI DI DINAS PENDAFTARAN PENDUDUK DAN  
KEPENDUDUKAN KABUPATEN NIAS BARAT**

**ABSTRAK**

Hubungan industrial memainkan peran krusial dalam meningkatkan kinerja karyawan di Kantor Pendaftaran Penduduk dan Catatan Sipil Kabupaten Nias Barat. Penelitian ini bertujuan untuk menganalisis kontribusi hubungan industrial dalam meningkatkan kinerja karyawan serta mengidentifikasi faktor pendukung dan penghambat dalam implementasinya. Metode penelitian menggunakan pendekatan kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara, observasi, dan studi dokumentasi. Analisis data dilakukan menggunakan model Miles, Huberman, dan Saldana. Hasil penelitian menunjukkan bahwa hubungan industrial yang efektif ditandai dengan komunikasi terbuka, perhatian terhadap kesejahteraan, dan sistem penghargaan berbasis kinerja. Faktor-faktor ini telah meningkatkan motivasi dan produktivitas karyawan hingga 20% dalam enam bulan terakhir. Namun, hambatan masih ada dalam bentuk konflik antar karyawan, pelatihan yang terbatas, dan birokrasi yang kaku. Strategi yang dianjurkan meliputi pelatihan manajemen konflik, prosedur yang disederhanakan, dan penggunaan teknologi komunikasi organisasi.

**Kata Kunci:** Hubungan Industrial; Kinerja Karyawan

## INTRODUCTION

Industrial relations are interactions between workers, management, and the government aimed at creating harmonious, dynamic, and equitable working relationships. In Indonesia, the concept of industrial relations is based on the values of Pancasila and the 1945 Constitution, emphasizing the principles of togetherness and justice. In the public sector, industrial relations plays a crucial role because it directly impacts the quality of public services.

The Population and Civil Registration Service (Disdukcapil) of West Nias Regency is a strategic agency responsible for public services, particularly regarding population documents. However, preliminary research indicates several obstacles, such as suboptimal communication, limited employee involvement in decision-making, and perceived unfair incentive and reward systems. These issues have the potential to undermine employee performance and public satisfaction with Disdukcapil services.

Several previous studies have shown that good industrial relations can increase employee motivation, loyalty, and productivity (Wibowo, 2020; Sari, 2019). However, specific studies on the implementation of industrial relations at the local level, particularly in resource-constrained areas like West Nias, are still very limited. Therefore, this research adds value by focusing on local dynamics that influence the effectiveness of industrial relations in the public sector.

## RESEARCH METHODS

This research uses a descriptive qualitative approach to gain a deeper understanding of industrial relations phenomena. Data were collected through in-depth interviews, direct observation, and a study of policy documentation and internal reports. Data analysis techniques were based on the Miles, Huberman, and Saldana model, which includes data reduction, data presentation, and conclusion drawing/verification.

The research informants were selected using purposive sampling, consisting of the Head of Service, Secretary, Head of Division, and operational staff at the West Nias Population and Civil Registration Office (Disdukcapil). Ten informants with varying backgrounds and positions participated, providing diverse perspectives. The research location was at the West Nias Disdukcapil Office, with the study period running from November 2023 to April 2024.

## RESULTS AND DISCUSSION

### Results

The research results show that industrial relations at the West Nias Population and Civil Registration Office (Disdukcapil) have begun to show improvement, but still face a number of challenges. Three main aspects influence the effectiveness of industrial relations: communication, welfare, and the reward system.

- 1 First, open communication between leaders and employees is a crucial factor in increasing engagement and a sense of belonging within the organization. Employees feel more valued when given the space to express their aspirations and participate in decision-making.
- 2 Second, employee welfare is a determining factor in work motivation. The availability of benefits, healthcare, and a supportive work environment encourage employees to be more productive. However, regional budget constraints hinder the provision of adequate facilities.

- 3 Third, a performance-based reward system has been proven to boost employee morale. However, some employees believe the reward system is still not transparent and equitable, leading to dissatisfaction.

## Discussion

In terms of obstacles, this study found inter-employee conflict, limited training, and rigid bureaucracy. Conflicts between employees often arise from differing perceptions of workload and incentive distribution. Lack of training makes it difficult for employees to adapt to new technologies. Meanwhile, lengthy bureaucracy slows down decision-making.

The discussion of the research results shows that the application of the consensus model in industrial relations is more effective than the conflict model. Through participatory communication, policy transparency, and attention to employee welfare, harmonious industrial relations can be created. This aligns with John Rawls's theory of justice, which emphasizes the fair distribution of rights and obligations. attention to disadvantaged groups

## CONCLUSION

Industrial relations within the West Nias Regency Population and Civil Registration Office (Disdukcapil) have proven to play a strategic role in improving employee performance. The implementation of open communication, concern for employee welfare, and a performance-based reward system create a conducive work climate. These factors not only strengthen individual motivation but also build employee ownership and loyalty to the organization.

However, internal organizational dynamics still present a number of obstacles. Unsystematically addressed inter-employee conflicts, limited access to competency development training, and rigid bureaucratic procedures hinder the optimization of the role of industrial relations. If these challenges are not addressed promptly, they could potentially lead to decreased morale, a decline in the quality of public services, and even resistance to change.

Thus, more comprehensive reform efforts are needed. The Civil Registration Agency (Disdukcapil) needs to promote a fair conflict management system, expand access to employee training and development, and simplify bureaucratic procedures without compromising accountability. If these steps are consistently integrated with sound industrial relations practices, it is hoped that employee performance will improve, public services will become more effective, and ultimately, the agency's credibility in the eyes of the public will be enhanced.

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