

ANALYSIS OF EMPLOYEE PERFORMANCE IN ONLINE POPULATION DOCUMENT MANAGEMENT SERVICES AT THE POPULATION AND CIVIL REGISTRATION SERVICE OF GUNUNGSITOLI CITY

By

**Endang Murni Harefa¹, Odaligoziduhu Halawa², Robin Markus Putra Waruwu³,
Syah Abadi Mendrofa⁴**

^{1,2,3,4}Faculty of Economics, Nias University, Gunungsitoli

Email: harefaendang98@gmail.com

Abstract

This study aims to analyze employee performance in online population document processing services at the Population and Civil Registration Office of Gunungsitoli City. The focus of this study covers two main things: (1) to determine employee performance in providing online population document processing services at the Population and Civil Registration Office of Gunungsitoli City, (2) to determine the obstacles faced in implementing online population document processing services at the Population and Civil Registration Office of Gunungsitoli City. This study uses a qualitative approach with data collection techniques through observation, interviews, and documentation. The results of the study indicate that employee performance in providing online population document processing services at the Population and Civil Registration Office of Gunungsitoli City has been running well, as seen from the ability of employees who have adapted to online services and the majority of public requests are handled according to procedures. However, in its implementation, obstacles were found such as limited internet access networks, limited number of human resources, website and application system disruptions, and low public understanding. However, employees still try to provide the best service. By implementing the principles of professionalism, transparency, responsibility, and responsiveness, and continuing to participate in training, system operation simulations, and regular evaluations, online services will continue to be accepted by the public as a more effective and efficient alternative.

Keywords: Employee Performance, Population and Civil Registration Service of Gunungsitoli City

ANALISIS KINERJA PEGAWAI DALAM LAYANAN MANAJEMEN DOKUMEN POPULASI ONLINE DI LAYANAN POPULASI DAN PENDAFTARAN CIVIL KOTA GUNUNGSITOLI

ABSTRAK

Penelitian ini bertujuan untuk menganalisis kinerja pegawai dalam pelayanan pengurusan dokumen kependudukan secara daring di Dinas Kependudukan dan Pencatatan Sipil Kota Gunungsitoli. Fokus penelitian ini meliputi dua hal utama: (1) untuk mengetahui kinerja pegawai dalam memberikan pelayanan pengurusan dokumen kependudukan secara daring di Dinas Kependudukan dan Pencatatan Sipil Kota Gunungsitoli, (2) untuk mengetahui kendala yang dihadapi dalam pelaksanaan pelayanan pengurusan dokumen kependudukan secara daring di Dinas Kependudukan dan Pencatatan Sipil Kota Gunungsitoli. Penelitian ini menggunakan pendekatan kualitatif dengan teknik pengumpulan data melalui observasi, wawancara, dan

dokumentasi. Hasil penelitian menunjukkan bahwa kinerja pegawai dalam memberikan pelayanan pengurusan dokumen kependudukan secara daring di Dinas Kependudukan dan Pencatatan Sipil Kota Gunungsitoli sudah berjalan dengan baik, terlihat dari kemampuan pegawai yang sudah menyesuaikan diri pada pelayanan daring dan mayoritas permohonan masyarakat di tanganin sesuai prosedur. Namun dalam penerapannya ditemukan kendala seperti keterbatasan jaringan akses internet, keterbatasan jumlah sumber daya manusia, gangguan sistem website dan aplikasi, serta rendahnya pemahaman masyarakat. Tetapi pegawai tetap berusaha memberikan pelayanan terbaik. Dengan menerapkan prinsip profesionalis, transparansi, tanggung jawab, sikap responsif, dan terus mengikuti pelatihan, simulasi pengoperasian sistem dan evaluasi secara rutin. Sehingga pelayanan daring terus diterima masyarakat sebagai jalan alternatif yang lebih efektif dan efisien.

Kata Kunci: Kinerja Pegawai, Dinas Kependudukan Dan Pencatatan Sipil Kota Gunungsitoli

INTRODUCTION

Advances in information technology have driven significant changes in Indonesia's public service system. The government is required to provide fast, transparent, and efficient services, in line with increasing public expectations for service quality. Digital transformation is a strategic solution to address bureaucratic challenges, which have traditionally been associated with lengthy and complex processes. One example is the provision of online population administration services, allowing people to process identity documents without having to visit service offices in person.

The Gunungsitoli City Population and Civil Registration Office (Disdukcapil) is a regional government agency that plays a crucial role in managing population administration. Since early 2024, the agency has implemented a digital-based service system through the Ya'ahowu (Cost- and Time-Saving Population Administration Service) website and the Digital Population Identity (IKD) application. These two platforms are expected to increase efficiency and expedite the processing of documents such as Resident Identity Cards (KTP), Family Cards (KK), and birth and death certificates, while expanding service access to communities even in remote areas.

However, the implementation of online systems is not without its challenges. Some of the obstacles encountered include limited internet access, a lack of skilled human resources in digital technology, and low digital literacy among the public. This means some residents still experience difficulties using online services and prefer to continue visiting the office in person. Furthermore, employee readiness and performance are crucial factors for the success of this digital service transformation. Employees are required not only to understand the technical aspects of the system but also to be professional, communicative, and responsive to community needs.

Employee performance is a crucial element in achieving effective public services. According to Aryati et al. (2024), optimal performance reflects the alignment between individual competencies and job demands, which is influenced by motivation, the work environment, and the reward system. In the context of digital services, employee performance is measured not only by the speed and accuracy of task completion, but also by their ability to adapt to technological changes and provide humane assistance to the public.

Based on this background, this study aims to analyze employee performance in online population document processing services at the Population and Civil Registration Office of Gunungsitoli City, and identify obstacles encountered in its implementation. This research is

expected to contribute to the development of digital-based public service management, particularly in efforts to improve efficiency, accountability, and public satisfaction with population administration services.

LITERATURE REVIEW

Employee performance is one of the main indicators for measuring the effectiveness and efficiency of an organization. According to Hidayat (2021), performance is the work results achieved by an employee or group of employees in accordance with the responsibilities and authority assigned to them. Performance is not only measured by the quantity of work completed, but also by quality, timeliness, and attitude and behavior during work. Meanwhile, Sinambela (2021) emphasizes that optimal employee performance can contribute positively to the overall success of an organization.

Mangkunegara (2017) put forward four main dimensions used in measuring employee performance, namely work quality, work quantity, cooperation, and responsibility.

1. Work quality refers to the level of perfection of work results and the ability of employees to complete tasks effectively and efficiently.
2. Quantity of work relates to the amount of work that can be completed in a certain period of time.
3. Cooperation shows the ability of employees to work harmoniously with colleagues and leaders.
4. Responsibility reflects the awareness and seriousness of employees in carrying out their duties and being accountable for the results of their work.

In addition to these dimensions, factors influencing employee performance also need to be considered. Sedarmayanti and Rahadian (2018) state that performance is influenced by ability and motivation. Ability encompasses intellectual potential, technical skills, and mastery of job-relevant technology. Motivation, on the other hand, arises from internal and external forces that foster work enthusiasm. The work environment, leadership style, and reward system also play a significant role in shaping employee motivation and work ethic.

Public services are activities carried out by state administrators to meet the needs of the community and implement statutory provisions (Saputra et al., 2024). With advances in information technology, public services are now transforming into online services that are faster, more efficient, and more transparent. The implementation of digital service systems allows the public to access public services without the constraints of space and time, thereby increasing user convenience and satisfaction.

In the context of population administration, online services are implemented through the use of website-based systems and applications. The Gunungsitoli City Population and Civil Registration Office (Disdukcapil), for example, has implemented two main digital platforms: the "Ya'ahowu" (Efficient and Time-Saving Population Administration Services) website and the Digital Population Identity (IKD) application. These two systems allow the public to process various population documents such as ID cards, family cards, birth certificates, and death certificates online, without having to visit the service office.

The application of information technology in public services has several strategic benefits, including increasing time and cost efficiency, expanding service reach, and reducing the potential

for maladministration. However, Suprianto (2023) highlights that the digitalization of public services also poses challenges, such as disparities in internet access, low public digital literacy, and risks to personal data security.

According to Mubarrod et al. (2025), the main challenges in implementing online public services include the digital divide, limited internet access, high costs, low public awareness, and resistance to change. Furthermore, limited digital infrastructure and a lack of supporting regulations also hinder the realization of optimal online services. To overcome these obstacles, strategies such as increasing digital literacy, strengthening network infrastructure, developing user-friendly systems, and protecting personal data security are needed.

Nevertheless, the potential for implementing online services in government agencies is significant. Digital transformation can increase bureaucratic transparency and accountability, as well as strengthen the relationship between government and the public. In the long term, online systems have the potential to foster public trust in government institutions through faster, more accurate, and more customer-focused services.

RESEARCH METHODS

This study uses a qualitative descriptive approach, a research method that aims to provide an in-depth and systematic description of the phenomenon under study based on facts that occur in the field. This approach was chosen because it is appropriate for examining the processes and dynamics of employee performance in online population document processing services within the Gunungsitoli City Population and Civil Registration Service (Disdukcapil). Through this qualitative approach, researchers seek to understand the behavior, motivations, and perceptions of employees and the public in the context of implementing a digital service system.

RESULTS AND DISCUSSION

Employee performance is measured through four main indicators according to Mangkunegara's theory (2017): work quality, work quantity, cooperation, and responsibility.

1. **Quality of Work.**

Based on interviews, staff demonstrated good work quality, particularly in their thoroughness in checking the completeness of digital files and validating population data. The use of online systems also expedited the service process, with an average document completion time of 1–2 business days. However, during system disruptions, some applications experienced delays.

2. **Quantity of Work.**

Work volume has increased significantly since the implementation of online services. Despite the increased number of applications, employees have been able to maintain productivity because most processes are automated through the system. Some employees stated that the workload has increased, particularly in providing guidance to people unfamiliar with online systems.

3. **Cooperation.**

Working relationships between employees are harmonious. Coordination between the front office and system operators is key to smooth online services. Employees also demonstrate a strong sense of cooperation in addressing technical issues and public complaints.

4. **Responsibility.**

Employees demonstrated a high level of commitment to completing their tasks. This was evident in their willingness to serve the public outside of working hours to complete verification processes or assist with online data entry. The head of the service division emphasized that employee work ethic and accountability improved after the implementation of the digital system, as every activity can now be transparently monitored and evaluated.

Based on field analysis, there are several factors that influence employee performance in online services, namely:

1. **Technical Skills and Competencies.**

Employees with strong information technology skills demonstrate higher performance in online data processing. The Civil Registration Office (Disdukcapil) regularly provides internal training to improve digital competency.

2. **Motivation and Leadership.**

Support from leadership through direction, appreciation, and supervision is a motivating factor for employees to perform better. Work motivation increases with a performance-based reward system.

3. **Facilities and infrastructure.**

The availability of computer devices, a stable internet network, and application systems significantly impacts the speed and accuracy of services. Several obstacles arise when online systems experience errors or when people access services in areas with weak internet connections.

4. **Community Digital Participation and Literacy.**

The public's limited ability to use online systems often slows down the service process. Staff must spend additional time helping people understand the online registration and file upload procedures.

Some of the main obstacles found include:

1. Internet network disruption in areas outside the city.
2. Lack of socialization regarding procedures for using online services.
3. Not everyone has a digital device or an active email address.
4. The limited number of employees who have in-depth mastery of technology.

However, employees are trying to overcome these obstacles by doing direct assistance, opening consultation services via WhatsApp, and expanding the office Wi-Fi network so that services continue to run smoothly.

The research results indicate that the performance of Gunungsitoli City Population and Civil Registration Office (Disdukcapil) employees in online population document processing services is considered good, although they still face several technical and non-technical challenges. This finding aligns with the findings of Hasibuan et al. (2021) and Alpudri (2021), who stated that employee performance is a determining factor in the successful implementation of an online service system.

Improved employee performance is evident in changes in work behavior, leading to more professional, responsive, and technology-driven outcomes. This demonstrates that the implementation of digital services can boost bureaucratic efficiency and public accountability. However, achieving optimal performance requires ongoing support in the form of training, system updates, and technological infrastructure improvements.

Thus, the results of this study confirm that the success of online public services is

determined not only by system sophistication, but also by human resource readiness, adaptive leadership, and active public participation. Synergy between these three aspects is key to achieving effective, transparent, and satisfaction-oriented public services.

CONCLUSION

The online population document processing service at the Gunungsitoli City Population and Civil Registration Office has been running quite well. Employees have been able to adapt to digital systems such as the Ya'ahowu website and the IKD application, resulting in faster and more efficient service processes. Employee performance is considered good in terms of quality, quantity, collaboration, and responsibility, although challenges remain, including limited internet access, low digital literacy, and a lack of skilled technology personnel.

To improve the effectiveness of online services, it is recommended that (1) the government strengthen network infrastructure and application systems, (2) the Population and Civil Registration Office (Disdukcapil) provide regular training to improve the digital competence of employees, and (3) conduct broader outreach to the public regarding the use of online services. With these steps, it is hoped that employee performance and the quality of public services can improve, resulting in the creation of population services that are fast, transparent, and satisfactory to the public.

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