Jurnal DIALEKTIKA: Jurnal Ilmu Sosial,
Vol 23 No. 2 2025

ARTICLE

THE EFFECT OF PERFORMANCE MANAGEMENT ON SERVICE QUALITY THROUGH PUBLIC SATISFACTION AT THE MEDAN CITY POPULATION AND CIVIL REGISTRATION OFFICE

Zufilman Lase[1)*], Saima Rambe[1)], Ratna Sari Dewi[1)]
Universitas Pembinaan Masyarakat Indonesia Medan, Indonesia[1)]
Email: zufilmanlase@gmail.com[*]

Article History
Received: 16 July 2025
Accepted: 1 August 2025
Published: 31 August 2025

Abstract

This study discusses the influence of performance management on the service quality of the Department of Population and Civil Registration of Kota Medan. This study consists of two variables, namely the Independent Variable (X) Performance Management and the Bound Variable (Y) Service Quality. The purpose of this study was to determine how big the influence of performance management on the service quality of the Department of Population and Civil Registration of Kota Medan. This research was conducted at the Department of Population and Civil Registration Kota Medan. The population of this study were the employees of the Department of Population and Civil Registration of Kota Medan, amounting to 32 people. So the research sample is 48 people, if the subject is less than 100, all can be taken so that the research is a population study. Furthermore, if the subject is more than 100 it can be taken 10-15% or more. So the sample of this study amounted to 32 people (all populations were sampled). The method used in this study is a quantitative method. Data collection techniques in this study are observation, interviews (interviews), questionnaires (questionnaires), literature studies and documentation studies. The data analysis technique used product moment correlation and hypothesis significance test. To determine the significant level of the influence of performance management on the service quality of the kota Mean. Population and Civil Registration Service, a hypothesis test was carried out on r by determining the 5% significance level. Determine the test r table n=32. It is known based on data processing that the result of the r value of the product moment table with n = 32 and the 95% confidence level or 5% error is 0.284 and the r count is 0.40. Thus that r count 0.40 > r table 0.284. This means that there is a big influence between Performance Management and Service Quality. Thus the proposed hypothesis can be accepted, namely the magnitude of the influence of performance management on the service quality of the Kota Medan. Population and Civil Registration Service.

Keywords: Performance Management, Service Quality

A. INTRODUCTION

Government organizations are formed to achieve specific goals. To achieve these goals, the government utilizes existing resources. Achieving organizational goals generally requires employees to carry out their duties effectively, efficiently, productively, and professionally (Nurlita et al., 2023).

Improving service quality requires performance management. Management is a crucial process that drives an organization. Management is the process of planning, organizing, directing, and supervising the efforts of organizational members and the use of resources

(Resa 2022). Well-executed performance management significantly impacts service quality. Service quality is a condition that creates a dynamic relationship between users and service providers. In other words, service quality is the level of employee service related to customer expectations and needs, in this case the customers referred to the public (Siburian et al., 2021).

If the service provided meets the user's expectations, it can be considered a quality service. Conversely, if the service provided does not meet user expectations, it is considered a poor quality service (Rifani & Febriadi, 2021). Therefore, continuous service improvements at the Medan City Population and Civil Registration Office must be implemented. One way to achieve this is by understanding the aspirations and needs of the community and establishing sound management policies so that all activities, both those originating from higher government channels and those arising from community aspirations, can be well integrated (Gaho, 2024).

The author's initial observations at the Medan City Government Population and Civil Registration Office (Disdukcapil) indicate that the performance management perceived by the public is still far from the expectations of those dealing with the office, resulting in unrest and negative public opinion. The many complaints expressed by the public have made them feel disappointed and have begun to doubt the integrity of the fair service providers, so that the public feels the lack of quality of service at the Population and Civil Registration Office (Disdukcapil) of the Medan City Government (Matondang, 2023).

In addition to administrative services, facilities and infrastructure are another problem, and the lack of personnel to oversee performance management results has made this organization appear to be working to the best of its ability without any accountability process in accordance with the principles of centralization and decentralization (Rosmini, 2024). It was also found that performance management within the Population and Civil Registration Service (Disdukcapil) of the Medan City Government still seems ineffective and inefficient. This can be seen from the performance management owned by each employee, which is still less than optimal in completing the functions and tasks that have been determined by the regional government organization. This has an impact on minimal performance management (Saleh et al., 2025).

B. LITERATURE REVIEW

Performance Management

According to Wibowo (2011), performance management is a management style in managing performance-oriented resources that carries out an open and continuous communication process by creating a shared vision and a strategic and integrated approach as a driving force to achieve organizational goals. Meanwhile, according to Moeheriono (2012), "performance is a description of the level of achievement of the implementer of a program, activity, or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the planning of an organizational strategy." Meanwhile, according to Fahmi (2017: 176), performance is the results obtained by an organization, whether the organization is profit-oriented or non-profit-oriented, produced over a period of time.

According to Wibowo (2016), performance management is a management style in managing performance-oriented resources by carrying out open and continuous communication and creating a shared vision and an integrated strategic approach, to encourage the achievement of organizational goals. According to Bintoro and Daryanto (2017), "Performance Management is a series of activities starting from performance planning, monitoring/reviewing performance, performance assessment, and follow-up in the form of giving rewards and punishments." In addition,

Dimensions of Performance Management

The dimensions of performance management according to Wibowo (2016:160-161) are as follows: Productivity, Quality, Punctuality, Cycle Time, Resource Utilization, Cost.

Service Quality

According to Ibrahim in Hardiayansyah (2011:22), that service quality is a dynamic condition related to products, services, people, processes, and the environment where the quality assessment is determined at the time the service is provided. Goetsch and Davis in Hardiyansyah (2011:36), argue that service quality is something related to the fulfillment of community expectations/needs, where service is said to be quality if it can provide products and services (services) according to the needs and expectations of the community. Quality has the meaning of satisfying those served, both internally and externally in the optimal sense of fulfilling community demands/requirements.

Service Standards

According to Surjadi (2012:69), service standards include at least: service procedures, completion time, service costs, service products, facilities and infrastructure, and competency.

Based on the description above, service standards are a key factor in improving service quality. Efforts to provide quality service can be achieved by, among other things, considering the criteria for service performance.

Factors Affecting Service Quality

Gronroos (2017:34) states that there are four factors that influence service quality, namely:

a) Maintaining and paying attention, Spontaneity, Problem solving, Improvement

Dimensions and Indicators of Service Quality

Zeithaml et al. in Sinambela (2016:7), service quality can be measured from 5 dimensions, namely:

a) Tangible Dimension
b) Reliability Dimension
c) Responsiveness Dimension
d) Assurance Dimension
e) Empathy Dimension

Satisfaction

According to Nilakusmawati (2008), students can experience one of the general levels of satisfaction, namely:

1. If performance falls below expectations, students will be dissatisfied.
2. If performance meets expectations, students will be satisfied.
3. If performance exceeds expectations, students will feel very satisfied, pleased, or happy.

Factors Influencing Satisfaction

According to Rangkuti (2006:30), factors that influence customer satisfaction are: Value, Competitiveness, Customer Perception, Price, Image, and Service Stage. Meanwhile, according to Irawan (2009), there are five factors that influence customer satisfaction, namely: Product Quality, Service Quality, Emotional Factors, Price, and Convenience.

C. RESEARCH METHODOLOGY

This research is a quantitative research method. According to Sugiyono (2019:02), a research method is a scientific way to obtain data for specific purposes and uses. The population in this study was 32 employees of the Medan City Population and Civil Registration Service. Therefore, the sample size was 32 people. If the number of subjects was

less than 100, all of them could be taken, making this a population study. Furthermore, if the number of subjects was more than 100, 10-15% or more could be taken. Therefore, the sample size of this study was 32 people (the entire population was used as a sample).

The method used in this research is a quantitative method. Data collection techniques in this study are observation, interviews, questionnaires, literature studies, and documentation studies. The analytical model used in this study is path analysis, which aims to measure the direct and indirect effects between independent variables, intervening variables, and the dependent variable (employee performance). Before conducting path analysis, the data were tested for validity and reliability to ensure the accuracy of the research instrument. Next, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests to meet the requirements for regression analysis. Testing the relationship between variables was carried out through multiple linear regression, t-tests for partial testing, F-tests for simultaneous testing, and the coefficient of determination (R^2) to determine the contribution of the independent variables in explaining the dependent variable.

D. RESULT AND DISCUSSION

In terms of gender, the respondents in this study were predominantly female, totaling 20 respondents (62.5%), while male respondents comprised 12 respondents (37.5%) of the 32 employees at the Medan City Population and Civil Registration Office.

Based on the educational background of the 32 employees at the Medan City Population and Civil Registration Office, the highest educational attainment of respondents in this study was 21 with a bachelor's degree (65.7%), followed by 10 with a diploma (3.2%), and 1 with a high school degree (3.1%).

The results of the analysis show that the dominant age of respondents in this study was 14 respondents aged 31-40 years (43.8%), followed by 9 respondents aged 41-50 years (28.1%), 6 respondents aged 20-30 years (18.8%), and 3 respondents aged over 50 years (9.3%) out of a total of 32 employee respondents at the Medan City Population and Civil Registration Service.

Validity Test of Variable X

Table 1. Description of Data Validity for Variable X

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

Source: SPSS Data Processing Results, 2025

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

Validity Test of Variable Y

Table 2. Description of Data Validity for Variable Y

Variable	P-Value	Information
Y.1	0,005	Valid
Y.2	0,002	Valid
Y.3	0,004	Valid
Y.4	0,001	Valid
Y.5	0,014	Valid
Y.6	0,007	Valid
Y.7	0,001	Valid
Y.8	0,000	Valid
Y.9	0,009	Valid
Y.10	0,008	Valid

Source: SPSS Data Processing Results, 2025

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

Validity test of variable Z

Table 3. Description of Data Validity for Variable Z

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

Source: SPSS Data Processing Results, 2025

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

Reliability Test of Variable X

Table 4. Reliability of Variable X Data

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

Source: SPSS Data Processing Results, 2025

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

Reliability Test of Variable Y

Table 5. Reliability of Data for Variable Y

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

Source: SPSS Data Processing Results, 2025

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

Reliability Test of Variable Z

Table 6. Reliability of Variable Z Data

Reliability Statistics	
Cronbach's Alpha	N of Items
.838	14

Source: SPSS Data Processing Results, 2025

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

Classical Assumption Test

Normality Test

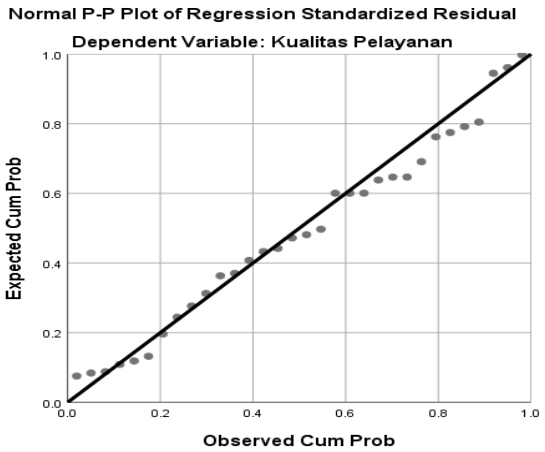

Figure 1. Normality Test: Normal Probability Plot

Source: SPSS Data Processing Results, 2025

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

Heteroscedasticity Test

ARTICLE

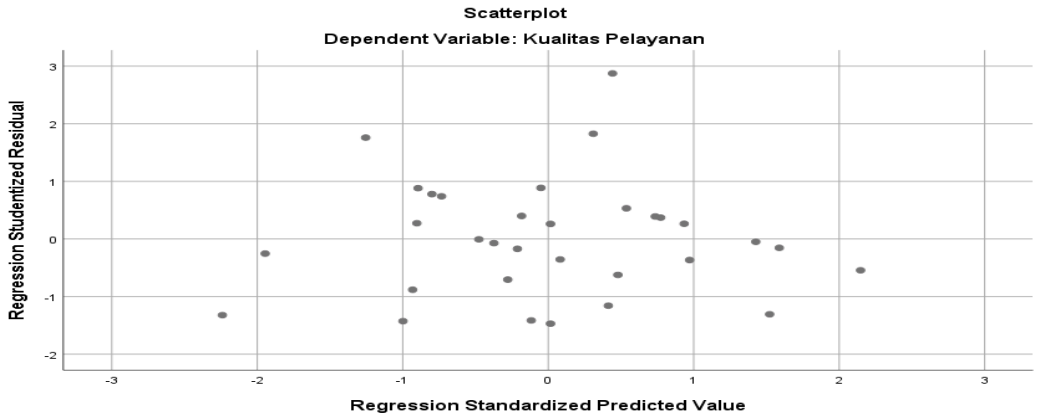

Figure 2. Scatterplot Heteroscedasticity Test
Source: SPSS Data Processing Results, 2025

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

Uji Multikolinearitas

Table 7. Multicollinearity Test

Coefficients

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

a. Dependent Variable: Service Quality

Source: SPSS Data Processing Results, 2025

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

Autocorrelation Test

Table 8. Autocorrelation Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.535[a]	.287	.237	1.77434	1.594

a. Predictors: (Constant), Community Satisfaction, Performance Management

b. Dependent Variable: Service Quality

Source: SPSS Data Processing Results, 2025

So the Durbin Watson value is obtained as follows:

Table 9. Test for No Autocorrelation

n	d	dL	dU	4-dL	4-dU
32	1,594	1,309	1,573	2,691	2,427

Source: SPSS Data Processing Results, 2025

Description:
n: Number of samples
d: Durbin Watson
dL: Lower limit of Durbin Watson
dU: Upper limit of Durbin Watson

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

Hypothesis Testing

Coefficient of Determination (R2) Test

This test aims to measure the ability of the regression model to explain how much influence the independent and intervening variables simultaneously have on the dependent variable. The higher the R2/R Square value, the more the independent variable explains the occurrence of the dependent variable (Ghozali in Hidayatullah et al., 2023). The benchmark used in this test refers to Chin (1998 in Savitri et al., 2021), where R2 > 0.67 is classified as strong, 0.67 > R2 > 0.33 is classified as moderate, and 0.33 > R2 > 0.19 is classified as weak.

Table 10. Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535[a]	.287	.237	1.77434

a. Predictors: (Constant), Community Satisfaction, Performance Management

Source: SPSS Data Processing Results, 2025

The analysis results above show that the adjusted R square value obtained is 0.237. This indicates that performance management and customer satisfaction have a 23.7% influence on the service quality variable. Regarding the closeness of the relationship, seen from the benchmark according to Chin, if the R value is 0.535 or 53.5%, the influence of the independent variable on the dependent variable in this study is classified as moderate because the value of 0.67 > R2 > 0.33.

Partial Test (T-Test)

The formula for finding the t table is:

$$t_{table} = \frac{a}{2}; (n - k - 1)$$
$$= \frac{0,05}{2}; (32 - 3 - 1)$$
$$= 0,025 ; 28$$

Description:
a: Significance level of error
n: Number of samples
k: Number of variables

This formula is used as a reference to view the ttable in its distribution. The ttable value obtained at the 0.025 level with order 28 is 2.048. This ttable value will then be compared with $t_{count.}$

Table 11. T-Test of Variable X against Y

Coefficients[a]

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

a. Dependent Variable: Service Quality

Source: SPSS Data Processing Results, 2025

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

Table 12. T-Test of Variable X against Z

Coefficients[a]

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

a. Dependent Variable: Community Satisfaction

Source: SPSS Data Processing Results, 2025

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

Table 13. T-Test of Variable Z against Y

Coefficients[a]

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

a. Dependent Variable: Service Quality

Source: SPSS Data Processing Results, 2025

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

Simultaneous Test (F Test)

Testing is performed by observing if F count > F table or the significance value < 0.05, then there is a significant simultaneous influence between the independent and dependent variables. The formula for finding the F table value is as follows:

F_{table} = k - 1 ; n – k
= 3 - 1 ; 32 – 3
= 2 ; 29

Description:
n: Number of samples
k: Total number of variables

This formula is used to determine the Ftable value. The Ftable value obtained at level 2 with sequence 29 is 3.33. This Ftable value will be compared with F_{count}.

Table 14. F Test of Variables X1 and X2 against Y

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.669	2	18.334	5.824	.007[b]
	Residual	91.300	29	3.148		
	Total	127.969	31			

a. Dependent Variable: Service Quality

b. Predictors: (Constant), Community Satisfaction, Performance Management

Sumber: Hasil Olah Data SPSS, 2025

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

Path Analysis

The Effect of X on Y through Z

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

Discussion

Based on the analysis results, the adjusted R square value of X against Y was 0.248, so it was said that performance management contributed 24.8% to the quality of service at the Population and Civil Registration Office of Medan City. The T test conducted showed that the sig value of X against Y was 0.002 and the t-count value was 3.351> t-table 2.048, so it indicated that H1 in this study was accepted. The results of this study are in line with the results of previous studies (Lestari, 2017) which found that performance management influenced the quality of service at the Population and Civil Registration Office of Magelang City, (Diana, 2017) which found that performance management as X2 influenced the quality of service (Y) at BMT Bina Intan Sejahtera (BIS) Jambi City, and research (Makassau, 2016) which found that performance influenced the quality of service at the Population and Civil Registration Office of North Mamuju City.

The Influence of Performance Management on Public Satisfaction

Based on the analysis results, the adjusted R square value of X against Z was 0.272, thus indicating that performance management contributed 27.2% to public satisfaction at the Medan City Population and Civil Registration Office. The T-test showed that the sig value of X against Z was 0.001 and the value tcount 3,547 > t_{table} 2,048 so this indicates that H2 in this study is accepted.

The Influence of Public Satisfaction on Service Quality

Based on the analysis results, the adjusted R square value of Z against Y was 0.119, indicating that public satisfaction contributed 11.9% to the quality of service at the Medan City Population and Civil Registration Office. The T-test showed that the sig value of Z against Y was 0.030 and the value t_{count} 2,275 > t_{table} 2,048 so this indicates that H3 in this study is accepted.

The Influence of Performance Management on Service Quality through Public Satisfaction

The analysis yielded an adjusted R-squared value of 0.237 for X against Y through Z, indicating that performance management contributes 23.7% to service quality at the Medan City Population and Civil Registration Office, with public satisfaction as the intervening variable. The F-test showed a significant correlation between X and Y through Y of 0.007, and an F-count of 5.824 > F-table of 3.33, indicating that H4 in this study was accepted.

Performance management, with indicators such as productivity, quality, timeliness, cycle time, resource utilization, and costs, influences public satisfaction, which in turn improves service quality. Productivity and quality ensure efficient and standardized service delivery, thereby enhancing public satisfaction through indicators such as value, customer perception, and organizational image. Timeliness and efficient service cycles create positive experiences at all stages and moments of service delivery, contributing to responsiveness and reliability in service quality.

Optimal resource utilization supports the provision of affordable services (empathy) and enhances customer perceptions of service professionalism (assurance). Well-managed costs create a competent organizational image, which not only increases customer satisfaction but also supports tangible and reliable service quality. Thus, customer satisfaction acts as a bridging variable between the influence of performance management on service quality, ensuring that improvements in organizational performance are directly felt by customers through improved service experiences.

E. CONCLUSION

Based on the research results conducted and processed using SPSS, the following conclusions were drawn:

The T-test for variable X against Y showed a calculated t-value of 3.351 > t-table value of 2.048. Therefore, it can be concluded that performance management has a significant influence of 24.8% on service quality at the Medan City Population and Civil Registration Office, thus accepting H1 of this study.

The T-test for variable X against Z showed a calculated t-value of 3.547 > t-table value of 2.048. Therefore, it can be concluded that performance management has a significant influence of 27.2% on public satisfaction at the Medan City Population and Civil Registration Office, thus accepting H2 of this study.

The T-test of variable Z against Y showed a calculated t-value of 2.275 > t-table of 2.048. Therefore, it can be concluded that public satisfaction has a significant influence of 11.9% on service quality at the Medan City Population and Civil Registration Office, thus accepting H3 of this study.

The F-test of variable X against Y through Z showed a calculated F-value of 5.824 > F-table of 3.33. Therefore, it can be concluded that performance management has a significant influence of 23.7% on service quality at the Medan City Population and Civil Registration Office, with public satisfaction as the intervening variable. Therefore, H4 of this study is accepted.

REFERENCE

Bintoro, & Daryanto. (tanpa tahun). *Manajemen Penilaian Kinerja Pegawai*. Yogyakarta: Gava Media.

Effendi, U. (2014). *Asas Manajemen*. Jakarta: PT RajaGrafindo Persada.

Fahmi, I. (2014). *Manajemen kepemimpinan: Teori & aplikasi*. Bandung: Alfabeta.

Fahmi, I. (2017). *Manajemen Sumber Daya Manusia: Teori dan aplikasi*. Bandung: Alfabeta.

Gaho, D. R. (2024). *Kualitas Pelayanan Pembuatan Akta Kelahiran pada Dinas Kependudukan dan Catatan Sipil Kabupaten Nias Selatan* (Doctoral dissertation, Universitas Medan Area).

Gaol, Chr. Jimmi L. (2014). *Human Capital Manajemen Sumber Daya Manusia*. Jakarta: PT Grasindo (Anggota IKAPI).

Grönroos, C. (2017). *Service Management and Marketing*. Hoboken, NJ: Wiley.

Hardiyansyah. (2011). *Kualitas Pelayanan: Konsep, dimensi, indikator, dan implementasinya*. Yogyakarta: Gava Media.

Keputusan Menteri Pendayagunaan Aparatur Negara (MenPAN) No. 63/KEP/M.PAN/2003 tentang pengelompokkan jenis kualitas pelayanan.

Keputusan Menteri Aparatur Negara No. 63/KEP/M.PAN/2003 tentang pedoman umum penyelenggaraan pelayanan—menjelaskan prinsip pelayanan.Moeheriono. (2012). *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: Rajawali Pers.

Matondang, N. M. (2023). Analisis Kinerja Pegawai pada Dinas Kependudukan dan Pencatatan Sipil Kota Medan.

Moeheriono. (2012). *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: Rajawali Pers.

Nurlita, S. (2023). Efektivitas Kinerja Pemerintahan Desa Dalam Mewujudkan Visi Misi Kepala Desa Di Desa Jaya Kecamatan Kuantan Tengah Kabupaten Kuantan Singingi. *JUHANPERAK*, *4*(1), 1167-1186.

Resa, A. D. P. (2022). *Fungsi Manajemen Dalam Meningkatkan Kinerja Pegawai Kantor Urusan Agama (Kua) Kecamatan Meraksa Aji Kabupaten Tulang Bawang* (Doctoral dissertation, UIN RADEN INTAN LAMPUNG).

Rosmini, R. (2024). *Pengaruh Sarana Prasarana Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Kantor Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Majene* (Doctoral Dissertation, Universitas Sulawesi Barat).

Rifani, J., & Febriadi, H. (2021). Kualitas Pelayanan Terhadap Pelanggan Pada Plasa Telkom Amuntai Area Kabupaten Hulu Sungai Utara. *Inovatif Jurnal Administrasi Niaga*, *3*(1), 101-118.

Saleh, M. M., Mangngasing, N., & Sasterio, S. (2025). Kinerja Organisasi Sub Bagian Perencanaan dan Administrasi Pada Inspektorat Kepolisian Daerah Sulawesi Tengah. *JURNAL SYNTAX IMPERATIF: Jurnal Ilmu Sosial dan Pendidikan*, *5*(6), 1453-1463.Sinambela, L. P. (2016). *Reformasi Pelayanan: Teori, kebijakan dan implementasi*. Jakarta: PT Bumi Aksara.

Siburian, E. S., Gosal, R., & Monintja, D. K. (2021). Pengaruh Kinerja Pegawai Terhadap Kualitas Pelayanan Kepada Masyarakat di Kantor Kelurahan Sinaksak Kabupaten Simalungun, Sumatera Utara. *GOVERNANCE*, *1*(2).

Sugiyono. (2014). *Metode Penelitian Administrasi*. Bandung: Alfabeta.

Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

Surjadi. (2012). *Pengembangan Kinerja Pelayanan*. Bandung: Refika Aditama.

Undang-Undang No. 25 Tahun 2009 tentang Pelayanan Publik.

Undang-Undang No. 23 Tahun 2006 tentang Administrasi Kependudukan, diubah menjadi Undang-Undang No. 24 Tahun 2013.

Wahjono, S. I. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.

Wi bowo, P. Dr., S.E., M.Phil. (2016). *Manajemen Kinerja* (Edisi ke-5). Jakarta: PT RajaGrafindo Persada. repo.unida.gontor.ac.idGoogle Buku Edisi ketiga (tahun tidak ditentukan, sebelumnya diterbitkan oleh penulis yang sama).