

ANALYSIS OF EMPLOYEE PERFORMANCE EVALUATION AT THE POPULATION AND CIVIL REGISTRATION OFFICE OF NORTH TORAJA REGENCY

Kristian H P Lambe[✉], Asrin Tandi², Triswanti Pangalo³

^{1,2,3} Master of Management Program, Universitas Kristen Indonesia Paulus

Abstract

This study investigates employee performance at the Population and Civil Registration Office of North Toraja Regency, focusing on performance outcomes, inhibiting factors, and the effectiveness of employee performance. Performance is measured in terms of quality and quantity of work done according to set standards. The research identifies that employee performance at the office is generally good, with employees providing services according to established procedures. However, issues like delayed population document issuance due to incomplete data submission by the public and reliance on brokers hinder performance. The effectiveness of employee performance is deemed less effective, with a performance achievement rate of 83.33%, which is below the threshold for effectiveness as defined in the study.

Keywords: *Employee Performance, Pruductivity and Effectiveness*

INTRODUCTION

Service is all activities carried out by an organization or agency as an effort to meet the needs of the community. This service is carried out in accordance with laws and regulations with the main rules and procedures that have been determined by each organization or agency. One of the implementers of services for the community at the Population and Civil Registration Office of North Toraja Regency, where the community demands excellent service so that employees are expected to be able to provide quality services in accordance with the expectations and desires of the people of North Toraja. This study aims to determine and analyze employee performance, inhibiting factors of employee performance and to determine and analyze the effectiveness of employee performance at the Population and Civil Registration Office of North Toraja Regency.

Human resources are one of the potential factors of production, in real terms. The human factor of production not only works physically but also works thoughtfully. Hasibuan (2017) performance is a result of work achieved by a person in carrying out his duties on skills, efforts and opportunities. Handoko (2014) namely performance factors are also influenced by motivation, job satisfaction, stress levels, physical condition of work, compensation system, job design, commitment to the organization and other economic, technical and behavioral aspects. Robbins, (2015) that performance can be said to be good if employees meet the following: Quality of work, measured from employee perception of the quality of work produced and task perfection of employee skills and abilities, Quantity, measured from employee perception of the number of assigned activities and their results, Production *time*, measured from employee perception of an activity completed from the beginning of time to output, effectiveness, employee perception in assessing the use of time in carrying out tasks, effectiveness of task completion charged by the organization, independence, the level to which employees can perform their work functions without asking for help or guidance from others, measured from employee perception in performing their respective work functions in accordance with their responsibilities and commitment work, the degree to which the employee has a work commitment with the agency and the employee's responsibility to the office. Fahmi (2017: 188) "Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined terms or agreements."

Torang (2014: 74) "Performance is the quantity or quality of the work of individuals or groups in the organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been determined or applicable in the organization. Sutrisno (2016: 172) "Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization. Levinson in Marwansyah (2012: 229) "Performance is the achievement / achievement of a person regarding the tasks assigned to him". Meanwhile, according to Sudarmanto (2011: 9) "Performance is something that people actually do and can be observed. In this sense, performance includes those actions and behaviors that are relevant to organizational goals. Edison (2016: 176) "Performance is the result obtained by an organization, both the organization is profit oriented and non-profit oriented produced over a period of time". Simamora (2015: 339) "Performance refers to the level of achievement of tasks that make up an employee's job. Sutrisno (2011) productivity is a measure of productive efficiency.

A comparison between outputs and inputs. Input is often limited to labor, while output is measured in physical units, the form of value. According to Hasibuan (2010) revealed that

more simply the purpose of productivity is a scientific comparison between the amount produced and the amount of each source used during production. Human resources are the most strategic element in the organization, must be recognized and accepted by management. Increasing work productivity is only possible by humans. Conversely, human resources can also be the cause of waste and inefficiency in various forms (Sutrisno, 2011). According to (Suwanto, 2012) the factors that affect work productivity are: attractive work, good wages, security and protection in work, appreciation of purpose and meaning in work, a good work environment or atmosphere, promotion and meaning of self-development feel in line with the development of the company, feel visible in organizational activities, understanding and sympathy for personal problems, loyalty of the leader to the employee and hard work discipline.

Effectiveness is also often used to measure the success achieved by organizations or companies related to planned programs. The management of an organization or company is said to be successful if the goals or objectives set can be implemented and provide benefits for the company. The measure of effectiveness can be assessed by comparing the achievement of the objectives of an activity carried out and not about the costs incurred to carry out the activity (Danim, 2004). Roro Rukmini Widiawar (2021) researched about Employee Performance Evaluation at the Barito Kuala District Health Office. PubBis Journal: Volume. 5, Number. 2, in 2021. The study aims to determine how to evaluate employee performance at the Barito Kuala District Health Office. This type of research is quantitative descriptive, with data sources coming from 20 respondents to the existing population. Data collection technique using primary data questionnaire.

The analysis was carried out using a Likert scale with interpretation score to obtain the final calculation results. From the results of the data analysis carried out, it can be concluded that the Performance Evaluation of employees at the Barito Kuala Regency Health Office based on the results of performance evaluations carried out with parameters set on the factors of Loyalty, Work Performance, Responsibility, Obedience, Honesty, Cooperation, Initiative, and Leadership showed 62.19% can be said to be good. To improve employee performance at the Barito Kuala District Health Office, it is recommended that leaders provide an understanding of the purpose of performance appraisals and hold questions and answers so that employees can better understand clearly the purpose of holding evaluations and it would be nice for leaders to give awards in the form of compensation and promotion to employees who carry out their duties effectively and efficiently, So that employees are motivated to work optimally in every task adjustment process. The frame of mind is arranged as an illustration to show the direction and purpose of research, while the frame of mind in this study is structured as follows:

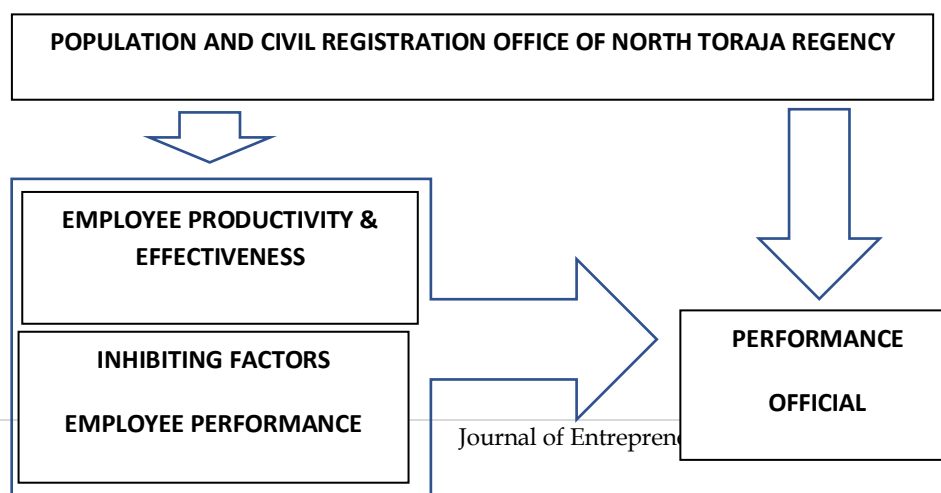


Figure 1. Thinking Framework

RESEARCH METHODS

This research is a qualitative descriptive research. The research was conducted at the Population and Civil Registration Office of North Toraja Regency which is located at Jalan Kartika, Rantepao, North Toraja Regency. The data sources used in this study are Primary Data and Secondary Flat. Data collection techniques through observation, interviews and documentation. In this study, researchers used 6 informants as informants. Data analysis in this study with Qualitative Descriptive analysis with Miles & Huberman model analysis (Patilima, 2013), by reducing data, displaying data and drawing conclusions or verification.

RESULTS AND DISCUSSION

The North Toraja Population and Civil Registration Office has the main task of formulating, fostering and controlling policies in the field of population and civil registration in accordance with the provisions of applicable laws and regulations, where the implementation of the main duties above the North Toraja Population and Civil Registration Office has the function of performing; Preparation of technical policy formulation in the field of administrative services, population and civil registration deed services, preparation of plans and programs in the field of population registration, issuance of population documents and population mutation, implementation of operational technical control in the field of data services, providing information about population for the people of North Toraja, as an administrative implementation, and as a development of the population and civil registration technical implementation unit in the Regency North Toraja.

Observations were made by researchers to obtain data related to employee performance at the North Toraja Population and Civil Registration Office. Observation as an effort to obtain data and information through observation to see directly the object of research and observe the facilities, infrastructure and work facilities used by employees. The results of observations made by researchers obtained information that in general that employee performance still requires a special arrangement related to conducting and providing services to the community so that there is no special treatment for anyone who needs services, because orderly issuance of population documents will improve the order of people's lives in the future which has an impact on employee performance.

Furthermore, there is still a need to improve work facilities and infrastructure in supporting the implementation of the main duties of employees, and it still requires improving the quality of employee performance which can be done through coaching and understanding of employee duties and functions, both in the issuance of population documents based on integrity, awareness and adherence to work principles.

A. Performance of Employees at the North Toraja Population and Civil Registration Office.

Based on the main duties and functions of the Population and Civil Registration Service in relation to Law Number 23 of 2006 as amended by Population and Government Regulation

Number 37 of 2007 with Law number 24 of 2013 concerning administration concerning the implementation of population administration, as well as Presidential Regulation Number: 25 of 2008 concerning Procedures and Procedures for Population Registration and Civil Registration, requires a harmony with the performance of productive, effective, efficient, and quality public service employees so that population administration in North Toraja can achieve the goal of orderly implementation of population administration nationally.

The implementation of Law Number 40 of 2008 concerning the Elimination of Racial and Ethnic Discrimination is part of public services for the community in the population sector. Therefore, the functions of public services, population and civil registration are part of the fulfillment of the basic rights of the community as residents and citizens, on that basis the fulfillment of community rights can be fulfilled if the performance of public service employees must be effective in accordance with what is expected. Efforts to improve employee performance will certainly show a productivity and effectiveness of employee work as public servants and population administration seen in recording population biodata, recording population events reporting and data collection of vulnerable population administration and issuance of population documents in the form of identity cards or population certificates, in the form of Identity Numbers (NIK), Family Cards (KK), Identity Cards (KTP) and other population certificates based on North Toraja Regional Regulation Number 9 of 2009 concerning the Implementation of Population Administration and Civil Registration in North Toraja. To achieve quality employee performance, the Population and Civil Registration Office in North Toraja is obliged to provide good services to the community.

Furthermore, from the observations made by the researcher, the researcher conducted an analysis of employee performance by continuing to the discussion related to employee performance problems at the North Toraja Population and Civil Registration Office. The results of research and discussion related to employee performance problems can be seen through Work Productivity and Work Effectiveness, which are described as follows: Work productivity as one of the parts that most affect the level of success in a performance, especially for employees, is by looking at employee work productivity in achieving the goals of an organization where researchers observe and analyze employee work productivity through employee work results as described as follows:

The results of employee work in seeing employee performance are goals achieved by an employee in carrying out their duties in accordance with the responsibilities given to them based on skills, experience, and sincerity and time in realizing public services. Regarding the results of work, the results of an interview with the Head of the North Toraja Population and Civil Registration Office, related to the performance of employees at the North Toraja Population and Civil Registration Office said that: *"during my tenure here, for me in general, yes.... My assessment is in accordance with what is happening in the field, employee performance has met personnel requirements in accordance with the expected work results at the Population and Civil Registration Office which aims to improve the realization of accurate population data. The results of employee work will be even better if there is awareness for each employee of the duties and responsibilities that are the workload of the employees themselves so that later they can produce maximum performance"*.

According to the results of interviews from informants above, it shows that there is clarity about how employees perform, what informants observe is in accordance with the work results of employees and is in accordance with what is expected to improve the goals of the

North Toraja Population and Civil Registration Office, but the most important thing about an employee is awareness of his duties and responsibilities in placing the employee's workload so that employee performance objectives can be reached. In line with this, the results of an interview with the Secretary of the North Toraja Population and Civil Registration Service, revealed that: *"I personally think the work of employees here can be said to be quite good because we all carry out duties and functions in accordance with the positions we receive, if there are errors in compiling and making work procedures that can hamper community services, So we overcome it as soon as possible, by working together among existing employees and planning existing work together to achieve goals and can produce work comfort for each employee"*.

The results of the interview with the informant above explained that the work results at the North Toraja Population and Civil Registration Office were quite good, judging from the performance of employees who carried out their duties and functions in accordance with the positions they received. However, if there are work obstacles they face in the service process, they may immediately overcome them by working together among existing employees and planning existing work together so that goals and objectives can be achieved and can provide comfort for each employee in carrying out their duties and functions, especially within the scope of the North Toraja Population and Civil Registration Office. Furthermore, the results of an interview from the Head of the Population Registration Division at the North Toraja Population and Civil Registration Office said that: *"what I know is that in relation to the work of employees in this place, overall it is quite good, where the employees in charge of providing direction and understanding are very helpful to the people who come here in obtaining population services, So that it can facilitate people who are doing population management, and what needs to be improved is only public understanding and awareness to bring the completeness of the data needed so as not to hamper the work of employees in the service process"*.

As the results of an interview with one of the informants, namely the Head of the Population Registration Division, it can be seen that the work of employees is quite good, where employees in charge play an active role in providing direction and understanding for people who come to the office to need population services, but there is still something that needs to be considered in general, namely the need for socialization in increasing views and understanding and awareness. The community will complete the data that must be prepared and needed before carrying out population management, so that this is not an obstacle and not something that can hinder the work of employees in the service process to improve employee performance.

The results of an interview with informants at the Head of Civil Registration at the North Toraja Population and Civil Registration Service said that: *"what I have seen during my time here can be said that the work of employees has been quite good and has had a good impact on the community in terms of civil registration services, because as I am currently doing I am obliged to prioritize the interests of the community served above personal interests, undergo work procedures in accordance with what is assigned by the leadership to us in providing good services to the community in realizing the objectives of the North Toraja Population and Civil Registration Office"* Based on interviews from the informants above, researchers can find out that the work of employees is good enough and has, where employees have had a good impact, especially in terms of civil registration services, employees are required to prioritize the interests of the community over personal interests, and employees have carried out their work obligations as an employee to realize the objectives of the North Toraja Population and Civil Registration Service.

Furthermore, the results of interviews with the main informant, namely community-1, who manages population documents at the North Toraja Population and Civil Registration Office, said that: *"I have been here many times, and I am quite satisfied with the services provided to me at this time, employees or officers who are there, in doing services I always direct and tell what completeness data is in It takes time to manage documents here, so I can easily take care of the residence documents I need and if you say the work of employees here I can see the work of existing employees can be said to be steady"*. Based on the results of interviews from informants, namely in one of the communities, it can be seen that the work of the officers is quite good, where existing employees and officers always direct and convey about the data needed in managing population data so that it is easier for the community to obtain the population documents they need, and this will make it easier for employees and officers to perform their duties, So that the procedural work of employees in population data services can be felt by the community and the community experiences ease and comfort while starting to manage population data until the receipt of population data needed by the community.

In a subsequent interview with community-2, on a different person, who was also handling population documents at the North Toraja Population and Civil Registration Office, he said that: *"I have been sitting here for quite a while, if I say about the results of employee performance, then personally I feel dissatisfied with the work of employees here, in serving me in this office, I've been given notice to wait but it feels like it's too long for me to be almost two hours here and 'ya' te tae na business is done', so I feel bored waiting for 'ting karudu mo ka'e... for another queue to take the residence documents that I took care of from a few hours ago"* Based on the results of interviews with one of the communities that were used as informants on different people, where the intended community was handling population documents, researchers knew that the community was not satisfied with the work of employees, from the point of view of service time which was considered too long and the community felt bored waiting long time in the queue.

But along with this incident, researchers got information that the cause of the long queue was caused by sometimes the population application server was slow to respond to online reporting and verification of population data, but the public did not want to know that, the community understood that it was not the main cause. But actually the main problem of delay in printing population data is the situation of the server, network and sometimes also suddenly the lights go out, so that the online selver used must be reactivated by requiring time to adjust the activity of the celler.

B. Work Effectiveness of Employees at the North Toraja Population and Civil Registration Office.

Effectiveness in employee performance is very important, effectiveness is the main element to achieve goals or objectives that have been determined in every organization. The interview was conducted related to the speed of service, namely the simplicity of procedures, then the results of an interview with the head of the Office at the North Toraja Population and Civil Registration Service as an informant in this study, said: *"I think so far the simplicity of procedures in the service of managing population documents is very very simple and easy to understand and the most important thing in document service is how the community is able to complete the requirements that must be fulfilled before taking care at the North Toraja Population and Civil*

Registration Office and after all requirements have been met, the service provider officer will immediately do it. "

The results of the interview with the informant above explain that the procedure in the service of population documents is very simple, but the most important thing is how the community completes all the requirements that must be met before carrying out management at the North Toraja Population and Civil Registration Office. In addition, the informant above explained that the procedure in the service of population documents is very simple, easy to understand, and certainly easy to implement. The results of an interview with the Secretary of the North Toraja Population and Civil Registration Service as an informant in the research, revealed that: *"in my opinion and in accordance with applicable regulations that the level of simplicity of the procedure for managing population documents is very simple and easy to understand, where people who are doing document management will be well served by employees on duty. Therefore, we always appeal to the public not to use brokers in the management of any population data, be it in the form of KTP, KK, birth certificates and others, because the procedures we have in accordance with the SOP are very simple and easy to understand"*

The results of the interview with the informant above explained that the level of simplicity of the procedure for managing population documents is very simple and easy to understand. Any population document management carried out at the North Toraja Population and Civil Registration Office has the basis of Work Operational Standards which expect that population document management services can be carried out easily and simply. But sometimes there are still many people who use the services of brokers in managing population documents, both population documents such as ID cards, KK, birth certificates, and others even though parties from the North Toraja Population and Civil Registration Office have socialized the community so that they always carry out management related to population data directly without using services from other parties. Furthermore, the results of an interview from the Head of the Population Registration Division at the North Toraja Population and Civil Registration Office said that: *"if viewed procedurally, in general, the procedures needed in managing population data here, there is nothing difficult and can even be said to be very easy for the public to know, because all the requirements for managing population documents are very clearly written and posted on the notice board that be in front of the notice board in front of the office, so that the public can freely see and read what procedures are needed in managing population documents"* According to the results of the interview with the informant above, it is explained that the procedures needed in handling population documents are very easy to know.

The informant also explained that the procedure for the requirements for handling population documents is very clear can be seen on the notice board located at the North Toraja Population and Civil Registration Office, the public can freely see and read what procedures are needed in managing population documents. The results of an interview with informants at the Head of Civil Registration at the North Toraja Population and Civil Registration Service said that: *"I noticed that related to the speed of service during my time here, I think my personality is quite good and it is not difficult to see from the simplicity of the procedure is enough to provide convenience for the community served"* The results of the interview with the informant above the researcher knew that it was clear the simplicity of the procedure for managing population documents, where the speed of service at the North Toraja Population and Civil Registration Office was good enough and never made it difficult for the community, because the community was given the convenience to follow existing procedures.

The results of an interview with the main informant, namely community-1, who manages population documents at the North Toraja Population and Civil Registration Office, said that: *"this is when talking about population document management here, I think it is quite simple and there is no complicated, as long as we know what data is prepared before managing population documents, we must first know what are the requirements that must be brought come here, so we don't have to bother going back and forth to the house and don't come here again if our files are not ready and complete"* In accordance with the results of interviews with community-1 as informants in this study, researchers know that the procedure for managing population documents at the North Toraja Population and Civil Registration Office is quite simple and not complicated.

Assuming that there are things that need to be considered by everyone who wants to take care of population documents, including having to complete the requirements that have been determined so that they do not become obstacles and if there are still incomplete requirements, it should be completed first so that existing employees or officers can provide services according to the needs of the community. The results of an interview with the main informant, namely community-2, who handles population documents at the North Toraja Population and Civil Registration Office, said that: *"I think the simplicity of the procedures given in this office is indeed nothing difficult, but I feel bored waiting for the results of the population document management that I took care of earlier, because the queue was too long"*

Based on the results of the interview above, the informant revealed that the service procedure at the Population and Civil Registration Office was very simple, but the informant felt bored waiting for the results of the management of population documents he had taken care of earlier, according to the informant, the queue was too long.

C. Discussion of Employee Performance at the North Toraja Population and Civil Registration Office.

Based on the results of observations and interviews with 6 informants, several evaluations were found related to the work of employees within the scope of the North Toraja Population and Civil Registration Office, in community services in North Toraja, which were based on employee performance in completing population documents as the main reference, it can be seen that the informants above are sufficient to provide information that the work of employees within the scope of the North Toraja Population and Civil Registration Service is sufficient good. In addition, the informant above also explained that the most important thing is that everyone who manages population documents must complete the requirements that have been determined in advance before being able to manage population data, so that the process of managing documents at the North Toraja Population and Civil Registration Office, can be directly processed and implemented and there are no more obstacles.

The researcher obtained a different explanation expressed by one of the community as informant-2, above said that the work of employees at the North Toraja Population and Civil Registration Office, is not good when viewed in terms of time and service point of view in managing population data, which is caused by sometimes population application servers that are slow to respond to online reporting and verification of population data, However, the community does not want to know that, the community understands that it is not the main cause, but the main problem of delays in printing population data is the condition of the server used due to the large number of users nationwide, unstable online network constraints and

other causes suddenly the lights go out for a moment, so the online server used must be in *Swich-Off-On*, returning with a while in adjusting the activity of the *server*. In percentage terms, it can be seen the results of employee performance within the scope of the North Toraja Population and Civil Registration Office, which are described as follows:

Table 1. Performance Results of North Toraja Population and Civil Registration Service Employees

No	Informant	Satisfied	Not Satisfied
1	Informant -1	Yes	-
2	Informer -2	Yes	-
3	Informer -3	Yes	-
4	Informant -4	Yes	-
5	Informer -5 (Society-1)	Yes	-
6	Informer -6 (Society-2)	-	No
% calculation on individual values: 1/6 x 100% : 16.66 % *Satisfied: 16.66 x 5 informants =83.34% *Not Satisfied: 16.66 x 1 informant =16.66 %		83,34%	16,66%

Source: Data in 2023

Although basically there have been many informants who provide interview results that support the work of employees, there are still things that become an obstacle in the implementation of employee performance, so that the North Toraja Population and Civil Registration Office always and strives to carry out activities in order to improve the results of employee performance.

D. Wetting the Effectiveness of Employees at the North Toraja Population and Civil Registration Office.

According to the results of observations and interviews that have been conducted by researchers, several explanations are known about the level of simplicity of procedures in managing population documents which are very simple, easy to understand, and of course easy to carry out by employees or service delivery officers. In addition, the informant above also explained that the most important thing is that everyone who takes care of any position documents, be it in the form of Identity Cards, Family Cards, birth certificates, and other population documents, must complete the requirements as supporting data that has been determined in advance, so that the process of managing population documents at the North Toraja Population and Civil Registration Office can be directly processed and carried out that is not Become another obstacle in the management of population documents.

The explanation of one of the informants also revealed that there are still people who use the services of other parties in managing population documents even though basically the North Toraja Population and Civil Registration Office has several times appealed to the community to directly carry out management because the procedures used are quite very simple, despite an appeal from the North Toraja Population and Civil Registration Office that the community should not use scalper services for each population document management he takes care of, but the fact that there are still found in the field is the existence of scalper services or entrustment services to take care of population documents at the North Toraja Population and Civil Registration Office. Even though the simplicity of the procedure for managing

population documents is quite simple, there is still an assumption about queuing complaints to wait for the results of population document management which is considered a delay.

E. Factors that hinder the performance of employees in the North Toraja Population and Civil Registration Office.

In accordance with the results of observations and interviews that have been conducted by researchers, it is known that the inhibiting factors in the performance of employees within the scope of the North Toraja Population and Civil Registration Office include that there are still people who manage population documents by using the services of brokers to take care of their population documents, even though the procedure for managing population documents is quite simple and simple, then there are still people who do not know. Certainly, the procedural management of population documents, so that there are some people who go to the North Toraja Population and Civil Registration Office to take care of their population documents have not met the requirements needed as a completeness of their population documents, so this is one of the obstacles and obstacles in issuing population documents for the community.

This has an impact on the performance of employees who have not been able to issue population documents for the community in a timely manner, even though the community as applicants for population documents has not completed the initial data as a requirement in printing population documents requested by the community. Anticipating this, the North Toraja Population and Civil Registration Office has made efforts to prevent related obstacles in employee performance, these efforts are to provide direction and understanding to the community who will take care of population documents and then install a complaint in front of the North Toraja Population and Civil Registration Office regarding procedures for managing population documents.

CONCLUSIONS

Employee performance shows the results of employee work that is quite good, where employees have performed services to the community in accordance with existing procedures and always provide direction for the community who will take care of population documents at the Population and Civil Registration Office of North Toraja Regency. Factors inhibiting employee performance include the late issuance of population documents, one of the causes is that people who come to take care of population documents do not attach supporting data and have not met the requirements in terms of population data and the community does not pay attention and does not try to understand the procedure for issuing population documents where there are still people who use the services of other people or brokers when taking care of their population documents.

The level of effectiveness of Employee Performance is still less effective because the achievement of employee performance results is in the position of 83.33%, while the assumption of performance effectiveness is in accordance with the opinion of Patilima (2013): employee performance results of 90%-99% are assumed to be effective, less effective assumptions are at 75%-89% and ineffective are below 75%.

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