

PERFORMANCE OF THE POPULATION AND CIVIL REGISTRATION SERVICES IN FAMILY CARD MANUFACTURING SERVICES IN NORTH MOROWALI DISTRICT

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Abstract

The aim of this study is to determine the Performance of the Population and Civil Registration Office in Family Card Services in North Morowali Regency. This research employs a qualitative approach through observation, in-depth interviews, and documentation as data collection techniques. Informants were selected using purposive sampling technique, including the Secretary, Head of Dafduk, Head of Pencapil, Population Identity Officer, and a representative of the community. Data analysis techniques include data collection, data display, data condensation, verification, and drawing conclusions. The results show that in the Family Card Services at the Population and Civil Registration Office in North Morowali Regency. Employees have demonstrated good technical skills, including knowledge of task execution, and equipment usage, acquired through training in the office. Employees have been able to understand the complexity of the organization and adapt to their tasks and responsibilities. However, abilities in interpersonal relationships, such as cooperation, motivation, and negotiation, still need improvement. In conclusion, although the Population and Civil Registration Office in North Morowali Regency has shown progress in the technical and conceptual abilities of its employees in Family Card Services, there is still room for improvement in interpersonal relationship skills. It is important to pay special attention to cooperation, motivation, and negotiation skills among employees to enhance the effectiveness and efficiency of services and advance the organization as a whole.

Keywords: Service, Technical Ability, Conceptual Ability, Interpersonal Relationship Ability

INTRODUCTION

Law Number 5 of 2014 concerning the State Civil Apparatus states that in order to implement the nation's ideals and realize the state's goals as stated in the preamble to the 1945 Constitution of the Republic of Indonesia, it is necessary to build a state civil apparatus that has integrity, is professional and neutral. and free from political intervention, free from practices of corruption, collusion and nepotism, and able to provide public services for the community and able to carry out its role as an element of national unity based on Pancasila and the 1945 Constitution of the Republic of Indonesia. Good and quality apparatus performance must be carried out consistently and consistently. This is emphasized that the State Apparatus needs to refer to more accurate state duties and satisfactory service, this goal can be achieved if the apparatus always receives better job training and education.

In general, performance can be understood as the contribution made by employees to the progress and development of the institution where they work. The performance of an organization is very important, therefore with performance the level of achievement of results will be seen so that it can be seen to what extent the tasks that have been carried out in each task and the authority that has been given can be carried out optimally. The level of achievement that has been implemented in the organization's performance must be in

accordance with the mission that has been determined as the basis for carrying out the tasks it carries out.

Performance is something that greatly influences the development and progress of an organization, in other words, a person's performance is a basis for the development of an organization or agency. Mahsun (2006:25) states that performance is a description of the level of achievement of an activity/policy in realizing the goals, objectives, vision and mission of an organization as stated in an organization's strategic planning.

Every government agency or organization definitely has goals to achieve. In achieving a goal, every organization definitely requires human resource factors, because human resource factors will carry out every activity in the organization. That is why human resource factors are very important in an organization and government agency. The progress of government agencies is determined by their human resources, which are the people who carry out their obligations and duties or are usually called employees. The importance of the position of employees in an organization means that in carrying out activities it is necessary to have employees who are competent in their abilities, appreciate time, have a strong will, have high loyalty to the organization, are disciplined in their work and can carry out their obligations for the benefit of the organization.

Apart from that, to be able to create employees who have high performance, one aspect that is no less important to pay attention to is the issue of work facilities. (Subroto et al. 2008). Employees really care about their work facilities, both for personal comfort and to make it easier to do their jobs well. Employees really need clean work facilities, spacious rooms with relatively modern equipment and if the work facilities required by employees are adequate then this will of course also have an impact on employee performance. Apart from improving the quality of work, a strict performance appraisal system can be applied to state officials, but it must still be supported by elements that can provide good work motivation, employee work ability and adequate work facilities, an environment that is conducive to achievement and guarantees. for career development with full certainty.

Evaluation of employees is expected to be able to determine precisely their success in completing work, (Yossy 2018). Assessment is also useful for providing feedback to employees and can be used as a basis for institutions to carry out training, transfers, rotations and promotions for employees. The existing employee performance assessment system is sufficient for daily operational needs, but not all of it can support the objectives.

Services From a public administration perspective, the relationship with the utilization of the state apparatus is as a system that has a number of interrelated functions, namely including recruitment, selection, development, maintenance and use of human resources. The object of discussion in this research is related to the function of human resource development, namely performance assessment. Performance appraisal activities are carried out to increase employee work productivity and prevent employee abilities from becoming obsolete due to changes that occur in the work environment. Apart from that, performance appraisal aims to improve decisions and provide feedback to employees regarding the implementation of their work. (Mahdang, Lamangida, and Mohi nd) This means that performance appraisal has two objectives that are oriented towards the individual and the

organization. The purpose of individual-oriented performance appraisal is to produce accurate and valid information regarding employee work behavior and the extent of employee work achievements. Meanwhile, the aim of organizationally oriented performance appraisal is that performance appraisal is the basis for distinguishing between effective and ineffective employees.

To be able to carry out public service duties, government duties, and certain development tasks, (Apparatus et al. nd). State Civil Service employees must have a profession and management that is based on a merit system or a comparison between the qualifications, competencies and performance required by the position with the qualifications, competencies and performance possessed by candidates in recruitment, appointment, placement and promotion in positions, which is carried out openly and competitively, in line with good governance.

Employee Work Targets or better known as SKP as regulated in Government Regulation Number 46 of 2011, is one of the parts that is an element of evaluating the work performance of Civil Servants. The performance management assessment process with SKP begins with preparing a work performance plan, setting benchmarks which include aspects of quantity, quality, time and cost of each job task activity. (Anjarsari et al. 2016). The SKP assessment is carried out over a one-year period by comparing work realization with the targets that have been set. In carrying out the assessment, an analysis of the obstacles to the implementation of the work is carried out to obtain feedback and prepare recommendations for improvement and determine the results of the assessment.

Performance is determined, among other things, by perceived job satisfaction and the work discipline applied. (Nur et al. 2016). So naturally employees will always show good performance and make a good contribution to the organization. So that employees will love their work. The existence of employees is the most important aspect for the realization of established organizational plans. The role of human resources will become increasingly important when we are in an era of globalization which is full of challenges.

Employee performance problems can be seen from the fact that there are still employees who leave the office during working hours for personal interests. (Sukmarwati nd) Low employee discipline. Apart from that, there are also employees who are unable to carry out work according to predetermined targets. When an employee cannot complete the work properly and relies on the tasks assigned to the employee.

Furthermore, according to Law no. 24 of 2013 concerning Amendments to Law Number 23 of 2006 concerning Population Administration regarding the Duties and Functions of the North Morowali Regency Population and Civil Registration Service, which has the task of carrying out population administration affairs in the field of Population and Civil Registration based on the Principle of Autonomy and Assistance Duties with one of its functions, namely:

1. Preparation of plans for population registration services, civil registration services, management of population administration information, cooperation in population administration, utilization of population data and documents as well as innovation in population administration services.

2. Formulation of technical policies for population registration services, civil registration services, management of population administration information, cooperation in population administration, utilization of population data and documents and innovation in population administration services.
3. Implementation of population registration services.
4. Implementation of civil registration services.
5. Implementation of population administration information management.
6. Implementation of population administration service innovations.

In line with the above, employee performance as stated by the aspects assessed in performance appraisal according to Veithzal Rivai (2004) are as follows:

Technical Ability: Refers to a person's ability to carry out tasks or work effectively and efficiently based on the knowledge and skills they possess. In the context of the Population and Civil Registration Service, technical capability is related to the ability of employees to carry out population administration service processes correctly and precisely in accordance with applicable procedures, including family card services.

Conceptual Ability: Refers to a person's ability to understand the concepts, principles and theories underlying the work performed. In this case, the conceptual abilities of Population and Civil Registration Service employees can include their understanding of regulations, policies and standard operating procedures related to family card services.

Interpersonal Relationship Skills: Refers to a person's ability to interact and communicate with others effectively. In the context of this service, interpersonal relationship skills include the employee's ability to communicate with people who come to receive services, explain procedures, and handle complaints or questions well.

Relationship with the Performance of the Population and Civil Registration Service in Family Card Services in North Morowali Regency:

Technical Capability: Failure to demonstrate technical capability can cause the service process to be slow or ineffective. For example, errors in data processing or lack of knowledge about changes in population administration regulations can hinder the smooth running of services.

Interpersonal Relationship Skills: Lack of skills in interacting with the public can lead to customer dissatisfaction or possible conflicts. For example, an unfriendly attitude or lack of patience in serving can make people feel unappreciated or uncomfortable.

Emerging Issues Related to Technical Ability and Interpersonal Relationships:

Regarding Technical Capabilities: The problem that arises is the lack of training or equipping employees regarding the latest understanding of population administration regulations, the use of information technology, or efficient data processing procedures.

Regarding Interpersonal Relations Skills: The problem that arises is a lack of employee awareness or motivation to improve communication and social interaction skills, as well as a lack of understanding of the importance of good customer service.

By improving the technical skills and interpersonal relationships of Population and Civil Registration Service employees, it is hoped that services related to the issuance of family cards can be improved, so that they can better meet the needs of the community and

minimize the possibility of problems occurring in the service process. In this case, the author is interested in researching more specifically the performance of the Population and Civil Registration Service in the service of making family cards by making initial observations before conducting research to find out problems related to performance in this institution. After doing it. Based on the results of research regarding the performance of the Population and Civil Registration Service in Family Card services in North Morowali Regency, several problems can be identified. The following are some of the problems that emerged based on the research results:

1. Slow Service Process:

Problem identification: Research shows that there are complaints regarding the slow service process in making Family Cards.

Implications: Slow service processes can cause inconvenience for people who need a Family Card immediately.

2. Procedural Ambiguity:

Problem identification: Respondents in the study indicated that there was a lack of clarity regarding the procedures for obtaining a Family Card.

Implications: Unclear procedures can cause confusion among the public, slow down processes, and increase levels of frustration.

3. Lack of Socialization:

Problem identification: Research shows that some people do not have an adequate understanding of the procedures and requirements for obtaining a Family Card.

Implications: Lack of socialization can be an obstacle for people in understanding and following the process of obtaining a Family Card correctly.

4. Limited Information Availability:

Problem identification: Limited information regarding the status of Family Card processing and lack of accessibility of public information.

Implications: The public has difficulty getting the information needed to follow and monitor the Family Card processing process.

5. Diverse Service Quality:

Problem identification: There are variations in the quality of services provided by Population and Civil Registration Service officers.

Implications: These variations can create uncertainty and perceptions of injustice among the public.

6. Human Resources and Technology Limitations:

Problem identification: Lack of reliable officers and limited technology to support service efficiency.

Implications: These limitations may contribute to increased workload, administrative errors, and reduced service quality.

It is hoped that an in-depth understanding of these problems can help formulate policy recommendations and corrective steps to improve the performance of the Population and Civil Registration Service in Family Card services in North Morowali Regency. Based on this problem, the writer formulated the problem as follows.

The aim of this research is to find out the performance of the Population and Civil Registration Service in Family Card Making Services in North Morowali Regency.

LITERATURE REVIEW

Performance Concept

Performance has become a popular word that is very interesting in public management discussions. The concept of performance can basically be seen from two aspects, namely employee performance (per individual) and organizational performance. Performance is a description of the level of achievement of tasks in an organization, in an effort to realize the goals, objectives, mission and vision of the organization (Bastian, 2001: 329).

In the Big Indonesian Dictionary, performance is defined as something to be achieved, demonstrated achievements and a person's abilities. There are many limitations given by experts regarding the term performance, although they differ in the emphasis of the formulation, but in principle performance is about the process of achieving results.

The term performance comes from the words job performance or actual performance (work performance or actual achievements achieved by someone). So it can be defined that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2004: 67). According to the Dictionary of management terms (1981: 203) it is the activity of carrying out tasks or work results (work) or performance. The English-Indonesian Dictionary (Echols and Sadli, 1980: 425) explains that performance means efficiency, achievement or work results.

According to Irawan (2002:11), performance is the result of work that is concrete, observable and measurable. If we recognize three types of goals, namely organizational goals, unit goals, and employee goals, then we also recognize three types of performance, namely organizational performance, unit performance, and employee performance. Dessler (2000: 87) believes that employee performance is the employee's actual achievement compared to the employee's expected achievement. The expected work performance is a standard performance that is prepared as a reference so that you can see the employee's performance according to their position compared to the standards created.

Furthermore, according to the theory from Veithzal (Rivai, 2004: 324), the aspects assessed in performance appraisal are 1) Technical Ability, 2) Conceptual Ability, 3) Interpersonal Relationship Ability, and this is the theory that is used as an analytical tool in the author's research which is considered suitable to the problems and themes used as research material.

METHOD

The type of research used is descriptive using a qualitative approach. Descriptive research is a type of research whose aim is to present a complete picture of the social setting or the relationship between the phenomena being tested. According to Sugiyono (2008:5) states that descriptive research is research carried out to determine the value of independent variables, either one or more variables (independent) without making comparisons or

connecting them with other variables. So, research using descriptive methods is research that will describe or explain problems related to questions regarding the existence of independent variables.

The research location determined by the researcher is North Morowali Regency Population and Civil Registration Service. The reason the researcher chose it as a research location was because the researcher saw that of the many problems related to performance and related to the identity card making service, the one that received the most attention from the public was there. North Morowali Regency Population and Civil Registration Service is one of the agencies trusted to support the implementation of regional autonomy.

The time used by researchers to complete the implementation of this research activity was 6 months, starting when they received a research permit certificate from the Postgraduate Program. This research and writing activity start from observation, literature review, data collection, data processing, data analysis, and thesis writing.

Primary data is data obtained directly from the source, observed and recorded for the first time. This data becomes secondary data if it is used by people who are not directly related to the research in question. In other words, primary data is data obtained directly from informants who are considered to understand and know about the problem being researched.

Meanwhile, secondary data is archives obtained through library searches and documents from various official sources. This means that secondary data is data that the researcher has not attempted to collect himself, for example, magazines, decrees, statutory regulations, institutional data (government and other institutions). So secondary data comes from second hand or third hand and so on, meaning it passes through one or more parties who are not researchers.

Data collection is a systematic and standard process in obtaining the necessary data and has a relationship between the data collection method and the research to be carried out. There are several data collection techniques as follows:

1. Observation
2. Interview
3. Documentation

The data analysis used is qualitative data analysis which can produce descriptive data. Data analysis in qualitative research is carried out during data collection. And after completing data collection within a certain period. At the time of the interview, the researcher had carried out an analysis of the interviewee's answers. If the answers interviewed after analysis feel unsatisfactory, the researcher will continue the questions again until a certain stage, until data is obtained that is considered complete and clear. Miles and Huberman in Saldana (2014: 72) state that activities in qualitative data analysis are carried out interactively and continue continuously until saturation.

Activities in data analysis, namely data collection, data condensation, data presentation and conclusions/verification. Can be seen in the following section:

RESULTS AND DISCUSSION

In running an organization or company, the performance of a leader plays a very important role. Effective leaders are not only required to have technical skills in their field, but also conceptual abilities and good interpersonal relationship skills. Therefore, this research aims to explore these aspects through interviews with leaders in various organizations.

1. **Technical Ability:** Leaders who have superior technical ability tend to be able to make appropriate and effective decisions in complex situations. This research explores how leaders implement their technical knowledge in dealing with daily challenges and critical projects.
2. **Conceptual Ability:** Conceptual ability allows leaders to see the big picture, understand cause-effect relationships, and identify long-term opportunities or risks. This interview highlights the extent to which leaders are able to formulate the organization's vision, mission and strategy, as well as how they deal with change and innovation.
3. **Interpersonal Relationship Skills:** Successful leaders are not only able to interact with subordinates, but also build strong relationships with colleagues and external parties. The results of this interview reflect how leaders collaborate, motivate teams, and manage conflict, creating a harmonious work environment.

In this study, we investigated leaders' experiences and views regarding these three aspects of key skills. The data collected is expected to provide in-depth insight into the role and impact of technical abilities, conceptual abilities, and interpersonal relationship abilities in achieving organizational success.

Through a better understanding of these key skills, it is hoped that this research can contribute to more effective and sustainable leadership development in a variety of organizational contexts.

Technical Capabilities

In the course of this research, we understand that informants have a key role in evaluating the performance of the Population and Civil Registration Service in North Morowali Regency, especially regarding Family Card making services. Through the results of interviews, views and experiences provided by the informants, we examine in depth aspects of technical, conceptual and interpersonal skills in supporting the smooth running of the service. This research describes field realities and provides valuable perspectives from those directly involved in the service process.

In detailing the quality of public services, aspects of service implementation and the technical capabilities of the apparatus have a very crucial role. One of the public services that has a direct impact on people's lives is the creation of Family Cards. In this context, this research seeks to explore the process of implementing Family Card making services in North Morowali Regency, as well as exploring the technical capabilities of the apparatus.

The service delivery process is at the core of the service recipient's experience, and an in-depth understanding of the dynamics of this process can provide a holistic picture of the quality of service provided by the relevant agency. In addition, the technical capability of

the apparatus, including the use of supporting equipment, is a determining factor in the efficiency and effectiveness of the services provided.

Involves the viewpoints of the main actors in the system, namely Andry Meynord Lawoliyo (Secretary), Asni, SE (Head of Dafduk), Agustin H. Ambodalle, SE (Head of Civil Registration), Filda Suryana Soande, SE (Head of Resident Identity Section), and Ermawati (Society), this research aims to explore in-depth and authentic information related to service processes and technical capabilities of apparatus.

By opening the door to insight from informants who are directly involved in the implementation of services, it is hoped that this research can make a significant contribution to our understanding of the dynamics of implementing Family Card making services at the local level and the extent to which technical capabilities color people's experiences in receiving these services.

The results of the interviews reflect good awareness of the informants regarding the technical capabilities of the apparatus in implementing Family Card making services. Positive achievements in service are recognized, and recommendations for further improvement through training and equipment maintenance demonstrate readiness to meet future challenges. Positive responses from the community confirm that good technical capabilities have provided satisfaction, while recommendations for minor improvements provide direction for further improvement. This analysis helps summarize key findings from interviews and provides a holistic view of the performance of the North Morowali Population Service in terms of technical capability of the apparatus.

The results of this research were prepared by referring to Miner's supporting theory (in Sainul, 2002), which groups performance measurement variables into three large groups, namely:

a. Relating to the characteristics of employee work quality.

This variable includes aspects such as knowledge, skills, abilities, self-confidence, motivation and commitment possessed by each individual. In the context of this research, this aspect reflects the technical capabilities of the apparatus in carrying out Family Card making services.

b. Relating to the quantity of employee work.

This variable highlights the extent to which an employee can achieve quantitative targets in carrying out their duties. In this research, this can be donereflected in the efficiency of the Family Card making service process, measured by the time required to complete each stage of the process.

c. Relating to the ability to collaborate with other employees.

This variable refers to how well an employee can cooperate with his colleagues in achieving common goals. In the context of this research, the ability to collaborate with officials is highlighted in ensuring the smoothness of service processes and improving the quality of services to the community.

By utilizing this theoretical framework, the results of this research can provide a more comprehensive understanding of the performance of the Population and Civil Registration Service in North Morowali Regency, especially related to Family Card making services, as

well as describing in depth the aspects that influence performance, both in terms of quality as well as quantity.

1. General Conclusion

Overall, although there are challenges and areas for improvement identified, this research shows that the implementation of the Family Card making service at the North Morowali Population Service has shown significant progress. Focusing on improving the technical capabilities of apparatus, equipment maintenance and training is a positive step in improving the quality of services to the community. Thus, the conclusion of the picture is that although there is still room for improvement, efforts continue to be made to improve the quality of service and ensure the smooth process of making Family Cards for the people of North Morowali Regency.

2. Conceptual Ability

In the context of public services, understanding and implementation of duties and functions (Tupoksi) by officials has a crucial role in determining the quality of service to the community. Likewise, in the process of implementing the Family Card Making Service at the Population Service, the ability of the apparatus to understand and implement their main duties and functions is the main factor in operational success and satisfaction of service applicants.

The apparatus' understanding of duties and functions covers the entire process, from receiving the application to issuing the Family Card. This aspect involves clarifying roles, responsibilities and fundamental technical skills. Therefore, it is necessary to explore the extent to which this understanding is reflected in daily practice.

In order to explore comprehensive information regarding the ability of officials to understand their main duties and functions, this research aims to explore the views of stakeholders, including structural officials, administrative staff and the general public, regarding the implementation of main duties and functions in the implementation of the Family Card Making Service. This evaluation is important as a basis for identifying successes and potential improvements in implementing Tupoksi in order to increase the effectiveness and efficiency of services to the community.

From the results of interviews with informants, it appears that the understanding of the main tasks and functions by officials at the North Morowali Population Service has become the main focus. Continuous training, monitoring and evaluation efforts are undertaken to ensure that each team member understands their duties and functions. A good understanding of the main duties and functions is considered the basis for providing efficient and quality services to the community. However, there is still potential to increase transparency with the public regarding service processes and the expectations they should have.

The informants showed a high awareness of the importance of understanding the main duties and functions in implementing the Family Card Making Service. Training, monitoring and evaluation strategies are implemented well to ensure good understanding among officers. The positive response from the community shows that understanding of the main duties and functions is generally considered good, but there are opportunities for increased transparency to better involve the community. Overall, the interview results reflect a strong

commitment to understanding the main tasks and functions as the basis for quality and efficient services.

Based on the results of interviews with informants, it can be concluded that the understanding and implementation of duties and functions (Tupoksi) by the Population and Civil Registration Service apparatus in North Morowali Regency has an important role in determining the quality of service to the community, especially related to the Family Card Making Service. Understanding the main duties and functions covers the entire service process, from receiving an application to issuing a Family Card, and involves clarifying roles, responsibilities and basic technical skills.

In understanding apparatus performance related to understanding Tupoksi, Miner's supporting theory (in Sainul, 2002) divides performance measurement variables into three large groups, namely those related to the characteristics of employee work quality, employee work quantity, and the ability to collaborate with other employees.

First, the understanding of the main tasks and functions by officials at the North Morowali Population Service has shown positive achievements in ensuring quality services. This is reflected in a strong awareness and understanding of their respective duties and functions, which is the main foundation in providing efficient and effective services to the community.

Second, the implementation of Tupoksi by the apparatus also refers to efficiency and effectiveness in completing their tasks, which is reflected in the emphasis on regular monitoring, evaluation and training to improve performance.

Third, cooperation between officials in carrying out their main duties and functions is also an important factor in determining overall organizational performance. A good understanding of the roles and responsibilities of each team member is considered an integral step in ensuring a smooth service process.

Thus, a good understanding of the main duties and functions by the Population and Civil Registration Service apparatus in North Morowali Regency is the main basis for creating quality, efficient and effective services to the community. Efforts to continue to improve understanding and implementation of the main tasks and functions are expected to strengthen organizational performance and have a positive impact on society as a whole.

Thus, good understanding and effective implementation of the main duties and functions by the Population and Civil Registration Service apparatus in North Morowali Regency is the main basis for creating quality services that are responsive to community needs. Continuous efforts to improve understanding and implementation of the main duties and functions are expected to strengthen organizational performance and increase public trust in the agency.

Interpersonal Relationship Skills.

In this fast-paced and complex era, the ability of the apparatus to carry out their duties and functions (Tupoksi) is a very crucial aspect, especially in the context of implementing the Family Card Making Service in North Morowali Regency. These abilities are not only limited to technical aspects, but also involve understanding tasks and functions (Tupoksi) as

well as interpersonal skills which include teamwork, the ability to motivate fellow officers, and negotiation skills.

The process of making a Family Card involves various technical stages that require special skills, such as understanding the system, using supporting equipment, and implementing applicable regulations. However, this capability must be viewed holistically, including in the context of understanding the duties and functions (Tupoksi) of each apparatus involved. In addition, within the organizational scope, teamwork, motivation and negotiation skills are important components to achieve optimal service.

In this introduction, we will explore the results of interviews with informants, namely Andry Meynord Lawoliyo (Secretary), Asni, SE (Head of Dafduk Division), Agustin H. Ambodalle, SE (Head of Civil Registration Division), Filda Suryana Soande, SE (Head of Population Identity Section), and Ermawati (Community). We will describe their views regarding the apparatus' ability to understand duties and functions (Tupoksi) as well as interpersonal skills in the context of implementing the Family Card Making Service.

What is being researched is how the apparatus is able to: work together with the work team, motivate fellow apparatus, carry out negotiations and so on. in the process of implementing the Family Card Making Service?

Based on the results of in-depth interviews with informants from the Population and Civil Registration Service in North Morowali Regency, it can be concluded that the ability of the apparatus in the aspects of teamwork, motivation of fellow apparatus, and negotiation skills play an important role in the implementation of the Family Card Making Service. The following is the analysis and conclusions based on the research results:

1. **Teamwork:** In general, all informants emphasized the importance of teamwork in carrying out the service process. Efforts to build solid collaboration and mutual support are at the core of carrying out tasks. However, there is still room to improve coordination between team members so that the service process can run more efficiently.
2. **Motivation of fellow officers:** The informants acknowledged that the motivation of fellow officers had a significant impact on work morale and service quality. Efforts to maintain motivation through social activities, reward systems, and recognition of achievements are an important part of human resource management. However, there are still shortcomings in implementing adequate and consistent motivation programs.
3. **Negotiation Skills:** Negotiation skills are also considered important in handling complex situations or special requests from the public. The informants realized that negotiation was a skill needed to answer questions or meet the applicant's needs. However, there is still room to improve negotiation capabilities to be more responsive to various requests and challenges that arise.

Overall, although there is good understanding and efforts to strengthen aspects of teamwork, motivation of fellow officers, and negotiation skills, there is still room for improvement and improvement. Implementing training and skills development programs as well as improving communication and coordination between team members can be strategic steps to improve the performance and quality of services at the North Morowali Population Service.

In the context of Miner's theory (in Sainul, 2002) which determines the components of performance measurement variables into three large groups, namely the characteristics of employee work quality, employee work quantity, and ability to work together with other employees, we can analyze the results of interviews with informants from the Department Population and Civil Registration in North Morowali Regency.

Thus, the results of interviews with informants from the Population and Civil Registration Service in North Morowali Regency reflect the implementation of the concepts put forward by Miner's theory (in Sainul, 2002). Factors such as the characteristics of employee work quality and the ability to work together with other employees greatly influence the performance and quality of services provided by the institution.

Based on the results of interviews with informants from the Population and Civil Registration Service in North Morowali Regency, as well as analysis using Miner's theory (in Sainul, 2002), it can be concluded that:

1. **Employee Work Quality:** Effective understanding and application of Tupoksi (Main Duties and Functions) is a key factor in determining service quality. Technical ability, understanding of duties and responsibilities, as well as skills in carrying out each function are the main determinants in assessing the quality of employee work.
2. **Employee Work Quantity:** Although not explicitly discussed in the interviews, the quantity of employee work is also important in the context of improving service efficiency and response to requests. This includes the number of services provided, response time to requests, and efficiency in handling tasks.
3. **Ability to Work Together with Other Employees:** The ability to work together with other employees is important in maintaining team collaboration and smooth service processes. Effective communication, coordination between team members, and support for colleagues are determining factors in ensuring quality service.

Thus, the conclusion of this analysis is that the understanding and application of main duties and functions, the quality of employee work, including technical abilities and teamwork, as well as efforts to increase service efficiency and responsiveness are the main factors that need to be considered in improving the performance and quality of services from the Population Service and Civil Registration in North Morowali Regency.

CONCLUSION

Based on the results of research conducted by the author regarding the performance of the Population and Civil Registration Service in the Family Card Making Service in North Morowali Regency, it has not been effective and can be explained as follows:

1. Technical capabilities are running well where employees have the ability in terms of knowledge, how to carry out work and techniques in using available equipment through training received by employees at the Population and Civil Registration Service.
2. Conceptual abilities have been implemented well through understanding organizational complexity, adapting to each unit, in other words employees are able to understand and carry out work according to their functions and responsibilities as employees. However, in terms of interpersonal relations skills, it has not been carried out well or has not been

effective, where the ability to collaborate, motivate each other between employees, and the ability to negotiate are not yet possessed by all employees.

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