

## Quality Of Public Service Performance Using the Balance Scorecard Method in the Population and Civil Registration Office of Cianjur District

Giani Nur Fauziah<sup>1\*</sup>, Muhammad Husein Maruapey<sup>2</sup>, Neng Virly Aprilliyani<sup>3</sup>  
Djuanda University

**Corresponding Author:** Muhammad Husein Maruapey,  
muhammadhusein1@unida.ac.id

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### ABSTRACT

The performance of public sector organisations can be evaluated by measuring both financial and non-financial aspects using the Balanced Scorecard method. The research method employed in this study is quantitative, utilising data collection techniques through literature review, observation, questionnaires, interviews, and documentation. The number of samples used was 100 individuals, with a sample size of 26. The data analysis employed in this study utilises Likert data obtained from observations in the field. The responses were then processed according to the respondents' answers through the use of questionnaires or surveys, using the Weight Mean Score (WMS) formula. The significance of this research lies in its potential to improve the services of the Population and Civil Registration Office of Cianjur Regency in terms of managing KTP-el to the community. This can be achieved by improving the quality of services provided and the facilities and infrastructure available. Ultimately, this will ensure that individuals do not experience any difficulties or inconveniences when accessing services related to population administration.

## **INTRODUCTION**

Population documents are official documents issued by implementing agencies that have legal force as authentic evidence resulting from population registration and civil registration service activities. In the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 14 of 2020 concerning Guidelines for the Nomenclature of Population and Civil Registration Offices in provinces and districts/cities, it is written that the Population and Civil Registration Office (commonly referred to as Disdukcapil) is a regional apparatus in charge of population administration affairs in provinces or districts/cities.

Good governance is based on three fundamental pillars: participation, transparency and accountability. In order to be effective, good governance must be able to work with all parties involved in government and take an active role in running a government that upholds the principles of transparency and can be held to account for its actions. (Perpetua, 2017)

Tomuka (2013: 3) posits that the term "good governance" is often interpreted in three distinct ways: as "good governance", as "good government system", or as a process of exercising state power in implementing public goods and services. In contrast, Mahsun, et al. (2013: 20) define "good governance" as "a form of government accountability for public sector organisations to improve public welfare and ensure that the functional aspects of government run effectively and efficiently." They posit that good governance can be realised through accountability in public sector organisations, which in turn requires good cooperation between departments.

According to Tjiptono and Candra (2018), satisfaction can be defined as an effort to fulfil a need or to make something adequate. In the context of public satisfaction, it can be argued that this can only be achieved by providing quality services. The quality of a service is often assessed by the public directly from service providers, namely the government. Therefore, efforts are needed to improve the quality of the service system provided in order to fulfil desires and increase public satisfaction.

In reality, there are often problems in the performance of government organisations in Indonesia. According to Putra & Zabaldi (2022), the problem in organisational performance is the lack of complexity of formal coordination procedures and relationship patterns in an organisation. This relates to an inappropriate structure or division of tasks which can affect the quality of government public services. Another problem is related to the ability of human resources in government organisations. The capabilities of human resources are often less qualified in terms of keeping up with current technological developments. This has an impact on the slow process of inputting service data to the community due to the lack of understanding of the use of technology from government employees. Furthermore, the lack of facilities and infrastructure that support the ease of service for the community represents a further challenge.

It is a fundamental right of all individuals to access population administration services in an effective and straightforward manner. However, it

is also essential to raise public or population awareness to support and actively engage in the planning and development of population administration systems, with the aim of providing high-quality public services. In line with the objectives of population administration, population registration and civil registration are crucial components of the population administration system that must be organised and managed effectively to deliver tangible benefits for the improvement of government and development.

Performance is the result of a process that occurs over a specified period of time and is measured against predetermined conditions or agreements. (Ondang et al., 2021). Performance is the ability of learners to utilise or apply the newly acquired skills. Consequently, it can be posited that the objective of performance improvement is to enhance the quality of the product, thereby rendering learning more efficacious and facilitating advancement in terms of the work ability and skills of students, which can subsequently be applied in the real world. (Ali Agus, 2021)

Performance measurement is the result of a systematic assessment based on a group of activity performance indicators, including input, output, result, benefit, and impact indicators. The assessment is inseparable from the process, which is an activity of processing inputs into outputs or assessments in the process of formulating policies, programmes, and activities that are considered important and affect the achievement of goals and objectives. Performance measurement is employed as a means of evaluating the success or failure of the implementation of activities in accordance with the goals and objectives that have been established with a view to realizing the vision and mission (Achmad Amins, 2009). Performance measurement of public sector organizations can be conducted by measuring both financial and non-financial aspects using the balanced scorecard method. The balanced scorecard is a performance assessment methodology oriented towards a strategic view for the future (Gaspersz, 2002). It was first introduced by Robert S. Kaplan and David P. Norton in 1992, following the results of a research project conducted in multiple companies. The balanced scorecard method of work assessment is oriented towards the future strategy.

The balanced scorecard is a management system designed to facilitate long-term investment in customer satisfaction, employee growth and development, and internal process improvement, with the objective of achieving financial results rather than merely managing the bottom line to drive short-term performance (Mahsun, 2013). In essence, the balanced scorecard is a performance measurement system that translates an organisation's mission and strategy into tangible goals and measures. The aforementioned measures can be categorised as either financial or non-financial (Sari, 2019).

The Population and Civil Registry Office of Cianjur Regency is the implementing body of regional autonomy in the field of population and civil registration. The Population and Civil Registry Office is headed by a Head of Service, who is directly accountable to the Regent through the Regional Secretary. The Disdukcapil Cianjur is a government agency responsible for assisting in the field of population and civil registration and for undertaking

other tasks assigned in accordance with the scope of duties and functions in the Cianjur area. The Population and Civil Registration Office of Cianjur Regency provides a range of services to the community, including the issuance of electronic identity cards (e-KTP), family cards (KK), birth certificates, death certificates, marriage certificates (for non-Muslim couples), divorce certificates (for non-Muslim couples), certificates of moving in and out of Cianjur Regency, certificates of moving out of Cianjur Regency, and the ratification of adopted children, as well as the adoption of children and child recognition certificates.

The e-KTP issuance service represents a model of public service provided by the government apparatus. The production of e-KTPs represents a fundamental aspect of the government's provision of basic services to its citizens. Furthermore, e-KTPs play a crucial role in population administration. The rationale behind the e-KTP is to ascertain the legitimacy of a person's status as a resident within the territory of Law No.24 Year 2013 on the amendment of law the Unitary State of the Republic of Indonesia (NKRI), in accordance with the provisions of Law Number 23 of 2006. Article 63, paragraph 1 of the 2006 Constitution states that Indonesian citizens and foreign residents with a permanent residence permit and aged 17 (seventeen) years or above, who have married or have been married, are required to possess a KTP. One of the studies conducted by researchers was an evaluation of the service provided by the Population and Civil Registration Office of Cianjur Regency. It was found that the service provided was of a high standard, meeting the expectations and desires of the people of Cianjur Regency.

It is therefore necessary to measure performance using the Balanced Scorecard method, which encompasses all aspects of performance and groups them into four main perspectives: financial, customer, internal business process, and growth and learning. In light of the aforementioned background, the objectives of this study can be broadly defined as follows: firstly, to describe the performance of public services in the Disdukcapil of Cianjur Regency; secondly, to describe the performance of the Disdukcapil of Cianjur Regency from a financial perspective, a customer perspective, an internal business process perspective, and a growth and learning perspective; and thirdly, to identify the obstacles to E-KTP services and to suggest potential solutions to overcome these obstacles.

## **LITERATURE REVIEW**

### **BSC (Balance Scorecard)**

According to Kaplan and Norton (1996), the Balanced Scorecard is a management system of measurement and control that is fast, accurate and effective. The Balanced Scorecard is a management system of measurement and control that can quickly, accurately and comprehensively provide managers with an understanding of business performance. Can provide managers with an understanding of business performance quickly, accurately and comprehensively. The Balanced Scorecard complements a set of financial measures of past performance with a set of measures of future performance drivers measures of future performance drivers. Scorecard objectives and measures are derived from the vision, mission and strategy. The objectives and

measures look at the company's performance from four perspectives: financial perspectives: financial, customer, internal business processes, and learning and growth.

The balanced scorecard concept can be used as a basis for developing strategic plans for public and private sector organisations (Dewi et al, 2017). Balanced scorecard pays attention to all financial and non-financial measures with the aim of making vision and strategy an important part at all levels of the organisation (Fitriyani, 2014). Performance evaluation is needed as an indicator to assess the accountability of public sector organisations to produce targeted public services (Koufteros et al., 2014). The first Indonesian government agency to implement the concept of measuring non-financial aspects was the Ministry of Finance.

### **Community satisfaction**

As posited by Tjiptono and Candra (2018), satisfaction can be understood as an endeavour to fulfil a need or to achieve a satisfactory outcome. The provision of quality services is a prerequisite for achieving public satisfaction. The quality of services is often evaluated by the public based on their direct interactions with service providers, particularly the government. Consequently, there is a need to enhance the quality of the service system in order to fulfil expectations and to increase public satisfaction.

The provision of quality service to consumers is the key to achieving public satisfaction. The quality of service is often assessed by the public or consumers directly from employees, who are also known as service producers. Therefore, efforts must be made to improve the quality of the service system provided in order to fulfil desires and increase customer satisfaction. Consequently, service quality is an important factor that must be considered by the company in order to achieve public satisfaction.

### **Public service**

The term "public service" refers to the responsiveness of the civil apparatus in organising state administration. The implementation of state administration is discussed by Kartini et al. (2020). Public service can be defined as This can be interpreted as providing services for the needs of people or communities who have an interest in the organisation in accordance with predetermined rules. In accordance with the organisation's predetermined rules. The term "public service" is used to describe a range of activities and processes. The response of the civil apparatus to the community, which concerns the interests of public administration. One form of public service can be discerned based on the contents of Article 1, Paragraph 1. The 2009 Law Number 25 on Public Services, which reads "Service is defined as an activity or series of activities undertaken with the objective of fulfilling the needs of the public. The service is provided in accordance with the relevant laws and regulations for every citizen and resident. The population is entitled to goods, services, and/or administrative services provided by public service organisers. The term "public service organisers" is used in this context.

### Service performance

In their 2020 publication, Putri defines performance as the result of an individual or group's job function within an organisation over a specified period. This outcome reflects the extent to which an individual or group meets the requirements of their role in order to achieve organisational goals. Lilyana, De Yusa, and Yatami (2021) define performance as the result of work completed within a specified period of time to fulfil the tasks and responsibilities assigned.

### METHODOLOGY

The approach taken in this research is a quantitative one. Data collection is conducted using research instruments, and data analysis is quantitative or statistical, with the aim of testing predetermined hypotheses. Sugiyono (2016: 7) defines quantitative research methods as those based on the philosophy of positivism, which are employed in the investigation of samples and research populations. Quantitative research is research that presents data in the form of numbers as the result of its research.

The descriptive research method is a method of researching the current status of a human group, an object, a condition, a thought, or an event. Descriptive methods are employed to create a picture or description of existing phenomena in a systematic, factual, and accurate manner. Quantitative descriptive research is research that describes variables as they are supported by data in the form of numbers generated from actual circumstances.

The population of this study comprises all civil servants and non-civil servants who are responsible for the delivery of services and population registration at the Population and Civil Registration Office (DISDUKCAPIL) of Cianjur Regency, as well as the community of applicants for population administration documents over the past three months (January 2024 to March 2024).

The population of employees in the field of services and population registration used by the author in the study totalled 36 individuals. Based on the average number of applicants for e-KTP population administration documents in the last three months, there were 23,788 applicants. The source is based on data from the Population and Civil Registration Office of Cianjur Regency in 2024

### RESEARCH RESULT

**Table 1 Classification of Employee Respondents by Age**

No	Age	Total	Percentage
1	18-25	2	8%
2	25-35	16	61%
3	35-45	7	27%
4	Lebih dari 45	1	4%

<b>Total</b>	<b>26</b>	<b>100%</b>
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**Table 2 Classification of Community Respondents by Age**

No	Age	Total	Precentage
1	18-25	44	44%
2	25-35	22	22%
3	35-45	22	22%
4	Lebih dari 45	12	12%
<b>Total</b>		<b>100</b>	<b>100%</b>

**Table 3 E-KTP Service Performance Assessment Variables Measured Based on Three Perspectives on the Balance Scorecard**

- a) Customer Perspective
- b) Internal Business Perspective
- c) Learning and Growth Perspective

BSC Variables	Dimensions	Indicators	Employee		Community	
			Average	Criteria	Average	Criteria
Customer Perspective	Tangibles	Service facilities	4.57	Good	3.93	Good
			4.15	Good	4.15	Good
	Empathy	Employee Attitude	3.50	Good	4.10	Good
			2.38	Good	2.55	Good
	Reliability	Employee Skills	3.73	Good	3.72	Good
			3.65	Good	3.76	Good
	Responsiveness	Fast response	3.61	Good	3.85	Good
			3.62	Good	3.90	Good
	Assurance	Trust	4.31	Good	3.95	Good

		guarantee	4.88	Good	4.11	Good	
<b>AVERAGE</b>			<b>3.84</b>	<b>Good</b>	<b>3.80</b>	<b>Good</b>	
Internal Business Perspective	Facility Aspect	Expert in Technology	3.92	Good	4.12	Good	
		appropriate facilities and infrastructure	3.42	Good	4.01	Good	
	Process Aspect	In accordance with new technology	3.73	Good	3.91	Good	
		Continuous evaluation.	4.23	Good	3.82	Good	
	Job Satisfaction Aspect	The effect of performance on productivity	4.23	Good	3.93	Good	
		Performance appraisal on productivity	4.15	Good	4.00	Good	
	<b>AVERAGE</b>			<b>3.94</b>	<b>Good</b>	<b>3.96</b>	<b>Good</b>
	Learning and Growth Perspective	Motivation Aspect	Employee appreciation compensation	2.69	Good	4.05	Good
Promotion for outstanding employees			3.35	Good	3.93	Good	
Innovation Aspect		Access to all information	4.04	Good	4.03	Good	
		Teamwork	3.88	Good	3.89	Good	

	Self-Development Aspect	Training and education	4.35	Good	4.01	Good
		Regular seminars	3.65	Good	3.78	Good
	Working Atmosphere Aspect	Provide a sense of comfort to employees	3.50	Good	3.88	Good
		Reprimand for inappropriate performance	3.50	Good	3.85	Good
<b>AVERAGE</b>			<b>3.62</b>	<b>Good</b>	<b>3.92</b>	<b>Good</b>
<b>TOTAL AVERAGE</b>			<b>3.8</b>	<b>Good</b>	<b>3.89</b>	<b>Good</b>

The table above presents the results of the recapitulation of the three perspectives with dimensions, each of which has been divided by several indicators based on question items. These results demonstrate that the performance of E-KTP services is measured based on the three perspectives on the Balance Scorecard, with an average final score of 3.89 based on the responses of community members and a score of 3.8 based on the results of employee respondents. In terms of the performance of public services on e-KTP by employees at the Population and Civil Registration Office of Cianjur Regency, the results can be categorised as 'good'. This is evident from both the community assessment and the employee assessment.

The community is generally satisfied with the services provided by employees, particularly in terms of facilities and infrastructure. They are also satisfied with the attitude, timeliness, and professionalism of employees in carrying out their duties. However, to maintain this level of satisfaction, there is a need for improvement and renewal of performance quality in line with the development of information technology in the field of administration.

The balance scorecard assessment is a valuable tool for government agencies seeking to assess the level of public satisfaction with employee performance. By understanding this level of satisfaction, agencies can identify areas for improvement and enhance the effectiveness of employee performance in the future.

## **DISCUSSION**

**The assessment of the performance of E-KTP services is based on three perspectives as outlined in the Balance Scorecard.**

The balanced scorecard is a strategic management system, more accurately termed a "strategic-based responsibility accounting system." It

translates the mission and strategy of an organisation into operational objectives and performance benchmarks for four different perspectives: financial, customer, internal business process, and learning and growth. In the balanced scorecard approach, the emphasis is on continuous improvement rather than just achieving specific goals, such as profit. If an organisation does not make continuous improvements, it may lose the competition.

Nevertheless, in this study, researchers employed only three of the four perspectives, namely customer, internal business process, and learning and growth.

From the three perspectives with dimensions, each of which has been divided by several indicators based on question items, it can be seen that the performance of E-KTP services as measured based on the three perspectives on the Balance Scorecard has an average final score of 3.89 based on community respondents' responses and a score of 3.8 based on the results of employee respondents. In terms of the performance of public services on e-KTP by employees at the Population and Civil Registration Office of Cianjur Regency, the results can be categorised as 'good'. This is evidenced by both community assessment and employee assessment.

**The following factors have been identified as inhibiting the performance of E-KTP services at Disdukcapil Cianjur Regency**

The Identity Card (KTP) is a personal identification document for a resident of the Unitary State of the Republic of Indonesia who is authorised to issue the card. It is mandatory to possess this identity card, particularly for Indonesian citizens and for foreign citizens in general who have a Permanent Residence Permit (ITAP) and who are 17 years of age or have been married or have married.

Population development is a strategic issue that cuts across various sectors, necessitating the integration of population considerations into development planning.

A review of the requirements for e-KTP at the Population and Civil Registration Office of Cianjur Regency revealed that the majority of residents in Cianjur Regency were still unconcerned about the importance of identity cards. This is evidenced by the number of residents who are late in applying for an identity card. They only apply for an e-KTP if they have a purpose or interest that requires one.

The lack of public awareness regarding participation in administrative matters results in suboptimal quality of service delivery. This was evidenced by observations and interviews conducted by the author, which revealed that the community lacked awareness of the necessity to complete their administrative tasks. To achieve good governance, it is essential that the community and the government collaborate.

**The following section will present a series of recommendations for overcoming the aforementioned obstacles.**

1. If we consider the theory of quality public services, the first solution proposed is the development of the Integrated Population

Administration Service Management Information System (Simpelaku) application. Simpelaku is an integrated online service application in population administration applications organised by the Population and Civil Registration Office of Cianjur Regency. In order to ensure the optimal functioning of public services, it is essential that this information system is used on a regular basis. The Simpelaku application is undergoing further development with the objective of achieving optimal functionality in order to facilitate the delivery of high-quality public services. This innovation can be accessed via smartphones, thereby enhancing the accessibility of the Dukcapil Simpelaku application to all residents of Cianjur Regency who are engaged in population administration activities, regardless of their choice of mobile operating system. The convenience of the facilities and the ease of use of the application are still being addressed in order to create a perfect application that will minimise the occurrence of errors or instances where the application cannot be used. This will ensure that the user community still feels easy and comfortable in every process of managing population administration that will be carried out.

2. It is important to raise awareness among employees of their responsibilities and to encourage more efficient service delivery. Regular data collection and evaluation, as reflected in monitoring and evaluation meetings, is an important mechanism to ensure that standards and targets are achieved. These meetings provide a platform for employees to report any discrepancies in standards or targets, to evaluate their performance, and to find solutions to such discrepancies.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

1. The data obtained from the results of this study, based on a recapitulation of the three perspectives with dimensions, each of which has been divided by several indicators based on question items, indicates that the performance of E-KTP services as measured based on three perspectives on the Balance Scorecard has an average final score of 3.89 based on community respondents' responses and a score of 3.8 based on the results of employee respondents. In terms of the performance of public services on e-KTP by employees at the Population and Civil Registration Office of Cianjur Regency, the results indicate that the service is rated as 'good' in both community and employee assessments.
2. In order to overcome the obstacles that have been identified, it is important to recognise that a service can be considered of a satisfactory or high quality if it meets the needs and expectations of the community. The quality of a service can be evaluated by comparing the perceptions of service users with their actual expectations.

### **Recommendation**

1. The lack of public awareness regarding participation in administrative issues results in suboptimal quality of service. To address this, it is essential for the community and government to collaborate in the pursuit of good governance. One strategy is to educate the public about the significance of population administration, thereby encouraging greater attention and understanding of population registration.
2. Further improve effectiveness and efficiency through technology evaluation, regular maintenance, updates and staff training. The lack of technological infrastructure at the E-KTP service counter is an issue relevant to the principle of good governance and requires investment in infrastructure development. obstacles arise at the E-KTP collection stage, particularly related to the limited number of blanks. There is a need to improve the management of the supply of blanks and coordination between Disdukcapil and the sub-districts in order to increase the effectiveness and reliability of the E-KTP process and minimise the inconvenience and uncertainty experienced by the people of Cianjur District. Involving the community in evaluating and improving the civil registration process will increase applicant satisfaction and empower the community.

### **ADVANCED RESEARCH**

It is recommended that further research be conducted on other factors that may be of significant influence on the quality of public services. In order to identify these factors, researchers suggest that further research be carried out on other causes that affect the quality of public services, in addition to the use of the Balance Scorecard method.

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