

The Effectiveness of Employee Performance in Improving Services at the Religious Affairs Office (KUA) of Cigeulis District, Pandeglang Regency

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Abstract

This study aims to analyze the effectiveness of employee performance in improving public services at the Office of Religious Affairs (KUA) of Cigeulis District, Pandeglang Regency. Effectiveness is measured by the extent to which employees carry out their duties and responsibilities according to public service standards. The research employs a qualitative descriptive method, with data collected through observation, interviews, and documentation. Seven informants were selected purposively from community members and KUA officials. Data were analyzed using qualitative analysis and triangulation techniques to ensure validity. The findings indicate that the performance of KUA employees in Cigeulis District is generally effective in providing services to the community. Employees have implemented their duties according to established procedures and have prioritized community satisfaction. However, several challenges remain, including limited human resources, inadequate facilities, and uneven workloads. The study concludes that enhancing employee performance effectiveness requires continuous training, improved infrastructure, and better managerial systems to optimize public service delivery at the KUA.

Keywords: *Effectiveness, Employee Performance, Public Service, Office of Religious Affairs*

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I. Introduction

Public services are an important element in the implementation of government that is oriented towards the welfare of the community. The quality of public services is an indicator of the success of government apparatus in carrying out their functions. In the context of religious institutions, the Office of Religious Affairs (KUA) has a strategic role in providing administrative services and religious guidance to the community, especially in matters of marriage, family guidance, zakat, waqf, and religious counseling. Therefore, the effectiveness of employee performance at KUA is the main factor that determines the quality of service to the community.

Employee performance effectiveness can be interpreted as the level of success of employees in carrying out their duties and responsibilities in accordance with organizational standards and goals. Effectiveness is not only measured by the results of the work achieved, but also by the ability of employees to make optimal use of resources, adapt to changes, and provide fast, precise, and satisfactory service. According to Steers (1999), organizational effectiveness is influenced by various factors such as productivity, work quality, adaptation to the environment, and the ability of human resources. In the context of government agencies, the effectiveness of performance is a reflection of the professionalism of state apparatus in serving the community.

KUA of Cigeulis District as one of the service units under the Ministry of Religion of Pandeglang Regency has a great responsibility in providing religious and social services to the community. Based on the Regulation of the Minister of Religion (PMA) Number 20 of 2019 concerning Marriage Registration, KUA is expected to be able to provide transparent, accountable, and procedural services. However, in its implementation, various obstacles are still found, both internal and external. Internal obstacles include limited human resources, lack of information technology capabilities, and limited supporting facilities and infrastructure. Meanwhile, external factors include low public discipline in marriage administration and lack of understanding of applicable legal procedures

This phenomenon shows that the work effectiveness of KUA Cigeulis employees still needs to be improved so that the public services provided truly meet the expectations of the community. Effective performance is expected not only to increase public satisfaction, but also to strengthen the image of religious institutions as professional and integrity public service providers. To achieve this, employees are needed who have high discipline, a strong work ethic, the ability to adapt to technology, and a commitment to the values of excellent service.

Based on this background, this study focuses on "The Effectiveness of Employee Performance in Improving Services at the Religious Affairs Office (KUA) of Cigeulis District, Pandeglang Regency". The formulation of the research problem includes: (1) how the level of effectiveness of employee performance in improving services at the KUA of Cigeulis District, and (2) what factors support and hinder the effectiveness of employee performance in providing services

The purpose of this study is to determine the level of effectiveness of employee performance in improving services and identify factors that play a role in supporting and inhibiting this effectiveness. The results of the research are expected to make a theoretical contribution to the development of public administration studies, especially in the field of performance management of government apparatus, as well as practical input for KUA and related agencies to improve the quality of services to the community.

Literature Review

The Concept of Effectiveness

Effectiveness is a measure of the extent to which an organization's goals or objectives can be achieved according to the planned that has been set. According to Handoko (2001), effectiveness is related to the success of an organization in achieving the desired target. Effectiveness is not only assessed from the end result, but also from the ability of an institution to use resources optimally, including time, effort, and cost. In the context of government, effectiveness is the main indicator in assessing the success of the implementation of public policies and services to the community.

A similar opinion was conveyed by Drucker (in Nawawi, 2003) who stated that effectiveness is doing the right things, namely the ability to do the right things in accordance with the goals of the organization. This means that effectiveness is not only about working hard, but also working smart according to procedures that produce real impacts on society. Meanwhile, Gibson (in Pasolong, 2014) emphasized that effectiveness reflects the level of achievement of common goals carried out by individuals and groups in the organization.

To measure effectiveness, several indicators can be used, including clarity of objectives, implementation strategies, timeliness, human resource capabilities, and the availability of adequate facilities and infrastructure (Gie, 2000). Effectiveness can be said to be high if the implementation of organizational activities is in accordance with the plan and produces useful outputs and is oriented towards public satisfaction.

Approaches to Measuring Effectiveness

According to Dimianus Ding (2014), there are three main approaches that can be used to measure organizational effectiveness. First, the *Goal Approach* which assesses the extent to which an institution has succeeded in realizing the goals that have been set. This approach focuses on the results (output) and the level of achievement of the planned work targets. Second, the *System Resource Approach* which looks at the effectiveness of the organization's ability to acquire and utilize existing resources, both human, financial, and operational facilities. Third, the *Internal Process Approach* which assesses effectiveness based on the smooth running of the organization's internal processes, inter-division coordination, and resource use efficiency.

These approaches provide a comprehensive picture of the success of public institutions such as KUA in carrying out service functions to the community. An effective KUA is one that is able to manage resources, run efficient internal processes, and achieve service goals according to government standards.

Employee Performance

Performance is an overview of the level of achievement of the implementation of a program or activity in order to realize the vision, mission, and goals of the organization (Moehersono, 2012). Employee performance is influenced by two main factors, namely ability and motivation (Mangkunegara, 2000). Ability includes aspects of the potential, skills, and knowledge that employees have, while motivation reflects the internal drive that makes a person want to work optimally.

Performance appraisals are an important instrument in the management of public organizations, as the results can be used to determine compensation, promotion, policy evaluation, and improvement of work systems. Bernardin and Russel (1993) define performance appraisal as a way of measuring an individual's contribution to an organization's goals. In the context of government institutions such as KUA, effective performance means that each employee is able to carry out religious service tasks in accordance with bureaucratic procedures and ethics.

Public Service and Service Quality Principles

Public services are defined as activities or a series of activities in order to meet the needs of the community for goods, services, and/or administrative services provided by state administrators. According to Moenir

(2005), service is the process of fulfilling needs through the activities of others that are carried out directly. Kotler (2008) added that service is any action or activity that can be offered by one party to another party and is *intangible*, and does not result in ownership of something.

The quality of service can be measured through several dimensions, including tangibles, reliability, responsiveness, assurance, and empathy as stated by Parasuraman, Zeithaml, and Berry (1988). In the context of KUA, quality service is reflected in the speed and accuracy of marriage administration services, clarity of information, friendliness of employees, and compliance with applicable regulations.

According to Tjiptono (2012), good service quality not only increases public satisfaction, but also creates public trust in government institutions. Therefore, KUA employees need to apply the principles of excellent service which include clarity of procedures, data accuracy, fairness in service, and openness to public complaints.

The Effectiveness of KUA Employee Performance in the Perspective of Public Service

The Office of Religious Affairs (KUA) is the spearhead of the Ministry of Religion's services at the sub-district level. Based on the Decree of the Minister of Religion Number 517 of 2001 and PMA Number 20 of 2019, KUA has the main function in providing religious and social services, especially in the registration of marriages, waqf, zakat, and the development of the sakinah family. In carrying out their duties, KUA is required to work professionally, transparently, and accountably.

The effectiveness of the performance of KUA employees can be seen from the extent to which the implementation of duties is in accordance with standard operating procedures (SOPs) and the ability to overcome service obstacles. Obstacles that often arise include a lack of professionals in the field of information technology, limited office facilities, and low public administration awareness of applicable legal procedures. Therefore, increasing the capacity of human resources and utilizing information technology is a must so that public services in KUA are more effective and efficient.

Theoretical Framework

Based on the theoretical study above, the effectiveness of employee performance is influenced by three main components: (1) individual ability and motivation, (2) support of organizational systems and facilities, and (3) community response to services. The synergy between the three components will determine the quality of public services in KUA. Thus, increasing the effectiveness of employee performance does not only depend on internal factors of the apparatus, but also on improving the work system and the active participation of the community as service recipients.

II. Research Methods

Approaches and Types of Research

This research uses a qualitative approach with a descriptive-analytical method. The qualitative approach was chosen because this study seeks to understand social phenomena that occur naturally, namely the effectiveness of employee performance in providing public services at the Religious Affairs Office (KUA) of Cigeulis District, Pandeglang Regency. Moleong (2006) defines qualitative research as scientific research that aims to understand the meaning of human behavior and social interaction in a reasonable context with the researcher as the main instrument.

The descriptive method is used to describe the real situation that occurs in the field related to the implementation of the duties of KUA employees, the factors that support and hinder performance, and how efforts to improve services are carried out. This research is not intended to test hypotheses, but to gain a deep understanding of the effectiveness of KUA employees in the context of religious public services.

Research Location and Time

The research was carried out at the Office of Religious Affairs (KUA) of Cigeulis District, Pandeglang Regency, Banten Province. This location was chosen purposively because it is one of the work units of the Ministry of Religion which has an important role in providing religious services at the sub-district level, especially in marriage registration, family development, zakat, and waqf.

The research period lasted from March to August 2022, including the preparation, data collection, analysis, and preparation of research reports. The selection of the time range is adjusted to the availability of informants and the operational schedule of KUA.

Data Sources and Research Informants

The data sources in this study consist of two types, namely primary data and secondary data.

- Primary data was obtained directly from informants through interviews, observations, and field documentation.
- Secondary data were obtained from official KUA documents, local government archives, academic literature, laws and regulations, and relevant previous research results.

The selection of informants is carried out by *purposive sampling*, namely by determining the individuals who are considered the most knowledgeable and directly involved in the public service process at KUA. The main informants consisted of seven people, including: the Head of KUA Cigeulis District, one administrative implementing staff, and five people who use KUA services. The selection of the number of informants is based on the principle of data saturation (data saturation), which is when the information obtained is considered representative to answer the focus of the research.

Research Instruments

In qualitative research, researchers play a key instrument. The researcher functions to design, collect, interpret, and analyze data based on the results of observations and direct interaction with the research subject. To strengthen the accuracy of the data, the researcher also used auxiliary instruments in the form of:

- Interview guidelines, used to direct the semi-structured interview process to stay focused on the research theme.
- Observation sheets are used to record the situation, behavior, and interaction of employees with the community during the service process.
- Documentation, used to collect supporting data such as marriage registration archives, organizational structure, and internal KUA regulations.

Data Collection Techniques

The data collection technique is carried out in three main ways, namely:

1. Direct observation: The researcher observed the activities of KUA employees in providing services to the community, including administrative processes, discipline, and interaction between employees and with the community. This observation is carried out in a participatory manner while maintaining objectivity.
2. In-depth *interviews*: Face-to-face interviews with key informants to obtain in-depth data on perceptions, experiences, and constraints in the execution of tasks. The questions are arranged openly so that the informant can provide meaningful answers.
3. Documentation study: Documentation is used to obtain secondary data in the form of employee performance reports, data on the number of marriage services, regulations related to public services, and other documents that support the research analysis.

Data Analysis Techniques

The data obtained were analyzed using the qualitative analysis technique of the interactive model of Miles and Huberman (1994) which includes three main stages:

1. Data *reduction*: This stage is done by selecting, focusing, and simplifying the raw data obtained from interviews, observations, and documentation to be relevant to the research focus. Data that is not directly related to the effectiveness of employee performance is eliminated.
2. Data *display*: Reduced data is presented in the form of a descriptive narrative, table, or simple matrix to make it easier for researchers to see the relationships between variables and patterns that emerge.
3. Conclusion drawing and verification: *At this stage, the researcher interprets the meaning of the data that has been analyzed and draws provisional conclusions, then verifies it with additional field data so that the results are valid and accountable.*

Data Validity Test

The validity of the data is maintained through triangulation techniques, which are comparing data from various sources, methods, and collection times. Source triangulation is carried out by confirming the results of interviews between employees and the service user community. The triangulation method was carried out by

comparing the results of interviews, observations, and documentation. Meanwhile, time triangulation is carried out by repeated observation in different situations to ensure the consistency of the findings.

In addition to triangulation, the researcher also applied the principles of credibility, dependability, confirmability, and transferability as criteria for data validity according to Lincoln and Guba (1985). Thus, the research results can be *credible*, dependable, objective, and relevant to similar contexts (*transferable*).

III. Results and Discussion

Overview of the Office of Religious Affairs (KUA) of Cigeulis District

The Cigeulis District Religious Affairs Office (KUA) is a technical implementation unit of the Ministry of Religion at the sub-district level which has a strategic role in providing religious services to the community, especially in the fields of marriage registration, zakat, waqf, and sakinah family development. KUA Cigeulis houses nine villages with a total population of around 36,000 people, all of whom are Muslim. The vision of KUA Cigeulis is "The realization of an Indonesian society that is religiously obedient, harmonious, intelligent, and prosperous in birth and mind". To achieve this vision, KUA carries out the mission of improving the quality of religious services and strengthening the socio-religious role in the community.

The organizational structure of KUA consists of the Head of KUA, Associate Head, Religious Extension Officer, Treasurer, SIMKAH Operator, and other administrative staff who handle zakat, waqf, finance, and family counseling matters. This division of duties is regulated in the Decree of the Minister of Religion Number 477 of 2004 and strengthened by PMA Number 39 of 2012.

Effectiveness of Employee Performance in Public Service

The results of the study show that the performance of KUA employees of Cigeulis District in general has been running well and effectively, especially in terms of marriage administration services and family consultation. Employees have carried out their duties according to procedures and are guided by applicable regulations, namely the Regulation of the Minister of Religion (PMA) Number 20 of 2019 concerning Marriage Registration. This is reflected in the increase in the timeliness of services, administrative orderliness, and public satisfaction with the services provided.

However, the effectiveness of services still faces several obstacles, especially related to limited human resources (HR) and infrastructure. For example, there are still employees who lack knowledge of information technology in the operation of the Marriage Management Information System (SIMKAH), so some administrative processes are still carried out manually. In addition, the narrow service space and limited supporting facilities, such as computers and internet networks, also affect the speed of service.

The effectiveness of employees' work is also influenced by aspects of discipline and work ethic. Based on the results of observations and interviews, most of the KUA employees have a high level of discipline, are present on time, and show a friendly and communicative attitude towards the community. Good work discipline supports smooth service and increases public trust in government agencies. This is in line with the opinion of Gie (2000) that discipline and internal supervision are important factors in determining organizational effectiveness.

Performance Effectiveness Supporting Factors

The results of the study identified several factors that support the effectiveness of the performance of KUA Cigeulis employees, including:

1. Participatory leadership. The Head of KUA has a central role in regulating coordination, providing direction, and building a conducive work atmosphere. An open and communicative leadership style encourages employees to work with high responsibility.
2. Harmonious work environment. Good relationships between employees and effective communication create a positive teamwork spirit. Employees help each other in completing administrative tasks and field activities such as counseling and community service.
3. Clear regulatory support and work procedures. The existence of standard operating procedures (SOPs) and technical regulations from the Ministry of Religion helps employees in carrying out their duties in a directed manner, thereby minimizing errors in the service process.

4. Commitment to public service. KUA employees show awareness that their duties are a form of community service. Religious values become the moral foundation that strengthens the responsibility and professionalism of work.

Performance Effectiveness Inhibition Factors

In addition to supporting factors, the study also found several factors that inhibit the effectiveness of employee performance, namely:

1. Limited human resources and technological competence. Some employees have not fully mastered the digital technology used in the marriage administration system, so the data input process is often delayed.
2. Inadequate facilities and infrastructure. Some service support facilities such as computers, printers, and internet networks are still limited and do not always function optimally.
3. Lack of awareness of public administration. People are still often late in completing marriage requirements documents or manipulating identities, such as falsifying the age of underage brides-to-be.
4. High workload. The limited number of employees causes the distribution of work to be disproportionate, especially when there is a surge in the number of marriage applications in certain seasons.

These obstacles are in line with the findings of Arfah (2019) who emphasized that the effectiveness of public services in KUA is greatly influenced by human resource competence, support for work facilities, and community participation in the service process.

Efforts to Increase Service Effectiveness

To increase the effectiveness of services, the KUA of Cigeulis District has taken several strategic steps, including:

1. Internal training of employees, especially in mastering information technology and the use of the SIMKAH application to speed up the administrative process.
2. Cross-sectoral coordination, such as cooperation with sub-district and village governments for the socialization of marriage administration and the control of population documents.
3. Improvement of discipline and work ethic through internal supervision and regular evaluation.
4. Optimization of public service facilities, including the arrangement of workspaces, the provision of digital devices, and the improvement of public comfort in accessing services.

These efforts have proven to be able to improve employee performance and speed up the service process, although they still require additional budget and policy support from local governments.

Discussion

The results of the study show that the effectiveness of the performance of KUA Cigeulis employees is highly dependent on the synergy between individual factors (competence and motivation), organizational factors (leadership, structure, and facilities), and external factors (community support and regulations). This finding is in line with the theory of organizational effectiveness from Gibson (in Pasolong, 2014) which states that effectiveness is achieved through cooperation between individuals and organizational systems in achieving common goals.

Thus, increasing the effectiveness of the performance of KUA employees not only requires increasing individual capacity, but also reforming the digital-based public service system, providing adequate facilities, and continuous coaching. If these factors are optimized, KUA will be able to provide fast, transparent, and community-oriented religious services.

IV. Conclusions and Suggestions

Conclusion

Based on the results of the research and analysis that has been carried out, it can be concluded that the effectiveness of the performance of employees at the Religious Affairs Office (KUA) of Cigeulis District, Pandeglang Regency is generally classified as good and quite effective in providing public services to the community. KUA employees have carried out their duties in accordance with applicable procedures and regulations, especially the Regulation of the Minister of Religion Number 20 of 2019 concerning Marriage Registration. The process of marriage administration services, sakinah family guidance, and religious social services runs in an orderly and timely manner.

This effectiveness is supported by several important factors, including participatory leadership, high discipline and work ethic, a harmonious work environment, and a moral and religious commitment to providing services. Good employee relationships and effective communication also play a big role in creating a conducive work atmosphere and encouraging the spirit of excellent service.

Nevertheless, the effectiveness of employees' work still faces a number of obstacles, especially related to limited human resources, lack of mastery of information technology, and lack of facilities and infrastructure to support services. In addition, the low awareness of public administration often causes delays in the processing of marriage documents. These obstacles show that improving service quality does not only depend on the performance of the apparatus, but also on the support of the community as service users.

Overall, the results of this study confirm that the effectiveness of employee performance is a determining factor for the success of public services in KUA. The higher the ability, discipline, and professionalism of employees, the more the quality of service and community satisfaction will increase.

Suggestions

Based on the results of the study, several strategic steps are suggested as follows:

1. Improving employee competence through periodic training, especially in mastering information technology and digital services based on the SIMKAH system, so that the administrative process is faster and more efficient.
2. The local government and the Ministry of Religion are expected to increase support for facilities and infrastructure, such as computer devices, internet networks, and representative service spaces.
3. The Head of KUA needs to strengthen the system of supervision and performance evaluation on a regular basis to maintain discipline, responsibility, and quality of employee service.
4. Increasing public participation through education about the importance of administrative order and legal awareness in the management of marriage documents.
5. Cross-sectoral collaboration between KUA, sub-district governments, and socio-religious institutions needs to be strengthened to expand the reach of services and build public trust.

With the implementation of these suggestions, it is hoped that public services in KUA Cigeulis District can be more effective, professional, and oriented towards community satisfaction.

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