

# Employee Performance Analysis in Enhancing Public Service Quality: a Case Study of Tirtomoyo Subdistrict, Wonogiri Regency, Central Java

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## ABSTRACT

Public service is a fundamental function of local governments that directly interacts with the community, therefore, service quality is a key indicator of governmental performance. As the frontline administrative unit, the subdistrict plays a strategic role in delivering public services. This study aims to analyze the performance of employees at the Tirtomoyo Subdistrict in improving public service quality from the perspectives of both employees and service users, as well as to identify the supporting and inhibiting factors influencing employee performance. A qualitative research approach was employed, with data collected through interviews and observations. The informants consisted of Tirtomoyo Subdistrict employees and community members as service users, selected through purposive sampling. Data analysis was conducted using NVivo 15 software through systematic coding and thematic analysis. The results indicate that employee performance is generally perceived as good, particularly in terms of service attitude, procedural compliance, work competence, and service implementation quality. Employee performance is strongly associated with improvements in public service quality as perceived by the community. Supporting factors include work motivation, organizational culture, teamwork, leadership support, and employee competence, while inhibiting factors include limited infrastructure, high workload, human resource constraints, and insufficient public understanding of service procedures.

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## 1. INTRODUCTION

The subdistrict is a governmental organizational unit that plays a strategic role in the delivery of public services at the local level. As an institution that directly interacts with the community, the subdistrict provides various administrative and social services, including population administration, official correspondence, facilitation of licensing processes, and the dissemination of public information. The high intensity of interaction between the subdistrict and the community makes the quality of public services at the subdistrict level a crucial indicator for assessing the performance and effectiveness of local government



Public service is a fundamental obligation of the state to fulfill citizens basic rights through the provision of goods and/or services (Riani, 2021). Law Number 25 of 2009 stipulates that public services must be delivered in a transparent, effective, efficient, accountable, and community oriented manner. However, in practice, public service delivery at the subdistrict level continues to face several challenges, including procedures that are not yet fully simplified, limitations in human resources relative to service demand, and suboptimal information provision. These conditions have the potential to diminish public perceptions of public service quality.

Public service quality is influenced not only by systems and procedures but also by employee performance as the primary service implementers. Employee performance in public organizations encompasses the ability to apply standard operating procedures, accuracy and precision in task execution, time discipline, communication skills, and professional service behavior (Lestari, 2023). Previous studies indicate that employee performance is affected by external factors, such as leadership, training, and organizational culture (Widodo et al., 2022), as well as internal factors, including affective commitment (Widodo, 2021) and knowledge sharing (Adiyani et al., 2021). Given that employees interact directly with the public, the quality of public services largely depends on the extent to which employees are able to perform their duties optimally.

Various empirical studies have confirmed a significant relationship between employee performance and public service quality. (Noorrahman & Sairin, 2023) as well as (Zahiah et al., 2022) demonstrate that employee accuracy, service speed, service attitude, and professionalism significantly influence the quality of services perceived by the community. Furthermore, public service quality is closely associated with public satisfaction, as service quality both partially and simultaneously has been shown to exert a significant effect on public service user satisfaction (Ardiansyah et al., 2023; Pangestu et al., 2023).

Most studies on employee performance and public service quality remain dominated by quantitative approaches. Such approaches have limitations in capturing the dynamics of service interactions, organizational social contexts, and the subjective experiences of both the public and employees. Moreover, the integration of employee performance and public service quality within a systematic qualitative analytical framework remains relatively limited. The use of software assisted qualitative data analysis tools, such as NVivo, offers opportunities for structured coding and thematic mapping, thereby enhancing the validity and depth of analysis (Dewita et al., 2024; Putri et al., 2023).

Based on these research gaps, this study aims to analyze employee performance and public service quality at the Tirtomoyo Subdistrict Office using a qualitative approach with Nvivo assisted thematic analysis. This study is expected to provide theoretical contributions to the development of public service studies, methodological contributions through the application of systematic qualitative analysis, and practical contributions as a basis for formulating strategies to improve public service quality at the subdistrict level.

## **2. RESEARCH METHOD**

### **Research Design and Study Site**

This study employs a descriptive qualitative approach aimed at gaining an in-depth understanding of employee performance and public service quality at the subdistrict level. The research was conducted at the Tirtomoyo Subdistrict Office, which was selected due to its strategic role as a provider of administrative public services that directly interact with the community. The focus of this study is placed on employee performance, as this factor directly influences service effectiveness and public perceptions of local government performance.

### **Informants Selection**

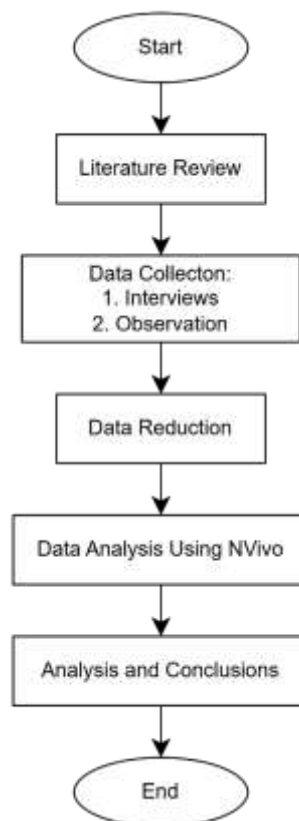
The research informants consisted of employees of the Tirtomoyo Subdistrict Office and community members who utilized its public services. Employees are defined as individuals who earn their livelihood by working within an organizational unit, either in governmental or private institutions (Fauria et al., 2023). The selected informants included employees directly involved in the public service delivery process and community members as service recipients. Informants were selected using purposive sampling based on their level of involvement, experience, and relevance to the service delivery process. This approach was employed to ensure that the data obtained adequately represent employee performance and public service quality in a comprehensive manner.

### Data Collection Techniques

Data collection in this study was conducted through in depth interviews with both employees of the Tirtomoyo Subdistrict Office and community members as service users. The interviews were conducted in a structured manner to explore informants perceptions, experiences, and evaluations regarding employee performance and public service quality. This interview based approach was employed to obtain a comprehensive understanding of public service practices from the perspectives of service providers and service recipients.

### Data Analysis Tool

Qualitative data analysis was conducted using NVivo 15 software. NVivo is a qualitative data analysis software developed by QSR International and is widely used to support systematic qualitative research. According to Naidoo and Kapofu, as cited in (Fitriani, 2024), NVivo facilitates the management and analysis of interview data through processes such as coding, categorization, thematic analysis, matrix coding queries, concept mapping, and the visualization of relationships among themes. The use of NVivo enables the analytical process to be carried out in a systematic, transparent, and empirically grounded manner, thereby enhancing the consistency and validity of the research findings. The research workflow is illustrated in the following flowchart.



**Figure 1.** Research Flowchart

The research flowchart illustrates the systematic and sequential stages of the research process. The study begins with a literature review to examine concepts of employee performance, public service quality, as well as relevant regulations and previous studies, which serve as the foundation for developing the analytical framework. The next stage involves data collection through interviews and observations to obtain empirical data from employees and community members as service recipients. The collected data then undergo a data reduction process to select, simplify, and categorize relevant information in accordance with the research focus. Subsequently, the reduced data are analyzed using NVivo software through coding and thematic analysis to identify key patterns and themes. The final stage of the research consists of analysis and conclusion drawing based on the data analysis results, aiming to address the research questions and provide insights into employee performance in improving public service quality. The research process is completed once all stages have been implemented in an integrated and systematic manner.

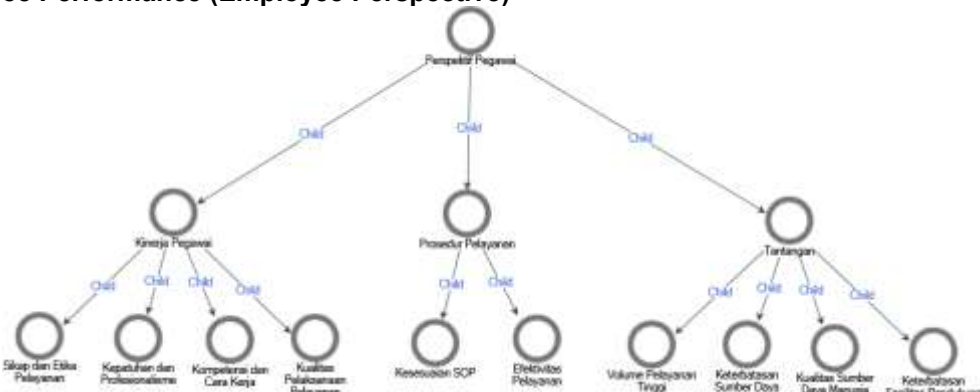
**3. RESULTS AND DISCUSSIONS**  
**Overview of Qualitative Findings**



**Figure 2.** Word Frequency Analysis

The initial stage of analysis was conducted through word frequency analysis using NVivo software to identify dominant issues within the interview narratives. The word cloud visualization indicates that the terms service, employees, quality, and community were the most frequently occurring words. These findings suggest that respondents primarily focused on the implementation of public services by employees and its impact on the community as service recipients. In addition, the frequent occurrence of terms such as performance, procedures, speed, and communication indicates that respondents evaluated public services not only based on outcomes but also on operational aspects, including service speed, procedural compliance, and communication effectiveness. This reinforces the notion that public service quality is understood as the outcome of employee performance carried out through clear procedures and effective communication.

**Employee Performance (Employee Perspective)**

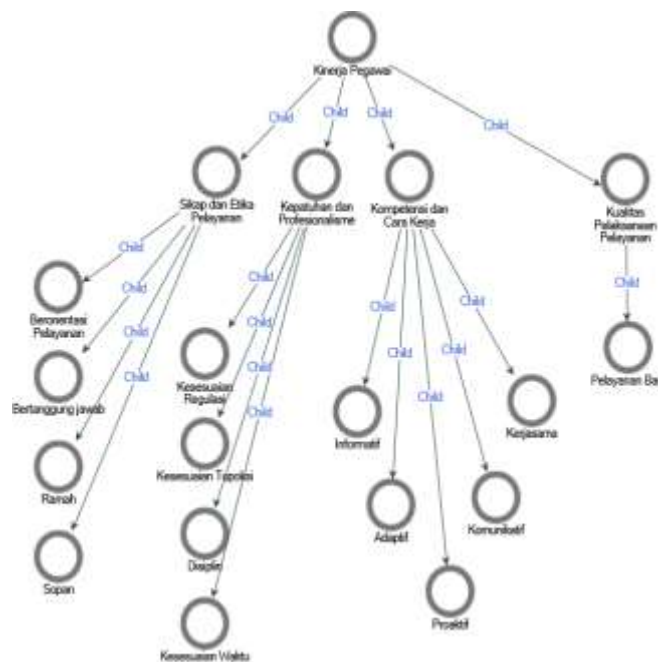


**Figure 3.** Project Map of Employee Performance from the Employee Perspective



**Figure 4.** Hierarchy Chart of Employee Performance from the Employee Perspective

The results of the thematic analysis from the employee perspective indicate that employee performance is perceived through four main dimensions: service attitude and ethics, compliance and professionalism, competence and work practices, and the quality of service delivery. Service attitude and ethics are regarded as the fundamental dimension, reflected in courteous, friendly, and responsible behavior in serving the community. This finding is consistent with public service concepts that emphasize the behavior of public officials as a key element in shaping perceptions of service quality.



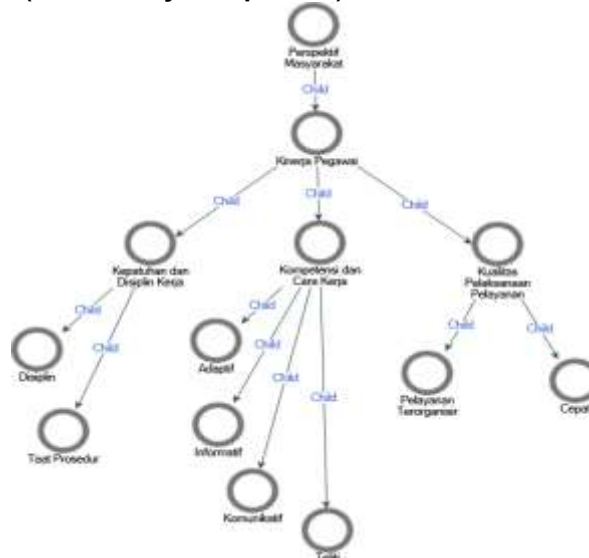
**Figure 5.** Sub Code Project Map of Employee Performance from the Employee Perspective

The dimension of compliance and professionalism encompasses service implementation in accordance with regulations, work discipline, and timeliness. Employees recognize that adherence to established standards and procedures represents a form of professionalism that supports public trust. Meanwhile, competence and work practices reflect the importance of communication skills, inter-employee collaboration, proactive attitudes, and adaptability to dynamic service conditions. The identification of collaboration as a factor influencing employee performance in this analysis is consistent with (Khaeruman, 2021), who identifies collaboration as one of the three main indicators of employee performance.

In terms of the quality of service delivery, employees perceived that services have generally been implemented well and in accordance with applicable standards. Nevertheless, employees also identified several service-related challenges, particularly high service volumes, limited human resources, and inadequate supporting facilities. These challenges have the potential to affect service

effectiveness; however, employees continue to strive to maintain service quality through collaboration and adaptive adjustments to existing conditions. This finding indicates that employee performance is understood as a collective effort carried out within the constraints of limited resources.

**Employee Performance (Community Perspective)**



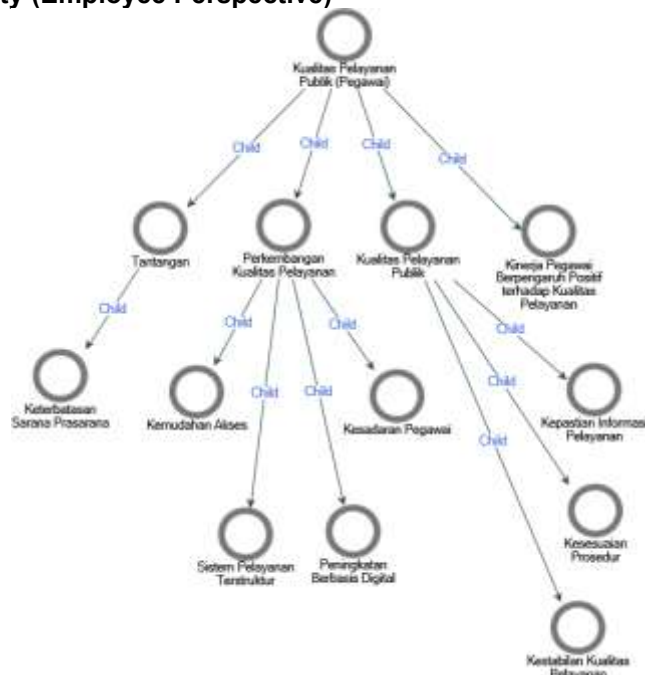
**Figure 6.** Project Map of Employee Performance from the Community Perspective



**Figure 7.** Hierarchy Chart of Employee Performance from the Community Perspective

From the community perspective, employee performance is assessed based on direct experiences during the service delivery process. The thematic analysis indicates that community members emphasize service attitude and ethics, procedural compliance and work discipline, competence and work practices, as well as the quality of service delivery. This is consistent with personal or individual factors that are recognized as influential determinants of employee performance (Marwiyah, 2023). Responsive, friendly, patient, and courteous employee behavior emerges as a primary indicator in performance evaluation, highlighting the central role of behavioral dimensions in shaping community service experiences. Community members also perceive compliance with procedures and work discipline as factors that provide certainty and clarity in administrative processes. In terms of competence, employees are perceived to demonstrate adequate capabilities in delivering information, communicating clearly, and performing tasks carefully and adaptively. The quality of service delivery is assessed based on service speed and orderliness, which directly influence community satisfaction. These findings indicate that employee performance is evaluated not only based on service outcomes but also on the processes and interactions that occur throughout service delivery.

**Public Service Quality (Employee Perspective)**



**Figure 8.** Project Map of Public Service Quality from the Employee Perspective



**Figure 9.** Hierarchy Chart of Public Service Quality from the Employee Perspective

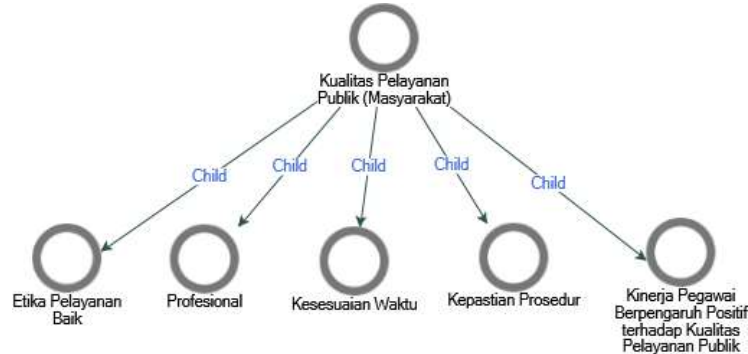
Employees perceive the quality of public services as services that are delivered in accordance with established procedures and provide clear and reliable information to the public. Certainty of service-related information is perceived as an important factor in creating clarity and reducing public confusion throughout the service process. In addition, the stability of service quality is also a concern among employees, indicating efforts to maintain service consistency under various service conditions.

The quality of public services is considered to have developed in a more positive direction. This development is reflected in increasingly structured service systems, improved employee awareness of the importance of public service, and the implementation of digital-based service innovations. Furthermore, ease of access to services for the public is also viewed as part of ongoing efforts to continuously improve service quality. Although the quality of public services is perceived to have been delivered effectively and to have improved, employees also identify challenges in further enhancing service quality. The primary challenge identified is the limitation of supporting facilities and infrastructure. These limitations are perceived to affect service optimization, particularly in conditions that require more adequate infrastructural support.

Employees explicitly assess that employee performance has a positive influence on the quality of public services. The disciplined execution of tasks in accordance with procedures,

supported by professional attitudes, is perceived to enhance the quality of services provided to the public. These findings indicate employee awareness that service quality cannot be separated from the quality of employee performance in carrying out their roles and responsibilities.

**Public Service Quality (Community Perspective)**



**Figure 10.** Project Map of Public Service Quality from the Community Perspective



**Figure 11.** Hierarchy Chart of Public Service Quality from the Community Perspective

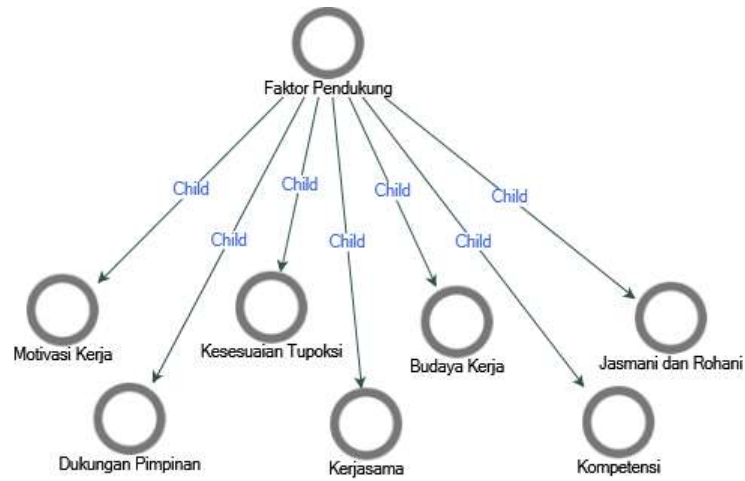
The community perceives good service ethics as one of the main indicators of public service quality. Service ethics are reflected in employees’ polite, friendly, and respectful attitudes toward the public as service users. Such attitudes contribute to a positive service experience and provide a sense of comfort for the community throughout the service process. Employee professionalism is also considered an important aspect in assessing public service quality from the community’s perspective. Employees are regarded as professional when they are able to perform service tasks responsibly, demonstrate consistency, and exhibit work competencies that align with their roles. This professionalism is perceived as a factor that supports smooth service delivery and enhances public trust in service-providing institutions.

The timeliness of service delivery is one of the most prominent dimensions in public perceptions. The community assesses public service quality based on the accuracy and speed of service provision. Services delivered within the expected timeframe are perceived to reduce queues and increase public satisfaction in receiving public services. Certainty of service procedures is also a major concern for the community in evaluating public service quality. Clear and consistently implemented procedures provide assurance for the public in handling administrative matters. This procedural certainty is perceived to reduce confusion and enhance the public’s sense of security during the service process.

Based on the analysis of interview results, the community also perceives that employee performance has a positive influence on the quality of public services. Employees who work effectively, professionally, and ethically are considered capable of delivering higher-quality services.

These findings indicate that the community views public service quality as an outcome of optimal employee performance.

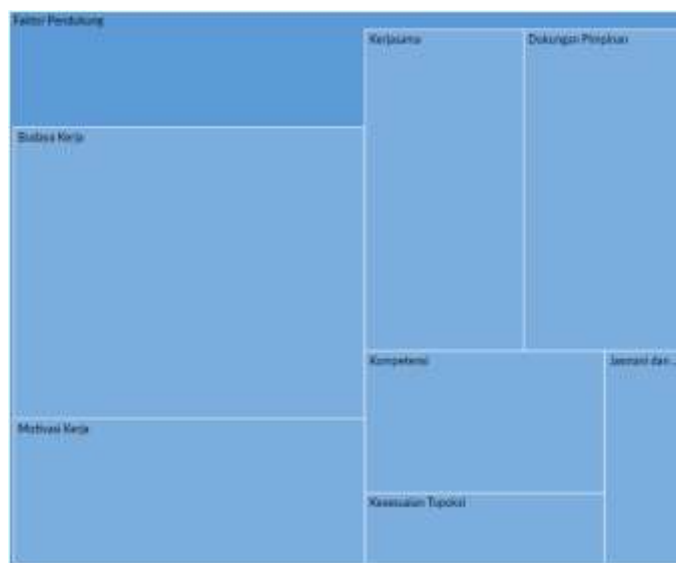
**Supporting and Inhibiting Factors**



**Figure 12.** Project Map of Supporting Factors

Work motivation is identified as one of the prominent supporting factors in enhancing employee performance. Respondents perceive that strong work motivation encourages employees to carry out service-related tasks with greater commitment and responsibility. Work motivation is also viewed as a driving force that enables employees to continue delivering optimal services despite relatively high workloads. In addition, a positive work culture is considered an important supporting factor in creating a conducive working environment. Such a work culture is reflected in supportive work habits, discipline, and employees’ commitment to providing services to the public. This culture is perceived to foster more structured work patterns and a stronger orientation toward public service.

Cooperation among employees is also identified as a supporting factor in the implementation of public services. Respondents assess that effective cooperation facilitates coordination among employees and helps streamline service processes. This cooperation allows employees to support one another in completing service tasks, particularly during periods of increased service demand. Furthermore, leadership support is perceived as a crucial factor in encouraging employee performance. This support may take the form of guidance, supervision, and motivation provided to employees. Supportive leadership is considered capable of enhancing employee morale and strengthening commitment to delivering high-quality public services.



**Figure 13.** Hierarchy Chart of Supporting Factors

Employee competence is also recognized as a supporting factor in public service delivery, as respondents perceive that employees’ abilities and skills in performing service tasks contribute to

improving service efficiency and quality. These competencies include both technical and interpersonal skills required in serving the public. Moreover, the alignment of employees' main duties and functions (tugas pokok dan fungsi) further supports service performance, as employees who perform tasks in accordance with their roles and responsibilities are perceived to work more effectively and in a more focused manner. This alignment helps reduce task overlap and improve service efficiency. In addition to these factors, employees' physical and mental conditions are also perceived as supporting factors for performance, as good physical and psychological well-being enables employees to work optimally and maintain the quality of services provided to the public.

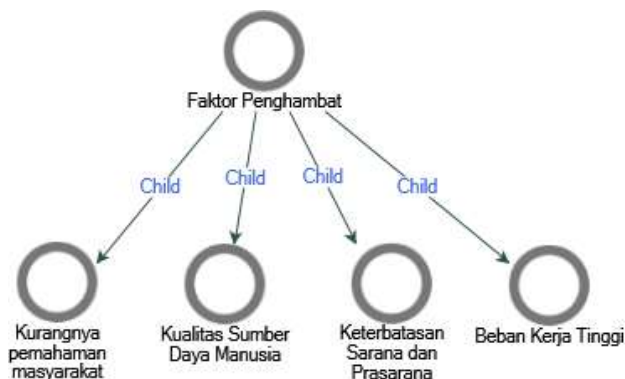


Figure 14. Project Map of Inhibiting Factors

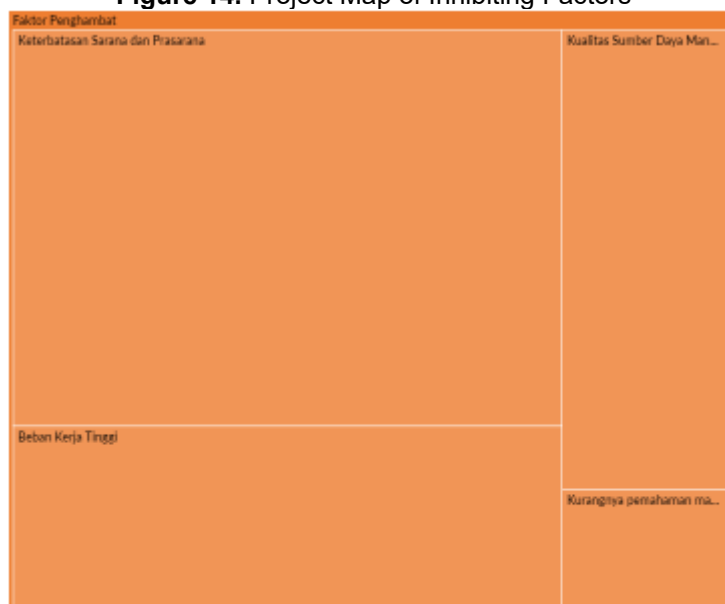


Figure 14. Hierarchy Chart of Inhibiting Factors

One of the main inhibiting factors identified is the limitation of facilities and infrastructure. Respondents assessed that inadequate supporting facilities can affect the smoothness of the service process, particularly when the number of applicants increases or when services require specific infrastructural support. These limitations have the potential to cause services to operate suboptimally under certain conditions. In addition, a high workload is also perceived as a factor that hinders employee performance. The high volume of services that must be handled simultaneously can affect the effectiveness and consistency of service delivery. This condition requires employees to work more intensively, which in some situations may have an impact on the quality of services provided.

Another inhibiting factor is the quality of human resources. Respondents indicated that differences in employees' abilities and skills in carrying out service tasks can influence the smoothness of public service delivery. Uneven human resource quality may become an obstacle to efforts to improve overall service quality. Furthermore, a lack of public understanding of service procedures is also perceived as an inhibiting factor. Members of the public who do not fully understand service flows and requirements may cause repeated processes or service delays. This condition indicates that service barriers do not only originate from internal organizational factors, but also from external factors related to service users' understanding.

#### 4. CONCLUSION

Based on the research findings and data analysis on employee performance and public service quality at the Tirtomoyo Subdistrict Office, the following conclusions can be drawn.

1. Employee performance in delivering public services at the Tirtomoyo Subdistrict Office is generally perceived as good by both employees and community members. Employees perceive that service performance has been implemented in accordance with established procedures and responsibilities, while community members evaluate employee performance based on responsive and friendly service attitudes, as well as relatively fast and well-organized service delivery.
2. Employee performance is strongly associated with improvements in public service quality. The better employees perform their duties and serve the community, the higher the level of public service quality perceived by service users.
3. Employee performance in enhancing public service quality is supported by work motivation, organizational culture, collaboration, leadership support, employee competence, and alignment of job duties. Conversely, inhibiting factors include limited facilities and infrastructure, high workload, uneven human resource quality, and insufficient public understanding of service procedures.

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