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Optimization of Employee Performance Through Improving Public Service Quality at The Department of Public Works, Spatial Planning, and Transportation of Pakpak Bharat Regency

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Abstract. This study aims to analyze the optimization of employee performance through improving public service quality at the Department of Public Works, Spatial Planning and Transportation (PUTRHUB) of Pakpak Bharat Regency and to identify factors that hinder these efforts. This research employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to 53 employees of the PUTRHUB Office of Pakpak Bharat Regency and analyzed using simple linear regression analysis, correlation analysis, the coefficient of determination, and hypothesis testing with the assistance of SPSS. The results showed that the quality of public services at PUTRHUB Pakpak Bharat Regency was categorized as satisfactory, with a mean score of 3.74, while employee performance was categorized as good, with a mean score of 3.56. The regression analysis produced the equation Y = 6.955 + 0.668X, indicating that an improvement in service quality has a positive effect on employee performance. The correlation coefficient of 0.701 indicates a strong and positive relationship between service quality and employee performance. The coefficient of determination of 0.491 indicates that service quality explains 49.1% of the variation in employee performance, while the remaining 50.9% is influenced by other factors outside the scope of this study. The t-test produced a value of 7.018 with a significance level of 0.000 < 0.05, indicating that service quality has a positive and significant effect on employee performance. Factors requiring further attention include promotion systems, supervision, attendance discipline, timeliness, and performance evaluation.

Keywords: Employee Performance; Performance Evaluation; Performance Optimization; Public Service Quality; Service Improvement.

1. INTRODUCTION

Population growth in Indonesia has shown a consistently increasing trend over the years. Based on data published by Statistics Indonesia (Badan Pusat Statistik), Indonesia's population has reached approximately 276 million, with an annual population growth rate of around 1.00 percent. This condition makes Indonesia one of the most populous countries in the world, ranking fourth after China, India, and the United States. The large population has led to an increasing demand for public services across various sectors, including infrastructure, spatial planning, and transportation.

Population growth requires the government to provide high-quality, effective, and efficient public services. The quality of public services is an important indicator of government performance because it is closely related to public satisfaction. Previous research has shown that employee performance plays an important role in determining the quality of public services (Muhtar et al., 2025). Therefore, local governments have a responsibility to continuously improve public service delivery in response to the increasingly complex needs of society.

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In this regard, the Department of Public Works, Spatial Planning, and Transportation of Pakpak Bharat Regency plays a strategic role in providing public services, particularly in infrastructure development, spatial planning, and transportation systems (Maha et al., 2024; Boangmanalu et al., 2025). This institution is required to deliver optimal services to support regional development and improve public welfare.

Nevertheless, the successful delivery of public services is determined not only by the systems and policies implemented but also by the quality of human resources, particularly employee performance. Good employee performance improves service quality, whereas poor performance can reduce public satisfaction (Handayani et al., 2024). In addition, appropriate public service strategies have been shown to significantly improve the performance of state civil servants (Marina et al., 2024). Employees with high levels of competence, responsibility, and professionalism are capable of delivering high-quality, prompt, and accurate public services. Conversely, poor employee performance can hinder service effectiveness and reduce public satisfaction.

Local government efforts to improve public service quality continue to face various complex challenges. These challenges arise from increasing public demands for transparent, accountable, and responsive services. Furthermore, social, economic, and technological developments also influence public expectations regarding the quality of services provided by the government (Asropi, 2002).

Public services play a crucial role in national and civic life because they represent the primary point of interaction between the government and the public. Public service performance can be measured using several indicators, including timeliness, service quality, staff competence, and public satisfaction (Hasbullah et al., 2025). In addition, public service delivery involves various elements within the concept of *governance*, namely the government, civil society, and market mechanisms, all of which play a role in determining service quality.

Furthermore, various aspects of *good governance* can be translated into practical implementation through public service delivery. However, public service institutions continue to face several limitations, such as low employee competence (*lack of competencies*), limited regional budgets, and the suboptimal distribution of authority between central and local governments. These conditions present challenges that local governments must address to improve public service quality. Research indicates that organizational innovation and work culture play important roles in improving public service performance (Kardina & Frinaldi, 2024).

Human resource (HR) issues also represent a major obstacle, particularly when employees are assigned to positions that do not match their competencies (*the right man in the right place*) (Karomah et al., 2026; Panjaitan et al., 2026). Limited skills, poor work discipline, and cumbersome bureaucratic procedures also affect the quality of services provided to the public. These conditions can undermine public trust in the government and prevent public bureaucracy from performing optimally (Zakariya & Prianto, 2024). Consequently, public satisfaction may remain low, while trust in the government may continue to decline.

With the implementation of regional autonomy, local governments have been granted broad authority to regulate and manage governmental affairs, including the provision of public services. Nevertheless, various emerging issues indicate that the quality of public services delivered has not yet fully met public expectations. Therefore, innovative and sustainable efforts are needed to improve the performance of government personnel (Khairunnisa et al., 2026).

Improving public service quality is an important and strategic issue. On the one hand, public expectations for high-quality services continue to rise; on the other hand, public service delivery practices have yet to undergo significant changes. This situation indicates a gap between public expectations and the actual services provided.

Based on the issues outlined above, this study focuses on the relationship between public service quality and employee performance at the Department of Public Works, Spatial Planning, and Transportation of Pakpak Bharat Regency. Although previous studies have examined employee performance and public service quality, further investigation is needed to understand their relationship within the specific context of local government institutions. Therefore, this study aims to examine the relationship between public service quality and employee performance and to provide practical insights for improving employee performance and service delivery at the departmental level.

2. METHOD

This study employed a quantitative approach using an explanatory survey design. The research was conducted to examine the relationship between public service quality as the independent variable (X) and employee performance as the dependent variable (Y) at the Department of Public Works, Spatial Planning, and Transportation of Pakpak Bharat Regency. This approach was selected because the study aimed to analyze the statistical relationship between the two variables using questionnaire data.

Explanatory research is a type of research aimed at explaining relationships among research variables through the testing of previously formulated hypotheses. This type of research does not merely describe a phenomenon but also seeks to explain why the phenomenon occurs and how relationships among variables may influence certain conditions.

In this study, the researcher examines the relationship between public service quality and employee performance at PUTRHUB, Pakpak Bharat Regency. The analysis focuses on determining whether public service quality is significantly associated with employee performance. Through this approach, the study seeks to provide empirical evidence that may support efforts to improve employee performance and public service delivery within the institution.

Through an explanatory research approach, the researcher can gain a deeper understanding of the relationship patterns between digital literacy competence and online communication responsiveness in improving public service effectiveness. The findings of this study are expected to provide a scientific explanation of the factors influencing public service quality in the digital era.

Research Method

This study employed a quantitative research method using a survey approach. Data were collected through questionnaires administered to employees of the Department of Public Works, Spatial Planning, and Transportation of Pakpak Bharat Regency. The quantitative method was selected to measure public service quality and employee performance and to examine the statistical relationship between these variables. The collected data were analyzed using simple linear regression, correlation analysis, the coefficient of determination, and hypothesis testing with the assistance of SPSS.

Population

The population of this study consisted of employees of the Department of Public Works, Spatial Planning, and Transportation of Pakpak Bharat Regency. A population refers to the entire group of subjects included within the scope of a study (Suharsimi, 2006, p. 130). The study population comprised 62 State Civil Apparatus (ASN) employees and 16 Government Employees with Work Agreements (PPPK), resulting in a total of 78 employees.

Sample

The primary data used in this study were obtained through questionnaires distributed to employees of the Department of Public Works, Spatial Planning, and Transportation of Pakpak Bharat Regency. A sample refers to a subset of a population selected to represent its

characteristics (Sugiyono, 2017, p. 43). The questionnaire data were used to assess public service quality and employee performance.

The sampling technique used in this study is saturated sampling, which is a sampling technique in which all members of the population are included as research participants. This technique is generally used when the population is relatively small, consisting of fewer than 30 individuals, or when the researcher intends to achieve generalizations with a very small margin of error (Sugiyono, 2017, p. 85). In this study, the sample consists of all employees of the Department of Public Works, Spatial Planning, and Transportation of Pakpak Bharat Regency, comprising 62 State Civil Apparatus (ASN) employees and 16 Government Employees with Work Agreements (PPPK), for a total of 78 respondents.

Variables and Operational Definitions of Variables

This study involves three main variables that are interrelated within a causal model. The following presents the operational definitions of each variable.

Table 1. Operational Definitions of Variables.

No.	Variable	Dimension	Indicator	Measurement Scale
1	Public Service Quality (X)	Tangibles	Availability of service facilities and infrastructure	Likert Scale (1–5)
			Employees' appearance when providing services	
		Reliability	Accuracy of service delivery in accordance with procedures	
			Consistency of services provided	
		Responsiveness	Speed of employees in providing services	
			Promptness in responding to public complaints	
		Assurance	Ability to provide a sense of security	
			Certainty and clarity of service information	
		Empathy	Employees' friendliness and courtesy	
			Concern for the needs of the public	
2	Employee Performance (Y)	Work Quality	Accuracy and neatness of work results	Likert Scale (1–5)
			Quality standards of the work produced	
		Work Quantity	Amount of work completed	
			Achievement of work targets	
		Punctuality	Completion of work according to schedule	
			Discipline in the use of working time	
		Effectiveness	Optimal utilization of resources	
			Ability to work efficiently	
		Responsibility	Awareness of assigned duties	
			Readiness to accept work-related risks	
		Responsiveness	Speed in responding to public needs	
			Ability to provide service solutions	

Validity and Reliability Tests

In conducting research, the implementation of validity and reliability tests cannot be separated from the research process. Both concepts are crucial to the success of a study because they determine whether the research instrument is valid and reliable. Validity and reliability tests are measurement instruments used to assess the quality of research instruments.

Validity Test

The validity test is used to assess the extent to which a questionnaire is truly capable of measuring what it is intended to measure. An instrument is considered valid when the items contained in the questionnaire are able to represent and reveal the aspects or variables intended to be measured (Ghozali, 2020:82). In other words, each item in the questionnaire must be appropriately related to the construct that is the focus of the study.

The validity test is conducted by correlating the score of each questionnaire item with the total score of the corresponding construct or variable. The hypotheses proposed are as follows:

H_o: The score of the questionnaire item is positively correlated with the total construct score.

H_a: The score of the questionnaire item is not positively correlated with the total construct score.

Operationally, the validity test is conducted by comparing the calculated *r* value with the critical *r* value at a 5% significance level with degrees of freedom (df) = $n - 2$, where *n* represents the number of samples. A questionnaire item is declared valid if the calculated *r* value > the critical *r* value. Conversely, if the calculated *r* value < the critical *r* value, the questionnaire item is declared invalid (Ghozali, 2020:92).

Reliability Test

The reliability test is used to assess the consistency of a measurement instrument, namely the extent to which a questionnaire produces relatively stable responses when administered under similar conditions. A questionnaire is considered reliable when respondents' answers to the statement items demonstrate consistency over time (Ghozali, 2020:95). Thus, reliability indicates the degree of dependability of an instrument in measuring the same construct.

In this study, the reliability test was conducted using the one-shot method, in which measurement is performed only once, with the assistance of SPSS software through the Cronbach's Alpha (α) statistical test. A construct or variable is declared reliable if the obtained Cronbach's Alpha value is greater than 0.60 (Nunnally in Ghozali, 2020:98).

Data Analysis

Data analysis refers to the process of examining, categorizing, organizing, interpreting, and validating data in order to obtain meaningful information and draw appropriate conclusions (Dewi, 2024).

Multiple Linear Regression Analysis

Regression analysis was used to examine the relationship between the independent variable and the dependent variable. In this study, simple linear regression analysis was employed to determine the relationship between public service quality (X) and employee performance (Y). The regression equation used in this study is expressed as follows:

$Y = a + b_1X_1 + b_2X_2 + e$……... (i)

Explanation:

Y = Public Service Effectiveness

a = Constant

b_1 = Regression coefficient of Digital Literacy Competence

b_2 = Regression coefficient of Online Communication Responsiveness

X_1 = Digital Literacy Competence

X_2 = Online Communication Responsiveness

e = Error term or measurement error

Through this regression equation, the researcher can determine the direction of the relationship and the magnitude of the effect of the independent variables on the dependent variable. If a regression coefficient is positive, it indicates that an increase in the independent variable is associated with an increase in the dependent variable, assuming that the other variables in the model remain constant.

Simultaneous Test (F-Test)

The F-test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. Statistical calculations are performed using SPSS with a significance level of $\alpha = 0.05$. The decision-making criteria are based on the significance probability value as follows: If the significance probability is > 0.05, H_0 is accepted and H_a is rejected; If the significance probability is < 0.05, H_0 is rejected and H_a is accepted.

Partial Test (t-Test)

The t-test was used to determine whether public service quality has a statistically significant relationship with employee performance in the simple linear regression model. The hypothesis test was conducted using SPSS at a significance level of $\alpha = 0.05$. A significance value below 0.05 indicates sufficient statistical evidence to reject the null hypothesis. The

decision-making criteria are as follows: If Sig. < 0.05, H_0 is rejected and H_a is accepted; If Sig. > 0.05, H_0 is accepted and H_a is rejected.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) aims to measure the ability of the regression model to explain the variation in the dependent variable (Ghozali, 2020). The coefficient of determination ranges from zero to one. A value of R^2 closer to one indicates that the independent variables provide a greater proportion of the information needed to explain the variation in the dependent variable. Conversely, a value of R^2 closer to zero indicates that the ability of the independent variables to explain the variation in the dependent variable is relatively limited.

3. RESULTS AND DISCUSSION

Normality Test

The normality test aims to determine whether the disturbance term or residuals in the regression model are normally distributed. A good regression model is one in which the data are normally distributed or approximately normally distributed. In this study, the normality assessment was conducted using the Kolmogorov–Smirnov test with the assistance of SPSS software. The decision-making criteria for the normality test are as follows: If the significance value (Sig.) is greater than 0.05, the data are considered to be normally distributed; If the significance value (Sig.) is less than 0.05, the data are considered to be not normally distributed.

Table 2. Uji Normalitas One-Sample Kolmogorov-Smirnov Test.

One-Sample Kolmogorov-Smirnov Test				
		Kualitas Pelayanan	**Kinerja Pegawai**	**Total**
N		53	53	53
Normal Parameters[a,b]	*Mean*	74.92	57.04	170.66
	Std. Deviation	3.316	3.162	5.248
Most Extreme Differences	*Absolute*	.111	.099	.087
	Positive	.063	.098	.078
	Negative	-.111	-.099	-.087
Kolmogorov-Smirnov Z		.808	.721	.635
Asymp. Sig. (2-tailed)		.531	.676	.815
a. *Test distribution is* Normal.				
b. *Calculated from* data.				

Referring to Table 1 above, it can be understood that the *Asymp. Sig. (2-tailed)* value for the public service quality variable is 0.531, while the value for employee performance is 0.676, and the total value is 0.815. Since all *Asymp. Sig. (2-tailed)* values are greater than 0.05, the data for each variable can be considered to be normally distributed.

Validity Test

The validity test aims to determine the extent to which a measuring instrument is effective and accurate in performing its intended function. A correlation coefficient of 0.30 or higher is considered to indicate that an item is valid. The test was conducted using a statistical method with the assistance of the SmartPLS application.

Table 3. Results of the Questionnaire Validity Test.

No.	Variable	Dimension	Instrument Item	r-count	r-critical	Remark
1	Public Service Quality (X)	Tangibles	X1.1	0.434	0.300	Valid
		Tangibles	X1.2	0.422	0.300	Valid
		Reliability	X1.3	0.403	0.300	Valid
		Reliability	X1.4	0.458	0.300	Valid
		Responsiveness	X1.5	0.471	0.300	Valid
		Responsiveness	X1.6	0.631	0.300	Valid
		Assurance	X1.7	0.346	0.300	Valid
		Assurance	X1.8	0.434	0.300	Valid
		Empathy	X1.9	0.311	0.300	Valid
		Empathy	X1.10	0.394	0.300	Valid
2	Employee Performance (Y)	Work Quality	Y1	0.390	0.300	Valid
		Work Quality	Y2	0.394	0.300	Valid
		Work Quantity	Y3	0.379	0.300	Valid
		Work Quantity	Y4	0.547	0.300	Valid
		Punctuality	Y5	0.400	0.300	Valid
		Punctuality	Y6	0.533	0.300	Valid
		Effectiveness	Y7	0.429	0.300	Valid
		Effectiveness	Y8	0.533	0.300	Valid
		Responsibility	Y9	0.336	0.300	Valid
		Responsibility	Y10	0.352	0.300	Valid
		Responsiveness	Y11	0.485	0.300	Valid
		Responsiveness	Y12	0.405	0.300	Valid

Source: Research data, processed by the researcher.

Simple Linear Regression Analysis

Simple linear regression analysis was conducted to examine the relationship between public service quality and employee performance at PUTRHUB, Pakpak Bharat Regency. Public service quality was treated as the independent variable (X), while employee performance was treated as the dependent variable (Y). The results of the regression analysis are presented in Table 4.

Table 4. Results of Simple Linear Regression Analysis of the Effect of Service Quality on Employee Performance (*Coefficients*[a].

Model		***Unstandardized Coefficients***		***Standardized Coefficients***
		B	***Std. Error***	***Beta***
1	(*Constant*)	6.955	7.143	
	Service Quality	.668	.095	.701

Based on Table 4.6 above, the regression coefficient (b) is 0.668. Therefore, the resulting regression equation is $\hat{Y} = 6.955 + 0.668X$. This equation indicates that for every one-unit increase in service quality, employee performance is predicted to increase by 0.668 units. Thus, it can be concluded that service quality has a positive effect on employee performance at PUTRHUB Pakpak Bharat Regency

Results of the Coefficient of Determination (*Adjusted R^2*)

The coefficient of determination presented in Table 5 shows an R Square value of 0.491, indicating that public service quality accounts for 49.1% of the variation in employee performance at PUTRHUB, Pakpak Bharat Regency. The remaining 50.9% of the variation is not explained by the regression model. These findings indicate that public service quality has a positive association with employee performance, although other factors beyond the scope of the model may also contribute to employee performance.

Meanwhile, the remaining 9.6% is attributable to other factors outside the research model that were not examined in this study, such as human resource quality, facilities and infrastructure, work systems, leadership, and other relevant factors.

Therefore, it can be concluded that the research model has a strong explanatory capacity, as indicated by the coefficient of determination approaching 1. This finding suggests that Digital Literacy Competence and Online Communication Responsiveness play an important role in explaining variations in Public Service Effectiveness:

Table 5. Results of the Coefficient of Determination (*Adjusted R^2*).

Model	***R***	***R Square***	***Adjusted R Square***	***Std. Error of the Estimate***
1	.701[a]	.491	.481	2.277

Predictors: (Constant), Service Quality

Dependent Variable: Employee Performance

Source: Processed questionnaire data (2026).

Based on Table 5 above, the correlation coefficient (R) is 0.701, indicating a strong and positive relationship between service quality and employee performance at PUTRHUB, Pakpak Bharat Regency, based on the correlation coefficient criteria presented in Table 5. The coefficient of determination (R Square) is 0.491, indicating that 49.1% of the variation in employee performance at PUTRHUB, Pakpak Bharat Regency, can be explained by the service quality variable. The remaining 50.9% is attributable to other variables not examined in this study, such as compensation, working conditions, job characteristics, and other factors that may influence employee performance.

Simultaneous Test (F-Test)

After conducting the regression analysis, the researcher proceeded with a simultaneous test (F-test) to examine the effect of service quality (X1) on employee performance (Y) and determine whether the hypothesis should be accepted or rejected. The decision criteria are as follows: if the calculated F-value (Fcount) is greater than the critical F-value (Ftable), or if the significance value is less than or equal to 0.05, then the null hypothesis (H0) is rejected.

Table 8. Simultaneous F-Test Results.

ANOVA[a]						
	Model	***Sum of Squares***	***Df***	***Mean Square***	***F***	***Sig.***
1	*Regression*	276.580	2	138.290	28.414	.000[b]
	Residual	243.345	50	4.867		
	Total	519.925	52			

a. Dependent Variable: Kinerja Pegawai
b. *Predictors*: (*Constant*) Kualitas pelayanan

Based on the ANOVA results presented in Table 8, the reported F-value is 28.414, with a significance value of less than 0.001. These results indicate that the regression model reported in the table is statistically significant. However, the ANOVA table presents two regression degrees of freedom, whereas the main research model specifies only one independent variable, namely public service quality. Therefore, the original SPSS output must be reviewed before the F-test results can be interpreted as evidence supporting the proposed simple linear regression model.

These findings are consistent with the research conducted by Wala (2017), which found a significant effect of service quality on employee performance. Similarly et al. (2014) reported a significant effect of work stress on employee performance.

Partial Test (t-Test)

After conducting the simultaneous test (F-test), the researcher proceeded with the partial test (t-test), which was conducted individually to examine the effect of service quality (X1) on employee performance (Y). This test aims to determine whether service quality has a significant effect on employee performance and whether the research hypothesis should be accepted or rejected.

The decision criteria are as follows: if the calculated t-value (tcount) is greater than the critical t-value (ttable), or if the significance value is less than or equal to 0.05, then the null hypothesis (H0) is rejected. The critical t-value (ttable) is determined using the formula n − k − 1 at a 5% significance level (0.05), corresponding to a 95% confidence level.

Table 9. Results of the *t*-Test.

Model		t	Sig.
1	(*Constant*)	.974	.335
	Service Quality	7.018	.000

Source: Processed Data (2026).

Based on Table 9, the calculated t-value for public service quality is 7.018, exceeding the critical t-value of 2.00758 at 51 degrees of freedom. The reported significance value is less than 0.001, indicating a statistically significant positive relationship between public service quality and employee performance at PUTRHUB, Pakpak Bharat Regency. Therefore, the null hypothesis is rejected. This finding is consistent with the study conducted by Wala (2017).

Service Quality at PUTRHUB, Pakpak Bharat Regency

Public service quality refers to the extent to which services provided by an institution meet established standards and the needs of service recipients. In this study, public service quality is assessed through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions reflect the availability of service facilities, the consistency and accuracy of service delivery, the responsiveness of employees, the assurance provided to service recipients, and employees' attention to public needs.

Based on the questionnaires distributed to respondents, the overall service quality at PUTRHUB, Pakpak Bharat Regency, obtained a mean score of 3.74, which falls into the satisfied category. This can be observed through the dimensions of salary, the work itself, promotion, work groups, supervision, and working conditions. However, several aspects scored below the overall mean. In the dimension of the work itself, the indicator of interest in the job obtained a mean score of 3.72, which falls into the satisfied category. To improve this aspect, the agency or its leadership should show appreciation by offering praise and expressing gratitude for employees' work results. This may strengthen employees' interest in their jobs and improve the agency's overall performance.

In the promotion dimension, the indicator of willingness to develop one's career obtained a mean score of 3.67, which falls into the satisfied category. To improve this aspect, employees should strive to perform better, manage their time more effectively, provide feedback to colleagues, and expand their professional networks. Meanwhile, the indicator of promotion based on work performance obtained a mean score of 3.06, which falls into the fairly satisfied category. To address this issue, the agency should recommend employees with outstanding work performance for promotion. This may strengthen their commitment to their work and continuously improve their work motivation.

The indicator of fairness in promotion obtained a mean score of 3.32, which falls into the fairly satisfied category. To address this issue, the agency should ensure that promotions are awarded fairly, taking into account employees' length of service, experience, honesty, and skills in carrying out their duties. In the supervision dimension, the indicator of communication during supervision obtained a mean score of 3.34, which falls into the fairly satisfied category. To improve this aspect, employees should ensure that they clearly understand the instructions provided by their superiors. If any instructions are unclear, they should seek further clarification to prevent misunderstandings and ensure smooth communication within the agency. The indicator of employees' attentiveness to their superiors' instructions obtained a mean score of 3.28, which falls into the fairly satisfied category. To improve this aspect, employees should be prepared to understand and carry out the tasks assigned by their superiors during supervisory activities.

Furthermore, in the working conditions dimension, the office facilities indicator obtained a mean score of 3.58, which falls into the satisfied category. To improve this aspect, the agency should provide facilities that support employees' work activities, including equipment such as a television for entertainment during breaks. Additional cabinets should also be provided to prevent documents from piling up on desks. These improvements may help maintain employee motivation and facilitate the completion of work.

Based on the evaluation of service quality presented above, it can be concluded that employees are generally satisfied with the service quality-related aspects assessed in this study. Nevertheless, further improvements are necessary, particularly by providing support and remaining open to suggestions so that employees feel valued when they contribute constructive ideas to the agency. The agency should also ensure fair promotion opportunities based on employees' length of service, experience, honesty, and skills.

Furthermore, to optimize service quality, the agency should consider the factors influencing employee satisfaction and performance. According to Sutrisno (2012), these factors include psychological, social, physical, and financial aspects. The psychological aspect concerns employees' emotional and psychological conditions related to their interests, talents, attitudes, competencies, and work security. The social aspect relates to interactions among employees and between employees and their superiors. The physical aspect concerns employees' physical conditions, including health, time management, supporting facilities, age, and the nature of their work. The financial aspect relates to employee welfare and security, including salaries, allowances, promotions, and social security benefits.

Employee Performance at PUTRHUB, Pakpak Bharat Regency

Employee performance refers to the work output produced by an employee in accordance with their job responsibilities within a specified period. Good employee performance is an important step toward achieving organizational objectives. Employee performance at PUTRHUB, Pakpak Bharat Regency, is generally good, as indicated by the questionnaire results, which produced a mean score of 3.56, falling into the good category. The dimensions of employee performance include work quality and quantity, attendance and punctuality, and the ability to collaborate.

However, several aspects scored below the overall mean. In the punctuality aspect, the indicator of completing work on time obtained a mean score of 3.06, which falls into the fairly good category. To address this issue, employees should establish work targets to help them complete their tasks more effectively and within the deadlines. The work prioritization indicator obtained a mean score of 3.26, which falls into the fairly good category. To improve this aspect, employees should establish a clear priority scale. By doing so, they can determine which tasks must be completed first and which can be postponed. This approach will help employees complete their work on time according to their capabilities. Furthermore, the indicator of not postponing work obtained a mean score of 3.28, which falls into the fairly good category. To improve this aspect, employees should make a personal commitment to remain focused on completing their assigned tasks rather than avoiding or delaying them.

Regarding attendance, the attendance indicator obtained a mean score of 3.23, which falls into the fairly good category. To address this issue, the agency should establish clear attendance policies. These policies should not only regulate attendance procedures but also specify appropriate follow-up measures for employees who are frequently absent from the office. The compliance indicator obtained a mean score of 3.13, which falls into the fairly good category. To improve compliance, the agency should apply appropriate disciplinary measures, such as written warnings and other sanctions, to encourage employees to correct their behavior and improve their adherence to agency and office regulations. Additionally, the indicator of being on time for office activities obtained a mean score of 3.13, which falls into the fairly good category. To address this issue, the agency should establish clear disciplinary rules and apply appropriate sanctions, including first and second written warnings and other relevant measures, to improve employee discipline and punctuality.

Based on the evaluation of employee performance, it can be concluded that employee performance at PUTRHUB, Pakpak Bharat Regency, is generally good. Nevertheless, further improvements are needed to help the agency achieve its organizational objectives more

effectively. These improvements may include disciplinary measures, such as written warnings and the postponement of promotions or periodic salary increases for employees who fail to comply with established agency or office regulations, where permitted by applicable rules and regulations.

In addition, efforts to optimize employee performance should consider the factors that influence performance. According to Sedarmayanti (2018), performance management should clarify the time frame, the expected quantity of work, and the tasks to be completed. It should also establish agreements among relevant parties to minimize differences in interpretation when implementing policies, conduct performance evaluations, and establish a framework for measuring, analyzing, and evaluating the performance of individuals and work units.

4. CONCLUSION

The questionnaire results indicate that the variable reported as public service quality at PUTRHUB, Pakpak Bharat Regency, obtained an overall mean score of 3.74. However, the indicators discussed in the results section primarily concern job satisfaction, including salary, promotion opportunities, supervision, and working conditions. These indicators differ from the operational definition of public service quality presented in Table 1. Therefore, the interpretation of this mean score should be reviewed against the original questionnaire before drawing a final conclusion about public service quality.

Employee performance at PUTRHUB, Pakpak Bharat Regency, falls into the good category, as indicated by a mean score of 3.56. The dimensions receiving good ratings include work quantity, work quality, and teamwork abilities. However, punctuality and employee attendance still require attention, particularly in terms of work prioritization, attendance discipline, and completing tasks on time. Service quality has a positive effect on employee performance at PUTRHUB, Pakpak Bharat Regency. The simple linear regression analysis produces the following regression equation: $Y = 6.955 + 0.668X1$. This indicates that every one-unit increase in service quality is associated with a predicted increase of 0.668 units in employee performance.

The regression results indicate a strong and positive relationship between public service quality and employee performance, with a correlation coefficient (r) of 0.701. The reported coefficient of determination (R^2) of 0.491 indicates that public service quality explains 49.1% of the variation in employee performance, while the remaining 50.9% is not explained by the model. Furthermore, the t-test result of 7.018, with a reported significance value below 0.001, indicates a statistically significant positive relationship between the two variables. These

findings support the research hypothesis based on the reported regression results. Nevertheless, the interpretation should be finalized after confirming the consistency of the statistical output and variable measurements.

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