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The Influence of Employee Performance on the Quality of Administrative Services at the South Sulawesi Regional Settlement Infrastructure Center Officer

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ABSTRACT

Employee performance plays a crucial role in enhancing the effectiveness of administrative services and in achieving organizational objectives. Consequently, this study holds significant importance in identifying the characteristics that influence service quality. The primary objective of this research is to examine the impact of employee performance on the quality of administrative services at the Housing Infrastructure Office in the South Sulawesi region. This study employs a descriptive design with a quantitative research approach. The sample consists of 67 employees working at the South Sulawesi Regional Settlement Infrastructure Office. Data were collected through observations, questionnaires, and documentation techniques. The collected data were analyzed using descriptive and inferential statistical methods. The results reveal that the performance level of employees at the South Sulawesi Regional Settlement Infrastructure Office remains below the expected standard. However, people generally perceive the office's administrative services to be of very high quality. Further analysis indicates that employee performance accounts for 65.1% of the variation in administrative service quality, while the remaining 34.9% can be attributed to other unidentified factors. Overall, the study demonstrates a strong and significant correlation between employee performance and the quality of administrative services at the Housing Infrastructure Office in the South Sulawesi region.

Keywords: Public Services, Employee Performance, Service Quality

INTRODUCTION

Public service refers to an institutional function that addresses the needs of the community through compliance with established standards, regulations, and protocols. It embodies the process of realizing the rights and interests of individuals or groups through coordinated efforts, either individually or collectively. The integration of structured systems, defined procedures, and technical mechanisms sustains these efforts and ensures the effective delivery of services to the public. (Denhardt & Denhardt, 2016; Osborne, Radnor, & Nasi, 2013; Sari, 2024). The purpose of a public service is to tailor its offerings to suit individual wants or needs, and to effectively convey the options and methods available to acquire the services provided by the government.

Since the implementation of regional autonomy, public services have become a primary indicator of government performance, sparking extensive discussion regarding their quality and effectiveness. Local governments' ability to deliver high-quality, efficient, and responsive services that meet community expectations reflects the success of regional autonomy. Both central and regional administrations are now required to continually improve the quality and accessibility of public services, as citizens often evaluate government performance based on the services they receive. Thus, the quality of public services has become one of the main benchmarks for assessing governmental success. Improving the

effectiveness of public service delivery also requires fostering a positive public perception of government institutions. Transparent, fair, and responsive service delivery increases public trust and satisfaction, which contributes to greater confidence and optimism within society. This strengthens the government's strong authority in the eyes of the people (Akib, 2022; Mirdawati, Jamaluddin, Niswaty, Darwis, & Salam, 2018; Niswaty, Maualana, Jamaluddin, & Salam, 2020).

Article 18 of Law Number 23 of 2014 concerning Regional Government states that the primary objective of establishing local governments is to perform governmental functions, particularly in serving and assisting the community. This mandate points out the importance of improving public services as a reflection of governmental responsibility. The effectiveness of these services depends largely on the performance of government employees, whose dedication and professionalism directly influence the quality of service received by citizens. To strengthen this, the government issued Decree No. 63/KEP/M.PAN/7/2003 through the Ministry of State Apparatus Empowerment, which outlines the General Guidelines for the Implementation of Public Services. The decree emphasizes that public services must be provided in accordance with the law and are intended to meet the genuine needs of the people. Nevertheless, such policies will only be effective if supported by competent and committed government personnel. The Ministry's policy on state apparatus empowerment aims to enhance service quality while ensuring that government institutions operate efficiently and are managed by professional, community-oriented officials who prioritize public needs and expectations.

The execution of the regional autonomy policy leads to the realization of service quality, which ultimately causes satisfaction for service users. The service satisfaction index serves as a way to overcome problems in improving the performance of public authorities. Therefore, it is important to evaluate the services provided to the community thoroughly and systematically to determine whether it provides satisfaction or not. To meet the community's needs for good public services, there needs to be sustainable growth and change. The many comments from people who have used government services show that the government has not been able to build the right infrastructure for these services.

The effectiveness of government apparatus plays a crucial role in ensuring the smooth implementation and quality of public services. The performance of officials serves as a reflection of an organization's success in executing its programs, activities, and policies to achieve its mission and objectives. Through consistent performance evaluation, organizations can assess employee outcomes and maintain a workforce that meets established standards in both quality and quantity. This alignment ensures that every employee performs their assigned roles effectively and contributes meaningfully to institutional goals. Enhancing and developing human resources within an organization is essential to achieving optimal performance, as competent and motivated employees form the foundation of quality public service delivery. Work discipline, particularly punctuality and adherence to procedures, is a significant factor influencing employee performance. Discipline functions as both a motivator and a regulatory mechanism, guiding employees to carry out their duties responsibly and efficiently, which in turn fosters the consistent delivery of high-quality services to the public.

METHODS

This study employs a quantitative approach supported by statistical analysis to examine the relationship between indicators of employee performance and the characteristics of administrative service quality. The research focuses on 200 employees working at the South Sulawesi Regional Settlement Infrastructure Office. To determine the appropriate sample size, the Slovin formula was applied with a margin of error of 10%, resulting in a total sample of

67 respondents. This sampling method ensures that the selected participants accurately represent the broader population while maintaining an acceptable level of precision in data analysis.

The purpose of this study is to use quantitative descriptive research to provide a complete picture of research methods in general that look at how factors occur naturally and relate to each other. Atatsi et al., (2019); Hameed and Waheed, (2011); Utin and Yosepha, (2019)used four types of employee performance measures to find out if there is a relationship between variables. Namely (1) Quality of Work, (2) Quantity of Work, (3) Timeliness, and (4) Ability to Collaborate. The measurement was carried out using the measure of administrative service quality proposed by Tjipto to find out how different factors relate to each other. Some of these signs are (1) Direct Evidence, (2) Ability, (3) Certainty, and (4) Empathy. To speed up the research process, descriptive and inferential statistical tests, especially simple linear regression, are used to look at the data.

This study adopts a quantitative descriptive research design to examine the causal relationship between the two variables under investigation. The quantitative descriptive approach is employed to provide an objective and measurable analysis of how employee performance influences the quality of administrative services. Data were collected through the distribution of structured questionnaires, which contained predetermined questions and response options. Respondents were asked to select the answer that best represented their views or experiences, and their responses were systematically recorded for analysis. The research data were obtained from buildings and service units located at the Sumpang Binangae District Office in Barru Regency, which served as the primary site for data collection and observation.

RESULTS AND DISCUSSION

The findings of the study provide a detailed overview of employee performance in relation to the quality of administrative services at the housing infrastructure headquarters in the South Sulawesi region. The findings of the study include descriptive statistical analysis that aims to assess the impact of employee performance on the quality of administrative services. The main data collection technique in this study is the use of questionnaires. Furthermore, this study uses a quantitative testing approach to test the hypothesis, using SPSS 25 software for data analysis to find out the extent to which office conditions affect employee performance.

Descriptive Statistical Analysis

This study uses descriptive analysis to evaluate the influence of employee performance on the quality of administrative services at the headquarters for housing infrastructure in South Sulawesi. The variable (X) that represents employee performance is assessed in the categories of excellent, satisfactory, average, poor, and inadequate. The findings are then displayed in a table showing the frequency and percentage distributions. Meanwhile, the variable of assessment of the quality of administrative services (Y) was assessed in the categories of excellent, satisfactory, quite satisfactory, not satisfactory, and unacceptable.

The purpose of describing the frequency of respondents to this study variable is to assess how often respondents recognize and react to the study variables as a whole.

Table 1 Description of the frequency of respondents to variable X in its entirety

Valuation	Amount	Percentage
Excellent	28	42%
Good	37	55%

Average	2	3%
Poor	0	0%
Inadequate	0	0%
Total	67	100%

Source: Primary Data from the Questionnaire

The data show that out of 67 respondents, 37 individuals, or 55%, stated that they had performed their duties well. Meanwhile, 28 respondents, representing 42% of the total, indicated that they had performed very well. Only 2 respondents, or about 3%, reported that their performance was satisfactory.

The purpose of describing the frequency distribution of respondents for this research variable is to assess the extent to which respondents recognize and respond to the research variables. This analysis provides an overview of employees' perceptions and performance levels in relation to the improvement of administrative service quality.

Table 2: Description of Respondent Frequency Against Variable Y

Valuation	Amount	Percentage
Excellent	29	43%
Satisfactory	36	54%
Quite satisfactory	2	3%
Not satisfactory	0	0%
Unacceptable	0	0%
Total	67	100%

Source: Primary Data from the Questionnaire

The data indicates that out of 67 respondents, 36 individuals, or 54%, reported that the services provided were of excellent quality. Meanwhile, 29 respondents, representing 43% of the total, stated that the quality of services they delivered was very satisfactory. Only 2 respondents, accounting for 3% of the total, indicated that they had provided services of satisfactory quality.

Table 3: Simple Linear Regression Analysis

Independent Variables	R	R Square	Regression Coefficients	Sig.	Constant Y
Performance (X)	0.807a	0.651	0.807	0.000	0.593

Source: Primary Data After Processing

This study was conducted to examine the effect of employee performance on the quality of administrative services at the Housing Infrastructure Headquarters in the South Sulawesi region. The regression equation was derived using the Statistical Package for the Social Sciences (SPSS) version 25. The resulting regression model indicates that the value of Y (service quality) is determined by the equation **Y = 0.593 + 0.807X**, where 0.593 represents the constant (α). This means that if the independent variable (employee performance) was valued at zero, the predicted quality of service (Y) would be 0.593. Furthermore, for every one-unit increase in the employee performance variable, the quality of administrative services is expected to increase by 0.807. This relationship is statistically significant at the 0.000 level, indicating a strong positive influence of employee performance on the quality of administrative services.

Correlation analysis was employed to determine the strength of the relationship between the independent variable and the dependent variable. The researcher utilized the Statistical Package for the Social Sciences (SPSS) to derive a correlation coefficient (R) of 0.807 and a coefficient of determination (R^2) of 0.651. These results indicate a strong positive correlation between employee performance and the quality of administrative services at the

Housing Infrastructure Headquarters in the South Sulawesi region. The correlation coefficient of 0.807 suggests that 80.7% of the variation in the quality of administrative services can be explained by variations in employee performance, while the remaining 19.3% may be influenced by other factors not included in this study.

The coefficient of determination ($R^2 = 0.651$) indicates that employee performance explains 65.1% of the variation in administrative service quality. In organizational studies, an R^2 value above 0.60 is generally considered "strong," especially in public sector settings where service outcomes are influenced by multiple human and non-human factors. This value shows that employee performance is a major predictor of service quality and plays a critical role in achieving public service targets. Practically, it means that improvements in employee competence, responsiveness, and work discipline can significantly enhance the consistency and reliability of administrative services.

The remaining 34.9% of unexplained variance indicates that factors other than employee performance also influence service quality. These may include technological support systems, the availability of service facilities, organizational culture, leadership style, and external factors such as citizen expectations or regulatory constraints. For example, limited digital infrastructure may slow administrative processing times, while cultural norms within the office may shape how employees interact with the public. Recognizing these additional factors is essential, as it indicates that service improvement requires a holistic approach that integrates human performance with organizational, technological, and environmental components.

Overview of Employee Performance at the South Sulawesi Regional Settlement Infrastructure Center Office

Employee performance refers to the results of the employee's efforts in fulfilling the main duties and obligations given or delegated to him. Performance can be evaluated by considering the extent to which targets are met, the level of work quality, the level of efficiency, the level of inventiveness, the effectiveness of collaboration, and other aspects related to individual work and tasks.

Based on the results of the descriptive analysis of the frequency variable of administrative services, it can be concluded that, in general, employees provide services of excellent quality, as indicated by a percentage of 55%. The findings show that several employees consistently comply with established work standards and maintain the expected level of service quality. Moreover, staff members demonstrate openness to receiving suggestions and constructive criticism from visitors, reflecting a willingness to improve their performance. This attitude contributes to greater comfort and efficiency in the workplace, as employees who acknowledge the value of feedback tend to become more effective and responsive in their roles. Observations also reveal that employees consistently meet deadlines and sustain positive relationships with their colleagues while performing their duties. Such cooperation creates a supportive office environment, which in turn facilitates timely task completion and enhances overall organizational performance.

The work done by people or groups in an organization affects how well employees do their jobs. (Nasnidar, Niswaty, & Isgunandar, 2024; Riska, Nasrullah, Nasir, & Suprianto, 2024; Saleh, Bau, & Darwis, 2024) This work is carried out in accordance with the authority and duties given, with the aim of achieving organizational goals while remaining moral and ethical. Research results and theories support the idea that employee evaluation is an important part of making government institutions grow and improve. Studies show that people who work at the South Sulawesi Regional Settlement Infrastructure Office carry out their duties very well.

Overview of the Quality of Administrative Services at the South Sulawesi Regional Settlement Infrastructure Centre Office

The company's application of intangible elements, visible to consumers/customers, defines the quality of administrative services. We can assess the quality of a service by evaluating its ability to meet the customer's requirements and desires.

From the detailed analysis conducted for this study, we can say that 54% of workers usually do a very good job in routine tasks. The findings of the study show that certain staff adhere to established rules and work standards, demonstrate effective handling of visitor complaints, and consistently prioritize the interests of visitors by completing papers on time. Based on this, the researcher concluded that there was a relationship between employee statements about complying with established work quality standards, being open to suggestions or criticism from visitors, and completing work on time.

Service quality revolves around trying to meet the client's requirements and desires while ensuring accurate delivery and alignment with customer expectations. Studies and theoretical findings show that the evaluation of the quality of administrative services is the most important thing for the community in relation to government organizations. (Benaddi, Hannad, El Kettani, & Askour, 2022; Cui & Aulton, 2023; Denhardt & Denhardt, 2016). The administrative services provided must comply with the standards set by the office, which include efficient document processing, courteous and friendly interaction with the community, and the provision of appropriate service facilities. If there are these deficiencies, the service can be improved and improved to ensure that it meets the expectations of the community during the provision of the service. Based on the findings of the study, it shows that the quality of administrative services at the South Sulawesi Regional Settlement Infrastructure Office is excellent."

The Influence of Employee Performance on the Quality of Administrative Services at the South Sulawesi Regional Settlement Infrastructure Center

A study conducted at the South Sulawesi Regional Settlement Infrastructure Center revealed a strong relationship between employee performance and the quality of administrative services. The results of linear regression and correlation analyses indicate that employee performance has a statistically significant effect on service quality, with a significance value of 0.000. This finding confirms that improvements in employee performance directly contribute to higher levels of service quality within the organization.

The quality of service is determined by two main components: internal and external factors. One of the key internal factors is the performance of human resources, which plays a vital role in shaping service outcomes. Evaluating employee performance is essential for assessing the effectiveness of work results and identifying areas for improvement. Through performance assessment, organizations can determine how well employees fulfill their duties and responsibilities in delivering administrative services to the public. Such evaluations help ensure accountability and serve as a foundation for achieving organizational objectives and enhancing the overall quality of administrative services (Helena Vinagre & Neves, 2008; Jiang & Lu Wang, 2006; Sumardi & Fernandes, 2020).

Based on the analysis of data and supporting hypotheses, it is evident that employee performance has a significant impact on the quality of administrative services at the South Sulawesi Regional Settlement Infrastructure Office. The ability of employees to deliver efficient and responsive administrative services plays a crucial role in meeting community needs. Ensuring high-quality service delivery requires employees to demonstrate strong performance, both in terms of competence and commitment. Therefore, improving employee performance is essential for enhancing service quality and fulfilling the organization’s responsibility to provide effective public services.

CONCLUSION

Many of the findings presented by the author are based on research and data analysis about the impact of employee performance on the quality of administrative services at the South Sulawesi Regional Settlement Infrastructure Office. (1) Evaluation of the Performance of Administrative Personnel at the South Sulawesi Regional Settlement Infrastructure Office. Based on the descriptive findings of the respondents, it can be seen that workers show a high level of performance, with a variable assessment of 55%. (2) The findings of the study show that the employees of the South Sulawesi Regional Settlement Infrastructure Office generally provide quality administrative services. This conclusion is based on the descriptive results of respondents, where 54% of them rated the service as excellent. (3) The results of data analysis show that employee performance has an influence of 65.1% on the quality of administrative services at the South Sulawesi Regional Housing Infrastructure Office. This study did not discuss the final 34.9%. There is also a strong and good relationship between how well employees carry out their work and the level of management services provided by the South Sulawesi Regional Settlement Infrastructure Office.

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