
PERFORMANCE OF THE POPULATION AND CIVIL REGISTRATION SERVICES IN PUBLIC SERVICE PROVIDERS FOR PERSONS WITH DISABILITIES IN PEMATANGSIANTAR CITY

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ABSTRACT

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Public services for persons with disabilities represent the fulfillment of fundamental human rights as mandated by Law Number 8 of 2016 concerning Persons with Disabilities. However, in Pematangsiantar City, several obstacles still exist in the implementation of public services at the Department of Population and Civil Registration, such as facilities that are not yet fully disability-friendly, limited human and financial resources, and a lack of public awareness about inclusive services. These conditions prevent persons with disabilities from fully accessing population administration services. Therefore, this study aims to analyze the performance of Department of Population and Civil Registration in providing public services for persons with disabilities in terms of service quality, responsiveness, and responsibility. This research employs a qualitative descriptive method. Data were collected through observation, in-depth interviews, and documentation studies. Informants consisted of the Head of the Department, the Head of the Service Division, and persons with disabilities or their families, selected using purposive and snowball sampling techniques. The data were analyzed using Miles and Huberman's interactive model, including data reduction, data presentation, and conclusion drawing. Data validity was ensured through source and technique triangulation. The results show that the overall performance of Department of Population and Civil Registration of Pematangsiantar has moved in a positive direction. Programs such as the mobile service "Pak Keling," regular evaluation meetings, and improved transparency demonstrate efforts toward inclusive service. Nevertheless, further improvements are needed in disability-friendly infrastructure, staff training, and direct involvement of persons with disabilities in policymaking to ensure truly inclusive and equitable public services.

1. INTRODUCTION

Public service represents one of the core functions of government in realizing social welfare and ensuring the fulfillment of citizens' fundamental rights. Within the discipline of public administration, the quality of public service

delivery is widely regarded as a key indicator of governmental performance because it constitutes the most direct interface between the state and society. According to Dwiyanto (2005), public service performance reflects the extent to which government institutions are able to respond effectively, fairly, and sustainably to societal needs.

Consequently, improving public service performance is not merely an administrative obligation but a constitutional imperative, particularly as public awareness of rights and civic entitlements continues to increase.

In Indonesia, the commitment to equality and non-discrimination is firmly embedded in the legal framework, particularly in Law Number 8 of 2016 concerning Persons with Disabilities. This law emphasizes that persons with disabilities must be guaranteed equal rights and protection by the state, including equal access to public services. In addition, Law Number 25 of 2009 concerning Public Services mandates that service delivery must be inclusive, accountable, transparent, and equitable. Public services must therefore represent all segments of society proportionally and must not be dominated by specific groups while marginalizing others.

Statistical data from the National Socio-Economic Survey (2020) indicate that approximately 22.97 million Indonesians live with disabilities. Among them, around 6.1 million fall into the category of severe functional limitations, including physical, sensory, intellectual, and mental disabilities. These figures demonstrate that persons with disabilities constitute a significant portion of the population and require systematic attention in public policy formulation and service implementation. Therefore, inclusive public service is not merely a normative aspiration but a demographic necessity.

Despite legal guarantees, persons with disabilities frequently experience barriers in accessing public services. They are often categorized as a vulnerable group due to structural, social, and institutional constraints. Social stigma and discriminatory perceptions persist, portraying persons with disabilities as dependent, incapable, or less productive. As argued by several scholars, such social constructions contribute to exclusion and marginalization in social, political, and economic life. These discriminatory attitudes ultimately translate into unequal treatment in public service provision.

From a human rights perspective, the principle of equality before the law is fundamental. The 1945 Constitution of the Republic of Indonesia affirms that Indonesia is a state governed by law, implying that every citizen possesses equal legal standing without privilege or immunity. Human rights are inherent and universal, attached to every individual regardless of physical or mental

condition. Therefore, the state bears the obligation to respect, protect, and fulfill the rights of persons with disabilities, including their right to accessible and dignified public services.

One crucial area of public service is population administration, which includes civil registration and identity documentation. Population administration is strategic because it directly relates to civil rights, legal identity, and access to other public services such as education, healthcare, social assistance, and employment. The Department of Population and Civil Registration (Disdukcapil) is the government agency responsible for administering these services under Law Number 24 of 2013 concerning Population Administration. Consequently, Disdukcapil's performance significantly influences citizens' access to their fundamental rights.

In the Province of North Sumatra, population administration must be implemented systematically from the provincial to the municipal level. The Department of Population and Civil Registration of Pematangsiantar City plays a central role in providing administrative services such as identity cards (KTP), family cards (KK), birth certificates, and other civil documents. As a frontline public institution, Disdukcapil is expected to deliver services that are efficient, transparent, non-discriminatory, and accessible to all citizens, including persons with disabilities.

However, empirical observations and public information suggest that public service delivery at the Disdukcapil Office of Pematangsiantar City still faces several challenges. These challenges include long queues, limited human resources, delayed document processing, and insufficient supporting facilities for persons with disabilities. Although services are officially provided free of charge and guided by standardized procedures, practical barriers remain evident, particularly in terms of physical accessibility and service responsiveness.

From the perspective of service quality, Parasuraman et al. (1988) identify five dimensions of quality: reliability, responsiveness, assurance, empathy, and tangible evidence. In the context of disability-inclusive services, tangible evidence such as ramps, accessible pathways, clear signage, and supportive infrastructure plays a crucial role. The absence or inadequacy of disability-friendly facilities indicates that service quality has not yet fully achieved inclusivity. Moreover, clarity of

information and procedural simplicity remain important aspects affecting citizens' satisfaction.

Responsiveness, as conceptualized by Dwiyanto (2018), refers to an organization's ability to recognize and respond promptly to public needs and complaints. The Disdukcapil Office of Pematangsiantar has introduced certain innovations, including mobile service programs such as "Pak Keling" and priority queues for vulnerable groups. These initiatives demonstrate institutional awareness of inclusivity. Nevertheless, limitations remain in complaint-handling mechanisms, availability of disability-sensitive staff, and proactive outreach to persons with disabilities. Thus, responsiveness requires further strengthening to align with citizen-centered service principles.

Responsibility (*responsibilitas*) relates to compliance with administrative standards, legal norms, and ethical principles. Denhardt and Denhardt (2003) emphasize that public service should adhere to democratic values, accountability, and transparency. While the Disdukcapil Office formally follows established regulations and standard operating procedures, inconsistencies in implementation and discretionary interpretations by officers may create uncertainty for service users. Such inconsistencies potentially undermine public trust and highlight the need for stronger institutional governance.

Strategic management and service evaluation are equally important components of public service performance. According to Mahmudi (2013), performance evaluation functions as a control mechanism and learning instrument for organizational improvement. Although internal evaluations and coordination meetings are conducted within the Disdukcapil Office, community involvement particularly from persons with disabilities in evaluating service performance remains limited. Without direct participation from service users, strategic improvements may fail to address real needs and lived experiences.

The implementation of regional autonomy under Law Number 32 of 2014 concerning Regional Government further reinforces the responsibility of local governments to enhance service delivery. The essence of governance lies in serving the public, not exercising authority for its own sake. Widodo (2001) identifies three primary governmental functions: public service, development, and protection. In fulfilling the public service function, local governments must

prioritize citizen satisfaction and inclusive governance practices.

In contemporary society, increasing levels of education and awareness have fostered more critical public attitudes toward government performance. Citizens now demand professionalism, efficiency, and fairness in service delivery. Public service has become a strategic entry point for realizing good governance principles. Dwiyanto (2005) argues that strengthening public service institutions is a strategic pathway to improving governance quality in Indonesia.

Given the significant number of persons with disabilities and the persistent barriers they face, evaluating the performance of the Disdukcapil Office in Pematangsiantar City becomes crucial. Performance assessment must consider service quality, responsiveness, responsibility, and strategic evaluation to determine whether services have truly embodied inclusive principles. Although progress has been observed through innovative programs and administrative reforms, structural and operational gaps remain.

Therefore, this study focuses on analyzing the performance of the Department of Population and Civil Registration in delivering public services for persons with disabilities in Pematangsiantar City. By examining service quality, responsiveness, responsibility, and evaluation strategies, this research aims to provide a comprehensive understanding of how inclusive public service is implemented and what improvements are necessary to ensure equitable and nondiscriminatory access to population administration services.

In conclusion, inclusive public service is both a legal mandate and a moral responsibility of government institutions. The performance of Disdukcapil in Pematangsiantar City reflects broader challenges in realizing equality and justice within public administration. A systematic and critical assessment of its performance is therefore essential to promote institutional improvement and strengthen the protection of rights for persons with disabilities.

2. METHODS

This study employs a qualitative research design with a descriptive approach. Qualitative research is appropriate for examining social phenomena in depth and understanding meanings, experiences, and perceptions from the perspectives of

participants. Since this research aims to analyze the performance of the Department of Population and Civil Registration (Disdukcapil) of Pematangsiantar City in delivering public services to persons with disabilities, a qualitative approach allows for a comprehensive exploration of institutional practices, service implementation, and user experiences.

The descriptive method is used to systematically describe and interpret facts and characteristics of the phenomenon under investigation. Rather than testing hypotheses or measuring variables statistically, this research seeks to provide a detailed explanation of how public service performance is carried out, particularly in terms of service quality, responsiveness, responsibility, and service evaluation strategies.

The research was conducted at the Department of Population and Civil Registration (Disdukcapil) of Pematangsiantar City. This institution was selected as the research site because it is the government agency responsible for administering population administration services, including identity cards (KTP), family cards (KK), birth certificates, and other civil registration documents. These services are fundamental to citizens' legal identity and access to other public services.

The selection of this location is also based on the relevance of the institution's functions to the research focus, namely public service delivery for persons with disabilities. As a frontline public service agency, Disdukcapil plays a crucial role in ensuring inclusive and nondiscriminatory access to administrative services.

To obtain comprehensive and reliable data, this research utilizes three primary data collection techniques: observation, in-depth interviews, and documentation study.

Observation was conducted to directly examine the service process at the Disdukcapil office. Through observation, the researcher assessed physical facilities, service procedures, interactions between staff and service users, and the availability of disability-friendly infrastructure. Observation enabled the researcher to capture actual conditions in the field and to identify practical barriers faced by persons with disabilities. This technique provided contextual data that complemented information gathered through interviews.

In-depth interviews were conducted to explore participants' perspectives, experiences, and assessments regarding public service performance. This method allowed the researcher to obtain

detailed information about institutional policies, service strategies, and challenges encountered in delivering services to persons with disabilities.

Interviews were semi-structured, meaning that the researcher prepared guiding questions but allowed flexibility for participants to elaborate on relevant issues. This approach ensured both consistency and depth in data collection.

Documentation study involved reviewing official documents, regulations, service standards, internal reports, and other relevant written materials related to public service implementation. These documents were used to understand the legal framework, institutional policies, and formal procedures governing service delivery. Documentation data also served to verify and support findings from observation and interviews.

The selection of informants was carried out using purposive sampling and snowball sampling techniques.

Purposive sampling involves selecting participants based on specific criteria relevant to the research objectives. In this study, informants were chosen because of their roles, responsibilities, or direct experiences related to public service delivery for persons with disabilities.

Snowball sampling was used to identify additional informants through recommendations from initial participants. This method was particularly useful for reaching persons with disabilities who had direct experience with the service but were not easily identifiable at the outset. Through referrals, the researcher was able to expand the pool of participants and obtain diverse perspectives.

Data analysis in this study follows the interactive model developed by Miles and Huberman. This model consists of three interconnected stages: data reduction, data display, and conclusion drawing/verification.

Data reduction involves selecting, simplifying, and organizing raw data collected from the field. The researcher reviewed interview transcripts, observation notes, and documentation materials, then categorized information according to key research indicators such as service quality, responsiveness, responsibility, and evaluation strategies. Irrelevant or repetitive data were excluded, while significant data were coded and grouped systematically.

Data display refers to organizing reduced data in a structured manner to facilitate interpretation. In this study, data were presented in descriptive

narratives, thematic categories, and comparative explanations. By organizing data clearly, the researcher was able to identify patterns, relationships, and inconsistencies in service implementation.

The final stage involves interpreting findings and drawing conclusions based on the analyzed data. Conclusions were continuously verified throughout the research process by revisiting field notes, cross-checking interview responses, and comparing findings with existing theories and regulations. This iterative process ensured that conclusions were grounded in empirical evidence.

To ensure the credibility and trustworthiness of the research findings, this study applies triangulation techniques.

Source triangulation involves comparing information obtained from different informants. For example, statements from service officers were compared with experiences shared by persons with disabilities. This comparison helped identify consistencies or discrepancies in perceptions regarding service performance.

Technique triangulation refers to verifying data obtained through different methods. Information gathered from interviews was cross-checked with observation findings and documentation analysis. By combining multiple data collection methods, the researcher strengthened the validity of the findings.

In addition to triangulation, the researcher maintained careful documentation of all research processes, including interview recordings, field notes, and coding procedures. This systematic approach enhances transparency and accountability in the research process.

Ethical principles were observed throughout the research process. Participants were informed about the purpose of the study and their voluntary participation. Confidentiality of personal information was maintained, and informants' identities were protected where necessary. Respect for participants, particularly persons with disabilities, was prioritized to ensure that the research process did not cause discomfort or harm.

3. RESULTS AND DISCUSSION

This study chapter presents and analyzes the findings of the study concerning public service performance at the Department of Population and Civil Registration of Pematangsiantar City. The analysis is structured according to the four main indicators employed in this research: service

quality, responsiveness, responsibility, and evaluation strategy. Each indicator is examined based on empirical data gathered through interviews, observation, and documentation, followed by an analytical discussion grounded in relevant public administration theories.

The findings reveal that although the Department has implemented various administrative reforms and digital innovations, several structural and operational challenges continue to affect the overall performance of public service delivery. These challenges relate to service consistency, human resource capacity, infrastructure limitations, public communication mechanisms, and the effectiveness of internal evaluation systems.

Service Quality

Service quality refers to the extent to which public services meet established standards and fulfill citizens' expectations. In public administration literature, service quality is commonly measured through dimensions such as tangibles, reliability, assurance, responsiveness, and empathy.

Based on field findings, the Department has shown measurable progress in improving service facilities. Physical infrastructure such as waiting rooms, information desks, queue number systems, and digital service displays are available and functional. These improvements contribute positively to the tangible dimension of service quality.

However, reliability remains inconsistent. Although administrative procedures for issuing identity cards (KTP), family cards (KK), birth certificates, and other civil documents have been standardized, delays occasionally occur due to network disruptions, system maintenance, or limited blank ID card supplies from the central government. These interruptions directly affect public perception of service dependability.

From the assurance dimension, officers generally demonstrate adequate competence in handling administrative procedures. Most staff members understand procedural workflows and regulatory requirements. Nevertheless, variations in communication skills among officers were observed. Some citizens reported receiving insufficient explanations regarding document requirements or processing timelines. This inconsistency suggests the need for continuous

training, particularly in communication and customer-oriented service ethics.

Empathy, as an indicator of individualized attention, shows moderate performance. Officers attempt to assist elderly citizens and persons with disabilities, yet a formalized priority service mechanism is not consistently applied. This indicates that while awareness exists, institutionalization of inclusive service practices requires strengthening.

Overall, service quality can be categorized as “adequate but not optimal.” Structural improvements have been implemented; however, sustainability and consistency remain key issues. Service quality is not merely determined by infrastructure, but also by process stability and human interaction quality.

Responsiveness

Responsiveness refers to the ability of public institutions to recognize, respond to, and resolve citizens’ needs and complaints promptly. It reflects how adaptive an organization is toward dynamic societal demands.

The findings indicate that the Department has established both direct and indirect complaint channels, including on-site complaint desks and limited use of digital communication platforms. Citizens can submit complaints verbally during service hours, and officers typically provide immediate clarification.

However, documentation of complaints is not yet systematically recorded in a centralized database. Without proper complaint documentation, institutional learning becomes limited. Patterns of recurring problems may go unnoticed, reducing the organization’s ability to implement preventive improvements.

In urgent cases, such as errors in printed documents, officers generally attempt to correct mistakes on the same day. This demonstrates procedural responsiveness at the operational level. Nonetheless, structural responsiveness defined as policy adjustment based on public feedback appears less evident. There is limited evidence of periodic public satisfaction surveys or formal community consultation forums.

Digital responsiveness also remains underdeveloped. While the Department has adopted certain digital administrative systems, integration with interactive public feedback systems is still minimal. In an era where digital

governance is increasingly central, responsiveness should extend beyond physical service counters.

From an analytical perspective, responsiveness within the Department is reactive rather than proactive. Officers respond when complaints arise, but mechanisms to anticipate dissatisfaction or evolving community needs are not yet fully institutionalized. Strengthening responsiveness therefore requires systematic complaint management, routine satisfaction measurement, and digital integration.

Responsibility

Responsibility refers to compliance with legal frameworks, procedural standards, and administrative accountability. In public administration theory, responsibility emphasizes adherence to regulations and internal control mechanisms.

The Department operates under national regulations governing population administration. Standard Operating Procedures (SOPs) are formally documented and displayed within service areas. Officers generally follow procedural guidelines in processing documents.

Administrative transparency has improved compared to previous years. Information regarding service requirements and processing timeframes is publicly displayed. This reduces ambiguity and potential maladministration practices.

However, procedural compliance does not automatically guarantee administrative efficiency. In some cases, rigid adherence to procedures can slow service delivery when unexpected technical constraints occur. For example, when network systems experience disruption, officers must wait for technical restoration rather than providing alternative temporary solutions.

Internal supervision mechanisms exist through hierarchical monitoring by division heads. Yet performance evaluation tends to focus on output quantity (number of documents processed) rather than qualitative dimensions such as citizen satisfaction or service fairness.

Financial accountability appears structured and aligned with municipal governance regulations. There is no significant evidence of illegal fees reported during the research period. This indicates relatively strong compliance with anti-corruption principles in daily service transactions.

In summary, responsibility as regulatory compliance is implemented satisfactorily. Nonetheless, modern public governance requires

moving beyond procedural compliance toward performance-based accountability that integrates citizen-oriented metrics.

Evaluation Strategy

Evaluation strategy refers to systematic efforts to measure, review, and improve service performance. Effective evaluation ensures organizational learning and sustainable reform.

The Department conducts internal coordination meetings to discuss service performance. These meetings typically address operational challenges such as system disruptions, document backlogs, and resource allocation.

However, evaluation mechanisms remain internally oriented. External stakeholder involvement, including citizen feedback integration into formal evaluation reports, is limited. There is no comprehensive evidence of structured public satisfaction surveys conducted periodically.

Performance measurement indicators primarily emphasize administrative outputs. Quantitative metrics such as number of documents issued or processing completion rates are recorded. While such metrics are necessary, they do not fully capture service quality perception.

Strategic evaluation also appears reactive. Evaluation is often triggered by emerging problems rather than long-term performance planning. A more strategic approach would involve periodic benchmarking against service standards, adoption of performance dashboards, and integration of digital monitoring tools.

Human resource evaluation focuses on attendance and task completion. Professional development programs exist but are not yet systematically linked to performance gaps identified through evaluation results.

Overall, evaluation strategy within the Department can be described as functional but underdeveloped in terms of strategic depth and citizen participation.

Integrated Discussion

When analyzed collectively, the four indicators reveal interconnected dynamics.

First, service quality limitations are closely linked to responsiveness gaps. Inconsistent reliability often stems from technological constraints and limited anticipatory planning. If responsiveness mechanisms were strengthened

through predictive system monitoring and complaint analytics, service reliability could improve.

Second, responsibility is relatively strong in terms of regulatory compliance, yet responsibility without innovation may lead to procedural rigidity. A balance must be established between adherence to rules and adaptive problem-solving.

Third, evaluation strategy serves as the key integrative factor. Weaknesses in systematic evaluation reduce the institution's capacity to identify structural causes of service delays or citizen dissatisfaction. Without comprehensive data-driven evaluation, improvement efforts remain incremental rather than transformative.

The research findings align with contemporary public administration theory, which emphasizes governance, citizen-centered service, and performance accountability. Public service performance is multidimensional; infrastructure reform alone is insufficient without institutional culture change and strategic leadership.

Institutionally, the Department demonstrates commitment to administrative reform. However, transformation toward fully citizen-oriented governance requires:

1. Strengthening digital integration for service and complaint management.
2. Conducting periodic public satisfaction surveys.
3. Linking evaluation outcomes with human resource development.
4. Enhancing communication skills training for frontline officers.
5. Developing proactive service innovation mechanisms.

Implications for Public Administration

The findings contribute to broader discussions on local government service performance in Indonesia. Decentralization policies grant autonomy to local governments, yet institutional capacity varies significantly across regions. This study demonstrates that regulatory compliance alone does not guarantee high service performance.

Performance improvement requires integrated management reform combining administrative discipline, technological adaptation, participatory governance, and continuous evaluation.

For policymakers, the study highlights the importance of aligning service indicators with

measurable citizen satisfaction metrics. For practitioners, it emphasizes operational consistency and communication competence as essential determinants of service credibility.

Concluding Analytical Remarks

In conclusion, the performance of public services at the Department of Population and Civil Registration of Pematangsiantar City can be categorized as moderately effective. Service facilities and regulatory compliance are generally adequate, yet several systemic improvements are necessary to achieve optimal public service performance.

Service quality improvements are visible but inconsistent. Responsiveness is operationally adequate but strategically limited. Responsibility in regulatory compliance is strong, though performance-based accountability requires strengthening. Evaluation strategy exists but lacks comprehensive and participatory mechanisms.

The interdependence among these indicators underscores that public service reform must be systemic rather than fragmented. Sustainable improvement depends on data-driven evaluation, adaptive leadership, digital transformation, and citizen-centered governance orientation.

Thus, the Department stands at a transitional stage having established foundational administrative structures, yet requiring strategic institutional enhancement to meet evolving public expectations in the era of modern governance.

4. Conclusion

This study examined the performance of public services at the Department of Population and Civil Registration of Pematangsiantar City using four principal indicators: service quality, responsiveness, responsibility, and evaluation strategy. Based on the findings and analysis presented in the previous chapter, several important conclusions can be drawn regarding the institutional condition, operational performance, and structural challenges faced by the Department in delivering population administration services.

First, in terms of service quality, the Department demonstrates a level of performance that can be categorized as adequate but not yet optimal. Improvements in physical facilities and service infrastructure have been evident. Waiting areas, information boards, queue systems, and administrative service counters are available and

function relatively well. These tangible elements contribute positively to citizens' perceptions of service professionalism. However, service quality is not solely determined by physical infrastructure. Reliability remains inconsistent, particularly when technical obstacles arise, such as network disruptions, system maintenance, or limited availability of administrative materials supplied by higher levels of government. These operational constraints occasionally result in service delays, thereby affecting public trust and satisfaction.

Moreover, although officers generally possess sufficient procedural knowledge and are capable of processing administrative documents in accordance with established regulations, variations in communication competence were identified. Some service recipients reported receiving incomplete explanations regarding procedural requirements or processing timelines. This inconsistency indicates that service quality improvement must extend beyond procedural compliance and infrastructure enhancement, and should include systematic strengthening of communication skills, service ethics, and customer-oriented attitudes among frontline officers. Therefore, while service quality shows structural progress, it still requires consolidation in terms of consistency, reliability, and citizen-centered interaction.

Second, regarding responsiveness, the Department demonstrates operational responsiveness but lacks comprehensive strategic responsiveness. Officers typically respond to complaints or document errors when citizens report them directly at service counters. Immediate corrections are often made in cases of administrative mistakes, which reflects a willingness to resolve problems at the operational level. However, the research findings reveal that complaint management is not yet systematically documented in a centralized and integrated system. Without structured documentation, recurring problems may not be thoroughly analyzed, and institutional learning becomes limited.

Additionally, mechanisms for measuring public satisfaction are not yet conducted regularly and systematically. The absence of periodic surveys or structured public consultation forums reduces the institution's ability to proactively identify evolving community needs. As a result, responsiveness tends to be reactive rather than preventive. In the context of contemporary public governance, responsiveness should involve not only responding

to complaints but also anticipating service expectations through data analysis, feedback mechanisms, and digital interaction platforms. Therefore, while the Department demonstrates functional responsiveness in daily operations, strategic responsiveness remains an area requiring significant improvement.

Third, in terms of responsibility, the Department performs relatively well in complying with existing legal frameworks and administrative regulations. Standard Operating Procedures (SOPs) are formally established and generally followed by service officers. Service requirements and procedures are publicly displayed, contributing to transparency and reducing the potential for maladministration. During the research period, there was no significant indication of unauthorized service fees, which suggests adherence to principles of administrative accountability and integrity.

Nevertheless, responsibility in this context is largely interpreted as regulatory compliance rather than performance-based accountability. Performance evaluation focuses primarily on quantitative outputs, such as the number of documents processed, rather than qualitative indicators such as fairness, timeliness, or citizen satisfaction. While procedural compliance is essential in public administration, modern governance demands a broader conception of responsibility that integrates efficiency, effectiveness, and responsiveness to public expectations. Therefore, although administrative responsibility is relatively strong in terms of rule adherence, it must evolve toward performance-oriented accountability.

Fourth, the evaluation strategy implemented by the Department is functional but not yet strategic in orientation. Internal coordination meetings are conducted to address operational challenges, including service backlogs, system disruptions, and administrative workload distribution. These meetings demonstrate an internal commitment to problem-solving. However, evaluation mechanisms are predominantly internal and administrative in nature. External stakeholder involvement, particularly systematic incorporation of public feedback into formal evaluation processes, remains limited.

Furthermore, performance measurement emphasizes output indicators rather than outcome-based or impact-based assessment. Without comprehensive performance metrics that integrate

citizen satisfaction and service effectiveness, evaluation efforts remain partial. A more strategic evaluation framework would involve regular performance audits, benchmarking against service standards, digital monitoring systems, and continuous human resource development aligned with identified performance gaps. Thus, although evaluation practices exist, they require strengthening to function as instruments of institutional transformation rather than merely operational monitoring tools.

Overall, the findings of this study indicate that public service performance at the Department of Population and Civil Registration of Pematangsiantar City can be categorized as moderately effective. Foundational administrative structures are in place, regulatory compliance is maintained, and efforts toward service improvement are visible. However, several systemic challenges prevent the institution from achieving optimal performance. These challenges include technological dependency, limited digital integration in complaint management, insufficient systematic measurement of citizen satisfaction, and evaluation mechanisms that remain predominantly internal and output-oriented.

The four performance indicators analyzed in this research are interrelated. Weaknesses in evaluation strategy influence limitations in service quality and responsiveness. Similarly, strong regulatory responsibility does not automatically guarantee high-quality service delivery if not accompanied by innovation and adaptability. Therefore, improving public service performance requires an integrated approach rather than isolated reforms.

In conclusion, the Department is positioned in a transitional phase of administrative development. It has established basic governance structures and demonstrates compliance with legal standards; however, it must strengthen strategic management, digital integration, and citizen-centered evaluation to fully realize effective and accountable public service delivery. Sustainable improvement depends on institutional learning, proactive responsiveness, performance-based accountability, and continuous enhancement of human resource capacity. Only through such comprehensive reform can the Department meet the evolving expectations of society and fulfill its mandate as a public service institution in the era of modern governance.

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