

## Human Resource Constraints and Delays in Public Services at Regionally Owned Enterprises (BUMD) (Study: Employee Performance Theory)

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### Abstract

The era of globalization and technological advancements has increased public demand for fast, accurate, and transparent public services. However, many government agencies still face challenges, including delays in service delivery. This study aims to identify the human resource (HR) limitations contributing to slow public service delivery at PDAM Tirta Darma Ayu. Using a qualitative descriptive approach, the data sources consist of primary and secondary data. Data collection techniques included observation, interviews, and documentation, encompassing documents, archives, and photographs. The results indicate that HR limitations, both in terms of quantity and quality, affect service effectiveness. Employees at the Juntinyuat service branch face challenges in completing tasks on time, caused by reliance on goods procurement processes and a lack of ongoing training. Although efforts have been made to improve service quality, customer complaints regarding delays persist. The conclusion of this study identifies the need for effective human resource management and training to improve employee performance, so that PDAM Tirta Darma Ayu can meet public expectations for fast and high-quality services, thereby enhancing public satisfaction and trust in the agency.

**Keywords:** Human Resources; Public Services; Water Utility; Service Quality; Effectiveness.

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## INTRODUCTION

In this era of globalization and rapid technological advancement, public demand for high-quality public services is on the rise. The public expects prompt, accurate, and transparent service from government agencies. However, the reality on the ground shows that many government agencies still face various challenges in providing optimal public services, one of which is delays in service delivery (Akuche & Akindoyin, 2024; Boris, 2015; Nautwima & Asa, 2022, Dwiyanto, 2011).

Public service is the responsibility of the government and is carried out by government agencies, whether at the central, regional, or state-owned enterprise levels. Public service can be defined as the provision of services to meet the needs of individuals or communities with an interest in the organization, in accordance with established basic rules and procedures (Junaedi, 2023; Kuril, 2018; Mamokhere et al., 2022). According to Nopen et al. (2020) and Osborne (2020), public service is a form of service provision by the government or the private sector aimed at meeting the needs of the community, whether free of charge or for a fee.

One of the main factors often responsible for slow public service delivery is the limited availability of human resources (HR). According to Arif Yusuf Hamali (2016), human resources are one of the resources within an organization, encompassing all individuals who perform activities. This limitation is not only related to the number of employees unable to perform their duties, but also to the quality, competence, and professionalism of employees in carrying out their

work. At PDAM Tirta Darma Ayu Juntinyuat, based on interview data, one of the main factors frequently causing slow public service is the lack of punctuality — specifically, uncertainty regarding the arrival time of required goods — which acts as a major hindrance. In many cases, existing staff have been unable to meet public expectations due to a lack of training, motivation, and an unbalanced workload (Sedarmayanti, 2017), leading to a decline in staff performance and ultimately impeding the public service process.

Performance is the result of an employee's ability to carry out and complete the tasks assigned by their supervisor or manager, both in terms of quality and quantity, based on their role within the organization (Jufrizen, 2017). According to Mathis & Jackson (2006), employee performance is influenced by the interaction between individual abilities, motivation, and the work environment; thus, limitations in human resources can disrupt this balance. A concrete example of this issue can be found at the Regional Water Supply Company (Perusahaan Daerah Air Minum, PDAM), which bears a critical responsibility for providing clean water services to the community (Anugrah, 2023; Rahmani et al., 2023).

Perumda Tirta Darma Ayu is a regionally owned enterprise engaged in the provision and distribution of clean water to the residents of Indramayu. As water demand continues to rise each year due to population growth, the need for clean water will also increase, requiring the company to provide excellent service to ensure that the clean water needs of Indramayu residents are adequately met.

Indramayu Regency Regulation No. 16 of 2008 regarding the clean water services of PDAM Tirta Darma Ayu aims to improve service quality and ensure the smooth and balanced supply of drinking water to customers, requiring professional management in accordance with sound business principles. However, in practice, delays in public services frequently occur, leading to citizen dissatisfaction, obstacles to development, and a decline in trust in state institutions (Lanin & Hermanto, 2019; Tanny & Al-Hossienie, 2019). This situation indicates that despite the existence of a strong legal foundation, the implementation of public services still faces various challenges, particularly regarding capacity and human resource management (Rahmani et al., 2023; Rosenbloom et al., 2022; Scarlett & Boyd, 2015).

Another challenge faced by PDAMs is the increasing complexity of regulatory changes and public demands. The public now expects clean water services that are not only fast but also transparent and digitally driven. This requires PDAM employees to constantly adapt and enhance their capabilities to deliver services that meet public expectations (Chairunnisa et al., 2025; Hertati & Rachman, 2024; Rafita et al., 2026). However, in reality, many regional PDAMs have not yet been able to provide sustainable training and human resource development programs, leaving employees struggling to adapt to technological changes and modern service systems (Ibrahim et al., 2023; Prasetyo et al., 2023).

As a regional water utility tasked with meeting the most basic human need — clean water — PDAM Tirta Darma Ayu is obligated to expand its clean water service coverage in line with population growth and rising living standards. In addition to improving clean water services, PDAM must also enhance its operational performance, as the current performance of PDAM Tirta

Darma Ayu is rated as "adequate." To achieve effective service delivery and become a financially sound regional company with strong performance, comprehensive efforts are required, beginning with the identification of existing factors that significantly influence the achievement of these objectives.

Previous research conducted by Amaliyyah et al. (2021), titled "The Influence of Human Resource Quality, Work Quality, Professionalism, and Commitment on Employee Performance Improvement at PDAM Kota Malang," indicates that human resource quality, work quality, professionalism, and commitment overall have a positive and significant influence on employee performance. However, human resource quality contributes negatively and insignificantly, while work quality and commitment demonstrate a significant positive influence. Work professionalism, on the other hand, was found to have a significant negative influence on performance, indicating the need for greater attention to improve this aspect. The coefficient of determination indicates that approximately 31.5% of the variation in employee performance can be explained by the variables studied, leaving many other factors — such as motivation and competence — that may also potentially influence performance. One of the main issues identified is that human resource quality and work professionalism have a negative and insignificant impact on employee performance.

The gap in this research therefore lies in the shortage of human resources in the public service sector. This study emphasizes a more in-depth examination of how human resource constraints hinder public service delivery, particularly from the perspective of employee performance theory, and is significant in exploring and strengthening employee performance theory within the context of public service, which can serve as a reference for future research and best practices in human resource management.

The research urgency stems from the critical need to address service delays at PDAM Tirta Darma Ayu, which directly affect community access to clean water — a basic human need. Although Indramayu Regency Regulation No. 16 of 2008 aims to improve service quality and ensure the smooth supply of drinking water to customers, delays in practice frequently occur, leading to citizen dissatisfaction, development obstacles, and declining trust in state institutions. Without empirical research identifying specific HR constraints, management cannot design targeted interventions to improve employee performance and reduce service delays. This study addresses this urgency by providing a data-driven analysis of performance barriers and actionable recommendations. The novelty lies in applying employee performance theory (Mathis & Jackson, 2006) to diagnose specific HR constraints in a regional water utility context, moving beyond general service quality assessments to identify the root causes of delays.

The purpose of this study is to examine employee performance in addressing customer complaints using an employee performance theory approach, as well as to identify areas where public service delivery is currently ineffective. Through an analysis grounded in employee performance theory, this study aims to support the achievement of high-quality, prompt, and satisfactory service, while reinforcing the understanding that both the quantity and quality of human resources have a significant impact on public service outcomes.

## **METHODS**

### **Research Method**

A method is a procedure or approach for determining something through systematic steps, whereas research is a process of collecting data and information and systematically identifying something within a specific timeframe to explain phenomena that constitute a problem using methods. As stated by Sugiono (2001: 1), “research methods are scientific approaches used to obtain results in a specific manner.”

Based on the above, there are four key terms that need to be considered, namely: scientific method, data, purpose, and utility. The scientific method is used to obtain data for the specified purpose and utility; in this context, the author employs a descriptive qualitative method. By using qualitative methods, the author intends to determine the extent of the relationship between one variable and another, by exploring, identifying, and explaining the limitations of human resources regarding delays in public services at PDAM Tirta Darma Ayu

This study describes situations or events; the types of data used in this qualitative method are as follows:

### **Data Types**

According to Sugiono (2001: 1), data collection is conducted using two methods: primary data and secondary data. Primary data was collected through questionnaires or interviews, involving a series of questions and answers with sub-fields, implementers, and respondents. Meanwhile, secondary data was obtained by searching for data as references and reference materials for the study, such as literature reviews and other sources.

### **Research Subjects**

The research subjects are the members of the community who will serve as respondents. The branch manager of PDAM Tirta Darma Ayu will act as an informant in this study and provide the data the author needs for the research..

### **Research Date and Location**

The research timeline refers to the period of time the researcher uses to carry out all stages of the research process, from preparation to the drafting of the final report. The research timeline is established to ensure that all activities proceed systematically and in accordance with the established objectives.

The research process consists of three main stages. The preparation stage includes drafting the research proposal, submitting a research permit application to PDAM Tirta Darma Ayu, and developing instruments such as interview guidelines and observation sheets. Next, the data collection stage includes observation, interviews, and documentation of employees and the community who use the services of PDAM Tirta Darma Ayu Juntinyuat. Finally, the analysis and report writing stage consists of qualitative data analysis, drawing conclusions, and writing the final report for the student’s final thesis.

## **Data Collection Methods**

According to Sugiyono (2020:105) The data collection technique involves organizing the collected data—from raw data to processed data—in such a way that it forms a neatly organized dataset.

The data collection techniques used by the author consist of several methods. First, observation, in which the author conducts direct field observations of the objects or issues to be studied, without directly participating in the work process. Second, interviews, which are a data collection technique involving direct, open-ended, and guided questioning directed at selected informants.

Third, a literature review, which involves reading and studying books, documents, scientific papers, laws and regulations, as well as other sources related to the research, in order to establish a foundation for solving the problem. Fourth, documentation, which is carried out by creating documents to reinforce the data collected in the field, where such documents take the form of images that can demonstrate the existence of problems at the research site.

### **Informants and informant selection techniques**

The primary informants in this study are residents of Juntinyuat who have experienced complaints regarding the services provided by PDAM. The supporting informants regarding employee performance in service delivery are PDAM employees.

### **Validity Testing Techniques**

Data In conducting research, the data collected by the author must be verified for validity. This is because the data collected by the author in the research must be verifiable and accountable for its accuracy. According to Moleiong (2006: 320-321), he states:

Data validity refers to the fact that all data must meet certain criteria: it must demonstrate accurate values, provide a basis for its application, and allow for external assessments of the consistency of the procedures as well as the neutrality of the findings and conclusions.

The author verified the validity of the data by comparing data on employee performance in the field with data from interviews regarding the content of a related document. As a result, the data obtained by the author in this study can be considered reliable.

### **Data Analysis Techniques**

The data analysis technique used by the author is descriptive analysis, which involves analyzing data by describing or depicting the collected data. According to Mileis and Hubeirman, as cited in Rohidi (1992: 16), they state that:

The data analysis process consists of several important steps. Reduction is the process of selecting, focusing, simplifying, abstracting, and transforming raw data and field notes. Next, data analysis is defined as a collection of organized information that provides certainty in the form of conclusions and recommendations for action. Finally, interesting conclusions or verifications are drawn through a series of interpretations by classifying them into specific patterns to seek interpretations of meaning and to identify relationships among various concepts derived from field notes using qualitative approaches.

The data to be analyzed pertains to the dimensions of employee performance, which include: 1) Quantity, 2) Quality, 3) Timeliness, 4) Effectiveness, and 5) Reliability as they relate to work performance

## **RESULTS AND DISCUSSION**

This study presents field findings regarding employee performance in addressing customer complaints. This presentation is based on Employee Performance Theory (Mathis & Jackson, 2006) These include five dimensions: quantity, quality, timeliness, effectiveness, and availability

### **Quantity**

Research has shown that employee performance at the Juntinyuat service branch has a significant impact on the delivery of public services, with the number of employees being a key factor in achieving service objectives. Service effectiveness is highly dependent on the workload handled by each employee. For example, when dealing with technical issues such as air not coming out—often caused by blockages—prompt and appropriate handling by the staff team is crucial to ensuring the smooth operation of services.

In the context of payment administration services, even though there is only one cashier, the presence of many staff members in the customer service complaints department is crucial for handling customer complaints and requests. This indicates that collaboration and task distribution among staff are necessary to improve service quality and ensure the smooth operation of service processes. Therefore, management is expected to continue facilitating effective training and evaluation to improve employee skills and strengthen teamwork, so that better service can be provided to the public.

The training provided to all employees at the Juntinyuat service branch has resulted in a good understanding of each task they are required to perform, although not all aspects of the training could be comprehensively evaluated by management. This study found that during the service process, particularly when handling complaints, employees were proven capable of providing service very quickly and efficiently.

This demonstrates that, despite the challenges, the employees have utilized the knowledge and skills gained from the training to provide the best possible service to the public.

### **Quality**

Research findings indicate that the quality of service at PDAM has achieved excellent results, thanks to the implementation of Standard Operating Procedures (SOPs) based on Indramayu Regency Regulation No. 16 of 2008. These SOPs serve as clear guidelines for objectively evaluating employee performance, which ultimately encourages employees to give their best in every aspect of their work. With clear standards in place, employees not only meet their targets but also maintain a high standard of work quality.

In addition, PDAM actively provides rewards in the form of compensation to employees who successfully perform their duties well. These rewards are not given arbitrarily, but rather after undergoing a thorough evaluation process based on established performance criteria. This fosters

a positive and competitive work environment at PDAM, where employees feel motivated and encouraged to continuously improve their performance

Based on information from the supervisor in the administrative services department, PDAM has equipped its services with adequate technology, which is essential for supporting the efficiency of service processes. One key innovation is the online payment facility, which allows the public to make transactions easily and quickly. This convenience not only enhances customer satisfaction but also reflects PDAM's commitment to adapting to the balance between technology and public needs.

### **Timeliness**

This indicates that PDAM has demonstrated its capacity to provide timely service; however, there are a number of challenges that can affect the effectiveness of such service. One of the challenges faced is the distance to the complaint location, which often impacts response time. Additionally, there is a need to request necessary equipment from headquarters, which can slow down the complaint resolution process.

In cases where the number of complaints is relatively small, PDAM is usually able to respond to and resolve the issue within one day. However, for more complex complaints, such as major leaks, resolution may take up to two days. If the necessary parts must be ordered from headquarters, resolution time may increase to up to a week.

For this reason, PDAM is committed to providing timely service; however, various challenges indicate that factors such as distance, equipment procurement, and the complexity of complaints can affect the speed and efficiency of meeting public demand.

### **Effectivity**

Effectiveness is often measured by the final results, such as the achievement of sales targets, increased customer satisfaction, or the completion of projects within the specified timeframe. Based on this research, PDAM has set a target to achieve an ideal condition where there are no complaints regarding service and customers experience a high level of satisfaction with the quality of service provided.

The impact of customer satisfaction on PDAM is significant, as higher satisfaction levels can contribute to increased company revenue through higher water usage. In this context, if customers are satisfied with the service they receive, there is a high likelihood that they will increase their water consumption, which in turn has a positive impact on the company's revenue

### **Attendance**

PDAM has implemented a comprehensive attendance tracking system, incorporating both manual and electronic methods through the use of fingerprint technology. The use of this system aims to improve the accuracy of employee attendance records and facilitate the process of monitoring work discipline. In practice, if an employee is absent, the impact on company operations is not significant, thanks to a sufficient number of employees capable of carrying out service activities effectively.

Overall, the performance management system implemented at PDAM contributes to operational efficiency while also taking into account employee welfare. This demonstrates that

PDAM strives to achieve optimal performance through effective human resource management, which ultimately has a positive impact on the quality of services provided to the public.

### **Employee performance in handling customer complaints**

According to (Mathis & Jackson, 2006) Employee performance is one of the key factors in improving the quality of employee performance. This is commonly done by organizations to encourage and measure employee performance; furthermore, performance evaluations aim to document an employee's performance outcomes so that they remain motivated and achieve success in the work they perform. Performance evaluations have a significant impact on employee performance because they are conducted regularly to help employees improve.

Employee performance in addressing customer complaints at the Juntinyuat branch of PDAM is quite good, but there is still room for improvement. Further training, rigorous evaluation, and more efficient resource management can strengthen employees' ability to provide satisfactory service to customers. Collaborating with the community to gather feedback is also an important step toward improving overall customer satisfaction.

This study analyzes employee performance at PDAM Tirta Darma Ayu using employee performance theory (Mathis & Jackson, 2006) which includes several dimensions, namely: 1) Quantity, 2) Quality, 3) Timeliness, 4) Effectiveness, 5) Reliability.

#### **Quantity**

The volume of work can indicate employee performance because it reflects how much work can be completed effectively and efficiently. When measuring human resource productivity, employees should be given targets to achieve in order to determine the value or the amount of work they can complete.

Based on the results of the quantitative interviews aimed at improving the performance of the Juntinyuat service branch, it is important to identify the tasks that have been completed by the employees. Based on the results of interviews at the Juntinyuat service branch, there are a total of 30 employees, each of whom has clearly defined duties and positions. Each employee is responsible for a specific area of the service process, which includes interacting with customers, handling administrative tasks, and performing daily operational duties.

Every employee at the Juntinyuat service branch has received training specifically designed to meet the specific needs of their jobs. This training is not only intended to improve technical skills, but also to ensure that employees understand their roles in achieving the organization's goals.

As part of the performance appraisal process, routine evaluations are conducted to enable management to monitor employees' progress and effectiveness in performing their duties. These evaluations include various performance indicators.

#### **Quality**

According to (Mathis & Jackson, 2006) Quality refers to the accuracy, skill, and appropriateness of the work performed by an individual within a specific time frame based on established performance standards. One of the key indicators in evaluating employee performance

is the quality of work, in addition to the magnitude of the work targets to be achieved and the volume of work completed.

The process by which employees perform their work is directly proportional to the quality of their work. Therefore, when assigning tasks to employees, managers should provide clear guidelines that are consistent with established standards and policies.

Based on the results of interviews aimed at accurately assessing and evaluating the quality of employee performance, the Juntinyuat Service Branch of PDAM has implemented clear Standard Operating Procedures (SOPs) in accordance with Indramayu Regency Regulation No. 16 of 2008 to evaluate employee performance. These SOPs aim to ensure that evaluations are conducted objectively and transparently, so that each employee can be evaluated based on established criteria.

In addition, PDAM also provides rewards in the form of compensation or the opportunity for promotion to employees who demonstrate good performance. This not only motivates employees to improve the quality of their work, but also fosters a positive competitive culture within the organization. High-performing employees will feel valued and motivated to continue doing their best.

On the other hand, the Juntinyuat PDAM service branch has equipped itself with adequate technology and tools to support its service processes. The availability of these facilities is crucial, as it enables employees to perform their duties efficiently and effectively. With the support of robust technology, employees can provide optimal service to the community, which ultimately contributes to increased customer satisfaction.

### **Timeliness**

Another key indicator is the ability to complete tasks on time. This reflects discipline and good time management, which are essential for achieving efficiency in the workplace. At PDAM Juntinyuat, employees have demonstrated a high level of commitment to completing their tasks within the specified timeframes.

Based on the interview results, although many employees are able to complete their tasks on time, they often face challenges that can affect the resolution of customer complaints. One of the main challenges is the reliance on goods that must be procured from headquarters. This goods delivery process takes a long time, which can cause delays in completing tasks.

The uncertainty surrounding the arrival time of necessary goods acts as a hindrance; thus, even though employees have made every effort to meet deadlines, the presence of such external constraints can reduce their effectiveness and productivity.

Regional Regulation No. 16 of 2008 stipulates that PDAM has an obligation to provide drinking water services that meet standards of quality, quantity, and continuity. This is evident in Article 12, which states that PDAM must provide drinking water services with due regard to quality, quantity, and continuity, except in cases of force majeure.

### **Effectivity**

According to Djeireimi et al. (2014), effectiveness and efficiency mean that if a specific goal is ultimately achieved, the activity carried out is effective; however, if an activity is carried out

that is not intended or lacks a specific goal—even if the results are satisfactory—then that activity is not efficient.

Effectiveness is related to the achievement of organizational goals and expected outcomes. Effective employees focus not only on output, but also on the impact of their work on the organization's overall goals. Effectiveness is often measured by final results, such as the achievement of sales targets, increased customer satisfaction, or the completion of projects within a specified timeframe.

However, to measure customer satisfaction regarding the achievement of service objectives at PDAM based on interview results, no direct survey is currently available. PDAM is striving to the best of its ability to provide the best possible service to customers as part of its commitment to public service.

There are several strategic objectives that must be achieved. One of them is to reduce or even eliminate complaints received regarding service. This reflects PDAM's aspiration to improve the quality and quantity of the services provided. Satisfied customers are the primary indicator of success in meeting the needs and expectations of the community.

To achieve this goal, PDAM needs to implement various innovations in its services, including improving its complaint management system and establishing more effective feedback mechanisms. In this way, customers can more easily express their dissatisfaction or the problems they face, which will ultimately help PDAM improve its services.

Success in achieving the goal of providing good service depends not only on PDAM's commitment, but also on the active participation of the community. PDAM needs to maintain effective communication with customers to understand their needs and expectations. Involving the community in monitoring customer satisfaction in the future will be a strategic step in measuring the achievement of objectives and continuously improving service.

Overall, even without direct oversight at this time, PDAM's efforts to achieve optimal service goals are crucial for customer satisfaction. By improving service quality and reducing complaints, PDAM will not only meet customer expectations but also strengthen its reputation as a reliable and trusted provider of public services.

### **Attendance**

Mathis and Jackson, in *Human Resource Management*, emphasize that attendance tracking should be conducted accurately to provide valid data on employee performance, and recommend the use of technologies such as automated attendance systems to improve such accuracy. In this regard, based on the results of interviews with the Juntinyuat Service Branch of PDAM, there are two methods used to record employee attendance: a manual attendance system and a fingerprint scanner. The use of these two methods ensures that employee attendance data is recorded accurately.

In addition, when an employee takes leave, this does not significantly impact service; however, employees who are ill and need to take sick leave are required to submit a doctor's note. This procedure not only enhances employee professionalism but also helps the company maintain a healthy work environment.

Mathis and Jackson, in Human Resource Management, state that performance evaluation is a formal assessment of the work performance of individuals or groups within an organization, which may include measurements of productivity, work quality, and contributions to organizational goals. In this effort, PDAM has implemented a weekly evaluation system. This weekly evaluation aims to identify and address issues that may arise in the performance of employees' duties.

The role of the department head is extremely important. The department head is responsible for building closer personal relationships with employees, ensuring that they do not feel isolated while performing their duties. By prioritizing open communication and positive support, the department head can help create a more constructive work environment.

This strategy also highlights the importance of employee mental well-being in improving performance. By reducing the stress they may face, employees can focus more on their work and contribute more productively.

The quality of customer service, which includes Customer Relations Complaints (Administrative) and Customer Relations Complaints (Technical), covers issues such as water quality, water quantity, water continuity, billing, leaks, and other issues at the Indramayu Branch of the Regional Water Supply Company (PDAM) are assessed as still suboptimal and not yet satisfactory

### **Factors Hindering Employee Performance in Service Delivery**

Based on the interview results, several factors contribute to employee performance barriers in service delivery, namely: Dependence on Goods Shipments from Headquarters. This issue poses a major challenge that hinders employees from completing their tasks on time. Uncertainty regarding the arrival time of necessary goods often leads to delays in handling customer complaints and completing other tasks.

In addition to interdependence, limitations in training and coordination also act as barriers; even if employees have received training, if that training is insufficient or irrelevant to their job requirements, this can reduce employee effectiveness and competence in serving customers. Additionally, a lack of customer feedback without effective customer satisfaction measurement tools may make it difficult for PDAM to identify weaknesses in service and areas requiring improvement. The absence of direct supervision or feedback can hinder efforts to improve service.

### **Efforts to Overcome Barriers to Employee Performance in Service Delivery**

Based on the interview results, efforts to address the reliance on goods shipments from the PDAM headquarters to the Juntinyuat service branch involve strengthening clear operational plans. This is done to minimize the impact of delivery delays that could hinder task completion. In addition, coordination with the central office has been improved to ensure that information regarding the arrival time of goods is more transparent and responsive, so that employees can be better prepared to handle customer complaints and other tasks. To address limitations in training and skill development, PDAM provides regular training programs relevant to employee needs.

This training is conducted on a regular basis to improve the skills and knowledge required for the job. In addition, PDAM also holds regular internal meetings to disseminate and evaluate

employee performance, which also serves as a forum to identify problems and training needs that may not yet have been met. In an effort to improve service quality, PDAM has implemented a performance evaluation system that includes collecting feedback from customers.

It is important to assess the effectiveness of services and identify areas that need improvement. In addition, PDAM is enhancing direct communication with customers to obtain constructive feedback, supported by the use of modern technology to facilitate the collection of data regarding customer satisfaction and the results of the services provided.

## CONCLUSION

Employee performance at the Juntinyuat Service Branch of PDAM has been satisfactory in addressing customer complaints, although there is still room for improvement. Regular performance evaluations are crucial for encouraging employees to remain motivated and achieve high performance. Several performance dimensions are outlined, such as quantity, quality, timeliness, effectiveness, and reliability, all of which contribute to improving customer service.

Factors hindering employee performance have been identified, such as dependence on the delivery of goods from headquarters and limited training. Uncertainty in goods delivery consequently leads to delays in handling complaints, while a lack of relevant training can reduce employee effectiveness. Additionally, the lack of feedback from customers can make it difficult for PDAM to identify areas that need improvement.

Efforts to address barriers to employee performance include operational plans and ongoing training programs. PDAM is also focusing on better coordination with headquarters to ensure transparency regarding delivery times and on improving direct communication with customers to obtain constructive feedback. Through these measures, it is hoped that service quality can be improved, which in turn can increase overall customer satisfaction.

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