

## **The Effectiveness of Employee Performance in Marriage Registration Services at the Religious Affairs Office of Pare District, Kediri Regency**

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### **Keywords**

Effectiveness of Employee Performance, Marriage Registration, Public Service, Religious Affairs Office

### **Abstract**

The most important thing to monitor in registering marriages to the public is employee performance which will later become an indicator of the organization's success in carrying out its duties and obligations. This research aims to determine the effectiveness of employee performance in marriage registration services at the Religious Affairs Office of Pare District, Kediri Regency. This research uses a qualitative approach. Data collection techniques use interview, observation and documentation techniques which are linked to the theory of employee performance effectiveness according to Admosoeparto (2016). The results of the research show that the performance of the employees of the Religious Affairs Office of Pare District, Kediri Regency can be said to be effective in meeting the needs of the community in marriage registration services. However, the Religious Affairs Office of Pare District, Kediri Regency, in terms of quantity of work, needs to increase the number of employees to make it easier for employees to serve the large number of marriage registration requests from the public every year.

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## **INTRODUCTION**

Marriage in the history of human life has become an inseparable part. The history of marriage involves the development of culture, religion, and social structures in various societies. In ancient times, marriage was often used as a tool to consolidate power, preserve inheritance, and build relationships between family and community. Marriage becomes an important platform to express love, affection, commitment, and vision of the future with your partner (Alpert, 2022). Along with the times, people began to change their views on marriage to meet the needs of modern couples who want to build a life together in love and harmony (Wallerstein, 2019).

Every couple who wants to get married must register their marriage by registering a marriage so that they can get a marriage certificate to complete population administration data as regulated by Law Number 1 of 1974 concerning Marriage in Article 2 Paragraph (2) that every marriage must be registered in accordance with the applicable law. This marriage registration has an important role because it brings various benefits that have legal implications for individuals. For example, this is necessary for inheritance purposes, ensuring the relationship of muhrim (relatives who should not marry), or directing legal proceedings in divorce cases, and so on (Muharrar, 2023).

The government agency that has a role in marriage registration is the Religious Affairs Office. Religious Affairs Office is an agency with a role as the spearhead in tasks related to Islam at the district level and is at the forefront of work because the Religious Affairs Office has a direct position in interacting with the service user community such as in the process of marriage registration, efforts to form a harmonious family or *sakinah*, organizing religious holiday celebrations, providing information on *hisab rukyat* (determining the beginning of the month in the Islamic calendar) and facilitating good relations with local scholars and religious leaders (Wahidi, Yasin, & Kadarisman, 2019).

The validity of a marriage has two inseparable aspects in the context of marriage registration at the Religious Affairs Office, as contained in Article 2 of Law Number 1 of 1974 which indicates that a marriage is said to be legal if it meets religious regulations and has been administratively managed in accordance with applicable regulations. This effort aims to protect and ensure that marriages performed by the community are legally valid (Laraszaty, Hasibuan, & Purba, 2022). Therefore, it is important to carry out the marriage registration process with administrative order, including completing forms correctly and undergoing an orderly registration process. As with other agencies, the Religious Affairs Office is obliged to provide satisfactory services and in accordance with community expectations to ensure the validity of their marriages.

The most important thing to monitor in registering marriage to the community is the performance of employees which will be an indicator of the success of the organization in carrying out its duties and obligations. Employees are valuable assets in organizations or institutions, and their performance has a direct impact on the productivity, efficiency, effectiveness, and overall success of the entity (Anwar & Abdullah, 2021). Therefore, employee performance management becomes an important aspect in managing an organization or institution.

The performance of employees can be considered effective or not depends on the level of service provided by them. However, it is important for management and employees to actively seek solutions in implementing their tasks in order to carry out activities effectively and without obstacles (Kowalczyk, Marcinkowski, & Przybyłek, 2022). Therefore, when the services provided by employees increase and have good quality, the expected level of effectiveness of their performance will be achieved. It can make some results in public satisfaction and comfort with the services provided by achieving effectiveness in employee performance (Astuti, Shodikin, & Maaz, 2020).

Effectiveness in employee performance refers to their ability to carry out duties and obligations with satisfactory results to achieve work targets set by the organization (Jumady & Lilla, 2021). The effectiveness of employee performance involves completing tasks with the right rules, quality, and in accordance with the time span that will later take on the entire role to achieve organizational goals (Mannayong & Djafar, 2018).

Organizational management is basically strived to produce a conducive work environment and motivate employees to achieve high performance effectiveness. This includes providing appropriate training and development, providing constructive responses, and ensuring that employees have the resources and tools needed to get the job done well (Ishak & Nurmayana, 2018).

One of the phenomena related to staffing in the latest Indonesian government agencies is that there are still many government agencies that face challenges in developing the quality and number of their employees. Some government agencies may experience obstacles in recruiting qualified employees which can be caused by intense competition in the labor market or lack of attractiveness of the government sector for young professionals. This can result in agencies lacking employees who have relevant skills and knowledge to carry out their duties and obligations (Soetrisno, 2016).

In addition, factors such as budget constraints and bureaucracy in the recruitment process and development of government employees can also be an obstacle. Limited budgets can limit government agencies' ability to provide training, development, and incentives to attract and retain quality employees. Changes in recruitment rules and regulations can also slow down the recruitment and development process (Soetrisno, 2016).

This phenomenon reflects the lack of awareness in a government agency that improving the quality and number of employees is an undeniable necessity in an effort to achieve effective employee performance. Therefore, government agencies need to find creative ways to overcome these barriers and strengthen the capacity of their employees to empower community needs and achieve more optimal public service goals in order to increase effectiveness in public services (Nekwek, 2022).

Kediri Regency is one of the regencies located in East Java which has an area of 1,523.92 km<sup>2</sup> and a population of 1,674,818 people in 2022. The population of Kediri Regency continues to increase every year when compared to the previous year. Kediri Regency is divided into 26 districts, a sub-district, and 343 villages. According to data in the Kediri Regency Statistic Center in 2023, Pare District has the largest population than other districts in Kediri Regency. In 2021, Pare District had a population of 108,657 people. In 2022, the population in Pare District has increased to 108,997 people. The population in Pare District continues to increase every year and has always been one of the most populous districts in Kediri Regency, although it is not the capital of the district.

The large population of Pare district requires employees from every government agency to serve the needs of the community effectively, one of which is about marriage registration at the Religious Affairs Office. The large number of residents in Pare District also causes the number of marriage registrants at the Religious Affairs Office of Pare District to increase every year. It is known that marriage registration at the Religious Affairs Office of Pare District, Kediri Regency is increasing every year. In 2019 there was an increase of 735 people from 2018 which was 731, then in 2020 it decreased by 700 people. This increase then occurred again in 2021 as many as 704 people from 2020, then in 2022 also experienced a fairly drastic increase of 813 people.

In addition, the number of marriage registrants registered at the Religious Affairs Office of Pare District, Kediri Regency has the highest number when compared to the Religious Affairs Office in other districts in Kediri Regency. The following is a table of the number of marriage registrants registered at the Religious Affairs Office in each district in Kediri Regency in 2022:

**Table 1 Number of Marriage Registrants in Kediri Regency in 2022**

No	District	Number of Marriage Registrants	No	District	Number of Marriage Registrants
1.	Pare	813	14.	Banyakan	449
2.	Kepung	725	15.	Plemahan	449
3.	Wates	693	16.	Semen	436
4.	Mojo	656	17.	Ngasem	421
5.	Gurah	621	18.	Papar	417
6.	Ngadiluwih	593	19.	Tarokan	414
7.	Plosoklaten	519	20.	Grogol	413
8.	Puncu	508	21.	Ngancar	408
9.	Kras	492	22.	Kandangan	374
10.	Kandat	488	23.	Kayen Kidul	333
11.	Badas	487	24.	Kunjang	274
12.	Purwoasri	477	25.	Pagu	272
13.	Ringinrejo	452	26.	Gampengrejo	224
<b>TOTAL</b>					<b>12.408</b>

Source: Kementerian Agama Kabupaten Kediri, 2022

Based on the table above, in 2022 with a total of 813 marriage registrants who recorded their marriage events at the Religious Affairs Office of Pare District, Kediri Regency. Meanwhile, the least number of registered marriage registrants in Kediri Regency in 2022 is the Religious Affairs Office of Gampengrejo District, with 224 marriage registrants. Employees of the Religious Affairs Office of Pare District, Kediri Regency are required to provide excellent service to the community in order to continue to strive to optimize marriage registration services due to the increase in the number of marriage registrants every year. Human resources with adequate performance in marriage registration services are needed to support the implementation of services so that everything can run effectively.

Kediri Regency Regent Regulation Number 29 of 2017 concerning the Code of Ethics for State Civil Apparatus Employees within the Kediri Regency Government in Article 1 affirms that every State Civil Apparatus Employee in a government entity must maintain good dignity, honor, image, and self-credibility, and also be responsible for creating a

harmonious atmosphere at work, family, and in society. In addition, employees should encourage increased discipline in carrying out their duties as well as in interactions with the community. This regulation applies to all government units in Kediri Regency, including the Religious Affairs Office in Pare District, Kediri Regency.

However, based on the author's initial observations during an internship at the Religious Affairs Office of Pare District, Kediri Regency for one month from August 29, 2022 to September 29, 2022, there were several problems that occurred in personnel at the Religious Affairs Office of Pare District, Kediri Regency. The first problem is about employee indiscipline, for example there are three employees who come and leave the office not according to the specified schedule, even though the employee is not on duty as an extension worker or guardian of a judge who marries outside the office.

While the second problem is about the lack of employees. The number of employees in the Religious Affairs Office of Pare District, Kediri Regency is only seven people consisting of six people who focus on marriage registration services, while one person focuses on waqf services. The front office concept at the Religious Affairs Office of Pare District, Kediri Regency is managed by one employee of the head of the administrative department who serves whatever is needed by the applicants. This resulted in some employees having to concurrently perform duties such as the head of the administrator who was on duty in the front office to take care of marriage registration documents also had to concurrently make marriage recommendation letters outside the district to other applicants. This often happens on Mondays and results in employees being overwhelmed because many people come to the office to take care of marriage documents.

Based on these two problems, it is known that in carrying out marriage registration, effective employee performance is needed. Therefore, the author feels interested in analyzing and describing how the performance of employees of the Religious Affairs Office of Pare District, Kediri Regency in the marriage registration process can be considered effective.

This research aims to evaluate and analyze the effectiveness of employee performance in marriage registration services at the Pare District Religious Affairs Office, Kediri Regency. This research will assess the level of public satisfaction with the marriage registration services provided by the office, analyze the efficiency and accuracy of the marriage registration process carried out by employees, identify factors that influence the effectiveness of employee performance, and formulate recommendations and improvement strategies to increase the effectiveness of employee performance in marriage registration services. The benefits of this research are that it provides a better understanding of the effectiveness of employee performance in marriage registration services, insight into the level of community satisfaction, information about factors that influence the effectiveness of employee performance, recommendations and improvement strategies, as well as being a reference for further research related to performance evaluation. employees in public service. It is hoped that this research can contribute to improving the effectiveness and quality of marriage registration services at the Pare District Religious Affairs Office, Kediri Regency.

## **RESEARCH METHODS**

This study used a qualitative approach with a descriptive method carried out by observation, documentation, and semi-structured interviews. This research was conducted at the Religious Affairs Office Pare District, Kediri Regency, located on Jalan Matahari Number 2C, Pare District, Kediri Regency. The interview respondents in this study were determined through purposive sampling techniques consisting of Section Heads and Head of Administrator at the Religious Affairs Office of Pare District, Kediri Regency and six residents of Pare District who received services from the Religious Affairs Office of Pare District, Kediri Regency. The research subjects used in this study were employees of the Religious Affairs Office of Pare District, Kediri Regency. Data analysis was conducted based on Miles, Huberman & Saldana (2014) which includes four stages such as data collection, data condensation, data presentation, and conclusions. This research is analyzed based on the effectiveness of employee performance which consists of achieving goals, quality of work, quantity of work, timeliness and job satisfaction.

## RESULTS AND DISCUSSION

### Goal Achievement

The achievement of the goal is seen from the ability of employees of the Religious Affairs Office of Pare District, Kediri Regency to improve marriage registration services in accordance with the objectives, vision, mission, and tasks that have been set. In terms of providing marriage registration services to the community, the Religious Affairs Office of Pare District, Kediri Regency cannot target how many marriage registration service targets to be achieved each year and can only predict. This is because the Religious Affairs Office of Pare District, Kediri Regency is passive, which means that the people themselves come to the Religious Affairs Office of Pare District, Kediri Regency to meet their needs. Although the Religious Affairs Office of Pare District, Kediri Regency cannot target and can only predict how many people will register marriage at the Religious Affairs Office of Pare District, Kediri Regency, it can be known that usually they predicts that there will be around 700 marriage registrants each year. Target percentage of the number of marriage registrants at the Religious Affairs Office of Pare District, Kediri Regency and its realization in 2022 can be seen in the table below:

**Table 2 Target Percentage and Realization of the Marriage Registrants in 2021-2023**

Year	Target	Realization	Percentage
2021	700	704	101%
2022	700	813	116%
2023	700	700	100%

Source: Dokumen Kantor Urusan Agama (KUA) Kecamatan Pare, 2024

Based on the table above, it can be seen that the target number of marriage registrants predicted by the Religious Affairs Office of Pare District, Kediri Regency has been realized and exceeds estimates. The highest number of marriage registrants was recorded in 2022 with a percentage of 116% of the estimated target. Meanwhile, the least number of marriage registrants was recorded in 2023 with a percentage of 100%, but it has reached the predicted target.

The target of service quality that employees of the Religious Affairs Office of Pare District, Kediri Regency wants to do, is to provide quality services in accordance with applicable laws and regulations. In developing the ability and knowledge in order to provide services in accordance with the targeted quality, all employees of the Religious Affairs Office of Pare District, Kediri Regency are called to take part in a training or development program held by the Training Center, called as Training at Work that located in Kediri.

If some obstacles or challenges arise in marriage registration services, the Religious Affairs Office of Pare District, Kediri Regency feels no need to plan anything to overcome these obstacles or challenges because the obstacles or challenges that arise are usually the same pattern, so that the Religious Affairs Office of Pare District, Kediri Regency already knows the solution to overcome these obstacles or challenges (Ekaputri & Sugiarto, 2021).

Therefore, this provides satisfaction to the community for the services provided by employees of the Religious Affairs Office of Pare District, Kediri Regency such as serving quickly, providing comfort for the community, and documents or results of services provided are of excellent quality in accordance with Standard Operating Procedures and Public Service Standards imposed at the Religious Affairs Office Pare District, Kediri Regency.

Goal achievement is the process or result of the effort or steps taken by an organization to achieve goals, targets, or objectives that have been set. The achievement of objectives can occur through a series of steps or activities carried out by the organization (process), or it can refer to the final results achieved after making these efforts by highlighting the importance of concrete actions taken by organizations to achieve their goals which can be in the form of strategic decisions, program implementation, resource management, and other activities carried out to achieve the goals that have been set (Steiss, 2019).

Based on the results of direct interaction with employees of the Religious Affairs Office of Pare District, Kediri Regency as well as a literature review on the achievement of goals, it can be concluded that the achievement of the goals of the institution can be considered effective. This can be seen from the increase in demand for marriage registration services at the Religious Affairs Office of Pare District, Kediri Regency after the COVID-19 pandemic and the level of public satisfaction with the services provided in accordance with the quality standards expected by the Religious Affairs Office of Pare District, Kediri Regency.

### **Quality of Work**

Service quality standards applied by the Religious Affairs Office of Pare District, Kediri Regency are in accordance with the prevailing laws and regulations of the Ministry of Religious Affairs (Herawaty, Hartono, & Ramadhan, 2020). The quality of services provided by the Religious Affairs Office of Pare District, Kediri Regency can only be assessed from the community, not from the Religious Affairs Office of Pare District, Kediri Regency itself by using a satisfaction box and providing a complaint number to Bimas Islam in case of poor service by the Religious Affairs Office of Pare District, Kediri Regency. However, the quality of marriage registration services at the Religious Affairs Office of Pare District, Kediri Regency has so far been considered good by the community because employees are able to provide information and guide the community with a good and friendly response.

Although each employee of the Religious Affairs Office of Pare District, Kediri Regency has their main duties and authorities, employees of the Religious Affairs Office of Pare District, Kediri Regency still cooperate, complement each other, support each other, and inform each other if there is any news or obstacles. Not only through direct communication, employees of the Religious Affairs Office of Pare District, Kediri Regency also communicate indirectly through a Whatsapp group consisting of employees of the Religious Affairs Office of Pare District, Kediri Regency with the Ministry of Religious Affairs of Kediri Regency.

In addition, the Religious Affairs Office of Pare District, Kediri Regency also participates in various personnel organizations in various scopes. They support each other, work together, are informative, and build family relationships that are not only limited to working as employees, but are like part of the family. If there is a conflict or tension within the scope of employees, the Religious Affairs Office of Pare District, Kediri Regency will hold a meeting to resolve the conflict.

The Religious Affairs Office of Pare District, Kediri Regency also establishes relationships in order to build solidarity and cooperation with surrounding community groups by involving community groups in activities held by the Religious Affairs Office of Pare District, Kediri Regency or vice versa such as cross-sectoral meeting forums of the Religious Affairs Office, KORPRI throughout the districts, hamlet head forums, and UPTD Puskemas. However, unfortunately there is no special forum connected between the Religious Affairs Office of Pare District, Kediri Regency with the community such as a concern forum or community forum.

Work quality is defined by (Kurniawanto, Rahmadi, & Wahyudi, 2022) as the result of the work of employees of an organization which includes the level of neatness, thoroughness, and conformity of results with the standards set by the organization. Quality of work refers to products or services produced by employees as part of their duties within the organization. The quality of this work affects customer perception and satisfaction, as well as the reputation of the organization as a whole. The level of neatness refers to the extent to which work is done neatly, orderly, and includes aspects such as layout, cleanliness, and regularity in carrying out tasks. Accuracy refers to the level of accuracy and accuracy in doing work. Conscientious employees tend to perform tasks in as much detail as possible, avoiding mistakes or defects that could affect the quality of the final result. Conformity of results with established standards refers to the results of work that are in accordance with the standards set by the organization. These standards can be quality guidelines, operational procedures, or pre-defined performance expectations.

Therefore, based on the results of interviews and theoretical reviews on work quality, it can be concluded that the quality of work of employees at the Religious Affairs Office Pare District, Kediri Regency has proven effective. This is reflected in the friendly and informative services provided to the community by employees of the Religious Affairs Office of Pare District, Kediri Regency, in accordance with the applicable Standard Operating Procedures and Public Service Standards. Employees of the Religious Affairs Office of Pare District, Kediri Regency also maintain the neatness of documents and interact with the community to ensure or confirm the accuracy of the documents produced. Solidarity between fellow employees of the Religious Affairs Office of Pare District, Kediri Regency and local community groups is also visible, this allows employees of the Religious Affairs Office of Pare District, Kediri Regency to produce quality documentation and service products, so as to meet the satisfaction of the community served.

### Quantity of Work

The quantity of work is the volume of work produced by employees of the Religious Affairs Office of Pare District, Kediri Regency which is influenced by the amount of workload and the situation faced. The prediction of the number of services provided by the Religious Affairs Office of Pare District, Kediri Regency and their realization in 2023 can be seen in the table as follows:

**Table 3 Target Percentage and Realization of Marriage Service Products in 2023**

No	Service Product	Target	Realization	Percentage
1.	Marriage Certificate	700	700	100%
2.	Marriage Recommendation Letter	400	469	117%
3.	Legalization of Marriage Certificate	1300	1425	109%
4.	Duplicate of Marriage Certificate	90	95	105%

Source: Dokumen Kantor Urusan Agama (KUA) Kecamatan Pare, 2024

Based on the table above, it can be seen that all target numbers of service products predicted by the Religious Affairs Office of Pare District, Kediri Regency have been realized and exceeded estimates. Actually, the Religious Affairs Office of Pare District, Kediri Regency also does not have a specific quantity target that must be achieved in dealing with requests for services from the community because the community itself needs and comes to the Religious Affairs Office of Pare District, Kediri Regency. The Religious Affairs Office of Pare District, Kediri Regency is more concerned with targeting satisfaction from the community for services in accordance with the regulations that have been implemented by employees of the Religious Affairs Office of Pare District, Kediri Regency. Employees of the Religious Affairs Office of Pare District, Kediri Regency, which only number seven people every day, must serve the needs of the community in sufficient numbers.

In addition, the Religious Affairs Office of Pare District, Kediri Regency has no projects or initiatives to increase the quantity of work and only follows the procedures and regulations provided by the Ministry of Religious Affairs of Kediri Regency. The Religious Affairs Office of Pare District, Kediri Regency also does not plan to ensure that the quantity of work is maintained at the desired level in the long run because the work charged to each employee runs stably.

The quantity of work according to (Semaksiani, Handaru, & Rizan, 2019) is the volume of work produced by employees of an organization which is influenced by the amount of workload and the situation faced. The quantity of work reflects how many tasks or jobs an individual or team successfully completed in that time span. The greater the workload assigned to employees, the more work is expected to be completed in the same time period. The situation faced by employees also affects the quantity of work. These situations can include factors such as working environment conditions, the level of task complexity, resource availability, and so on, which can affect the work productivity and efficiency.

Therefore, it can be concluded that the quantity of work of employees of the Religious Affairs Office of Pare District, Kediri Regency based on the results of interviews and theories about the quantity of work can be said to be effective. Despite the shortage in the number of administrative personnel, employees of the Religious Affairs Office of Pare District, Kediri

Regency are still able to carry out their duties and serve community requests well. This situation is further helped by the presence of students who do internships at the Religious Affairs Office of Pare District, Kediri Regency, which helps ease the workload of the marriage administration department.

### **Punctuality**

Punctuality is the ability of employees of the Religious Affairs Office of Pare District, Kediri Regency to complete work and achieve targets as per a predetermined schedule. The Religious Affairs Office of Pare District, Kediri Regency is known to have complied with existing service procedures by completing requests from the community in a timely manner. However, some employees still come and leave the office not according to their time. Even so, employees of the Religious Affairs Office of Pare District, Kediri Regency can solve problems that cause delays in the implementation of marriages and provide solutions while guiding the community.

In addition, the Religious Affairs Office of Pare District, Kediri Regency is able to face every challenge and obstacle well to meet deadlines in marriage registration services either due to internal or external factors or from the community itself. This is because the Religious Affairs Office of Pare District, Kediri Regency has been given good and decent facilities and has employees with high abilities and knowledge so that they can face all challenges and obstacles that exist in meeting deadlines. To find out the state of facilities available at the Religious Affairs Office Pare District, Kediri Regency can be seen in the table as follows:

**Table 4 Facilities at the Religious Affairs Office of Pare District, Kediri Regency**

No	Facility	Amount
1.	Archive Shelf	4
2.	Archive Case	8
3.	Bookcase	1
4.	Table	9
5.	Seats for services and activities	80
6.	Living room seats	2
7.	Computer	5
8.	<i>Regular Printer</i>	2
9.	<i>PLQ Printer PLQ</i>	2
10.	Projector	1
11.	Sound System	1

Source: Dokumen Kantor Urusan Agama (KUA) Kecamatan Pare, 2024

Based on the table above, it can be seen that the number of facilities available at the Religious Affairs Office of Pare District, Kediri Regency is said to be sufficient to facilitate employees in carrying out marriage registration services. Not only facilities, but the infrastructure in the Religious Affairs Office Pare District, Kediri Regency is also very sufficient, such as there are service rooms, waiting rooms, section heads, employee rooms, wedding halls, counseling rooms, archive rooms, toilets, parking lots, and directly adjacent to the Great Mosque An-Nur.

According to (Maryani, Entang, & Tukiran, 2021), punctuality is the ability of employees of an organization to complete work and achieve goals just like a predetermined schedule. The ability of employees of an organization to keep time in completing work is not only related to individuals, but also includes the ability of the organization as a whole to manage time and resources in order to meet a predetermined schedule. In addition to completing work, punctuality also relates to the achievement of goals or targets that have been set by the organization by emphasizing the importance of maintaining consistency between the time scheduled to achieve the goal and the time actually needed to achieve it. Thus, the concept of punctuality highlights the importance of efficiency in time and resource management to ensure that work is completed according to a predefined schedule, thus helping organizations to achieve their goals effectively and efficiently.



Based on the results of interviews and theories about punctuality, the author can conclude that the punctuality of employees of the Religious Affairs Office of Pare District, Kediri Regency can be said to be effective. This can be seen from the punctuality of employees of the Religious Affairs Office of Pare District, Kediri Regency in completing services to the community according to the specified schedule, even though there are some employees who arrive late and leave the office not according to the work schedule. In addition, it can also be seen from employees of the Religious Affairs Office of Pare District, Kediri Regency who can solve problems that cause delays in the implementation of marriages and provide solutions while guiding the community.

### **Job Satisfaction**

The job satisfaction of employees of the Religious Affairs Office of Pare District, Kediri Regency can be seen from the way these employees serve the community and provide a sense of satisfaction to the community. Based on the results of interviews that have been conducted with employees of the Religious Affairs Office of Pare District, Kediri Regency and several communities who receive services from the Religious Affairs Office of Pare District, Kediri Regency with the reality that exists shows that employees of the Religious Affairs Office of Pare District, Kediri Regency are satisfied with the work they do. This can be seen from the assessment from the community on the way employees of the Religious Affairs Office of Pare District, Kediri Regency convey information and help the community by giving a good and friendly response.

Factors such as physical environment, facilities, and attendance and support from colleagues have a major influence on employees of the Religious Affairs Office of Pare District, Kediri Regency at work. This can be seen from the interaction carried out by fellow employees of the Religious Affairs Office of Pare District, Kediri Regency with the aim of working to worship and improve family elements, not just relationships between superiors and subordinates.

Job satisfaction is an employee's level of satisfaction with various aspects of the work situation and organizational environment in which they operate, including their perception of the compensation received in proportion to the effort they put in (Ali & Anwar, 2021). Job satisfaction includes various aspects that affect an individual's work experience, such as satisfaction with the task performed, relationships with colleagues, organizational fairness, and so on. Job satisfaction is not only related to one particular aspect, but involves various factors that affect employee work experience including factors such as leadership, organizational culture, career development opportunities, support from superiors, and so on. Employee perceptions of employee job satisfaction are about the extent to which the compensation they receive is proportional to the effort they put in including wages or salaries, benefits, and other benefits received by employees in return for their contributions to the organization. The balance between the compensation received by employees must be proportional to the level of effort and contribution they make in their work. If employees feel that the compensation they receive is not worth the effort they put in, this can reduce their level of job satisfaction (Admosoeprapto, 2016).

Thus, it can be concluded that job satisfaction from employees of the Religious Affairs Office Pare District, Kediri Regency based on the results of interviews and theories about job satisfaction can be said to be effective. This can be seen from the assessment from the community about how employees of the Religious Affairs Office of Pare District, Kediri Regency enjoy every job given by conveying information and helping the community by giving a positive response without complaining or being burdened. In addition, employees of the Religious Affairs Office of Pare District, Kediri Regency also build a sense of kinship with other employees by complementing, supporting, helping, and respecting each other.

## CONCLUSION

Based on the results of research conducted by the author, it shows that the performance of employees of the Religious Affairs Office of Pare District in marriage registration services can be said to be effective because they have met the indicators used to determine the effectiveness of employee performance from consisting of goal achievement, quality of work, quantity of work, punctuality, and job satisfaction. The achievement of the goals of the employees of the Religious Affairs Office of Pare District, Kediri Regency can be said to be effective. This can be seen from the increasing demand for marriage registration services at the Religious Affairs Office of Pare District, Kediri Regency after the Covid-19 pandemic and the satisfaction of services provided to the community in accordance with the quality of services targeted by the Religious Affairs Office of Pare District, Kediri Regency. The quality of work of employees of the Religious Affairs Office of Pare District, Kediri Regency can be said to be effective. This can be seen from the quality of friendly and informative service from employees of the Religious Affairs Office of Pare District, Kediri Regency to the community in accordance with applicable Standard Operating Procedures. In addition, solidarity can also be seen between the Religious Affairs Office of Pare District, Kediri Regency, both fellow employees and local community groups, this makes the Religious Affairs Office of Pare District, Kediri Regency able to produce quality documentation and service products in accordance with Standard Operating Procedures. The quantity of work of employees of the Religious Affairs Office of Pare District, Kediri Regency can be said to be effective. This can be seen from the employees at the Religious Affairs Office of Pare District, Kediri Regency who are still able to work and serve the many requests from the community despite the lack of administrative workers. Therefore, the Religious Affairs Office of Pare District, Kediri Regency felt very helped by the presence of students who did internships at the Religious Affairs Office of Pare District, Kediri Regency, thus easing the task of the marriage administration department. Punctuality of employees of the Religious Affairs Office of Pare District, Kediri Regency can be said to be effective. This can be seen from the punctuality of employees of the Religious Affairs Office of Pare District, Kediri Regency in completing services to the community, even though there are some employees who arrive late and leave the office not according to the work schedule. In addition, it can also be seen from employees of the Religious Affairs Office of Pare District, Kediri Regency who can solve problems that cause delays in the implementation of marriages and provide solutions while guiding the community. Job satisfaction from employees of the Religious Affairs Office of Pare District, Kediri Regency can be said to be effective. This can be seen from the assessment from the community on the way employees of the Religious Affairs Office of Pare District, Kediri Regency convey information and help the community by giving a good and friendly response. In addition, employees of the Religious Affairs Office of Pare District, Kediri Regency also enjoy every job given and build a sense of kinship with other employees by complementing, supporting, helping, and respecting each other.

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