

## **Evaluation of Public Service Performance of Disdukcapil through a Balanced Scorecard Approach**

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### **Abstract**

This research provides the public service performance of the Bandung City Population and Civil Registration Service (Disdukcapil) in 2022 using the Balanced Scorecard (BSC) approach which includes four perspectives: financial, customer, internal processes, and learning and development. The analysis results show that budget efficiency reached 93.87%, reflecting good management although slightly below the target. The Community Satisfaction Index (IKM) of 91.09% is in the very good category, indicating high community satisfaction with the services provided. From an internal process perspective, performance achievement exceeded the target with a value of 100.97%, however there was a decrease in performance development of 1.65% compared to the previous year. Optimizing resources, innovation services, and increasing process efficiency are important focuses in strengthening integrity that is oriented towards community needs.

Keywords: Service Evaluation, Balanced Scorecard, Disdukcapil

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## **INTRODUCTION**

The bureaucracy has a strategic role in ensuring the achievement of quality public services as a form of government responsibility for the needs of society. As the main pillar of public administration (Annisa & Lavides, 2025; Ferdian et al., 2021; Mustanir et al., 2022; Rahayu & Juwono, 2021; Rahman, 2024), the bureaucracy functions to ensure that the entire service process is carried out systematically, efficiently, and accountably. However, in a modern era characterized by public demands for fast, transparent, and technology-based services, bureaucracies are often faced with major challenges such as budget efficiency, improving service quality, and managing competent human resources (Loudghiri & Houmine, 2025; Qhilby et al., 2017).

The Population and Civil Registration Office (Disdukcapil) of Bandung City is one of the bureaucratic agencies that plays an important role in providing population administration

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Received: January 7, 2025; Revised: May 19, 2025; Accepted: May 30, 2025

services (Amalia, 2024; Dapadeda et al., 2024; Mais, 2022; Ningrum & Nurbaiti, 2023; Patriani, 2021). As the spearhead of public services in the field of civil registration, Disdukcapil is not only responsible for the smooth administrative processes such as making electronic ID cards, family cards, birth certificates, and other population documents, but also required to provide effective and efficient services for the community (Sandroto et al., 2024). This is essential because the quality of civil registration services has a direct impact on the level of public trust in the government.

In the face of increasingly complex public demands, a performance evaluation is needed that is able to identify the strengths and weaknesses of the bureaucratic system. One relevant evaluation approach is the Balanced Scorecard (BSC) (Al-mawali et al., 2020; Huang et al., 2011; Sakti & Pribadi, 2018), which evaluates organizational performance from four perspectives: financial, customer, internal processes, and learning and development. This approach not only assesses the end result, but also pays attention to the quality of the process and the sustainability of organizational capacity building.

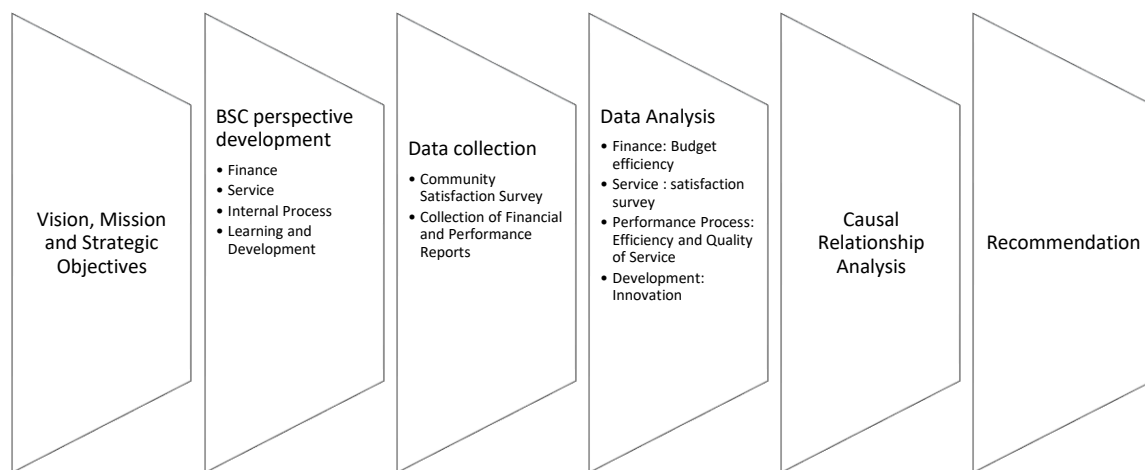
This research has an urgency in assessing the performance of Disdukcapil Bandung City in 2022 using the Balanced Scorecard concept. The evaluation was conducted to identify budget efficiency, public satisfaction levels, achievement of internal process targets, and performance development compared to the previous year (Huang et al., 2011). This research is unique because it focuses on the integration of the Balanced Scorecard approach with population bureaucracy performance evaluation, which has rarely been discussed in depth before (Mappasere & Suyuti, 2019; Mustaqim, 2016; Wekke, 2019)..

The novelty of this research lies in the multidimensional approach that not only provides a comprehensive picture of the performance of the Disdukcapil bureaucracy but also identifies areas that need improvement. This is important so that the bureaucracy is able to adapt to the dynamics of community needs while supporting the realization of more professional, transparent, and community satisfaction-oriented public services.

With the results of this evaluation, this research is expected to be the basis for strategic decision-making for the bureaucracy within the Bandung City Disdukcapil to strengthen organizational performance while responding to challenges in providing excellent services in the future.

## RESEARCH METHODS

This research uses a qualitative descriptive method to evaluate the performance of public services of the Population and Civil Registration Office (Disdukcapil) of Bandung City in 2022. The analysis was conducted using the Balanced Scorecard (BSC) approach, which includes four main perspectives: financial, customer, internal processes, and learning and development. This approach aims to understand the effectiveness, efficiency, and level of public satisfaction with the services provided, as well as identify areas that require improvement to improve the quality of bureaucracy (Al-mawali et al., 2020) (see figure 1).



**Figure 1. Flowchart Analysis**

**Source: Data processed by researchers, 2024**

## Object of Research

The object of this research is the Bandung City Government, especially the Population and Civil Registration Office (Disdukcapil), which is located at Jl. Ambon No. 1A, Bandung City, West Java. This research focuses on evaluating the performance of Disdukcapil's public services in 2022 using the Balanced Scorecard (BSC) approach (Mais, 2022). This evaluation aims to analyze budget efficiency, public satisfaction, internal performance achievements, and the development of organizational performance in providing population administration services to the people of Bandung City.

### **Data Type and Source**

This research uses secondary data in the form of performance reports of the Population and Civil Registration Office (Disdukcapil) of Bandung City in 2022 (Muhtar, 2023), such as budget realization reports, Public Satisfaction Index (IKM) survey results, and other documents related to the achievement of organizational performance targets. In addition, this research is also supported by relevant academic literature and public policy documents to enrich data analysis and interpretation.

### **Data Collection Methods**

1. Documentation: Data was obtained from the performance report of the Population and Civil Registration Office (Disdukcapil) of Bandung City in 2022, including budget realization reports, Public Satisfaction Index (IKM) survey results, and organizational performance achievement documents. In addition, supporting documents related to the implementation of the Balanced Scorecard (BSC) approach were also used as primary data.
2. Literature Study: The literature study was conducted by reviewing relevant literature on public services, bureaucratic performance evaluation, and the Balanced Scorecard approach in the public sector. This study aims to strengthen the analysis and provide a theoretical basis for the research (Darmalaksana, 2020).

### **Variable Operational Definition**

The variable in this study is the Balanced Scorecard (BSC). Balanced Scorecard is a public sector organization performance evaluation framework that integrates four main perspectives, namely finance, customers, internal processes, and learning and development, to ensure the achievement of the organization's strategic goals holistically (Al-mawali et al. 2020).

### **Financial Perspective**

This perspective measures how efficiently the organization uses the budget that has been set. The formula used to calculate budget efficiency:

$$\text{Budget Efficiency} = \frac{\text{Budget Realization}}{\text{Established budget}} \times 100 =$$

A higher result indicates that the budget has been used sparingly. However, it is important to ensure that savings do not negatively impact the quality of services or programs delivered.

### ***Service Perspective***

This perspective measures the level of public satisfaction with the services provided by the organization. The formula used:

$$\text{Public Satisfaction Index} = \frac{\text{Total Score Satisfaction}}{\text{Maximum Score}} \times 100 =$$

The higher the value of the Community Satisfaction Index (IKM), the better the organization is in meeting community expectations. A high level of satisfaction reflects the success of the organization in providing quality services to the community.

### ***Internal Process Perspective***

This perspective measures how effective the organization is in achieving predetermined performance targets, such as operational efficiency or service quality. The formula used to calculate performance achievement:

$$\text{Performance Achievement} = \frac{\text{Performance Realization}}{\text{Target Performance}} \times 100 =$$

A higher number indicates that the organization has exceeded the set target, reflecting success in achieving organizational goals efficiently.

### ***Learning and Development Perspective***

This perspective measures the development of organizational performance from year to year. The formula used is:

$$\text{Performance Development} = \frac{\text{Performance Achievement (CK) This Year} - \text{CK Previous Year}}{\text{Previous Year Performance Achievement}} \times 100 =$$

A positive number indicates an improvement in performance, meaning that the organization has been successful in increasing its capacity and efficiency from year to year. A decrease in this figure indicates the need for evaluation and improvement in some aspects of operations (see table 1).

**Table 1. Assessment Achievement**

| Perspective   | Achievement Criteria               | Description   |
|---|------------------------------------|---|
| Finance (Budget Efficiency)                             | a. >95%<br>b. 85%-95%<br>c. <85%   | a. High efficient<br>b. Quite efficient<br>c. Less efficient    |
| Customers<br>(Public Satisfaction Index)                | a. 90%<br>b. 70%-89%<br>c. <70     | a. Highly satisfied<br>b. Quite satisfied<br>c. Less satisfied  |
| Internal Process<br>(Performance Achievement)           | a. >100%<br>b. 90%-100%<br>c. <90% | a. Highly optimized<br>b. Quite optimal<br>c. Less than optimal |
| Pembelajaran dan Perkembangan<br>(Perkembangan Kinerja) | a. >5%<br>b. 0-5%<br>c. <0%        | a. Increase<br>b. Sufficient<br>c. Decrease                     |

**Source: IKM, Data processed by researchers (2024)**

## RESULTS AND DISCUSSION

Table 2 presents a summary of key performance indicators of the Bandung City Disdukcapil in 2022, analyzed using the Balanced Scorecard (BSC) framework. The table outlines data from four perspectives: Financial, Customer (Service), Internal Process, and Learning and Development. Each indicator includes relevant quantitative values such as budget realization, community satisfaction scores, performance targets, and year-on-year performance comparisons. This data forms the basis for evaluating organizational effectiveness and identifying areas for strategic improvement.

**Table 2. Disdukcapil Information based on Balanced Scorecard (BSC) Analysis**

| No. | Perspective   | Description                     | Value                                       |
|-----|---|---------------------------------|---|
| 1.  | Finance<br>(Budget Efficiency)                        | Budget<br>Realization           | IDR 15,524,617,441.<br>IDR 14,579,956,076,- |
| 2.  | Service<br>(Community Satisfaction Index)             | Total score<br>Maximum Score    | 40,99<br>45                                 |
| 3.  | Internal Process<br>(Performance Achievement)         | Target<br>Realization           | 83,47<br>84,28                              |
| 4.  | Learning and Development<br>(Performance Development) | 2021 Performance<br>Achievement | 102,62                                      |

**Source: LKPP Disdukcapil in 2022 (Muhtar, 2023)**

### Financial Perspective

In the financial perspective, budget realization and efficiency of use are the key performance indicators. The organization targeted 100% budget absorption, but actual realization reached only 93.92%, based on the comparison between the actual expenditure (Rp. 14,579,956,076) and the allocated budget (Rp. 15,524,617,441).

$$\text{Budget Efficiency (\%)} = \frac{\text{Rp. 14,579,956,076,-}}{\text{Rp. 15,524,617,441,-}} \times 100 = 93,92\%$$

This indicates a budget efficiency of 93.92%, meaning that the organization spent less than planned. While this may appear positive in terms of cost savings, further analysis is required to determine whether these savings had any impact on the quality or scope of the planned programs and activities.

### Customer Perspective

The Community Satisfaction Index (IKM) for services provided by the Bandung City Population and Civil Registration Office (Disdukcapil) in 2022 was calculated at 91.09%, based on a score of 40.99 out of 45.

$$\text{The Community Satisfaction Index (\%)} = \frac{40,99}{45} \times 100 = 91,09\%$$

This result places the level of public satisfaction in the "very good" category, indicating that Disdukcapil has been successful in delivering high-quality public services. The score reflects strong performance, particularly in the processing of population documents such as

electronic ID cards (e-KTP), family cards (KK), birth and death certificates, and other essential civil registration documents.

### **Internal Process**

Performance achievement is analyzed by comparing actual results with predetermined targets. In 2022, the performance realization was 83.47, against a target of 84.28, resulting in a performance achievement of 99.04%:

$$\text{Performance achievement (\%)} = \frac{83,47}{84,28} \times 100 = 99,04\%$$

This indicates that the internal processes were slightly below the target by 0.96%. While close to full achievement, this gap may point to minor areas for improvement in efficiency or implementation. Nonetheless, a 99.04% realization still reflects a high level of operational effectiveness and strong adherence to performance planning.

### **Learning and Progress**

Performance development is calculated based on the difference between the 2021 Performance Outcome (102.62%) and the 2022 Performance Outcome (100.97%), resulting in a decrease of 1.65 percentage points. When expressed as a percentage of the 2022 performance, this equates to a performance development of 1.63%:

$$\text{Performance development} = \frac{102,62 - 100,97\%}{100,97\%} \times 100 = 1,63\%$$

This indicates a decline in performance of 1.63% from 2021 to 2022. While the 2022 outcome remains above 100%, placing it in the "good" category, the slight decrease suggests a minor reduction in efficiency or output compared to the previous year. Continuous monitoring and evaluation are recommended to ensure performance remains on an upward trajectory.



**Table 3 Balanced Scorecard (BSC) Analysis Results**

| No. | BSC Perspectives                                   | Data   | Result                                | Interpretation  |
|-----|--|--|---------------------------------------|---|
| 1   | Finance (Budget Efficiency)                        | Budget:<br>Rp.15,524,617,441,-<br>Realization:<br>Rp. 14,579,956,076,  | Budget Efficiency (%) = 93.87%        | The Budget Efficiency of Disdukcapil Bandung City in 2022 reached 93.87%, indicating efficient use of the budget even though it was slightly lower than the target, with good management and without waste.   |
| 2   | Customer (IKM)                                     | Total Score: 40,99<br>Maximum Score: 45                                | IKM (%) = 91.09%                      | The IKM of 91.09% shows that the quality of service of Disdukcapil Bandung City is in the very good category, reflecting success in providing excellent service to the community in processing population documents.  |
| 4   | Performance Process (Performance Achievement)      | Target: 83,47<br>Realization: 84.28                                    | Performance Achievement (%) = 100.97% | The performance achievement of 100.97% shows that the realization exceeded the target by 0.97%, indicating good performance. According to Mahmudi (2015), efficiency is the comparison between input and output, while effectiveness refers to the extent to which output achieves predetermined goals. This result reflects efficient resource use and effective goal achievement in the performance process of Bandung City Disdukcapil.  |
| 5   | Learning and Development (Performance Development) | Performance Outcome 2021: 102.62%<br>Performance Outcome 2022: 100.97% | Performance Development (%) = -1.65%  | The decrease in performance by 1.65% from 2021 to 2022 shows a slight decline in performance achievement. Although the value is still above 100%, it indicates a decrease in efficiency and effectiveness compared to the previous year. To measure this change, the performance growth formula can be applied:<br><br>$\text{Performance Growth (\%)} = \frac{(\text{This Year's Achievement} - \text{Last Year's Achievement})}{\text{Last Year's Achievement}} \times 100\%$ This formula helps evaluate the rate of |

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  | improvement or decline in the learning and development aspect. |
|--|--|--|--|--|

**Source: Data processed by researchers, 2024**

Table 3 showThe Balanced Scorecard (BSC) analysis of Disdukcapil Bandung City in 2022 reflects generally positive performance, though several areas warrant further attention. From the financial perspective, the budget efficiency rate reached 93.92%, suggesting that funds were managed relatively well, even if slightly below the ideal target of 100%. This indicates effective resource utilization aligned with operational needs. In the customer perspective, the Community Satisfaction Index (IKM) stood at 91.09%, placing it in the "very good" category and reflecting high public satisfaction with services such as the issuance of ID cards, family cards, and other civil registration documents. For the internal process perspective, performance realization achieved 99.04%, which, although slightly below target, still reflects strong execution and operational effectiveness. On the other hand, in the learning and growth perspective, performance declined by 1.63% from the previous year, indicating a challenge in sustaining year-on-year improvements. While the performance level remains above 100%, this decline suggests the need to strengthen internal capacities, such as human resource development and process efficiency, to support continuous organizational learning and improvement. Table 4 below presents a solution-oriented approach based on the Balanced Scorecard (BSC) perspectives, offering targeted recommendations to improve performance across all key areas evaluated:

**Table 4. Solution Approach to Improve the Performance of Disdukcapil Bandung City in 2022**

| No. | BSC Perspective                               | Description | Solution  |
|-----|---|-------------|---|
| 1   | Finance<br>(Budget Efficiency)                | 93.87%      | - Use digitization to reduce operational costs.<br>- Increase budget management training.   |
| 2   | Service<br>(Public Satisfaction Index)        | 91.09%      | - Increase transparency with responsive complaint channels.<br>- Conduct periodic surveys to identify improvements.                         |
| 3   | Internal Process<br>(Performance Achievement) | 100.97%     | - Document best practices to ensure achievements remain high.<br>- Set more ambitious targets.<br>- Strengthen inter-sectoral coordination. |
| 4   | (Performance Development)                     | -1.65%      | - Improve staff training to overcome barriers.<br>- Strengthen monitoring and evaluation.   |

**Source: Data processed by researchers, 2024**

Based on the performance evaluation of Disdukcapil Bandung City in 2022, several aspects demonstrated commendable achievements, while others still require improvement. From a financial perspective, budget efficiency reached 93.92%, indicating effective resource utilization despite falling slightly short of the 100% target. To improve this, it is recommended to regularly evaluate the budgeting process, implement operational digitization to reduce costs, and provide training in budget management. Meanwhile, the Public Satisfaction Index (IKM) stood at 91.09%, placing it in the "very good" category and reflecting high community satisfaction. Maintaining and improving this performance will require enhanced transparency through responsive complaint mechanisms and the use of periodic surveys to capture service improvement needs.

In terms of internal processes, performance realization reached 99.04%, indicating strong implementation of programs and near-complete achievement of targets. To sustain or surpass this performance, Disdukcapil should document best practices, set more ambitious performance benchmarks, and improve inter-sectoral coordination. However, in the learning and growth perspective, there was a decline of 1.63% in performance compared to the previous year (2021), suggesting a slight drop in efficiency or outcomes. Addressing this will require an analysis of the causes behind the decline, enhanced staff training, and the reinforcement of the overall monitoring and evaluation framework. These strategic efforts will support continuous improvement in management quality and public service delivery in the future.

## **CONCLUSION**

Based on the performance evaluation of Disdukcapil Bandung City in 2022, several key aspects demonstrated strong achievements, while others indicate opportunities for improvement. Budget efficiency reached 93.92%, reflecting sound financial management, though slightly below the optimal target. Enhancing budget effectiveness will require regular evaluations, digital transformation in operations, and targeted financial management training. The Public Satisfaction Index (IKM) of 91.09% confirms excellent service delivery, highlighting Disdukcapil's success in meeting public expectations. However, maintaining this momentum calls for greater transparency, responsive complaint mechanisms, and periodic service quality assessments. The internal process perspective achieved 99.04%, indicating high levels of

operational effectiveness and goal attainment. Nevertheless, a 1.63% decline in performance development compared to the previous year suggests the need for capacity building, improved staff development, and stronger monitoring and evaluation systems.

This research provides a significant contribution to the strategic development of Disdukcapil by offering a comprehensive analysis based on the Balanced Scorecard framework. The findings highlight critical areas that directly impact organizational effectiveness and provide practical, data-driven recommendations for continuous improvement. By addressing the identified challenges and implementing the proposed solutions, Disdukcapil can enhance its overall performance, strengthen public trust, and set a replicable model for other government agencies. The study not only offers insight into current performance dynamics but also serves as a valuable reference for evidence-based policy formulation and institutional reform in the field of public service administration.

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