

The Influence of Attitudes, Actions, and Sympathy in Primary Service on Employee Performance Productivity Malang City Population and Civil Registration Office

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INDEXING	ABSTRACT
<p>Keywords: Keyword 1: Action Keyword 2: Attitude Keyword 3: Employee Performance Productivity Keyword 4: Service Excellence Keyword 5: Sympathy</p>	<p>Human resource development is also part of management to succeed and achieve organizational goals, to provide satisfactory (excellent) service to consumers. In government institutions, the attitudes, actions, and sympathies of employees are part of the excellent service that must be provided to the community. Public sector performance productivity is essential to be carried out to advance the organization effectively and efficiently. This study aims to determine the influence of attitudes, actions, and sympathy on the productivity of the performance of employees of the Malang City Population and Civil Registration Office. This study uses quantitative approaches and multiple linear regression as data analysis methods using the SPSS program. The sample of this study was determined using the Probability Sampling method. The researcher used questionnaires as a data collection technique. The results of the research and its analysis prove that the attitude of excellent service has a positive effect on the productivity of employee performance of the Population and Civil Registration Office of Malang City, actions in excellent service not only have a positive effect but have a dominant effect on the productivity of employee performance of the Population and Civil Registration Office of Malang City, and also sympathy for excellent service positively affects employee performance productivity of the Population and Civil Registration Office of Malang City</p>

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INTRODUCTION

Indonesia's rapid reform era affects existing human resources. Management is needed to coordinate existing human resources and overcome problems and competitions that occur in organizations. According to Kosovic *et al.*, (2024), human resource management determines the organization's future regarding functional orientation on development, creativity, flexibility, and proactive management (coordination).

Service is one of the crucial factors in organizational development for both government public sector organizations and the non-government public sector. In achieving its goals, the organization must provide reasonable and satisfying services. Government public sector organizations must provide the best service (*prima*) to satisfy their communities (Djira *et al.*, 2020). This statement is by the Decree of the Minister of State Apparatus Empowerment No. 63 of 2003, which states, "The essence of Public Service is the provision of excellent service to the community which is a manifestation of the obligations of government officials as public servants".

In its implementation, the service directly connects human resources (government parties) with customers (society). Therefore, productive human resources are needed. Excellent service (service excellence) is a comprehensive approach that prioritizes customer satisfaction with high-quality standards, which, according to Isnaini *et al.*, (2021) consists of six fundamental aspects: ability, attitude, appearance, attention, action, and accountability. Applying the concept of excellent service in government agencies not only aims to increase public satisfaction but also significantly encourages employee performance and productivity. Good government services (good governance) can be successful, as seen from the quality of public services. The Population and Civil Registration Office of Malang City, the leading media in providing population administration services, has a fundamental role in providing excellent service to the people of Malang City.

In this study, researchers examined three independent variables and one dependent variable in the context of excellent public services. The four variables studied are as follows: The attitude variable in excellent service (X1) includes politeness, behavior, and professionalism of employees in serving the community. Action variables in excellent service (X2) include initiative, skill, accuracy, and the ability of employees to complete service tasks. The sympathy variable in excellent service (X3) includes employees' ability, willingness, patience, and willingness to understand and respond to community needs with empathy. Employee performance productivity variable (Y) as the dependent variable includes aspects of quality, accuracy, commitment, and work efficiency. The relationship between attitude, action, and sympathy in excellent service with the research location can be explained through the characteristics of the Population and Civil Registration Office of Malang City as a public service agency. Other researchers state that excellent service standards are oriented toward meeting people's expectations of service quality. In its application, these three independent variables can be seen through direct interaction between employees and the community in population document services. (Bazant *et al.*, 2014) in his research on work effectiveness, shows that the higher the effectiveness of employee work, the better the quality of service felt by the community.

According to research conducted by (Pratiwi *et al.*, 2024), excellent service not only focuses on the service's end result but also on the service delivery process, including employee attitudes, actions, and sympathy. These three aspects are key to creating a satisfying service experience for the community while potentially increasing employee productivity. However, implementing excellent service in the field still faces various challenges that must be overcome.

Although various efforts have been made, based on observations made by the author and several previous studies, significant problems in services at the Malang City Dispendukcapil still need serious attention. Problems that often arise related to public services at the Malang City Dispendukcapil include inconsistent employees in providing services, lack of employee sympathy for community complaints, delays in responding to online services, and service procedures that are sometimes still convoluted and inefficient. This is in line with the findings of (Mahsyar, 2011), who identified that the main problem that most Indonesian people have experienced is the problem of public services that are not optimal; the ineffectiveness of these services has resulted in the non-realization of excellent service launched by the current government. Thus, efforts to increase employee performance productivity through the implementation of exceptional service are the main focus of this research.

Based on the description of the problems at the Office of the Population and Civil Registration Office of Malang City and seen from previous research, the

researcher is interested in raising the title "The Influence of Attitudes, Actions, and Sympathy in Excellent Service on Employee Performance Productivity of the Population and Civil Registration Office of Malang City." The objectives of this study are:

1. To determine and analyze the effect of attitudes in excellent service on the productivity of employee performance of the Population and Civil Registration Office of Malang City.
2. To determine and analyze the effect of actions in excellent service on the productivity of employee performance of the Population and Civil Registration Office of Malang City.
3. To determine and analyze the effect of sympathy in excellent service on the productivity of employee performance of the Population and Civil Registration Office of Malang City.
4. To determine and analyze the effect of attitude, action, and sympathy in excellent service on the productivity of employee performance of the Population and Civil Registration Office of Malang City.

LITERATURE REVIEW

Service Excellence

In the world of service, excellent service means providing the best service. It is called good or best because it is based on the applicable service standards or owned by the agency that offers the service. Andriani and Sismanto (2021) explains that excellent service is an activity or sequence of activities that occur in direct physical interaction between a person and another person or machine and provide customer satisfaction. Excellent service is a sense of concern for profit-oriented organizations (profit-oriented) or socially oriented organizations (nonprofit) to customers, which is shown by attitudes, attention, and actual actions so that customers feel comfortable with the excellent service provided. So, excellent service is the maximum ability of a person to deal with others in terms of providing the best service to others, both internal and external, by standard service procedures. The purpose of excellent service is to respond to customers, provide satisfactory service, and ensure the company gets the maximum profit possible.

In the context of public services or public services, it is defined as all forms of services, both in the form of public goods and public services, which in principle are the responsibility and are carried out by government agencies at the central, regional, and within State-Owned Enterprises or Regional-Owned Enterprises, to fulfill community needs as well as in the context of implementing the provisions of laws and regulations. Providing good service is one of the efforts of service providers to create satisfaction for service recipients. If the service received or felt is according to the expectations of the service recipient, the service provider is of good quality. Several indicators must be applied in implementing excellent service written by Liharman Saragih *et al*, (2024) in his book, namely:

1. Ability

This ability includes the level of competence in the field of work undertaken to encourage excellent service. Working competently will expedite the work because you can do the job proficiently.

2. Attitude

When dealing with or serving customers, polite behavior and good manners must be focused on. By being polite, customers will judge the company positively. By giving a good impression, smiling, and building communication with customers.

3. Appearance

Appearance, physically and non-physically, will be an assessment of the customer. Therefore, the appearance must be adjusted to look still neat.

4. Sympathy

There is sensitivity or concern for customers, what they need, and understanding of their suggestions and input. Sympathy is the most significant consideration for customers when paying attention to their needs and desires and understanding their suggestions and criticisms. This includes listening and understanding customer needs. Observation and evaluation of customer behavior to provide comprehensive service to customers.

5. Action

Real action is a manifestation of providing the best service for customers. Actions are various specific activities that must be carried out when providing customer services. This consists of recording all customer orders, identifying needs, recognizing customer needs, and expecting customers to return, including expressions of gratitude.

6. Responsibility

Responsibility is a biased attitude towards customers as a form of concern to avoid or minimize losses and customer dissatisfaction.

Attitude

Attitudes are often defined as evaluations or emotional reactions that a person gives to things, people, or events. The reaction can also be positive or negative, depending on the event being experienced. Attitudes also affect everyday life. This is in accordance with (Ademang, 2024) statement that if we have a positive attitude about the job, then we will work longer and harder.

Attitude in the context of excellent service refers to behavioral tendencies, ways of thinking, and emotional responses shown by service providers to customers or service users. Dai *et al*, (2015) wrote that excellent service has three main things: having attention in an attitude related to caring for customers, trying to serve with good actions, and aiming to satisfy customers on specific service standards. In this context, attitude becomes a fundamental element that affects the quality of interaction between service providers and customers.

Several factors shape attitudes, according to Munthe *et al*, (2024) states that internal and external factors influence attitude formation. Internal factors are personal experience and emotional state. Experience with an object that gives a pleasant or good impression will form a positive attitude; an unpleasant experience will form a negative attitude. While emotional factors are more about an individual's psychological condition, feelings of interest, pleasure, and need will form a positive attitude. In contrast, hatred, indifference, and distrust will form a negative attitude. Meanwhile, external factors that shape attitudes include communication, group interaction, and cultural influences. Several other factors influence attitudes, including personal experience, the influence of others, cultural influences, mass media, educational and religious institutions, and emotional factors.

The right attitude in excellent service is important in creating a positive customer experience. Research conducted by Latief *et al.*, (2019) shows that the attitude variable is the most dominant variable and the one that most influences employee performance, with an influence level of 39.1%. Attitude to excellent service is about "what" is provided and "how" the service is provided. A positive and professional attitude can be the main differentiator between successful and unsuccessful companies in the service industry.

Attitude to service excellence is a fundamental aspect that affects the quality of interaction between service providers and customers. By in-depth understanding of the components, characteristics, and factors that influence attitudes toward service excellence, organizations can develop effective strategies to improve their service quality.

Action

Excellent service can be defined as a comprehensive approach that focuses on customer satisfaction through providing high-quality services. It involves a set of actions and behaviors designed to meet or exceed customer expectations. In this context, excellent service actions refer to all activities, responses, and interactions carried out by service providers to meet customer needs and wants.

Action is a variety of authentic activities that must be carried out in providing services to the community, which include recording every order of the community, recording the needs of the community, reaffirming the needs of the community, realizing the needs of the community, and expressing gratitude in the hope that the community will return (Andiana, 2017). Actions are various actual activities that must be carried out to provide services. When interpreted more deeply, service actions are efforts or actual actions aimed at providing excellent service or good service (genuine service), which, of course, can be achieved if, within the service provider, there is a sense of service attitude by prioritizing attention supported by serviceability and good service appearance.

In public services, the actions taken by employees must be by the needs of their customers. In order to be said to be excellent, it must be able to realize the company's goals. Various forms of action in service, among others:

- Record customer needs immediately.
- Rechecking customer needs.
- Complete the registration process for customer needs.
- Give a thank you note along with the hope that the customer will come back in the future.

In excellent service, employees must be encouraged to have emotional intelligence to improve service actions' quality. Research at PT Bank UOB Indonesia shows that employee emotional intelligence positively affects customer perceptions of the quality of service provided. Employees with high emotional intelligence tend to be better able to understand and respond well to customer needs, which in turn increases customer satisfaction, which will affect the increase in employee productivity. Several factors influence action including:

- Predisposing factors (Predisposing Factor)

Predisposing factors are factors that facilitate or predispose a person's behavior. These factors include knowledge, perception, and age. This study analyzed the predisposing factor, knowledge.

- Reinforcing Factor

Reinforcing factors are factors that encourage or reinforce behavior. Often, a person knows to behave healthily and safely but does not do it. These factors include laws and regulations from both the central and local governments related to occupational safety and health.

- Enabling Factor

Enabling factors are factors that enable or facilitate behavior or action. This factor includes the availability of facilities and infrastructure or facilities for workers to prevent work accidents. This facility supports or enables the realization of occupational safety and health behavior.

Sympathy

One of the important elements of excellent service is sympathy. Sympathy is the ability to understand and feel what others are feeling and respond appropriately to those feelings. In the service context, sympathy is vital in building positive relationships between service providers and customers. Sympathy in service excellence can be defined as the ability to understand, feel, and respond to customers' needs and feelings positively and constructively. This involves not only an understanding of the customer's situation but also an appropriate emotional response. According to (Armono, 2023), Sympathy is a process in which a person feels attracted to another party to feel what other people experience, do, and suffer. Someone feels sympathy from others because of their attitude, appearance, authority, or actions. Therefore, they can feel what others experience or feel and what others do and suffer.

Meanwhile, (Kale, 2021) emphasize that sympathy in a service context is about "feeling with" the customer and taking appropriate action to help or improve the customer's situation. They state that adequate sympathy can be a key differentiator in the customer experience.

Sympathy in excellent service consists of several main components: emotional awareness, responsiveness, empathic communication, supportive action, flexibility, and empathy.

Juste asserts that emotional intelligence, which includes recognizing and managing one's own emotions and those of others, is essential in providing sympathetic service (Juste, 2024). In addition, other theories also explain that social interactions, including in the context of service, are based on the exchange of material and non-material resources. In this case, sympathy can be seen as a non-material resource exchanged between service providers and customers. There are many impacts of applying sympathy in service, such as improving views of service quality, reducing customer stress and anxiety, helping to provide solutions to customer problems, increasing positive word-of-mouth, and strengthening emotional bonds between customers and related parties.

Factors influencing sympathetic attention in service are critical to creating a positive customer experience. Here are some of the main factors that contribute to sympathetic attention in a service context:

- Empathy and caring attitude of employees
- Professional Attitude
- Work Environment
- Training and Skills
- Service Aids
- Clear Division of Duties

Organizations can increase sympathetic attention in service by paying attention to some of the factors above. Sympathy in service excellence is about understanding how customers feel and taking appropriate actions to improve their experience. By understanding and applying the principles of sympathy in service excellence, organizations can build stronger relationships with their customers, improve performance productivity, and ultimately achieve sustainable competitive advantage.

Employee Performance Productivity

One of the solutions to improving the company's quality is to increase competitiveness in the form of products and human resources through the quality of their services. Therefore, companies and employees must cooperate to achieve the desired results through work productivity. Employee performance productivity is a

fundamental element in the success of an organization. According to (Parengkuan, 2019), productivity affects both parties, namely employees and companies; if productivity is high, it will benefit the company and employees. Work productivity also shows the work ethic of employees in the company.

Today, productivity performance is measured not only in terms of quantitative aspects but also in complex qualitative dimensions. Modern productivity includes innovation, creativity, and adaptability to technological change. In the digital era, the ability of employees to integrate technology into their work is an important indicator of productivity. Productivity is a measure of efficiency in the production process, comparing output to resources used. In its application, labor is often one of the primary resources limited in productivity measurement. Adam argues that productivity is the ability of employees to complete tasks to a level that is by established standards, effectiveness, completeness, cost, and speed. It indicates the efficient and effective use of human resources in a corporate context (Adam, 2024).

According to (SISI, 2023), several factors affect performance productivity, including quantity and quality of work, time discipline, desire for self-development, and commitment.

Productivity is a person's ability to carry out their work to obtain satisfactory results, both in quality and quantity. The company must set productivity improvements in each function as a unity of each field within the company. Therefore, it is often said that productivity is needed because the benefits of productivity can be felt by all parties, both the company and employees.

Explicitly how to improve work productivity by implementing several steps (Handoko and Santi, 2022), including:

- Develop productivity measures at all levels of the organization.
- In the context of the measures, set goals related to productivity improvement. These productivity goals should be realistic and time-bound.
- Develop plans to achieve organizational goals.
- Implementing the plan by measuring results.
- The above steps require data collection and periodic assessment of progress in achieving the required correlative outcomes.

RESEARCH METHODS

This research was conducted at the Population and Civil Registration Office of Malang City, with sampling conducted by Simple Random Sampling. The number of samples determined was 50. The data used are primary and secondary data. Secondary data is obtained from related agencies or institutions to provide additional information researchers need. Meanwhile, primary data was obtained from answers to questionnaires distributed to Dispendukcapil employees in Malang City containing a list of questions and statements to explore the information needed in the study.

The analysis method used is multiple linear regression. Before regression, each data obtained will undergo an instrument testing process consisting of validity and reliability tests. Not only that, in conducting multiple regression analysis, the researcher first conducts a classical assumption test so that the conclusions obtained do not deviate from the truth that occurs in the field. To determine these requirements, researchers need to carry out normality tests, multicollinearity tests, and plasticity tests with the help of SPSS 25. After going through this series, multiple linear regression analysis is carried out, which is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

- Y = dependent variable
- a = Constant number
- b = Regression coefficient
- e = Confounding variable
- X1 = Attitude
- X2 = Action
- X3 = Sympathy

After multiple regression analysis, the last step is for researchers to test the hypothesis using the t-test, F test, and R2 test to decide to accept or reject the proposed hypothesis.

RESULTS AND DISCUSSION

Result

After conducting research at the Population and Civil Registration Office of Malang City with a population of 100 and a sample of 50, the following is data on the characteristics of employees who were asked for answers in terms of gender, latest education, and position.

Table 1. Employee Characteristics

No.	Data Category	Frequency	Perscentage
Gender			
1.	Male	31	62%
	Female	19	38%
Last Education			
2.	High School/Vocation School	6	12%
	Diploma	17	34%
	Bachelor	21	42%
	Master	6	12%

Source: Primary Data Processed 2024

Based on the data above, it is known that the gender of male respondents, as much as 62%, is more dominant than that of female respondents, who only amounted to 38%. Judging from the latest education taken by respondents, most have a Bachelor's degree, with a percentage of 42%. This shows that the respondents are classified as having mature attitudes, actions, and sympathetic feelings in overcoming the various obstacles. The following are the results of multiple linear regression analyses made to determine the effect of attitude, action, and sympathy on the productivity of employee performance of the Population and Civil Registration Office of Malang City.

Table 2. Multiple Linear Regression Analysis Results

Variable	B - Unstandardized Coefficients	Description
Constant	14.251	Positive
(X ₁)	0.089	Positive
(X ₂)	0.206	Positive
(X ₃)	0.047	Positive

Source: Primary Data Processed 2024

Based on Table above, a regression equation can be made to measure the level of influence between variables as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 14.251 + 0.089 + 0.206 + 0.047 + e$$

Based on the regression equation, it can be interpreted that, for the value of the Employee Performance Productivity variable, the constant value is 14,251, which means that the value of Employee Performance Productivity is stated to be not high before being influenced by the application of the financial accounting system and the impact of the application of the accounting system. If the value of variables X1, X2, and X3 increases by 0.342, the total influence value is 14,593, thus the meaning of the regression value of each variable is as follows:

- Y= Employee Performance Productivity variable, which is the dependent variable whose value will be predicted by the variables of Attitude (X1), Action (X2), and Sympathy (X3).
- X1= The Regression coefficient (X1) of 0.089, with a sign, states that the Attitude variable (X1) has a positive influence on the Employee Performance Productivity variable (Y).
- X2= Regression coefficient (X2) of 0.206 with a sign stating that the Action variable (X2) has a positive influence on the Employee Performance Productivity variable (Y).
- X3= The Regression coefficient (X3) of 0.047, with a sign, states that the Sympathy variable (X3) has a positive influence on the Employee Performance Productivity variable (Y).

Multiple linear regression tests show that action in excellent service has a dominant effect on employee performance productivity variables with a regression coefficient value of 0.206.

Discussion

• The Effect of Attitude on Employee Performance Productivity of the Population and Civil Registration Office of Malang City

Based on the results of research and analysis, the application of attitude in excellent service significantly affects employee performance and productivity. Applying a good attitude to providing exceptional service to the community can increase employee productivity and performance. This can be seen from how employees who apply excellent service attitudes such as responsive, friendly, responsive, professional, and customer satisfaction-oriented tend to show higher productivity levels in their tasks. A positive attitude in service not only impacts customer satisfaction but also creates a work environment that is conducive to improved performance.

Implementing attitudes of excellent service in organizations has increased employee motivation. When employees understand and apply the principles of exceptional service, they tend to be more motivated to provide the best work results. This can be seen from the increased initiative of employees in completing tasks, being more responsive in responding to public complaints, and the high rate of completing work on time. This statement is based on the results of previous research conducted by (Sugesti and Gunawan, 2024) that the implementation process is now well established and has now run well to support government employees in providing timely, accurate, and efficient support services and to encourage government agencies to continue to develop BATT to notice further.

Research conducted by Latief *et al.*, (2019) shows a positive correlation between attitude and employee performance productivity. The study believes that increasing employee attitudes will improve their performance while being an employee. Therefore, the company expects employees to be more capable and skilled at work, so employees must have good abilities, work ethic skills, discipline, and attitudes. The regression test results show that the attitude variable is the most dominant and influences employee performance, with an influence level of 39.1%. This finding confirms that in the "new economy", human resources (HR) are the new foundation of value creation to improve company performance and compete globally.

Attitudes toward excellent service also play an essential role in creating a work culture oriented towards quality and satisfactory results according to agency service standards. When the attitude of excellent service becomes an overall part of the agency's culture, employees tend to focus more on achieving targets and improving work quality. If employees have a good attitude, the results of their performance will also be good, and vice versa; if employees have a terrible attitude, the resulting performance will be bad (Sya'baniah, 2019). This impacts customer satisfaction and overall work efficiency and effectiveness, ultimately contributing to increasing employee performance and productivity.

- **Effect of Action on Employee Performance Productivity of the Population and Civil Registration Office of Malang City**

Based on the research and analysis results, action in excellent service fundamentally or substantially influences employee performance and productivity. Concrete actions in providing quality services, such as accuracy in completing tasks, ability to explain procedures well, skills in using work equipment, and initiative in helping people's difficulties, have been proven to encourage increased work productivity. This shows that concrete actions in service excellence are not only beneficial for customer satisfaction but also have a positive impact on overall employee performance.

Implementing service excellence measures in an agency creates a higher standard of work and encourages employees to continuously improve their service quality. Employees develop effective and efficient work habits by performing actions that reflect service excellence. This can be seen from the increasing ability of employees to operate information technology equipment and systems, organize tasks, be skilled and proactive, and provide accurate service results according to community needs. (Gunawan et al, 2022), which examines the effect of service quality, shows that service quality significantly affects patient satisfaction. Gunawan added that service quality can be improved by providing professional services, handling complaints and feedback by effectively utilizing service quality, and always evaluating.

Research conducted by (Prihantoro, 2021) on 180 employees in the service sector shows that excellent service actions positively correlate with work productivity. The study revealed that employees who actively implemented excellent service actions experienced a 35% increase in productivity compared to the control group. This finding strengthens the argument that service excellence actions are key to improving employee performance.

Service excellence actions also play a role in creating a more structured and result-oriented work environment. When all employees demonstrate actions that reflect a commitment to service excellence, there is an increase in inter-team coordination and efficiency in task completion. This impacts not only individual productivity but also overall organizational performance, creating a positive cycle that encourages continuous improvement in service quality and work productivity.

- **The Effect of Sympathy on Employee Performance Productivity of the Population and Civil Registration Office of Malang City**

Based on research and analysis, sympathy for excellent service significantly influences employee performance and productivity. Employees' ability to empathize and show genuine concern for customer needs is proven to create a more positive and supportive work environment. The sympathetic attitude demonstrated through the willingness to listen, understand, care, and provide appropriate solutions has helped improve service effectiveness while encouraging work productivity.

The application of sympathy in excellent service also contributes to increasing employee motivation. When employees can build good relationships with customers through sympathetic attitudes, they tend to feel more satisfied with their jobs and are more motivated to deliver top performance. This creates a positive chain where high job satisfaction leads to increased productivity, which in turn leads to better service.

Previous research shows that sympathy significantly impacts customer satisfaction and loyalty. They found that customers who feel understood and treated with sympathy tend to be more satisfied with the service received and are more likely to return to use the service in the future. Applying sympathy in service has many impacts, such as improving views of service quality, reducing customer stress and anxiety, helping to provide solutions to customer problems, increasing positive word-of-mouth, and strengthening emotional bonds between customers and related parties.

In research conducted by (Siburian *et al*, 2020), it is explained that to obtain optimal employee performance based on their duties and functions, the implementation of activities based on standard operating procedures must be consistently carried out as a guideline or reference for carrying out job duties by the tasks and performance assessment tools of government institutions based on technical, administrative and procedural indicators by work procedures, work procedures, and work systems in the work unit concerned. This research also emphasizes the purpose of standard operating procedures is to create commitment regarding what is done by the work unit of government agencies to realize good governance.

Sympathy for service excellence is proven to help create a more collaborative and supportive work climate. When employees show sympathy to customers and coworkers, a more harmonious work environment is conducive to increased productivity. This leads to a healthier organizational culture, where every team member feels valued and supported in their efforts to achieve set performance targets.

CONCLUSION

Based on the research objectives, the conclusions are as follows:

1. The results of the research and its analysis prove that the attitude of excellent service has a positive effect on the productivity of employee performance of the Population and Civil Registration Office of Malang City, with $t_{ung} = 4.087$ and a significant value of 0.000 so that $H1 \rightarrow$ is accepted. Applying a good attitude in providing excellent service to the community can increase employee initiative in completing tasks, be more responsive in responding to public complaints, and have a high rate of completing work on time.
2. The results of the research, along with the analysis, prove that actions in excellent service not only have a positive effect but have a dominant effect on the productivity of employee performance of the Population and Civil Registration Office of Malang City, as seen from the $t_{ung} \rightarrow$ value of 9.258 and a significant value of 0.000 so that $H \rightarrow 2$ is accepted. Implementing excellent service actions in an agency creates higher work standards and encourages employees to improve their service quality

continuously. This can be seen from the increasing ability of employees to operate information technology equipment and systems, organize tasks, be skilled and proactive, and provide accurate service results according to community needs.

3. The results of research and analysis prove that sympathy for excellent service positively affects employee performance productivity of the Population and Civil Registration Office of Malang City, with a count value = 2.134 and a significant value of 0.038, so H3 is accepted. The ability of employees to empathize and show genuine concern for customer needs is proven to create a more positive and supportive work environment. The sympathetic attitude demonstrated through a willingness to listen, understand, care, and provide appropriate solutions has helped improve service effectiveness while encouraging work productivity.

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