

## Evaluating Workforce Performance within Administrative Governance Systems

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### Abstract

This study using a descriptive qualitative approach, data were collected through observation, in-depth interviews, and documentation between September 2023 and January 2024. The findings show that employee performance is generally strong in terms of quantity and quality, with staff demonstrating responsibility, initiative, and timely task completion. However, issues of work discipline such as absenteeism, tardiness, and irregular attendance remain prevalent. Additional challenges include staff shortages and inadequate facilities, particularly slow internet connectivity, which disrupt workflow and delay task completion. The study recommends improving workforce planning, strengthening disciplinary measures, and upgrading infrastructure to enhance overall performance. These insights provide practical implications for local government management and contribute to the broader understanding of public-sector performance improvement.

**Keywords:** Employee Performance, Work Discipline, Human Resource Management, Public Sector Governance.

### Introduction

Employee performance is a critical factor in achieving the objectives of public organizations. It encompasses not only the quality and quantity of work outputs but also the employees' mental attitudes and behaviors, which demonstrate professionalism and responsibility for their assigned tasks (Diamantidis & Chatzoglou, 2019). Johari *et al.*, (2019) defines performance as the quality and quantity of work achieved by an employee according to their responsibilities, which is strongly influenced by work discipline and motivation. In the context of local government, the delivery of high-quality public services depends heavily on employees' ability to carry out their duties effectively and efficiently. This perspective aligns with the concept of good governance, which emphasizes accountability and transparency within public bureaucracy (Razzaq *et al.*, 2019).

The Bureau of Leadership Administration of the Lampung Provincial Regional Secretariat plays a central role in coordinating local government activities, including protocol, documentation, and public relations. However, the 2023 performance evaluation report revealed that several performance targets were not achieved for instance, only 75% of coordination meetings were conducted, and the provision of government support services reached just 77.5%. Recurring issues such as employee tardiness and absenteeism further highlight these challenges, with unexplained absences recorded at 17.54% in 2022. These findings suggest that both structural and individual factors hinder effective human resource management within the bureau.

This situation is not unique to Lampung. Previous studies have demonstrated that barriers to employee performance are often shaped by internal factors such as motivation and competence, as well as external factors including work systems and leadership quality (Karim *et al.*, 2019). Hanaysha (2016), likewise underscores the importance of robust human resource management particularly in planning, training, and supervision to ensure that organizational goals are met. Poor performance in the public sector can directly reduce service quality and erode public trust in local government institutions (Agbozo *et al.*, 2017).

Given this context, the present study aims to analyze employee performance and identify the factors impeding it within the Bureau of Leadership Administration of the Lampung Provincial Regional Secretariat. The results are expected to provide theoretical contributions to the field of public-sector employee performance studies and offer practical recommendations for local government policymakers. More broadly, these insights may serve as a valuable reference for enhancing bureaucratic effectiveness and improving the quality of public service delivery in Indonesia (Tjiptono & Chandra, 2005).

## **Literature Review**

### **a. Human Resource Management**

Human Resource Management (HRM) is both a science and an art concerned with regulating workforce relationships and roles to ensure employees remain active, efficient, and aligned with organisational objectives (Olowu, 2024). Farmanesh (*et al.*, 2023) highlights that human resources represent a critical organisational asset and

serve as the primary driver of operational activities, making effective HRM essential. Similarly, Arulrajah (2016), defines HRM as the process of attracting, selecting, developing, maintaining, and utilising human resources to achieve both individual and organisational goals. Abloush *et al.*, (2022) further underscores that the ultimate purpose of HRM is to optimise individual potential within the workplace.

The role of HRM extends to identifying workforce requirements, placing employees according to the principle of “the right person in the right job,” fostering competency development, and managing employee welfare (Bijalwan *et al.*, 2024). Its functions are commonly categorised into managerial functions planning, organising, directing, and controlling and operational functions, including procurement, development, compensation, integration, maintenance, discipline, and termination (Boon *et al.*, 2018). Together, these roles and functions form an integrated approach that supports the achievement of optimal employee performance (Sabuhari *et al.*, 2020).

#### **b. Employee Performance**

Employee performance refers to the quality and quantity of work achieved by employees in accordance with their assigned responsibilities (Dlamini *et al.*, 2022). Loan (2020), defines performance as the outcome of work based on an individual’s skills, experience, diligence, and time investment. Similarly, Turmudhi & Ristianawati (2023), emphasise that performance represents the achievement of work outcomes within a specific time frame, while Bukit & Hapsara (2023), associates performance with the evaluation of organisational productivity.

Performance appraisals are essential for assessing employee achievements and providing constructive feedback to support professional development (Kampkotter, 2017). Government Regulation No. 30 of 2019 underscores that such assessments should be target-based and should consider achievements, results, benefits, and work behaviour. Common indicators used to evaluate performance include work quality, work quantity, discipline, initiative, and responsibility (Widarko & Anwarodin, 2022). Factors influencing performance encompass ability such as intelligence, knowledge, and skills as well as motivation, organisational support, leadership quality, and the work environment (Nam & Park, 2019). Efforts to improve

performance typically involve offering fair compensation, enhancing the work environment, and providing opportunities for achievement (Reddy, 2020).

Furthermore, performance appraisals offer significant benefits, including the development of training programmes, career advancement opportunities, employee coaching, and the improvement of organisational communication (Brefo-Manuh *et al.*, 2016). In the context of public service, service quality dimensions such as reliability, responsiveness, assurance, empathy, and tangibles serve as critical benchmarks for evaluating performance outcomes (Barusman, 2019).

### Research Framework

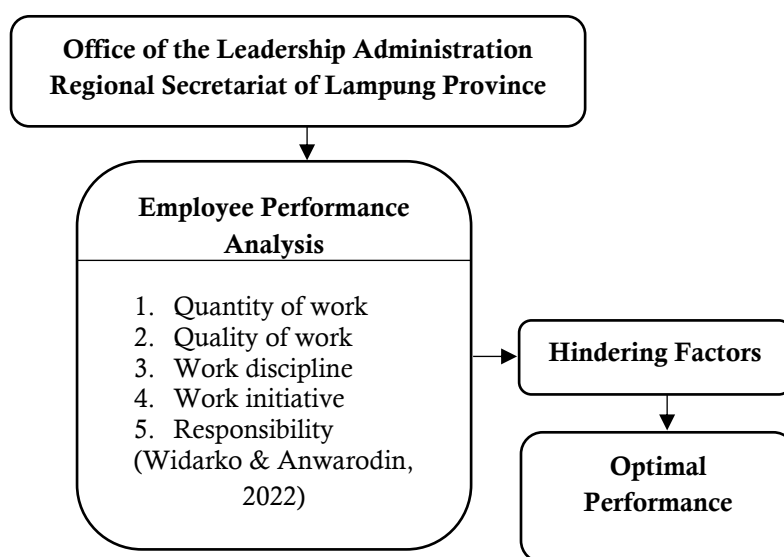


Figure 1. Framework

### Methodology

This study was conducted at the Bureau of Leadership Administration of the Regional Secretariat of Lampung Province between September 2023 and January 2024. A descriptive qualitative approach was employed to analyse employee performance and identify factors that hinder its optimization (Syahputra *et al.*, 2023). This method was selected because it enables an in-depth exploration of organisational phenomena and provides a comprehensive understanding of behaviours, work processes, and organisational dynamics that cannot be adequately captured through statistical analysis.

The data sources comprised both primary and secondary data. Primary data were collected through direct observation and in-depth interviews with key informants (the Head of the Leadership Administration Section), main informants (the Head of the Administration Sub-Section), and several employees who served as additional informants. Secondary data were obtained from official documents, archives, performance reports, and administrative records of the Leadership Administration Bureau. Data collection techniques including observation, in-depth interviews, and documentation were applied to ensure triangulation of sources and strengthen the validity of the findings.

Data analysis followed Miles and Huberman's descriptive qualitative model, which includes data reduction, data display, and conclusion drawing or verification. To maintain data validity, extended observation, member checking, triangulation, the use of reference materials, and expert opinion were applied. These procedures ensured that field data were systematically interpreted, meaningful patterns were identified, and credible explanations regarding employee performance and its associated challenges were provided.

## **Result And Discussion**

### **Analysis of Employee Performance at the Bureau of Leadership Administration, Regional Secretariat of Lampung Province**

#### **Quantity of Work**

Interviews with the Head of Administrative Affairs at the Bureau of Leadership Administration of the Regional Secretariat of Lampung Province revealed that employees have generally demonstrated strong and commendable performance. Their consistent ability to achieve satisfactory results serves as a reliable benchmark for evaluating individual contributions within the organisation. High performance is widely recognised as a key determinant of organisational success; therefore, sustained efforts to enhance employee capabilities remain essential. Each employee engages in work activities with specific objectives, and achieving these objectives requires well-structured strategic planning and effective management practices.

Employees at the Bureau are expected to adopt appropriate strategies, particularly in management planning, to ensure their tasks align with established

organisational standards. Employee performance is understood as the outcome of systematic processes measured over a defined period and assessed against predetermined criteria and agreements. Observations from the research indicate that the quality of work delivered reflects employees' abilities to meet or exceed job requirements and performance standards. Employees are considered successful or high-performing when their achievements surpass these benchmarks, demonstrating their capacity to contribute meaningfully to organisational objectives.

The findings also highlight that employees possess the requisite skills and expertise to execute planned tasks effectively, thereby supporting overall organisational efficiency. Effective performance implementation not only ensures that targets are achieved but also reinforces organisational stability and progress. According to the key informant, the primary determinants of employee performance are their abilities, skills, and knowledge gained through both formal education and informal learning opportunities. Strengthening employee competence can be achieved through targeted professional development initiatives such as workshops, study assignments, and on-the-job training conducted within or outside the organisation. The key informant further affirmed that employees at the Bureau have consistently completed their tasks efficiently and in full accordance with established plans.

### **Work Quality**

Every individual possesses inherent motivation that acts as a driving force to inspire and sustain enthusiasm in their work. This motivation may originate internally arising from personal values and aspirations or externally, through environmental or organisational factors. Ideally, both internal and external motivators operate synergistically to reinforce an individual's commitment to their tasks. Within the Bureau of Leadership Administration of the Regional Secretariat of Lampung Province, Standard Operating Procedures (SOPs) have been implemented effectively. These SOPs serve not only as benchmarks influencing the quality of employees' work outputs but also as mechanisms that streamline operational activities and maintain the trust of stakeholders and service users.

Work quality is commonly assessed based on the efficiency and effectiveness demonstrated by employees in completing their tasks, supported by the resources

available to achieve institutional objectives. Effective performance standards should therefore be explicit, specific, measurable, time-bound, documented, and flexible enough to accommodate necessary adjustments. Employees at the Bureau have shown the capacity to meet these established work standards in accordance with the SOPs. The consistent application of SOPs allows employees to perform their duties with accuracy, adhere to organisational directives, and minimise operational errors, thereby ensuring that processes remain reliable and aligned with organisational goals.

In terms of both quantity and quality of output, Mangkunegara (2013) defines performance as the quality and quantity of work accomplished by an employee in fulfilling assigned responsibilities. Findings and observations from this study indicate that employees at the Bureau of Leadership Administration consistently maintain high performance across both dimensions. This demonstrates their ability to achieve organisational performance targets while upholding superior work standards. Such results reflect the employees' competence, dedication, and commitment to fulfilling their responsibilities effectively, thereby contributing significantly to the organisation's overall success.

### **Work Discipline**

Disciplinary violations at the Bureau of Leadership Administration of the Regional Secretariat of Lampung Province continue to hinder organisational performance and the achievement of established targets. Governor Regulation No. 7 of 2015 identifies key indicators of discipline, including punctuality, orderly conduct, responsibility in completing tasks according to procedures, and adherence to organisational rules. These indicators are critical for maintaining workplace discipline and ensuring effective operations.

Weak enforcement of sanctions reduces their deterrent effect. To address this, the Bureau applies corrective measures such as sequential written warnings and consistent, impartial sanctions in line with organisational regulations. Equal treatment of employees, regardless of age, gender, or seniority, is essential to maintaining fairness and strengthening a culture of discipline.

Discipline reflects respect for organisational rules and is closely tied to effective leadership and accountability. Observations revealed ongoing violations, including absenteeism, tardiness, unauthorised absences, and failure to comply with

attendance procedures. Instances of employees accepting gifts for personal gain were also reported. As Mangkunegara (2013) notes, discipline is a vital human resource function that directly supports performance; without it, achieving optimal organisational outcomes is unlikely.

### **Work Initiative**

Initiative is often challenging to begin, even though sustaining it becomes easier once the first step is taken. Genuine initiative arises from personal awareness and responsibility rather than external pressure or directives. Employees who act independently, without waiting for instructions, demonstrate accountability, enhance efficiency, and contribute meaningfully to organisational success qualities that are highly valued by leadership.

Initiative benefits both employees and leaders by ensuring timely task completion and minimising potential disruptions. It involves seeking more effective methods for accomplishing tasks, starting work ahead of deadlines, offering support to colleagues, and sharing constructive ideas. Such proactive behaviour including assisting team members, seizing opportunities, and confidently presenting suggestions plays a vital role in improving organisational performance and fostering a collaborative work environment.

At the Bureau of Leadership Administration of the Regional Secretariat of Lampung Province, employees have consistently demonstrated the capacity to complete tasks independently, even in the absence of supervisors or when compensating for absent colleagues. As Mangkunegara (2013) emphasises, initiative originates within individuals, enabling them to address challenges and resolve problems without direct supervision. Findings from this study further confirm that employees regularly assist their peers without explicit instruction, underscoring initiative as a key dimension of employee performance and organisational effectiveness.

### **Responsibility**

Responsibility is a fundamental value in character education, representing an individual's attitude and behaviour in fulfilling tasks and obligations. It signifies a readiness to make informed choices and to accept the consequences of those decisions. As such, every action should be thoughtfully considered rather than made

impulsively. Responsibility extends beyond simply completing tasks; it encompasses accountability, ethical decision-making, and a commitment to maintaining integrity in both personal and professional contexts.

Employees at the Bureau of Leadership Administration of the Regional Secretariat of Lampung Province have exhibited a strong sense of responsibility by completing tasks accurately and within designated timelines. A responsible employee willingly accepts risks related to their duties, acts with honesty toward themselves and others, demonstrates fairness and wisdom, exercises independence, and does not shy away from challenges. Guided by this sense of responsibility, employees make full use of their potential to meet obligations and are prepared to make personal sacrifices when necessary for the benefit of their colleagues or the organisation as a whole.

The consistent completion of tasks on schedule reflects a commendable level of accountability and reliability in meeting organisational standards. According to Mangkunegara (2013), responsibility entails not only providing accurate accounts of actions and outcomes but also ensuring that decisions and expenditures are both formally correct and materially justified. While findings from this study show that employees generally perform their duties effectively and on time, opportunities remain for improving discipline within work performance to achieve an even higher level of organisational excellence.

## **Factors Hindering Employee Performance at the Bureau of Leadership Administration, Lampung Provincial Regional Secretariat**

### **Lack of Competent Employees**

A shortage of competent employees undermines both the quality and capacity of the workforce, making systematic, well-planned, and continuous human resource development essential for enhancing professionalism and organisational performance. Strengthening employee competencies not only improves operational effectiveness in executing governmental tasks but also fosters a stronger commitment to fulfilling responsibilities efficiently, effectively, and productively.

Human resource development encompasses two critical dimensions: quantity and quality. Quantity refers to the size of the workforce, which without adequate quality can become an organisational burden. Quality relates to employees' skills,

knowledge, and both physical and mental capabilities. Addressing these dimensions simultaneously is vital for accelerating the achievement of organisational objectives and ensuring sustainable performance.

Efforts to enhance human resource quality should target both physical and non-physical aspects. Physical quality can be improved through welfare and well-being programs, while non-physical quality including intellectual capacity, problem-solving ability, and specialised competencies requires structured education and training initiatives. Together, these strategies create a robust foundation for effective human resource development, ultimately driving improved organisational outcomes.

### **Lack of Support for Facilities**

Adequate facilities such as buildings, workspaces, appropriate equipment (hardware and software), and supporting services like transportation and communication are essential for ensuring smooth work operations and meeting product requirements. A conducive work environment, encompassing both physical and non-physical conditions, motivates employees and enhances comfort, directly influencing their performance. Employee welfare is also an important supporting factor.

These facilities and resources play a critical role in fostering work motivation and improving employee performance. When employees are provided with sufficient support, they are more willing to work optimally, enabling organisational goals to be achieved effectively. According to Simanjuntak (2005), such supportive infrastructure and management practices contribute significantly to performance outcomes.

Organisational success depends heavily on human resource performance. To achieve established goals, organisations must continuously improve employee performance through supportive culture, effective leadership, and robust management systems. Performance appraisal, as part of performance management, evaluates whether employees meet their targets and provides feedback for improvement. Well-implemented performance management programs ensure that all organisational elements are aligned toward enhancing overall performance.

## **Conclusion and Implication**

### **Conclusion**

The study shows that employee performance at the Bureau of Leadership Administration of the Regional Secretariat of Lampung Province is generally strong in quantity and quality, demonstrating their ability to meet performance targets. However, disciplinary issues such as absenteeism, tardiness, and irregular attendance remain, despite electronic attendance systems, morning assemblies, and uniform policies. Employees exhibit strong initiative and consistently complete tasks on time, but further discipline improvements are needed.

Performance is also hindered by staff shortages and inadequate facilities, particularly slow internet connectivity, which disrupts work processes and delays task completion. Addressing these issues through better workforce planning and improved infrastructure is essential to optimise performance and ensure organisational effectiveness.

### **Implication**

Based on these conclusions, several recommendations are proposed to enhance both office layout and employee performance within the Bureau of Leadership Administration of the Regional Secretariat of Lampung Province. Employees are encouraged to demonstrate greater motivation and commitment in executing assigned tasks to ensure performance targets are achieved effectively and align with organisational objectives. Furthermore, leadership should prioritise the monitoring and improvement of employee performance in terms of both quantity and quality, particularly in response to the increasing demands of technological advancements and evolving workplace requirements.

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