

## ANALYSIS OF EMPLOYEE PERFORMANCE IMPROVEMENT STRATEGIES IN SUPPORTING PUBLIC SERVICE OPTIMIZATION AT THE GUNUNGSITOLI CITY DPRD SECRETARIAT OFFICE

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### ABSTRACT

This study aims to analyze strategies for improving employee performance in supporting the optimization of public services at the Gunungsitoli City DPRD Secretariat Office. The type of research used in this study is descriptive research, with a qualitative approach. Data collection methods used include observation, interviews, and documentation. Data analysis techniques used in this study are data reduction, data presentation, and drawing conclusions/verification. Improving employee performance at the Gunungsitoli City DPRD Secretariat Office plays a positive role in improving public services, being more responsive, and accountable, and supporting the DPRD's legislative duties. However, there are several obstacles such as work effectiveness and efficiency, authority and responsibility, discipline, and initiatives that are not fully optimal due to limited competencies, a lack of understanding of standard operating procedures, and uneven delegation of tasks. Performance improvement efforts such as training, technology utilization, periodic evaluations, and effective internal communication have been carried out. Motivation, discipline, and humanistic leadership factors also contribute to improving employee performance. Overall, this strategy improves administrative services, increases accountability, and responsiveness that support the DPRD's legislative function and public satisfaction.

**Keywords:** Employee Performance, Public Service

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### ABSTRAK

Penelitian ini bertujuan untuk menganalisis strategi peningkatan kinerja pegawai dalam mendukung optimalisasi pelayanan publik di Kantor Sekretariat DPRD Kota Gunungsitoli. Jenis penelitian yang digunakan dalam penelitian ini adalah penelitian deskriptif, dengan pendekatan kualitatif. Metode pengumpulan data yang digunakan antara lain observasi, wawancara, dan dokumentasi. Teknik analisis data yang digunakan dalam penelitian ini adalah reduksi data, penyajian data dan menarik kesimpulan/ verifikasi. Peningkatan kinerja pegawai di Kantor Sekretariat DPRD Kota Gunungsitoli berperan positif pada pelayanan publik yang lebih baik, responsif, dan akuntabel serta mendukung tugas legislatif DPRD. Meskipun demikian, terdapat beberapa kendala seperti efektivitas dan efisiensi kerja, otoritas dan tanggung jawab, disiplin, serta inisiatif yang belum sepenuhnya optimal akibat keterbatasan kompetensi, kurangnya pemahaman terhadap standar operasional prosedur, serta pendelegasian tugas yang belum

merata. Upaya peningkatan kinerja seperti pelatihan, pemanfaatan teknologi, evaluasi berkala, serta komunikasi internal efektif telah dilakukan. Faktor motivasi, disiplin, dan kepemimpinan humanis turut memberikan kontribusi pada peningkatan kinerja pegawai. Secara keseluruhan, strategi ini memperbaiki pelayanan administrasi, peningkatan akuntabilitas, responsivitas yang mendukung fungsi legislatif DPRD dan kepuasan publik.

**Kata Kunci:** Kinerja Pegawai, Pelayanan Publik

## INTRODUCTION

Current advances in science, technology, and political dynamics demand that government institutions transform their public service governance. Modern governments are required to implement the principles of good governance, which emphasize professionalism, accountability, and transparency in all bureaucratic activities. In this context, employee performance is a strategic factor in determining the effectiveness and efficiency of public services.

Optimal employee performance plays a crucial role in ensuring fast, accurate, and community-focused public services. However, in various government agencies, including the Gunungsitoli City Council Secretariat, challenges persist that hinder performance improvement, such as low motivation, insufficient training and competency development, and a rigid work culture. These conditions contribute to suboptimal work effectiveness and a decline in the quality of public services provided.

Optimizing public services is fundamentally not only about technical aspects, but also about the organization's ability to build measurable work systems, develop human resources, and implement results-oriented management strategies. Efforts to improve employee performance need to be systematic through ongoing training, strengthening work discipline, empowering employees, and implementing transparent and consistent performance evaluations.

The Gunungsitoli City Regional People's Representative Council (DPRD) Secretariat is a supporting institution that plays a vital role in ensuring the smooth running of the DPRD's legislative, oversight, and budgetary functions. Therefore, the performance of staff within the secretariat significantly determines the quality of administrative and technical support for the implementation of the regional legislative body's functions. Efforts to improve staff performance in this environment are expected to encourage more responsive, effective, and accountable public services.

Several previous studies have shown that factors such as motivation, work environment, leadership, and training significantly influence the performance of public sector employees. By understanding these factors, government organizations can formulate more adaptive and innovative strategies to improve the effectiveness of public services. Therefore, this study aims to analyze strategies for improving employee performance to support the optimization of public services at the Gunungsitoli City Regional People's Representative Council (DPRD) Secretariat Office. The results are expected to contribute to the development of human resource management theory and practice in the government sector, particularly in the context of improving the quality of public services at the regional level.

## LITERATURE REVIEW

Employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities (Mangkunegara, 2005). Performance is not only seen from the final result, but also from the work implementation

process, which reflects the individual's effectiveness in contributing to organizational goals (Sutrisno, 2016).

Factors influencing performance include ability, motivation, job satisfaction, leadership, and the work environment (Heidy & Setyawati, 2023). Employees with high motivation and strong organizational support tend to perform better. Furthermore, training and development are crucial for improving employee technical competence and professionalism (Widodo, 2021).

Frequently used performance indicators include quality, quantity, timeliness, effectiveness, and independence (Sutrisno, 2016). Good performance will have a direct impact on organizational productivity and improve the quality of public services.

Strategy is a comprehensive plan to achieve an organization's long-term goals through systematic and targeted decision-making (David, 2013; Rangkuti, 2013). In the context of human resource management, a performance improvement strategy aims to ensure that employees have the skills, motivation, and a supportive environment to perform optimally (Badriyah, 2015).

According to Widodo (2021), performance improvement strategies can be implemented through several approaches, including:

1. **Continuous training and development**, to improve technical and managerial competencies.
2. **Setting clear and measurable goals**, so that employee work direction is aligned with organizational goals.
3. **Performance-based reward system**, to motivate and increase loyalty.
4. **Objective and consistent performance evaluation**, as a basis for improvement and decision making.
5. **Inspirational leadership**, which encourages employee engagement and ownership of the organization.

These strategies play an important role in forming a work culture that is productive, innovative, and results-based performance-oriented.

Public services are activities that fulfill the public's need for goods, services, and/or administrative services provided by government agencies (Law No. 25 of 2009). The primary goal is to create services that are fast, easy, affordable, transparent, and measurable in accordance with the principles of good governance.

The principles of public service include fairness, participation, accountability, transparency, efficiency, and accessibility (Minister of Administrative and Bureaucratic Reform Regulation No. 14 of 2017). Implementing these principles ensures non-discriminatory, participatory, and accountable services.

According to Moenir (2017), factors influencing public service include employee awareness, rules and procedures, organizational structure, income, skills, and service facilities. Therefore, the quality of public service depends not only on structural policies but also on the professionalism of the implementing staff.

Public service assessment indicators, as stipulated in Ministerial Regulation No. 17 of 2017, include: service policies, human resource professionalism, facilities and infrastructure, service information systems, public complaint management, and service innovation. These six aspects serve as benchmarks for agencies in assessing the effectiveness and quality of services to the public.

## RESEARCH METHODS

This study uses a qualitative descriptive approach, with the aim of in-depth description of employee performance improvement strategies in supporting the optimization of public services at the Gunungsitoli City DPRD Secretariat Office. This approach was chosen because it allows researchers to gain a comprehensive understanding of the phenomenon under study through narrative and contextual data collection. This type of research is descriptive research with a qualitative approach. This approach is used to describe the actual condition of employee performance and the strategies implemented by the DPRD Secretariat to improve that performance. Qualitative research allows researchers to analyze data in depth based on the experiences, views, and interactions of informants (Sugiyono, 2019).

Research informants were determined using purposive sampling, which involves deliberately selecting informants based on specific criteria relevant to the research objectives. Key informants include:

1. Secretary of the Gunungsitoli City DPRD,
2. Head of General Affairs and Personnel,
3. Head of Personnel Sub-Division,
4. As well as several implementing employees in the Gunungsitoli City DPRD Secretariat.

The selection of informants aims to obtain representative information regarding policies, strategies, and implementation of efforts to improve employee performance.

## RESULTS AND DISCUSSION

The research results show that the overall performance of Gunungsitoli City Council Secretariat employees is quite good, but not yet optimal. Some employees demonstrate high levels of discipline and responsibility, but others lack punctuality, initiative, and the ability to adapt to developments in office administration technology.

The main constraints identified include:

1. **Lack of work motivation**, especially because the reward system has not been running optimally.
2. **Lack of training and competency development**, so that the technical skills of some employees stagnate.
3. **Bureaucratic work culture**, which causes communication and coordination between parties to be inefficient.

This condition is in line with the findings of Widodo (2021) who emphasized that improving employee performance in the public sector is highly dependent on the quality of motivation and institutional support.

Based on the results of interviews and observations, the Gunungsitoli City DPRD Secretariat has implemented several performance improvement strategies, including:

1. **Employee training and development.**

Capacity building efforts are being conducted through workshops and technical guidance, particularly in the areas of office administration, court management, and public relations services. However, this training is still periodic and not yet planned on an ongoing basis.

2. **Improved work discipline.**

Through the implementation of electronic attendance and direct supervision by management, employee discipline has begun to improve. However, not all employees have

consistently implemented work time regulations.

### 3. **Strengthening the reward and sanction system.**

The Regional People's Representative Council (DPRD) Secretariat has begun implementing performance-based rewards for high-performing employees, such as certificates and recommendations for promotions. This system is considered effective in fostering work enthusiasm, although it has not yet been formally regulated in internal regulations.

### 4. **Improved communication and coordination.**

Weekly coordination meetings and a clearer division of tasks have helped create a more collaborative work environment. However, there is still a need for improvement in the transparency of information dissemination between departments.

This strategy is in line with Badriyah's (2015) view, which emphasizes that performance improvement strategies must include aspects of training, motivation, evaluation and rewards in order to be able to create positive changes in work behavior.

The research results show that improved employee performance directly contributes to optimizing public services within the Regional People's Representative Council (DPRD). Administrative services for correspondence, the preparation of meeting minutes, and inter-agency coordination are now faster and more systematic. However, several aspects of service still require improvement, including:

1. Limited human resources in the field of information technology,
2. The digital archiving system is not yet optimal,
3. As well as the still weak routine evaluation of the satisfaction of the community and DPRD members as service users.

This strengthens Moenir's (2017) theory that effective public services require integration between competent human resources, efficient work systems, and adequate supporting facilities.

Research findings indicate that the employee performance improvement strategies implemented at the Gunungsitoli City Council Secretariat are still partial and not yet part of a structured performance management system. A more comprehensive strategy—including ongoing training, employee empowerment, and performance evaluation based on quantitative and qualitative indicators—is needed to sustainably improve organizational performance.

Theoretically, these results support the Performance-Based Management concept proposed by Armstrong (2014), namely that organizational success is largely determined by the ability to manage human resources strategically and with a results-oriented approach. In the context of the DPRD Secretariat, implementing this strategy will strengthen a productive work culture and encourage more effective, efficient, and accountable public services.

## CONCLUSION

This study shows that employee performance at the Gunungsitoli City DPRD Secretariat Office is generally good, but still needs to be improved through the implementation of more targeted and sustainable strategies. Implemented strategies, such as training, increased discipline, reward systems, and strengthened coordination, have been shown to have a positive impact on improving employee performance. However, their implementation is still partial and not yet integrated into a comprehensive performance management system. Improved employee performance directly contributes to optimizing public services that are more effective, efficient, and accountable.

Regional governments need to develop sustainable employee training and competency development programs to continuously improve their abilities and professionalism. Performance evaluations based on objective and measurable indicators are needed as a basis for awarding rewards and enforcing discipline.

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