

PERFORMANCE MANAGEMENT EVALUATION IN IMPROVING WORK MOTIVATION AT THE HILISALAWA'AHE DISTRICT OFFICE SOUTH NIAS REGENCY

By

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ABSTRACT

The purpose of this study is to analyze how performance management evaluation can contribute to improving employee work motivation in government. The research method used is a qualitative approach, with data collection techniques using interviews, observation, and documentation. The results of the study indicate that performance management evaluation at the Hilisalawa'ahe District Office is conducted routinely based on indicators set out in the Work Plan (Renja) and Minimum Service Standards (SPM). Factors influencing employee work motivation include clarity of objectives, a fair reward system, and effective communication between superiors and subordinates. Regarding performance evaluation, various obstacles were found, such as the lack of a formal and transparent reward system, and minimal constructive feedback for employees. This study recommends the need to develop a more structured reward system and implement Key Performance Indicators (KPI) based indicators to improve the objectivity of performance assessment at the Hilisalawa'ahe District Office.

Keywords: Performance Management Evaluation, Work Motivation, Sub-district Office.

EVALUASI MANAJEMEN KINERJA DALAM MENINGKATKAN MOTIVASI KERJA PADA KANTOR KECAMATAN HILISALAWA'AHE KABUPATEN NIAS SELATAN

ABSTRAK

Tujuan dari penelitian ini adalah untuk menganalisis bagaimana evaluasi manajemen kinerja dapat berkontribusi terhadap peningkatan motivasi kerja pegawai di lingkungan pemerintahan. Metode penelitian yang digunakan adalah pendekatan kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi. Hasil penelitian menunjukkan bahwa evaluasi manajemen kinerja di Kantor Kecamatan Hilisalawa'ahe dilakukan secara rutin berdasarkan indikator yang ditetapkan dalam Rencana Kerja (Renja) dan Standar Pelayanan Minimal (SPM). Faktor-faktor yang mempengaruhi motivasi kerja pegawai adanya kejelasan tujuan, sistem penghargaan yang adil, dan komunikasi yang efektif antara atasan dan bawahan. Terkait dengan evaluasi kinerja ditemukan berbagai kendala, seperti kurangnya sistem penghargaan yang formal dan transparan, serta minimnya umpan balik yang konstruktif bagi pegawai. Penelitian ini merekomendasikan perlunya pengembangan sistem penghargaan yang lebih terstruktur dan penerapan indikator berbasis Key Performance Indicators (KPI) untuk meningkatkan objektivitas penilaian kinerja di Kantor Kecamatan Hilisalawa'ahe.

Kata kunci: Evaluasi Manajemen Kinerja, Motivasi Kerja, Kantor Kecamatan.

INTRODUCTION

Employee performance is a key factor in determining the success of government organizations in providing effective and high-quality public services. As a mid-level government unit, sub-district offices play a strategic role in providing administrative and social services to the public. Therefore, employees are required to have optimal performance and high work motivation to effectively achieve organizational goals. One important approach to improving employee performance is through the implementation of effective performance management. Performance management encompasses the systematic and ongoing processes of planning, implementing, monitoring, and evaluating performance to ensure alignment between individual performance and organizational goals. Mangkunegara (2023) explains that performance management is the process of planning, organizing, implementing, and controlling performance, which is continuously communicated between leaders and employees to achieve optimal work results.

However, in practice, many government organizations still focus solely on achieving work targets, while under-employee psychological well-being and motivation receive less attention. Yet, work motivation plays a crucial role in boosting employee productivity, discipline, and work quality. High work motivation encourages employees to work responsibly and enthusiastically, while low motivation can lead to a decline in the quality of public services. Performance management evaluation is a crucial tool for assessing the effectiveness of performance management implementation and its impact on employee motivation. Armstrong (2023) states that performance management evaluation aims to ensure that individual performance aligns with the organization's strategic goals and provides a basis for decision-making and continuous development. Objective and transparent performance evaluation can also provide constructive feedback, identify development needs, and serve as a basis for employee rewards.

Employee work motivation is influenced by various factors, such as clarity of work goals, reward systems, recognition, and the work environment. Herzberg (2023) explains that work motivation is influenced by motivating factors such as rewards, recognition, and work challenges, which contribute to employee job satisfaction. Therefore, a performance management system that is not supported by adequate evaluation and rewards has the potential to reduce employee work motivation. The Hilisalawa'ahe District Office in South Nias Regency is a government agency that plays a crucial role in public services in its region. Initial observations revealed various issues related to low employee motivation, such as a lack of enthusiasm, minimal appreciation for

performance, and a suboptimal performance management evaluation system. These conditions have reduced the effectiveness of public services and have the potential to hinder the achievement of organizational goals.

Suboptimal performance management, particularly in the evaluation and reward systems, leads to employees feeling a lack of direction, support, and recognition for their work. This mismatch between performance and rewards can reduce employee satisfaction and motivation. If this situation persists, overall organizational performance will be affected and the quality of public services will decline. Based on these issues, performance management evaluation is crucial for in-depth study to determine the extent to which its implementation improves employee motivation. Therefore, this study focuses on performance management evaluation in improving employee motivation at the Hilisalawa'ahé District Office, South Nias Regency. This study is expected to provide an empirical overview of the effectiveness of performance management evaluation and serve as a basis for recommendations for improving the performance management system within the sub-district government.

LITERATURE REVIEW

Performance Management

Performance management is a systematic process aimed at improving organizational performance through individual and team development. Performance management encompasses planning, organizing, implementing, monitoring, and evaluating performance to ensure the effective and efficient achievement of organizational goals. Christian and Sulistiyani (2020) state that management is the activity of coordinating and integrating activities through the processes of planning, organizing, directing, and controlling to achieve organizational goals. Performance itself is defined as the work results achieved by an individual, both in quality and quantity, in accordance with assigned responsibilities. Mangkunegara (2023) explains that performance is the work achievements or results achieved by employees in carrying out their duties. Thus, performance management can be understood as the process of managing employee performance in a planned and sustainable manner to align with organizational goals.

The primary goal of performance management is to ensure all organizational elements work in an integrated manner to achieve organizational goals. Wardhana et al. (2022) emphasize that performance management aims to improve employee performance, enhance communication

between leaders and subordinates, and serve as a basis for administrative decisions such as promotions, compensation, and human resource development.

Performance Management Evaluation

Performance management evaluation is the final part of the performance management process, assessing the extent to which employee and organizational performance has achieved established goals. Performance evaluation is conducted by comparing actual work results with predetermined standards or targets. Dunn (2023) states that evaluation is the process of assessing the value or benefits of a policy or program based on the information obtained. Performance management evaluation serves important functions, including providing accurate information on performance achievements, providing a basis for policy improvements, and providing feedback to employees. The AKIP System Module Development Team (2024) stated that performance evaluation serves as a tool for clarifying objectives, critiquing policy implementation, and developing recommendations for future policies.

Furthermore, performance evaluations also serve as a motivational tool for employees. Wirawan (2023) states that performance evaluation results can be used as a basis for awards, promotions, counseling, and career development. Objective and transparent evaluations will increase employee trust in the performance management system.

Work motivation

Motivation is the drive that arises from within or outside an individual to take action to achieve a specific goal. Afandi (2021) states that motivation is a desire that arises within a person that drives them to work with enthusiasm and sincerity, resulting in optimal performance. Work motivation specifically relates to the drives that influence individual behavior in the work context. Work motivation plays a crucial role in determining employee performance levels. Wirawan (2023) explains that work motivation is the overall driving force within an employee that fosters a desire to work diligently and with a results-oriented focus. Employees with high work motivation tend to demonstrate greater productivity, discipline, and responsibility.

Work motivation is influenced by various factors, both internal and external. Sutrisno (2023) suggests that internal factors include the necessities of life, the desire for recognition, and opportunities for self-development, while external factors include the work environment, compensation, supervision, and career security. Herzberg (2023) adds that rewards, recognition, and work challenges are key factors that can increase employee job satisfaction and motivation.

Performance management evaluation is closely linked to employee motivation. A clear, fair, and transparent performance evaluation system can enhance employee sense of fairness and recognition, thus positively impacting work motivation. Ivancevich (2023) states that performance evaluation serves as a tool for employee development, reward, and motivation to improve their performance. Previous research has shown that effectively implemented performance management can increase employee motivation, particularly through clear performance indicators and a fair reward system. Therefore, effective performance management evaluation serves not only as a performance measurement tool but also as a strategic tool for improving employee motivation and overall organizational performance.

RESEARCH METHODS

This study uses a qualitative approach to gain a deeper understanding of performance management evaluation in improving employee work motivation at the Hilisalawa'ahe District Office, South Nias Regency. A qualitative approach was chosen because it allows researchers to explore the meanings, perceptions, and dynamics that occur within the work environment contextually. Sugiyono (2022) states that a qualitative approach is used to examine the natural conditions of objects, with the researcher acting as the primary instrument. The type of research used is qualitative descriptive research, which aims to systematically and factually describe the phenomenon under study. This approach is appropriate for examining the performance management evaluation process and the factors influencing employee work motivation. Creswell (2022) explains that qualitative research focuses on gaining an in-depth understanding of participants' experiences and perspectives through direct interaction.

The research was conducted at the Hilisalawa'ahe District Office, South Nias Regency. Data sources consisted of primary and secondary data. Primary data were obtained through in-depth interviews with informants including the sub-district head, sub-district secretary, section heads, and sub-district office staff. Narimawati (2020) stated that primary data is data obtained directly from primary sources through interactions with respondents. Secondary data were obtained from official documents, archives, and reports related to employee performance management and work motivation (Sekaran, 2022). The data collection techniques used in this study included observation, interviews, and documentation. Observations were conducted to directly observe employee work activities and the implementation of performance management. Semi-structured

interviews were conducted to obtain in-depth information regarding employee perceptions of performance evaluation and work motivation. Documentation was used to supplement the data in the form of planning documents, performance reports, and agency archives.

Data analysis was conducted through the stages of data reduction, data presentation, and conclusion drawing, as outlined by Sugiyono (2022). This process was carried out continuously throughout the research to ensure the accuracy and depth of the analysis of the data obtained.

RESULTS AND DISCUSSION

Research result

The results of the study indicate that the implementation of performance management evaluation at the Hilisalawa'ahé District Office, South Nias Regency, has been implemented as part of the civil service management mechanism, but its implementation has not been fully optimized. Employee performance evaluations are conducted periodically based on the Work Plan (Renja) and Minimum Service Standards (SPM) established by the agency. The focus of performance evaluations includes employee attendance levels, work discipline, completion of administrative tasks, and achievement of service targets to the public. Based on interviews with key informants and principal informants, it was discovered that management has attempted to supervise and monitor performance through internal meetings, direct briefings, and observations of daily employee work activities. Employees generally understand the tasks and responsibilities assigned to their respective positions. This clear division of tasks provides a sound basis for employee performance.

However, research has found that the performance evaluation system in place remains general and administrative in nature. Performance assessments do not utilize specific and systematic measurable indicators, such as Key Performance Indicators (KPIs). Consequently, performance evaluation results do not fully reflect employee performance achievements objectively. Performance assessments tend to be based on management observations without standardized written evaluation instruments. The research also shows that performance feedback provided to employees is still limited. While leaders do provide direction and reprimands for employees who lack discipline or have not completed tasks satisfactorily, this feedback is not delivered in a structured and ongoing manner. Employees rarely receive individual evaluations that detail the strengths and weaknesses of their performance. In terms of the reward system, the study found

that the Hilisalawa'ahe District Office lacks a formal and transparent reward mechanism. Employees who demonstrate good performance have not received any special recognition, either financial or non-financial. Rewards are still informal, such as verbal praise, which is deemed insufficient to sustainably boost employee morale.

Regarding work motivation, research results indicate that employee motivation varies. Some employees continue to demonstrate commitment and responsibility in carrying out their duties, primarily due to loyalty and a sense of duty as government officials. However, some employees exhibit a decline in work morale, reflected in a lack of initiative, low enthusiasm for work, and a tendency to work routinely without any effort to improve performance. Factors influencing employee work motivation at the Hilisalawa'ahe District Office include clear work goals, harmonious working relationships between employees, and a relatively conducive work environment. Conversely, factors inhibiting work motivation include minimal recognition for achievement, limited opportunities for self-development, and a lack of constructive performance feedback from management.

Discussion

Research results show that performance management evaluation plays a crucial role in increasing employee motivation. However, the effectiveness of such evaluations depends heavily on the systems and mechanisms implemented. Performance evaluations that are not based on measurable indicators tend to be subjective and lack transparency. This impacts employee perceptions of fairness in performance appraisals. This finding aligns with Mangkunegara's (2023) opinion, which states that performance management is an ongoing process encompassing planning, implementation, and performance evaluation, which is continuously communicated between management and employees. If performance evaluation is not conducted systematically and measurably, the goal of performance management to improve employee performance and motivation will be difficult to achieve optimally.

The lack of a formal reward system at the Hilisalawa'ahe District Office also significantly impacts employee motivation. Herzberg (2023) explains that rewards and recognition are motivating factors that play a crucial role in increasing employee satisfaction and morale. In this study, employees who felt their performance was not adequately appreciated tended to exhibit decreased work motivation. Furthermore, the lack of constructive performance feedback leaves employees with a lack of a clear picture of their performance achievements. Performance evaluations should

serve as a two-way communication channel between management and employees. Wirawan (2023) emphasized that performance evaluations provide feedback, motivate employees, and serve as a basis for career development and competency improvement.

The research also shows that harmonious working relationships and a conducive work environment can be supporting factors for employee motivation. However, these factors are not strong enough to offset the negative impact of a suboptimal performance evaluation system. This suggests that employee motivation is not only influenced by interpersonal factors but also depends heavily on the performance management policies implemented by the organization. Efforts to improve employee motivation at the Hilisalawa'ahe District Office need to be directed at improving the performance management evaluation system. Implementing clear and measurable performance indicators, providing fair and transparent rewards, and providing regular and constructive performance feedback are expected to boost employee motivation. Increased motivation will also improve employee performance and the quality of public services.

CONCLUSION

Based on the research results and discussion, it can be concluded that performance management evaluation at the Hilisalawa'ahe District Office, South Nias Regency, has been implemented as part of employee performance management, but its implementation has not been fully optimized. Performance evaluation is conducted routinely based on the Work Plan (Renja) and Minimum Service Standards (SPM), but is not yet supported by measurable and systematic performance indicators. Performance management evaluations that are not based on objective indicators tend to be administrative and lack transparency. This results in limited performance feedback for employees and a suboptimal evaluation function as a means of increasing work motivation.

Employee motivation at the Hilisalawa'ahe District Office is influenced by clear work goals, harmonious working relationships, and a conducive work environment. However, the lack of a formal reward system and limited opportunities for self-development have resulted in employee motivation not being at an optimal level. Effective performance management evaluation has been shown to play a crucial role in improving employee motivation when implemented fairly, transparently, and sustainably. It is recommended to develop a more structured performance management evaluation system using clear and measurable performance indicators, such as the application of Key Performance Indicators (KPI), in order to increase the objectivity and

transparency of employee performance assessments.

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