



## **The Effectiveness of Employee Performance at the Kelapa Lima Sub-District Office Merauke Regency**

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### **Abstract**

The Effectiveness of Employee Performance at the Kelapa Lima Sub-District Office, Merauke Regency. This study aims to evaluate the effectiveness of employee performance at the Kelapa Lima Sub-District Office, Merauke Regency. The research employs a descriptive qualitative approach, with data collected through interviews, observations, and document analysis. The findings indicate that employee performance is generally good but not yet optimal. The organizational characteristics show that duties and functions have been carried out properly, although challenges remain, particularly regarding employee capabilities, which affect the timeliness of task execution. The work environment is divided into external and internal environments. The external environment, which includes factors outside the organization, influences decision-making and organizational actions. The internal environment, which encompasses the organizational climate, plays a crucial role in the overall functioning of the organization. Regarding employee characteristics, there is a variation in educational levels and employee competencies, which contribute to delays in completing tasks. Efforts to improve performance are being made through training provided by the sub-district head, which gradually helps employees master their duties.

**Keywords:** *effectiveness of performance, organizational characteristics, work environment.*

### **INTRODUCTION**

Quality resources refer to human resources with knowledge, skills, abilities, and positive attitudes in their work (Edy Sutrisno, 2009:3). Therefore, organizations need to take steps to improve and enhance employee quality. Employees are expected to continually sharpen their knowledge, skills, and abilities to meet the demands of the times and improve the performance of the organization.

Improving the quality of human resources is crucial and must be done cyclically, systematically, and continuously to enhance their capabilities and professionalism. The goal of improving employee quality is to boost their operational performance in carrying out governmental duties. In addition, a high level of employee quality leads to strong commitment in completing tasks efficiently, effectively, and productively (Malayu Hasibuan, 2007:60).

According to Law No. 13 of 2023 on Manpower, Article 1 defines a

worker as any person capable of performing work to produce goods and services to meet their own needs or those of society. Article 4 states that labor development aims to:

1. Empower and optimally and humanely utilize labor.
2. Ensure equitable employment opportunities aligned with national and regional development needs.
3. Provide protection for workers to achieve welfare.

The effectiveness of government administration is supported by the issuance of Law No. 23 of 2015 on Regional Government, aimed at improving welfare, public services, and the competitiveness of regional governments. Article 14 of Law No. 9 of 2015 emphasizes the responsibilities delegated to regional governments, one of which is labor services. Labor services focus on improving the quality of the workforce and protecting workers from competition with workers from other regions.

Mangkunegara (2001:6) explains that performance comes from the terms "job performance" and "actual performance" (work achievement or achievement obtained by an individual). Performance refers to the qualitative and quantitative results of work based on the responsibilities assigned. Essentially, performance is the contribution of employees to their organization, influenced by their thoughts and efforts. While some contributions are visible, such as completed tasks, others like ideas and innovations are intangible but play a crucial role in advancing the organization.

Villages are considered autonomous units with original organizational structures based on their special rights. The concept of village governance is grounded in diversity, participation, autonomy, democratization, and community empowerment (Widjaja, 2003:3). According to Law No. 32 of 2004 on Regional Government, a village is a legal community unit with defined territorial boundaries that is authorized to manage and govern local interests, based on origin and local customs, recognized and respected within the framework of the Unitary State of the Republic of Indonesia.

The village head's office functions as a government institution led by a village head, supported by several sections, responsible for running village government as a public organization and providing services to the community. The village head, as a public official, has authority, duties, and obligations to manage village affairs and execute government tasks, including those from the regional government. According to Law No. 6 of 2014, Article 26, the village head is responsible for village governance, village development, community development, and community empowerment.

However, this study found that the effectiveness of employee performance at the Kelapa Lima Sub-District Office in Merauke Regency has not yet been optimal. Several issues remain, particularly regarding time discipline and employee competence. First, time discipline is a concern, as employees are frequently late to start work and to return from breaks. Second, there are employees who lack the necessary competence

to complete their tasks, leading to delays and inefficiencies.

Given these challenges, this research aims to explore further the effectiveness of employee performance at the Kelapa Lima Sub-District Office, Merauke Regency. The study examines how organizational characteristics, the work environment, and employee characteristics affect performance, as well as the efforts made to improve it. The research aims to provide recommendations to enhance the effectiveness of employee performance at the Kelapa Lima Sub-District Office.

## **RESEARCH METHOD**

This study employs a qualitative descriptive approach to evaluate the effectiveness of employee performance at the Kelapa Lima Sub-District Office in Merauke Regency. This approach was chosen because it allows the researcher to deeply understand the phenomenon and gather rich information about the context and conditions affecting employee performance. The descriptive qualitative approach is used to describe and understand the actual state of employee performance at the Kelapa Lima Sub-District Office. This method focuses on collecting and analyzing non-numerical data, such as interviews, observations, and documentation.

The study was conducted at the Kelapa Lima Sub-District Office, Merauke Regency, over a six-month period. The subjects of this research include employees of the sub-district office, such as the sub-district head, administrative staff, and other employees involved in public services.

Data collection was carried out using several techniques:

1. In-depth Interviews: Conducted with the sub-district head and several employees to gather information about their performance, the challenges they face, and the efforts made to improve it.
2. Participant Observation: The researcher directly observed the daily activities at the sub-district office to understand the working conditions and employee interactions.
3. Document Study: The researcher collected and analyzed related documents, such as performance reports, employee attendance records, and performance evaluation notes.

The primary instrument in this research is the researcher, who plays the role of data collector, analyst, and interpreter. Additional instruments include interview guides, observation sheets, and document checklists.

The collected data was analyzed using qualitative analysis techniques, involving several stages:

- Data Reduction: The collected data was simplified and selected based on its relevance to the research objectives.
- Data Presentation: The reduced data was then presented in narrative form and tables to facilitate understanding.
- Conclusion Drawing and Verification: Conclusions were drawn based on the interpretation of the presented data and verified through data triangulation to ensure the validity of the research

findings.

To enhance data validity and reliability, triangulation was performed using multiple data sources and data collection methods. The data obtained from interviews, observations, and documentation were compared and verified to obtain a more accurate picture of employee performance.

Limitations of the study include:

- The limited number of research subjects, as it focuses only on employees at one sub-district office.
- The study period may not be sufficient to observe all aspects of employee performance.

Therefore, the results of this study should be interpreted carefully and should not be generalized to all sub-district offices in Merauke Regency.

Using this research method, the study aims to provide a clear and in-depth understanding of the effectiveness of employee performance at the Kelapa Lima Sub-District Office and the factors influencing it.

## **RESULTS AND DISCUSSION**

### **Organizational Characteristics**

Organizational characteristics consist of the organizational structure and the technology used within the organization. Structure: This refers to the relatively stable relationships within the organization concerning human resources. It involves how the organization arranges or groups people to complete tasks. For example, in the Kelapa Lima Sub-District Office, the structure includes roles such as the village head, secretary, administrative staff, and units like Kesra (Social Welfare) and Trantip (Public Order). Informant JDF describes: "We perform our tasks according to our roles, from the village head to the secretary, administrative staff, and heads of Kesra and Trantip. We all communicate and collaborate to achieve our goals. The public evaluates our services. We just carry out our duties and responsibilities." This suggests that employee performance is generally good and aligns with their roles, though some challenges exist. Technology: This refers to the mechanisms used by an organization to transform inputs into outputs. In the Kelapa Lima Sub-District Office, technology involves the systems and methods used to manage administrative tasks and services.

### **Environmental Characteristics**

Environmental characteristics affect organizational effectiveness and include both external and internal environments.

External Environment: This includes factors outside the organization, such as community relations. Informant JDF notes: "The environment here is very good, comfortable, and familial. It is seen as a benchmark for enthusiasm and quality in professional work." Internal Environment: This pertains to the organizational climate, which influences how well the organization functions. Informant NM highlights: "In the work environment, there are two aspects. The first is the external environment,

which is outside the organization and greatly impacts decision-making and actions. The second is the internal environment, known as organizational climate, which encompasses all attributes within the organization's environment.”

From these insights, it can be concluded that both external and internal environments significantly impact effectiveness. The external environment affects decision-making and actions, while the internal environment, or organizational climate, includes various attributes that relate to effectiveness.

### **Worker Characteristics**

Worker characteristics are crucial as employees' behaviors directly impact the achievement of organizational goals. Performance and Training: Informant JDF notes a change in work hours: “With the new directive from the secretary, our effectiveness remains the same, but now we start work at 8 AM instead of 9 AM.” Informant NM adds: “To improve performance, we provided computers and conducted training to help staff master them gradually.” This indicates that while employees at the Kelapa Lima Sub-District Office have varied educational backgrounds and skills, they generally understand their responsibilities and complete tasks, albeit with occasional delays.

The study finds that although employees have different levels of education and skills, they mostly understand their roles and manage to complete their tasks, although sometimes with delays. The village head motivates staff and provides training to achieve optimal service, but some challenges persist.

Overall, the research suggests that while the performance of employees at the Kelapa Lima Sub-District Office is satisfactory, there are areas for improvement, particularly in timeliness and competency.

### **CONCLUSION (Capital letters, Bold, Bookman Old Style 12pt)**

This study evaluates the effectiveness of employee performance at the Kelapa Lima Sub-District Office in Merauke District, focusing on organizational characteristics, work environment, and worker characteristics. The analysis reveals several key findings: Organizational Characteristics: The organizational structure and technology used at the Kelapa Lima Sub-District Office support employee performance effectively. Employees perform their duties according to their respective roles and show good communication and cooperation among them. However, there are challenges in task execution, particularly related to employees' skills and competencies not always matching job demands.

Work Environment Characteristics: The work environment at the Kelapa Lima Sub-District Office is divided into external and internal environments. The external environment includes relationships with the surrounding community, which affects organizational decisions and actions, while the internal environment refers to the organizational climate that impacts employee effectiveness. Employees feel that a comfortable and familial work environment supports their enthusiasm

and work quality. However, more attention is needed to address external environmental influences that can affect overall organizational performance.

**Worker Characteristics:** Employees at the Kelapa Lima Sub-District Office have varied educational backgrounds and skills, but generally understand their responsibilities and complete their tasks, though sometimes with delays. Efforts to improve performance, such as providing computer training and motivation from the village head, have been made. Nonetheless, there are still employees who need to enhance their competency and punctuality.

Overall, the study shows that while employee performance at the Kelapa Lima Sub-District Office is fairly good, there are aspects that require improvement to achieve more optimal performance effectiveness. Enhancing employee competencies through training and stricter time discipline supervision is crucial. Additionally, better management of both external and internal work environments is necessary to support the achievement of organizational goals more efficiently and effectively. The findings are expected to provide useful recommendations for policymakers at the Kelapa Lima Sub-District Office to improve employee performance.

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