



Analysis of Performance Management Based on the Baron Armstrong Model at UPTD Protection of Women and Children of Tanjungpinang City

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Abstract. *Performance management is a strategy to improve individual and team performance through a structured evaluation process. This study aims to analyze the application of the Baron and Armstrong performance management model at the Regional Technical Implementation Unit (UPTD) for the Protection of Women and Children (PPA) in Tanjungpinang, Riau Islands. Baron and Armstrong's model includes a cycle of vision and mission, goal setting, planning, development, and feedback. Using a descriptive qualitative approach, data were obtained through interviews, documentation and observation, using purposive sampling techniques to select relevant resource persons. Data analysis was done thematically through the stages of reduction, presentation, and conclusion drawing. The results showed that the implementation of this model has strengths in building a systematic workflow, but also faces challenges related to limited resources. This research provides recommendations for additional programs that can improve the effectiveness of women and child protection services. The findings contribute to the development of performance management strategies in similar institutions.*

Keywords: *Performance management, UPTD PPA, Baron and Armstrong Model, Tanjungpinang.*

INTRODUCTION

The protection of women and children in Indonesia is a critical issue that is closely linked to human rights and sustainable social development. These vulnerable groups often face various forms of violence and discrimination, which require special attention from various parties. In this context, the Regional Technical Implementation Unit (UPTD) for the Protection of Women and Children (PPA) has a very important role as an institution that provides protection and assistance services (Maharani, Nazaki, and Sophia 2024). However, the implementation of UPTD PPA tasks is often faced with various obstacles, such as limited human resources, budgets, and suboptimal coordination between agencies. The complexity of these challenges indicates the need for a strategic approach

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that can optimize the performance of this institution. One relevant approach is the application of a performance management model based on the Baron and Armstrong Model. This model offers a comprehensive framework that links an organization's strategic goals with individual performance through a cycle involving vision and mission, goal setting, planning, development, and feedback. The application of this model is expected to help improve the effectiveness of the services provided by UPTD PPA, by building a more systematic and structured workflow.

This research uses a descriptive qualitative approach, with data obtained through interviews, documentation, and observation. The purposive sampling technique was used to select relevant sources, so that the data collected could provide an in-depth description of the application of this performance management model in the field. Data analysis was done thematically, with the stages of reduction, presentation, and conclusion drawing. This study aims to analyze the application of the Baron and Armstrong performance management model at UPTD PPA in Tanjungpinang City. The results show that the application of this model has strengths in building a systematic workflow, but also faces challenges related to the limited resources available. Based on these findings, this study provides recommendations for additional programs that can improve the effectiveness of women and child protection services, and suggests the development of more optimal performance management strategies in similar institutions. Thus, this research is expected to contribute to the development of performance management strategies in women's and children's protection agencies in other regions, to support the effectiveness of policies and protection programs for women and children

LITERATURE REVIEW

Work Performance

(Hasibuan, Aslami, and Aisyah 2023), emphasized that performance management should promote holistic HR development, where employees are not only assessed based on their current performance but also their long-term potential. He also emphasized the importance of open communication between managers and employees. (Wahdiniawati 2021) Performance Management is a comprehensive or holistic process that is largely

participatory in nature and has the aim of managing, supervising in the workplace as a systematic and organized approach to managing and rewarding performance by generating and maintaining positive employee management motivation. (Tampubolon M.P 2020). According to (Pasolong 2019), performance management is an approach used to improve performance based on an ongoing process in setting bureaucratic performance goals, namely collecting data, analyzing, reviewing, measuring performance, and reporting performance as material to improve subsequent performance. Performance management is very important and needed in an organization both in the public and private sectors in an effort to achieve a goal. Organizational performance will not be separated from the role of individuals in carrying out their job duties as the driving force for the running of the organization (Thaliah et al. 2024).

(Irawaty et al. 2023). Saying that human resource management (HRM) is closely related to performance management, because these two concepts support each other in achieving optimal organizational goals. HRM provides a strategic framework for managing the workforce, while performance management focuses on the process of evaluating and developing individuals and teams to ensure the achievement of these goals (Halisa 2020). Human resource management (HRM) is a strategic approach to workforce management in an organization that aims to maximize employee performance in order to achieve organizational goals which include various aspects such as recruitment, training, development, performance appraisal, and compensation. (Akmal and Masriah 2021). This management not only includes aspects such as human resources, but also finance, technology, and physical assets, all of which function to support the effective achievement of organizational goals. According to (Harmen et al. 2022) one of the key aspects in performance management is the establishment of clear and measurable performance indicators. These indicators are not only quantitative, but also include qualitative aspects that serve as benchmarks to evaluate the extent to which individuals or teams can meet predetermined goals.

Bacal in Armstrong (1994) states that performance management is an ongoing communication process between employees and supervisors. This process leads to the establishment of clear expectations and understanding of the tasks expected of employees. However, whether this model is effective in all types of organizations, especially in

government organizations or social institutions such as UPTD PPA. Some research suggests that this performance management approach is often more effective in the private sector, where goal setting and performance measurement are more flexible and easier to measure.

Armstrong and Baron's Performance Management Model

The performance management model is a form of systematic approach taken to measure, manage and improve individual performance in a team or organization. (Astuti 2020). According to (Azizah 2021). Performance management is a process that begins with planning, organizing, implementing, and evaluating performance repeatedly. According to (Ayomi, Suradinata, and Nurdin 2023) the process of implementing performance management includes various important stages such as goal planning, task implementation, performance monitoring, and performance evaluation, in this process it does not only focus on the final assessment but also on the continuous development of individual performance in a team, assessing the abilities and potential of the individual. With this, the performance management model serves to create a supportive environment for productivity growth, and motivates individuals to achieve optimal goals. However, some criticism has arisen regarding the application of this model in more complex contexts, such as in the government sector or social service agencies. For example, some studies such as (Taufik Hidayat Pulungan 2020) show that while the Armstrong-Baron model helps establish systematic workflows, implementation in the public sector is often hampered by resource limitations, both in terms of budget and trained human resources. One important criticism of the model is that individual performance appraisals that are too focused on target achievement can overlook broader group dynamics, which are particularly relevant in social service organizations such as UPTD PPA.

Armstrong and Baron's model consists of several sequential stages:

1. **Organizational Mission and Strategic Objectives:** Identify clear organizational goals and ensure that every activity contributes to the achievement of strategic goals.

2. **Action Planning and Development:** Planning the actions required to achieve the goals, as well as developing the skills and competencies of individuals within the organization.
3. **Performance and Development Agreements:** Develop a performance contract that sets clear expectations and standards for individual and team achievement.
4. **Continuous Monitoring and Feedback:** Regularly monitor individual performance and provide constructive feedback for continuous improvement.

While this model has been widely implemented in the private sector and large institutions, in resource-constrained sectors such as UPTD PPA, implementation challenges remain significant. One of the biggest weaknesses is limited human resources and budget, which can affect the successful implementation of this model. Thus, there is a need to adapt the model to more specific institutional contexts, including in public services.

Critique of Previous Research on the Armstrong and Baron Model

Research on performance management in the public sector has grown rapidly, but most has focused on legal, policy or sociological approaches. However, performance management in women's and children's protection agencies has received less attention. This gap opens up opportunities for further research exploring the application of performance management models in agencies that provide protective services. Armstrong and Baron's model, often used in a variety of contexts, has a reputation for being a systematic and effective approach. However, despite numerous reports of the model's success, research has shown inconsistencies in the effectiveness of its application to social agencies, particularly those with limited resources and facing complex bureaucratic challenges (Krause, 2016). Criticisms of the model include its lack of flexibility in dealing with the unique characteristics of social institutions as well as the difficulty in integrating continuous feedback in organizations with rigid hierarchical structures.

This study aims to evaluate the adaptation of the Armstrong and Baron model in the context of the Tanjungpinang City Women and Children Protection Technical Implementation Unit (UPTD). The main focus is to assess whether the model can be

effectively implemented to overcome resource limitations while improving the agency's performance in providing protection services. This research is expected to not only provide practical solutions but also enrich the literature on performance management in the public sector that has specific needs. Although research on performance management in the public sector has grown, most studies have focused on legal aspects, policies or sociological approaches, without giving adequate attention to performance management in women and child protection agencies. This suggests a research gap that can be filled by this study, which raises the issue of performance management in agencies that provide protection services.

Research Contribution

Based on this literature review, it can be concluded that although many studies have examined the application of performance management models in the private sector, there is still a lack of research in the public sector, especially in social protection institutions. This research aims to fill this gap by applying the Armstrong-Baron model in the context of UPTD PPA Kota Tanjungpinang, to improve the effectiveness of women and child protection services. The findings obtained are expected to provide new insights into the adaptation of performance management models in government institutions, especially those with limited human resources.

METHODS

This research was conducted at the UPTD for the Protection of Women and Children, which is located on Jl. Ahmad Yani, Sei Jang, Bukit Bestari District, Tanjungpinang City, Riau Islands. This research uses a Qualitative method with a Descriptive approach, which aims to describe activities that occur directly at the research location. This research is included in the Descriptive Qualitative research type, which is research that seeks to provide an in-depth and detailed description of the phenomenon under study through narrative data. According to Moleong (2017), descriptive research aims to describe phenomena based on data obtained through quotes from interviews, field notes, personal documentation, and other official documents. Data collection was carried out by observation and interviews. The interview was conducted with the head of UPTD

PPA. The main informant in this study was Ms. Zakia, who has insight and direct experience related to performance management in the institution. In addition, supporting information was obtained from data related to the UPTD population, which consists of 9 active staff. The sampling technique used was purposive sampling, in which the resource persons were purposively selected based on their relevance and competence to the research topic. The data obtained were analyzed using thematic analysis techniques, which involved several steps: data reduction, data presentation, and conclusion drawing. With this approach, the research is expected to produce a comprehensive picture of the UPTD PPA's performance and provide strategic input for the development of the institution's performance management.

RESULTS

The Regional Technical Implementation Unit for the Protection of Women and Children (UPTD PPA) is generally engaged in the protection of children and women in the city of Tanjungpinang, focusing on women and children who have a problematic background and experience discrimination in their environment and life which requires special attention from various parties. (Putri and Tukiman 2023). Stating that UPTD PPA is an institution that provides public protection services specifically to women and children. Based on the analysis of the organizational mission of UPTD Perlindungan Perempuan dan Anak (PPA) Kota Tanjungpinang, it was found that this organization has a strong focus on providing protection to women and children. This is realized through social empowerment, efficient case handling, and strategic collaboration with various parties. This approach aims to improve the quality of life of women and children in Tanjungpinang City. The application of a performance management model oriented towards team effectiveness and operational efficiency is fundamental in realizing the mission. The organization has also created mechanisms to listen and understand the needs of the community, so that the services provided are more targeted.

DISCUSSION

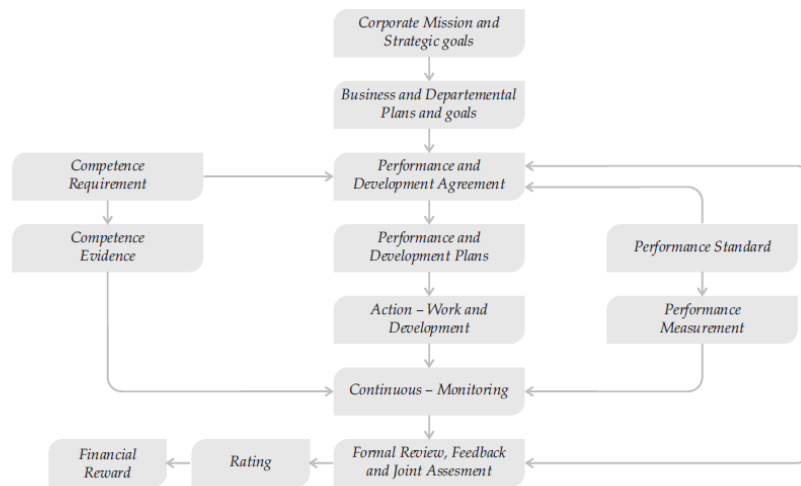
Main Objectives of Research

This study aims to analyze the implementation of Armstrong and Baron's performance management model in UPTD Perlindungan Perempuan dan Anak (PPA) Kota Tanjungpinang, focusing on the effectiveness of the model in improving the quality of women and child protection services. In addition, the study identified barriers that arose during implementation, including technical constraints, employee participation, and challenges in objectively measuring performance. By uncovering these barriers, this research is expected to provide a clear picture of the obstacles faced by the organization in optimally implementing the performance management model. The resulting recommendations are expected to help UPTD PPA improve its performance management system, creating a more effective and adaptive approach to improving protection services to the community, especially women and children.

Research Findings

1. Application of the Armstrong & Baron Model to UPTD PPA

Based on the results of research, literature and interviews, important findings were found regarding the application of the Armstrong and Baron model at the UPTD for the Protection of Women and Children as follows:



GAMBAR 1.1
SEKUEN MANAJEMEN KINERJA AMSTRONG DAN BARON

- **Organizational Mission and Strategic Objectives**

The UPTD PPA's mission is to provide optimal protection to women and children, and improve their quality of life through social empowerment. To achieve this goal, UPTD PPA focuses on efficient service delivery, community satisfaction, and rapid case resolution. They are committed to listening to the needs of the community and building strategic partnerships with other agencies to strengthen support for victims of violence.(Amalia Yunia Rahmawati 2020)`

- **Action Planning and Development**

Action planning involves identifying staff tasks, required training, and periodic evaluation. Staff development includes technical and soft skills training to improve employees' ability to handle cases of violence (Syifa, Nofriadi and Helmi 2024). Performance indicators are developed to objectively measure work outcomes, and UPTD PPA also collaborates with various parties to create a more comprehensive case handling system.

- **Performance and Development Agreement**

The performance agreement at UPTD PPA is the basis for measuring employee success. Indicators such as case completion rates and community satisfaction are used to assess performance. Staff development involves improving technical and managerial skills through ongoing training, so that employees can handle service challenges more effectively.

- **Employment and Development Measures**

Work actions focus on executing plans with specific and measurable goals. Employees are encouraged to innovate in completing tasks, by creating a creative and participatory environment. Empowerment of employees is prioritized to improve skills relevant to their work, as well as to build a sense of ownership of the organization.

- **Monitoring, Evaluation, and Feedback**

According to (Pratiwi et al. 2023), periodic monitoring and evaluation are important to ensure the effectiveness of performance management. UPTD PPA applies constructive feedback to help employees improve their performance. Evaluation is also used to assess the relevance of the strategies implemented, as well as to identify strengths and weaknesses in task execution. With this system, UPTD PPA is committed to improving service quality and responsiveness to community needs.

2. Challenges in Implementation

Policy implementation at UPTD Perlindungan Perempuan dan Anak (PPA) Kota Tanjungpinang faces several challenges, which are mainly due to the complexity of the structure and limited human resources. One of the main obstacles is the difficulty in ensuring that all stages of the designed cycle are consistently applied. This is often due to a lack of staff training and capacity. One factor contributing to the lack of training is the fact that all staff at UPTD PPA are honorary employees. Unlike civil servants who usually receive more adequate and continuous training, honorary employees do not have the same access to training and professional development. As a result, the standard operating procedures (SOPs) implemented cannot be fully followed, which has an impact on service effectiveness. This condition creates additional challenges in individual capacity building within the organization. Without adequate training, honorary employees often feel underprepared and lack confidence in handling complex cases. Therefore, it is important for UPTD PPA to find solutions to overcome this challenge, such as establishing partnerships with other institutions that can provide better training or capacity building for honorary staff.

Managerial Implication

In terms of improving the effectiveness of policy implementation at UPTD Perlindungan Perempuan dan Anak (PPA) Kota Tanjungpinang, there are several

strategic steps that need to be taken by management. First, management should focus on improving staff training, especially since the majority of employees are honorary with limited access to training. Collaboration with other institutions and the implementation of community-based or online training programs can be an effective solution (Kinaya Tirzana Dewi 2023). Furthermore, the career development of honorary employees needs to be considered to increase motivation and retention. Management can provide clear career paths, including opportunities to gain civil servant status or promotion for employees who perform well. Team building and effective communication among staff are essential. According to (Dwiyanti and Musdalipah 2022) to increase collaboration and knowledge sharing among honorary employees can strengthen understanding and implementation of policies, thus creating a more productive and harmonious work environment. Through these steps, UPTD PPA can be more effective in carrying out its duties and responsibilities.

Research Limitations and Their Effect on Internal, External Validity & Future Research Opportunities

1. Limitations in Internal Validity

Limitations in Data Collection where this research relies on data collected through interviews with leaders and analysis of existing documents at UPTD PPA. This qualitative data collection process allows for bias in data interpretation, as only a few parties can provide limited perspectives. Researchers could not access all relevant information or involve all stakeholder groups involved in the service, so could not ensure that all factors affecting UPTD PPA's performance were covered completely.

2. Limitations in External Validity

Uncontrolled External Factors where this study cannot fully control external factors that may affect UPTD PPA's performance, such as central government policies that may change or the influence of non-governmental organizations working in the same sector. In addition, the influence of local culture on community perceptions of women and child protection can be an important variable that is not always measured in this study, but can affect the success or failure of a protection program.

3. Future Research Opportunities

The following are some suggestions for future research in accordance with managerial implications related to performance management analysis at UPTD PPA:

1. Evaluate Training Programs i.e. Conduct research to evaluate the effectiveness of training programs offered to honorary employees, focusing on their impact on performance and job satisfaction.
2. Career Path Development: Research the effect of providing clear career development paths on the motivation and retention of honorary employees at UPTD PPA. Innovations in Performance Management: Explores innovations in performance management practices that can be applied in the honorary employee environment, including the use of new technologies and performance measurement methods.

CONCLUSION

Based on the results of the research, it can be concluded that the Regional Technical Implementation Unit for the Protection of Women and Children (UPTD PPA) of Tanjungpinang City plays a crucial role in protecting women and children who experience violence or discrimination. UPTD PPA has successfully implemented a structured performance management model, including action planning, staff development, and an effective monitoring and evaluation system. Through this approach, the organization is able to provide responsive and targeted services, and ensure quick and efficient case resolution. Collaboration with various parties, such as government agencies, police, and community organizations, strengthens the handling of cases of violence and prevention through socialization of women's and children's rights. These strategic partnerships expand the support network and ensure accessibility of services for victims.

As a suggestion, it is recommended that the UPTD PPA focus on improving the quality of training and staff development on a regular basis, to strengthen technical skills and abilities in handling cases of violence against women and children. This training

program should include the latest aspects of legal protection, effective communication skills, and emotional management, all of which are crucial in providing better services to victims. In addition, staff performance evaluation needs to be strengthened with more measurable indicators, so as to clearly determine the level of success of the program and the effectiveness of each individual in the organization. Finally, strengthening cooperation among staff, both in terms of internal coordination and knowledge sharing, will be crucial to creating a synergistic working environment. Efforts to improve this cooperation can be done through team-building activities, regular discussions, and the development of clear standard operating procedures. Thus, UPTD PPA's performance will be optimized in providing protection for women and children.

LIMITATION

This study has some shortcomings that need to be noted. First, data limitations are a major obstacle, especially if not all honorary employees are willing to participate in surveys or interviews, which may affect the validity of the findings. In addition, the results of a study focused on UPTD PPA may not be generalizable to other institutions, resulting in limited application of the results. Respondents' subjectivity in providing reports of performance or experience may also cause bias, reducing the accuracy of the results. In addition, this study may be limited by time and resources, which may reduce the depth of analysis and the number of respondents involved. External factors, such as changes in government policies, also cannot be fully controlled, which may affect the results. Methodological limitations, such as a quantitative approach that does not fully explore employee experiences, and organizational dynamics that may change over time, also pose challenges. These shortcomings need to be considered when analyzing the results and provide a basis for future research.

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