



Evaluation of Performance Management in Tanjung Unggat Urban Village Employees of
Tanjungpinang City

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ABSTRACT

The aim of this research is to determine the performance of government officials in implementing effective governance in Tanjung Unggat Village, Tanjungpinang City. This research uses descriptive analysis methods with a qualitative approach. This research was also obtained from the results of interviews, questionnaires and observations. As well as carrying out data analysis in a structured and systematic manner, according to the focus of the problem using performance appraisal theory. The results obtained from this research are that the performance of employees at the Tanjung Unggat Subdistrict Office, in terms of serving the community, has good performance, which can be measured through several indicators such as subdistrict office employees obeying work rules, being able to work together to carry out various activities within an organization including decision making, measuring work results, and interaction with existing regulations. And employees show that the services provided to the community are always carried out seriously, politely, with a sense of responsibility and ethics.

Keywrds: Performance Management, Performance Appraisal Theory

INTRODUCTION

The Regional Autonomy that is currently taking place is something new for every region in Indonesia, because the autonomy proclaimed through Law Number 23 of 2014 provides more freedom for regions to express themselves towards developing through empowering regional communities themselves. The sub-district is a Regency/City regional apparatus located in the sub-district area, and is an important element which acts as the spearhead that deals directly with the local community. So it is appropriate for every sub- district apparatus to improve its performance, especially in terms of community empowerment. (Ummah, 2019)

Thus, more intensive and optimal performance is needed on the part of the organization in order to optimize the field of tasks it carries out. The performance of an organization is very important, because with performance the level of achievement of results will be visible so that it will be known to what extent the tasks that have been carried out through the tasks and authority given can be carried out in a real and maximum way. Organizational performance that has been

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implemented to a certain level of achievement should be in accordance with the mission that has been set as the basis for carrying out the tasks at hand.

According to Mangkunegara in Safitri (2022) states "Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Then according to Kreitner & strategic planning (Strategic Planning) of an organization. Employee and organizational performance are very closely related. Achieving organizational goals cannot be separated from the resources owned by the organization which are driven or run by employees who play an active role, as actors in efforts to achieve the organization's goals. (Junianto et al., 2020)

Good governance can be realized if there is good performance of government agencies. Based on Government Regulation no. 8 of 2006 concerning Financial Reporting and Performance of Government Agencies, performance is the output/result of activities/programs that are to be or have been achieved in connection with the use of the budget with measurable quantity and quality. According to the Decree of the Head of the State Administration Institution No: 239/IX/6/8/2003, the performance of a government agency is a description of the level of achievement of the targets or objectives of a government agency as an elaboration of the vision, mission and strategy of a government agency which indicates the level of success

and failure in implementing appropriate activities. with established programs and policies. The performance of government agencies is the overall achievements or results during the implementation of regional autonomy.

Information regarding the performance of the apparatus and the factors that influence the performance of the apparatus is very important to know, so that measuring the performance of the apparatus should be translated as an evaluation activity to assess or see the success and failure of the performance of the tasks and functions assigned to them. Therefore, performance evaluation is an analysis of the interpretation of success and failure in achieving performance.

Regarding work performance, Government Regulation Number 58 of 2005 mandates work performance assessments be carried out using benchmarks, indicators and work targets. The final results of the performance assessment are performance achievements which are formulated in the form of economics, efficiency and effectiveness. Economics and efficiency are related to the implementation of an activity, while effectiveness will always be related to the implementation of a program. From the background above, in this case the author is interested in conducting research that examines "Performance Management Evaluation of Tanjung Unggat Subdistrict Employees, Tanjungpinang City"

THEORITICAL REVIEW

1. Employee/Employee Performance

Consistency of employee performance or employee performance is something that is very influential on the success of a company. Good employee performance or performance will be directly proportional to good results in the company's business development. In fact, poor performance will also have a negative impact on the company. The results of employee performance can be seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the company. It all depends on the quantity and time used by employees in carrying out tasks. Employee performance factors can also be determined from working time, number of absences, absences, and length of service. All activities carried out to improve a business or organization are a form of performance. The role of employees is very important in the success or failure of the company. In this case, the company needs to carry out the performance of each employee, whether they carry out their duties and obligations according to expectations. This performance assessment is very important to determine whether the company will continue to run well or not. (Rina Yuniarti, Rudy Irwansyah, 2021)

2. Performance Management Concept

The term performance management or some companies use the term managing employee performance. Managing employee performance should mean "managing the work performance of employees/employees". Regardless of which term is used, both of them firmly focus their attention on employee achievements and the object of discussion is employee achievement, performance or performance.

Performance management can also be defined as a systematic process for improving organizational performance by developing individual and team performance. It is a way to get better results from organizations, teams and individuals by understanding and managing performance within an agreed framework of planned objectives, standards and competency requirements. Existing processes to achieve, and to manage and develop people in a way that increases the likelihood that it will achieve in the short and long term. (Djoko Setyo Widodo, 2020)

The opinion expressed by Lenfile in Junianto et al., (2020) suggests several effective performance indicators, as follows:

a)Punctuality of work time.

Employees must come to and leave work according to the rules and remain at work during working hours regularly and correctly.

b)Compliance with work rules.

The regulations and work systems created are work guidelines that must be obeyed properly and correctly.

c)Completion of work and good work spirit.

Performance does not only involve an employee's obedience to the organization, but also concerns work enthusiasm and enthusiasm. Every employee should ideally be able to work responsibly, sincerely, not under compulsion or fear of sanctions.

d)Effective relationships and communication.

Good performance will not occur without effective relationships and communication between leadership and staff.

e)Able to contribute and add value.

Good performance will be a motivation to work and be appreciated as an added value for an employee.

f)Responsibility for organizational assets.

Organizational assets as work support facilities and infrastructure must be cared for and utilized as well as possible. Employees who have good performance will always be properly responsible for every use or utilization of organizational assets.

3.Performance Management Objectives

Objectives of performance evaluation Performance evaluation according to Ivan Cevih (1992) as quoted by Surya Dharma has objectives including:

a.Development

Can be used to determine employees who need training and help evaluate the results of training. And also can help the implementation of counseling between superiors and subordinates, so that efforts can be made to solve problems faced by employees.

b.Providing rewards

Can be used for the process of determining salary increases, incentives, and promotions. Some organizations also use it to dismiss employees.

c.Motivation:

Can be used to motivate employees, develop initiative, and confidence at work. work.

d.HR Planning:

Can be useful for skill and expertise development, and HR planning.

e.Compensation:

Can provide information that will be used to determine what should be given to high or low performers and what the principles of fair compensation are.

f. Communication:

Evaluation is the basis for ongoing communication between superiors and subordinates regarding employee performance. (Prof. Dr. H. M. Ma'ruf Abdullah, 2014)

4. The usefulness of performance evaluation

Performance evaluation (performance appraisal) seen from the perspective of company development or HR development generally has uses, including: (Djoko Setyo Widodo, 2020)

- a) Strengthening the bargaining position between the company and employees.
- b) Improve employee performance and company performance.
- c) Adjusting compensation payments to employees
- d) As a basis for making decisions in employee placement
- e) As a basis for determining training and development.

METHODS

1. Type of Research

In this study the authors used a qualitative descriptive approach based on the assumption that the research intends to obtain actual and factual information or description of social phenomena, in the sense that the research wants to focus on solving current problems, namely obtaining a real picture of Employee Performance at the Tanjung Unggat Village Office.

2. Data Collection Techniques

In this study, researchers used several data collection techniques, including:

1. Interview.

The interview technique is a data collection technique with one-way questions and answers carried out systematically in accordance with the objectives, which are used in research to obtain oral information through direct communication with research subjects, both in real and artificial situations. With this method the author asks questions to Tanjung Unggat Village Office employees and employees to find out the truth about the background.

2. Observation Technique.

In this case, what is observed is Tanjung Unggat Village as a research location, then how efforts are made to evaluate employee performance, and what are the obstacles in carrying it out and the impact of the evaluation.

3. Documentation Technique

Documentation technique is a research technique by looking for data on things in the form of notes, books, transcripts, newspapers, ledgers, agendas and so on. The documentation technique is also a data collection technique that is sourced from documents or records of events that have occurred.

RESULTS AND DISCUSSION

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To analyze the performance of Tanjung Unggat Village employees, there are several effective factors and indicators used by the author in analyzing employee performance using the theory of experts, namely Lenfile and Gibson:

1. Compliance with work rules

Compliance means that it means the attitude and behavior that must be carried out by each employee in accordance with the rules set by the office. Compliance with these work rules is closely related to authority. If the authority does not run properly, then discipline will be lost. Therefore, the holder of authority must be able to instill discipline in himself so that he has responsibility for the work in accordance with the authority that is in him.

One example of compliance with work rules is the presence of employees coming to the office on time according to established regulations. In this case, based on the results of observations from the author, it can be seen that the Tanjung Unggat Village Office employees in terms of office attendance are classified as punctual every day so that employee services to the community can run effectively, so that Kelurahan Office employees can provide the best service to the community.

2. Effective Relationships and Communication

Luthan in (Aridansyah, 2019) provides an understanding that directly leads to organizational change and development which can only occur through the development of human resources in their respective environments. To achieve organizational goals, a good communication is needed, where there is an intertwining of understanding in the communication so that it can be understood and implemented between one party and another. This communication plays a very important role in an organization to achieve its goals Newstrom and Davis (2004: 151) in (Aridansyah, 2019) suggest that if there is no communication, employees cannot know what their colleagues are doing, leaders cannot receive information input.

The ability to communicate effectively is also one of the characteristics of the quality of employee human resources, because without communication an organization cannot

function optimally because the organization is a collection of people who need communication services to achieve organizational success. Communication will be effective if the sender of the message and the recipient together reach the same understanding and conclusion as intended, about what is actually being informed.

Based on the results of research conducted by the author at the Tanjung Unggat Village Office stated by one of his employees, namely "if in this Tanjung Unggat village it is quite going well, because our leadership holds meetings every month with its staff staff to evaluate and report matters relating to services in the village so that the service runs well". Based on this statement, it can be seen that the implementation of formal communication takes place vertically. Thus the implementation of communication follows the flow of authority contained in the organizational structure. This authority is part of the work system that provides a channel through which work procedures, instructions, and ideas and feedback regarding the implementation of tasks can be channeled. This means that Tanjung Unggat Village has carried out employee performance management well, because effective communication is always held between leaders and employees.

Whereas informal communication can indeed be done freely, it is not limited to the implementation of horizontal communication. There is no reluctance to communicate informally with fellow kelurahan sections because they consider all employees to be family without reducing their respect for those who are older in terms of age.

3. Attitude/Behavior

Attitude and behavior are employees paying attention and trying to help in solving problems spontaneously and happily. Initiative from within company members to do work and solve problems at work without waiting for orders from superiors or showing responsibility in work that has become the obligation of employees and employees.

In the sense that employees in providing services should show a smiling attitude and behavior by showing friendly behavior. This behavior is expected to be realized in every step of the activity

in the service process from management to retrieval or completion of the work performed. This principle in service can only clearly understand the duties and responsibilities it carries, namely commitment, working seriously for the benefit of the community.

Kelurahan Tanjung Unggat employees always provide services seriously, politely with a sense of responsibility and ethics. This is clarified by information from one of the Tanjung Unggat Village employees, namely: "We involve the community because this urban village program is very important for the community and in accordance with the needs of the community, and also we involve the community to get input or solutions from the community".

Based on this statement, it can be concluded that Tanjung Unggat Village employees always provide good service to the community and always involve the community if complaints are to be improved so that services to the community become even better.

CONCLUSION

Based on the results of the study, it can be seen that the evaluation of performance management in Tanjung Unggat urban village employees in Tanjungpinang City is effective or it can be said that the results are positive for this study. This is because it has been measured using 3 indicators to get results with a positive approach. In addition, the formulation of the problems that researchers take are several in the Tanjung Unggat Village Office, this is in accordance with the author's observations that there are good results. In terms of service based on the results of questionnaires and interviews and observations made by the author that the service at the Tanjung Unggat Village Office is quite good.

Tanjung Unggat Village is quite good.

The research results with these 3 indicators are as follows:

1. Compliance with work rules

Based on the results of observations that the Tanjung Unggat Village Office employees are classified as punctual every day so that employee services to the community can run effectively, by providing the best service to the community.

2. Effective Relationships and Communication

Thus the implementation of relationships and communication is carried out well. This authority is part of the work system that provides channels through which work procedures, instructions, and ideas as well as feedback regarding the implementation of tasks can be channeled.

3. Attitude / Behavior

The attitude / behavior of this employee can clearly understand the duties and responsibilities he carries out, namely commitment, working earnestly for the benefit of the community.

ADVICE

The suggestions given by the author to Tanjung Unggat urban village employees Compliance with work rules, effective relationships and communication, as well as attitudes / behavior can be improved even better so that the community can feel a better impact in the Tanjung Unggat urban village.

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