

Performance of Employees of Kleak Sub-district Office Malalayang District Manado City

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Abstract

The purpose of this study was to evaluate Employee Performance at the Kleak Village Office, located in Malalayang District, Manado City. Quality, quantity, punctuality, effectiveness, independence, and work commitment, according to Robbins (2006), are six performance measures that are the focus of the study. The study used a qualitative descriptive approach, which collected data through observation, documentation, and in-depth interviews. The village head, village staff, and the local community were the research informants. The results of the study showed that employee performance mostly fulfilled their duties and responsibilities. However, there were several obstacles, such as lack of discipline, inaccurate service time, and administrative procedures that were considered complicated by the community. The study also found practices that were not in accordance with public service ethics, such as relying on bribes to speed up the administrative process. Although the quality of service was considered quite good, more professionalism and efficiency were still needed. The dynamics of the number of people who need services every day affect the quantity of work. In terms of punctuality, there were complaints about the length of the service process for several types of documents. In addition, work productivity still needs to be improved, especially in terms of the use of existing facilities and human resources. This study suggests improving employee discipline, simplifying administrative procedures, better training, and tighter supervision to stop unethical actions.

Keywords: Performance; Employees; Village Government.

Introduction

Modern society demands that governments adapt to new regulations, direct organizations to achieve goals, and implement new programs. Employee performance is critical to smooth operations, and organizations allocate human resources to achieve goals. Government officials must provide maximum service to the community, organize development processes from the central to regional levels. Human Resources (HR) play an important role in organizing government, ensuring readiness, quantity, education, and professionalism. Regions are aware of the need to improve human resource capabilities for good governance and regional autonomy (Kardamanta, 2021).

The main function of government is to provide public services for the welfare of the community, with bureaucracy as an instrument to provide efficient, fair, transparent, and accountable

services. Bureaucratic organizations must be professional, responsive, and aspirational to meet the demands of the community, while continuing to develop government apparatus so that they can be used effectively, cleanly, and with authority. The level of education has a significant impact on employee performance, shaping their attitudes and mentality. Education affects their activeness towards achievement and productivity, not material wealth.

Employee performance refers to their ability to carry out assigned tasks optimally according to the established plan, resulting in satisfactory output (Umam, 2012). To improve employee performance, individuals are needed who are able to work effectively and efficiently. This has an impact on saving time in carrying out tasks while encouraging increased work discipline, especially in carrying out work in accordance with applicable rules and regulations. The government faces major challenges in the era of globalization, where various opportunities and obstacles demand innovation in improving the quality of public services. Align with research from Dewi & Suparno (2022), this step is important to change the image of government services which are often considered slow, complicated, and less friendly, so as to be able to provide better services to the community.

In implementing the principles of public service in order to meet the needs and satisfaction of service recipients, the implementation is based on the regulations of the Mayor of Manado and Law Number 25 of 2017 concerning Public Services, which regulates guidelines for evaluating the performance of public service delivery in the Manado city government environment. As the smallest government unit, the sub-district has an important role in organizing public services and realizing development programs. As the front line in the relationship between the community and the government, the quality of work of sub-district employees is a key factor in the success of implementing regional government policies.

In Kelak Village, Malalayang District, Manado City, the ability to provide efficient public services is the main benchmark in assessing employee performance. However, suboptimal human resource management and limited facilities often become obstacles in improving performance quality. The Kleak Village Office located in Malalayang District, Manado City, is an institution that focuses on population administration services for the community. As part of the Malalayang District government, this office is responsible for providing services to residents and is expected to work professionally, both in providing services and carrying out daily routine activities. The main task of the Kleak Village Office is to serve the community, especially those in the Kleak Village area.

The vision and mission of the Kleak Village Office focus on supporting and developing government programs that have been designed, while providing the best service to the community. As an institution that interacts directly with residents, the Kleak Village also has the responsibility to socialize and encourage active community participation in various programs initiated by the Manado City Government. Based on the results of the researcher's observations, there are several problems that often arise at the Kleak Village Office, especially in terms of public services. One of the main issues is the low quality of employee performance, which is reflected in inefficient, slow, unfriendly services, and unclear service completion times and costs. This shows that the quality of service provided by government officials is still low and has not met the expected public service standards.

In addition, another problem found is the lack of employee independence, which can be seen from the habit of procrastinating and the slow service process provided. High discipline and employee work motivation are very important for the success of an agency, because both guarantee the smooth implementation of work activities, so that employees can achieve goals and carry out work effectively and efficiently. According to Ibrahim & Cahyadi (2024), employees do not use their time effectively, which leads to increased absenteeism and inefficient task execution. These deviations include negligence, using personal devices, and working in the canteen during working hours. The Kleak Village Office, Malalayang District, Manado City, requires employees who are disciplined, enthusiastic, and have a high awareness of their duties and responsibilities in order to carry out their duties effectively. With optimal employee performance, the implementation of tasks in every field at the Kleak Village Office can run well and according to expectations.

Methods

This study uses a qualitative descriptive approach (Sugiyono, 2013; Suwendra, 2018; Nazir, 2013). The location of the research will be carried out at the Kleak Village Office, Malalayang District, Manado City, and this research will be conducted from August to December 2024. The informants in this study are: Kleak Village Head, 2 Kleak Village Employees and 5 Community members. In this study, attention is directed to Employee Performance at the Kleak Village Office, Malalayang District, Manado City. This performance analysis uses Robbins (2006) employee performance theory, considering individuals as one of the main aspects, namely Performance Quality, Performance Quantity, Timeliness, Performance Effectiveness, Performance Independence and Performance Commitment. Data collection techniques in this study are Interviews (In-depth Interview), Observation and Documentation. Data analysis is done through the process of organizing, classifying, and categorizing the data obtained to create meaningful findings (Creswell & Creswell, 2017). Data analysis methods in this study include Data Reduction, Data Presentation, Data Triangulation and Drawing Conclusions.

Results and Discussion

According to Maryoto (2000), performance as a result of work in a certain period compared to previously set standards, targets, or criteria. Mangkunegara & Prabu (2020), describe performance as the quality and quantity of work results produced by an employee in carrying out their responsibilities. According to (Ruky, 2014) there are several factors to measure employee performance, namely: Employee ability, Employee discipline and Services provided. Robbins (2006), employee performance is defined as the results or output of work achieved by a person based on certain standards or criteria. According to Robbins (2006), performance indicators are tools to measure the extent to which employee performance is achieved. The following are some performance indicators, namely Performance Quality, Performance Quantity, Timeliness and Effectiveness of Performance, and Performance Independence, Performance Commitment.

Sinambela (2018), states that performance assessment or self-evaluation is a method and process of assessing the performance of a person, group of people, unit, in an organization or company according to the desired performance standards or targets that have been set in advance. It is a multidimensional construct influenced by various factors, including three main

factors (Mooy, 2022), namely Individual Competence, Organizational Support, Management Support. Performance generally refers to the work results achieved by an individual or group in carrying out the tasks and responsibilities that are part of their role. This term covers various aspects, both in terms of quality and quantity of work completed, and the extent to which these results meet or even exceed previously set goals and standards. To achieve organizational goals more effectively, structured and strategic performance planning plays a very important role.

Through setting specific and measurable goals, determining clear performance standards, and preparing detailed action plans, organizations can significantly improve the work results of individuals and teams as a whole, thereby encouraging the achievement of short-term and long-term goals. In carrying out government duties in the fields of governance and development, the government, especially the Manado City Government, is expected to be able to carry out its duties and obligations in accordance with applicable laws and regulations so that its implementation can run effectively and efficiently based on existing legal bases. In this study, the researcher examines the research results based on the view of Robbins (2006), who stated that performance indicators are tools to assess the extent to which employee performance is achieved. Some of the performance indicators in question include:

Performance Quality

Align with research from Nurmandi (2021), the quality of public services describes the extent to which services provided by the government or public institutions can meet the expectations and needs of the community. This involves various elements, such as speed, reliability, convenience, and the level of satisfaction felt by service users. To improve the quality of public services, it is very important for the government or related institutions to continue to strive to improve these aspects by implementing the principles of efficiency, transparency, and accountability. In addition, improving the quality of services also requires the participation of the community in providing constructive input and feedback. The results of the study in Kleak Village, Malalayang District, through interviews with informants showed that the quality of service was generally considered quite good.

This is supported by the existence of adequate human resources and available supporting facilities, including a permanent village office that is optimally utilized by the local government. However, several informants revealed that the performance of employees in Kleak Village still has several shortcomings that need to be fixed and improved, as conveyed by informants S.M and M.M regarding the letter typing process that still needs to be improved. Overall, the services provided by village employees to the community have been running in accordance with their role as public servants. The findings in the field show that the community, especially those who have received services in the Kleak Village, feel that there are several aspects of service quality that still need to be improved. One of the highlights is the level of employee discipline, which is considered still low and needs improvement.

Employees in the Kleak Village need to improve their discipline in carrying out their duties. In addition, the orientation of service needs to change, not only focusing on meeting the needs of the community as service recipients, but also must be accompanied by a professional attitude that is in line with written regulations. To provide optimal service, employees not only need to

have technical skills in service, but also strong emotional awareness. This is important so that services can be provided wholeheartedly and are able to achieve quality and satisfactory service standards for the community. To realize effective and efficient service quality, employees who are tasked with providing services at the Kleak Village Office need to have skills, expertise, and the ability to work with good discipline. This will support the creation of optimal service. In addition, the implementation of good ethics is needed by the village government as part of the regional work unit to improve bureaucratic professionalism, so that they are able to provide the best service to the community as service users. Administrative arrangements are also an important aspect, because the quality of service must be supported by well-organized administrative management.

Performance Quantity

Focuses on employee productivity, which is measured by the amount of work successfully completed, usually in relation to a predetermined time. This indicator shows the extent to which employees are able to achieve the work targets given. In the context of current regional autonomy, government organizations or agencies, especially sub-districts that are directly related to the community, are expected to have a high commitment to carrying out their main function, namely providing services to the community. The function of public service must be a primary concern for Kleak Sub-district employees, considering that they act as public servants who are required to provide the best service. Therefore, sub-districts need to optimize human resources and maximize existing potential through an approach that focuses on democratization, community empowerment, and public services. As a form of accountability of the Kleak Sub-district Office to the community, good performance must be a priority.

One concrete manifestation of this performance is reflected in the quality of service provided to the community (Puspitawaty, 2020). Based on interviews with informants, especially Sub-district and Kleak Sub-district employees, the aspect of work quantity is considered dynamic and relative depending on the existing situation. Every day, employees carry out tasks assigned by the Village Head, but the amount and duration of work given cannot be ascertained, sometimes they are only in the office for a few hours, while the rest are outside the office. Public services are generally reflected in the performance of the government bureaucracy. However, there are still complaints and demands from the public regarding government services, most of which are caused by the performance of the bureaucracy which has not fully met public expectations. This is often caused by complicated procedures, which cause high costs.

In principle, each member of the organization must be responsible for achieving performance in their respective fields, tasks, and functions. If each employee in a field can show good performance in carrying out the tasks that are their responsibility, then they contribute to achieving organizational performance. Service is part of administration, so it is important to describe this using relevant theories, and one of the main aspects in carrying out government functions is providing services to the public from various backgrounds. One of the key factors that determines the success of employee performance, both individually, as a team, and as an organization, is work productivity. If productivity increases or reaches a high level, then the performance of the individual, team, or organization is considered successful. Conversely, if productivity does not meet the established standards, the performance is considered

unsuccessful.

Through performance assessment, organizations are expected to obtain accurate information regarding employee performance, so that they can take appropriate steps and policies to make necessary improvements and adjustments. In carrying out tasks in Kleak Village, standards for time and work quality have been set. Based on the results of the study, employees are generally able to complete their tasks well. Although there are some employees who are less disciplined with time, they can still complete their work quickly and meet the standards set in terms of performance quantity. Sometimes, there are gaps in performance or difficulties in improving and enhancing performance. In this case, each leader is faced with the challenge of how to improve and enhance the performance of the organization or unit through the employees they lead.

If leaders and their subordinates can work together to display good performance according to their respective duties, then organizational performance will be achieved. Leaders and subordinates are the main keys in determining success in achieving organizational goals. Therefore, to obtain a clear picture and information regarding employee performance at the Kleak Village Office, it is necessary to conduct more in-depth research on the elements related to employee performance achievement, including the aspect of performance quantity. This includes how leaders can motivate their subordinates so that work can be completed well and in accordance with the goals that have been set, as well as punctuality in carrying out tasks.

Punctuality

According to Putri (2023), in the context of organizational performance refers to an individual's ability to complete tasks or work according to a predetermined schedule or time. This aspect is very important in performance assessment because it reflects the employee's discipline and commitment to the responsibilities given. Punctuality plays a crucial role in the smooth operation of an organization, because delays can hinder processes and affect the overall performance of the team. Employees who have a good level of punctuality are expected to be able to provide optimal contributions in achieving organizational goals. The results of the study conducted at the Kleak Village Office showed that overall, employees had succeeded in completing their work and providing services to the community according to the established time standards.

Although employees have worked effectively and efficiently and provided services on time, further improvements are still needed. These improvements can be made by simplifying the process and flow of services, so that the community does not have to face complex and time-consuming procedures when taking care of their needs. Regarding punctuality in completing tasks, there are still complaints from the community about this at the Kleak Village Office. Several informants stated that the services provided often felt complicated. This is because some employees treat individuals based on their appearance or social status. If someone being served looks rich or well-known in the area, the service tends to be given faster and better. On the other hand, for ordinary people or outsiders who are taking care of domicile information, the service becomes slower and less adequate.

This shows that there are still weaknesses in the punctuality provided by employees in public services. A confession from informant J.N revealed the practice of bribery in the process of making documents in Kleak Village. This practice has become an open secret, where to speed up

the service, someone must give something or money to the employee. From this point of view, both the community and the employees are equally responsible, because the action was carried out outside the established procedure. The community also provides an opportunity for this practice to occur, while certain employees dare to take actions that are not in accordance with the procedure, so that other work, even services to the community who came earlier, must be delayed.

Performance Effectiveness

The effectiveness of organizational performance, both in the government and private sectors, is influenced by a combination of various internal and external factors (Muizu, 2019). Successful organizations generally have flexible leaders, a conducive work culture, and a management system that encourages innovation and human resource development. This study underlines the need for the right strategy in managing resources to achieve organizational goals sustainably. The results of this study also provide suggestions for policy makers and organizational leaders to better understand employee needs while creating a work environment that supports productivity and shared welfare.

The results of the study indicate that the effectiveness of employee performance at the Kleak Village Office is still in the less effective category. Although employees are considered capable of completing tasks given by superiors and the community, there are several obstacles such as inaccuracy, low levels of discipline, and indications of bribery practices in the process of managing correspondence. Work effectiveness plays a very important role as one way to complete tasks and responsibilities optimally. By implementing work effectiveness, employees can ensure understanding of the tasks they carry out and adjust their implementation to achieve more efficient and effective work results.

Performance Independence

The ability of an individual to regulate and direct their own work behavior without relying too much on supervision from others. This ability includes initiative, personal responsibility, and the capacity to make decisions that support the achievement of work goals independently. In modern organizations, performance independence is a very important element, especially in dealing with dynamic work environments. This ability allows individuals to work more flexibly, proactively, and adaptively to change, which in turn contributes to increased efficiency and productivity, both at the team and organizational levels. In the modern era, where efficiency and flexibility are the main demands, performance independence plays an important role in helping employees adapt to the dynamics of work and make a real contribution to achieving organizational goals.

Based on the results of interviews with the Head of Kleak, employee independence was considered quite good, although there were still several aspects that needed to be improved, especially related to employee work attitudes in carrying out tasks. This work attitude can be seen from the ability of employees to carry out orders on time according to requests. The results of the study showed that tasks given by the community to employees can generally be completed, but the implementation process still needs to be improved. One finding was that in several situations the community found employees were not there during working hours because they were out for lunch.

Although not all informants have the same experience, this is an important note for employees to maintain consistency in service so as not to create an unprofessional impression. Although each employee has different uniqueness and abilities, it is still necessary to ensure consistent service. In addition, education and age factors have been shown to influence the work independence of employees in Kleak Village. Based on interviews conducted by the author, employees at the Kleak Village Office need evaluation from the village and sub-district leaders regarding their ability to work independently. Although some employees are able to work alone, some still have difficulty, this is caused by various factors, including a lack of understanding in using available facilities, such as computers. Employees who have the ability to work independently are individuals who can complete their tasks and responsibilities without excessive dependence on supervision or direct direction from superiors.

They can make decisions independently, manage time efficiently, and complete work in an effective manner. In addition, these employees also show initiative, have strong self-discipline, and are able to overcome various challenges in work without requiring assistance from other parties. Employees at the Kleak Village Office are expected to be able to work independently in accordance with the main tasks and functions of each field, but still be able to carry out tasks given by the leadership. To support employee independence, it is necessary to improve the quality of employees through formal and informal education, such as training, courses, and other activities that can develop employee abilities in carrying out their duties properly. Thus, it is hoped that quality employees can be created, which in turn are able to realize the goals of the organization in the implementation of government.

Performance Commitment

Refers to the level of sincerity, dedication, and responsibility of an individual towards achieving the tasks and goals set in his/her work. This includes a sense of ownership of the work being carried out, the intention to provide the best results, and ongoing efforts to achieve the standards desired by the organization or superior. High performance commitment is seen from a proactive attitude, discipline, and a desire to continue to develop, as well as making a positive contribution to the progress of the team and organization.

Conversely, low performance commitment can lead to decreased productivity, lack of motivation, and inadequate work results. Based on research and interviews with the community, the commitment of Kleak Village employees shows that they are aware of their responsibility to carry out their duties according to their respective roles. However, there are still some things that need to be improved, such as the quality of employee performance and discipline. In addition, the concern of Kleak Village employees for the community is quite good, although there still needs to be improvement in terms of service to the community.

Conclusion

Employee performance in Kleak Village has reached a fairly good level, but still needs improvement in several key aspects to realize more effective, efficient, and satisfying public services. This study emphasizes the importance of improving discipline, utilizing supporting technology, and improving service procedures in order to create more optimal services that are in accordance with community needs. Therefore, these findings are expected to be a reference

in formulating policies to improve employee performance at the village level. This study aims to analyze employee performance in Kleak Village, Malalayang District, Manado City, using Robbins' theory indicators (2006), namely quality, quantity, timeliness, effectiveness, independence, and performance commitment.

Based on data analysis and research results, it can be concluded that the quality of performance carried out by employees has reached the basic standards of public service, but there are still a number of shortcomings, such as lack of accuracy in managing published documents and inconsistency in service to the community with diverse social backgrounds. The quantity of performance is already quite good. Punctuality still faces several obstacles, namely there are still incidents where employees come to the office late, go home early, or are not there during service hours, especially during breaks. Overall performance effectiveness still needs improvement and cannot be said to be effective. Employee performance independence still needs to be improved. Employee performance commitment is at a fairly good level, although there are several areas that need to be improved.

Suggestions

Based on the results of the study that have been explained, the researcher provides suggestions to support sustainability and improvement in both theoretical and practical aspects. It is important to implement training and capacity development programs periodically. Utilize information technology or digital applications in the administration and service process. Strengthen work discipline by conducting strict supervision of schedule compliance, including attendance, rest, and task completion times. Socialization is carried out to the community regarding the services and performance provided by the village government. Leaders need to create a work environment that supports freedom in decision making. Regular performance evaluations need to be carried out to strengthen employee commitment.

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