
Evaluation Analysis of Employee Performance to Enhance Work Quality: A Case Study at the Secretariat of the General Election Commission in Gunungsitoli City

Yasaro Dotonafo Laoli¹, Eliyunus Waruwu², Yupiter Mendrofa³, Forman Halawa⁴

Abstract:

Quality human resources (HR) play a crucial role in advancing organizations, especially amidst competitive environments striving for superior performance. Regular performance evaluation by management assesses employees' adherence to responsibilities, legal compliance, and ethical conduct. The evaluation aims to enhance work quality, foster a safe environment, boost motivation and satisfaction, improve efficiency, productivity, and overall performance. This qualitative descriptive study investigates employee performance evaluation at the Gunungsitoli City KPU Secretariat, focusing on improving discipline, responsibility, and HR quality. Findings indicate effective evaluation processes influenced by factors such as ability, motivation, and attitude.

Keywords: Performance Evaluation, Work Quality, Gunungsitoli City KPU

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1. Introduction

Human resources (HR) are indispensable assets for organizations, playing a pivotal role in achieving superior performance and organizational goals in both institutional and corporate settings (Aima, Adam, & Ali, 2017). The effectiveness and efficiency of these human resources directly influence an organization's ability to compete, innovate, and thrive in dynamic market environments. Performance evaluation serves as a systematic process utilized by companies to periodically assess and review employee performance (Beloor, Nanjundeswaraswamy, & Swamy, 2017). It is designed to determine whether employees' work outcomes align with their responsibilities, duties, and the standards set by the organization.

The primary objective of performance evaluation is to gauge the level of success employees achieve as implementers of organizational activities (Leitão, Pereira, & Gonçalves, 2019). Beyond providing feedback on achievements, it serves as a

¹ Management, Faculty of Economy, Universitas Nias, Indonesia, laoliyasaro95@gmail.com

² Management, Faculty of Economy, Universitas Nias, Indonesia, eliyunuswaruwu@unias.ac.id

³ Management, Faculty of Economy, Universitas Nias, Indonesia, yupiter.mend81@gmail.com

⁴ Management, Faculty of Economy, Universitas Nias, Indonesia, halawaforman07@gmail.com

mechanism to identify areas requiring improvement, thereby fostering continuous development within the organization (Rubel & Kee, 2014). Effective performance management, as emphasized by Tarigan et al. (2021) and Nielsen et al. (2017), aligns organizational goals with individual and team objectives, enhances overall performance, motivates employees, and cultivates loyalty.

Despite its advantages, maintaining optimal employee performance remains challenging in today's rapidly evolving work environments. Observations at the Gunungsitoli City KPU Secretariat from 2019 to 2023 have revealed a significant gap between expected and actual performance levels, directly affecting the quality of services delivered to the community. This disparity highlights the pressing need for research aimed at improving employee performance evaluation practices specifically within the Gunungsitoli City KPU Secretariat.

This study, titled "Analysis of Employee Performance Evaluation in Improving Work Quality at the Gunungsitoli City KPU Secretariat," seeks to explore factors influencing performance and assess current evaluation practices. The research aims to propose strategies for enhancing employee performance and service quality at the Gunungsitoli City KPU Secretariat. By refining performance evaluation methods, the study anticipates that employees will better meet organizational standards and expectations (Pakpahan et al., 2020).

The significance of this research lies in its potential to address organizational challenges and promote continuous improvement in public service delivery. By scrutinizing and enhancing performance evaluation practices, the study aims to optimize organizational efficiency and effectiveness in response to complex and evolving demands. Ultimately, the goal is to elevate public satisfaction with the services provided by the Gunungsitoli City KPU Secretariat.

Therefore, this research holds promise in significantly contributing to enhancing organizational effectiveness and public service delivery. It aims to identify solutions that enhance employee performance quality at the Gunungsitoli City KPU Secretariat, thereby supporting the organization in achieving its goals amidst challenging operational environments.

2. Theoretical Background

Evaluation

Evaluation is a multifaceted process essential for organizational decision-making and strategy formulation. It involves the systematic collection, analysis, and interpretation of data and information to assess the quality, effectiveness, and efficiency of events, programs, or activities within an organization (Pakpahan et al., 2020). This process helps organizations understand the impact of their initiatives, make informed decisions about resource allocation, and identify areas for improvement.

Performance

Performance is the measurable outcomes achieved by individuals, teams, or organizations over a specific period. It reflects the effectiveness and efficiency with which goals and objectives are met, thereby influencing overall productivity and competitiveness (Liao et al., 2009). Effective performance management ensures that organizational efforts are aligned with strategic objectives and contributes to sustained growth and success.

Evaluation of Performance

Evaluation of performance is a structured and systematic process aimed at assessing the extent to which employees or teams meet predefined goals, standards, and expectations. It serves several critical functions in organizational management and development:

a. **Identification of Strengths and Areas for Improvement:** Performance evaluation identifies individual and collective strengths that contribute to organizational success. It also pinpoints areas where performance may be lacking, providing insights into skill gaps or resource deficiencies that require attention (Rubel & Kee, 2014).

b. **Facilitation of Constructive Dialogue:** Performance evaluation fosters open communication and constructive dialogue between supervisors and employees. Through feedback sessions and performance discussions, it enables employees to receive recognition for their achievements and guidance on areas for development (Audenaert et al., 2021).

c. **Integration into Organizational Planning:** Effective performance evaluation is integrated into organizational planning and management practices. It is not a standalone activity but a continuous process embedded in the organizational culture. By aligning performance goals with strategic priorities, organizations can ensure that performance management contributes to overall business objectives (Pakpahan et al., 2020).

Moreover, according to Audenaert et al. (2021), a well-designed performance evaluation system goes beyond assessing past performance. It creates a conducive work environment that promotes employee engagement, motivation, and satisfaction. This enhances organizational resilience, fosters innovation, and drives sustainable growth.

In summary, performance evaluation is indispensable for organizations seeking to optimize human capital and achieve operational excellence. By leveraging performance data and insights, organizations can enhance workforce productivity, adapt to market dynamics, and maintain a competitive edge in a rapidly evolving business landscape.

3. Methodology

This study adopts a descriptive qualitative approach, following Sugiyono's (2017) definition where descriptive research aims to explore and describe variables without

making comparisons or establishing relationships with other variables. The focus of this research is on understanding the application of Employee Performance Evaluation to enhance discipline, responsibility, quality, and the availability of human resources at the Gunungsitoli City KPU Secretariat. The data collected will be analyzed qualitatively to describe and elucidate the characteristics and nuances of these variables.

The main variable under study is "Employee Performance Evaluation in Improving Discipline, Responsibility, Quality, and Availability of Human Resources at the Gunungsitoli City KPU Secretariat."

Data collection techniques employed in this study encompass three primary methods. First, observation is conducted in three forms as classified by Faisal (in Sugiyono, 2017): direct observation, unstructured observation, and participant observation. These methods are chosen to comprehensively observe and understand the issues at hand, ensuring that all aspects are thoroughly examined. Prior permission is obtained from the data sources for overt or covert observations, while participant observation involves researchers immersing themselves in the field to gain firsthand insights. Unstructured observation supplements these approaches by gathering additional supportive data from the sources.

Secondly, interviews are utilized based on Esterberg's description (Sugiyono, 2019) where interviews serve as structured interactions between researchers and participants to gather detailed information and perspectives. Susan Stainback (in Sugiyono, 2019) emphasizes that interviews facilitate deeper understanding of participant experiences and viewpoints, crucial for interpreting the situations and phenomena under study. This method is instrumental in acquiring nuanced data necessary for analysis.

Thirdly, documentation serves as a valuable source of historical records and artifacts related to the variables being studied. Documentation includes notes, transcripts, photographs, and other written or visual materials that provide insights into past events or ongoing processes. This method ensures comprehensive data collection from various archival sources, contributing to a holistic understanding of the research subject (Hardani et al., 2020).

For data analysis, Sugiyono (2019) suggests that qualitative studies involve continuous analysis during data collection and refinement after completing the data collection phase. Interviews are analyzed promptly to ensure that subsequent questions are informed by initial findings, enhancing the credibility and depth of the data gathered. This iterative process ensures that the analysis is rigorous and aligns with the research objectives, ultimately leading to robust conclusions.

4. Empirical Findings/Result and Discussion

Discussion regarding Employee Performance Evaluation Analysis in Improving the Quality of Work at the Gunungsitoli City KPU Secretariat. In this chapter the author

tries to analyze the data obtained from interviews and observations. Consists of research results and discussion of research results. Researchers succeeded in obtaining information from several informants and the author carried out observations and interviews in the office Gunungsitoli City KPU secretariat , in this observation the author obtained data in the form of comments and interview results starting in April 20-23 . The data obtained will be explained with a performance evaluation in increase Quality Work.

1) Employee Performance at the Gunungsitoli City KPU Office

According to Yusniar Lubis (2019), performance is the result of a process that refers to measurements over a certain period of time based on previously established standards and agreements. The success or failure of employee performance that has been achieved in an organization will also be influenced by the level of performance of employees individually and as a group. In an employee's performance, especially in a government office Gunungsitoli City KPU secretariat , Employee performance must be implemented in accordance with SOP (standard operating procedures) which aims to ensure that each employee carries out activities correctly, quickly, effectively, efficiently and avoids errors. Although the main function of SOPs is as a guidance tool, they can also be used as measuring tools, monitoring tools and as training tools.

SOPs can serve as work guidelines, as a legal basis, as information on work obstacles and as a benchmark for discipline. Apart from that, motivating employees is also necessary so that employees get encouragement or work enthusiasm. Talking about employee performance must always be prioritized and always improved every day. Employee performance is very necessary because one of the keys to the success of a government or private agency is good employee performance. If there is a government agency that has poor employee performance, the image of that agency will become less good too. The performance possessed by an employee can be obtained through effort and hard work and can go through a long process. Therefore, every government and private employee is required to have good performance in carrying out their duties. To determine employee performance at the Gunungsitoli City KPU , researchers used the five aspects of performance assessment proposed by Robbins (2018) .

- a) Quality (Quality), Quality of work is related to the good and bad results of an employee's work in carrying out their duties. From the results of interviews with the Chairman of the city KPU Gunungsitoli say that employee performance is good. All employees have given their best in their work and complied with the rules so that no mistakes occur in carrying out their work.
- b) Quantity (Amount), based on results Research interviews conducted related to employee quantity were also good in terms of carrying out tasks and results. The number of tasks that have been given and carried out and completed well.
- c) Punctuality, the Gunungsitoli City KPU always carries out its work on time. This was brought up during an interview with the secretary of the Gunungsitli KPU . He said every employee In carrying out their duties they are still not good because there are several employees who are still negligent and take them for granted in carrying out the tasks they have been given. This can disrupt one's duties other employees.
- d) Effectiveness, based on the results of research conducted regarding the use of

time and infrastructure in carrying out tasks, is good. And the use of information capital technology has also been used to the maximum extent possible by Manpower Department employees.

- e) Independence, based on the results of research conducted related to independence, there are still employees who are not independent and are still not responsible for their duties because these employees still ignore things that the employee cannot do and choose to ask other employees.

2) Analysis Factor Supporter And Inhibitor Employee Performance Evaluation Process in improving the quality of work for employees at the Gunungsitoli City KPU Secretariat

When carrying out a performance evaluation, it does not always go as expected, things can also happen that are not in accordance with what was previously planned. For example, when a boss wants to evaluate his employee's poor performance maximum in order to be better in the future, but in reality the performance evaluation carried out by the superiors for their employees does not go according to plan, this must have a cause or factor in the performance evaluation plan carried out by the superiors not working , According to the Chairperson of the Gunungsitoli City KPU, he explained that performance evaluation greatly influences the factors that influence performance his employees, like factor ability employees themselves, employee attitudes and mental factors, motivation factors from superiors or other fellow employees and several other factors. Based on the information above, the author relates it to the opinion of Khaerul Anwar (2018: 189) explaining that there are 3 factors that influence employee performance as follows

a. Factor ability

This ability factor is the most important thing in influencing employee performance. When employees work according to their skills, there is a small possibility that errors will occur in their work. After employees are given tasks and their responsibilities will continue to be monitored so that they are visible is He capable in carry duties and responsibilities assigned to him or vice versa. For example, an administrative employee has been given duties and responsibilities, he is able to operate a computer well but on the other hand he is not able to work carefully and diligently even though he part this administration need full accuracy, then this also has an influence on performance, meaning the employee is not able to be placed in administration. This ability factor greatly influences the evaluation of employee performance, if the employee is evaluated by leader However on Basically, he does not have the ability or is able to carry out the tasks given to him. When employees are given assignments according to their abilities, this will be a supporting factor when there is a performance evaluation and will be the result of the performance evaluation being carried out walk according to that expected or vice versa, when employees are given tasks that do not match their abilities, this will become an inhibiting factor in performance evaluation and will make the planned performance evaluation inappropriate.

b. Motivational factors

Motivational factors also play an important role in influencing the quality of

employee performance, The chairman of the Gunungsitoli City KPU said that leaders must provide motivation to their employees, either in the form of good words and examples or in the form of awards or bonuses to their employees. who have worked optimally and made a good contribution to the company. According to him when they make a mistake And given penalty so must Also bonuses are given when employees do satisfactory work.

Having bonuses or awards provides motivation that makes employees work more diligently and enthusiastically, on the other hand, without this motivation, employees will feel that their work is not appreciated when they have worked optimally. Therefore, motivation also influences the supporting and inhibiting factors in an employee performance evaluation. When there is motivation employee will with automatically makes the quality of work better and tries as hard as possible to provide the best service, but on the contrary if the motivation is not there a company will make employees work less enthusiastically and the work will be bad which will cause the evaluation to not work well Good

c. Factor Mental Attitude

According to the Chairman General KPU Gunungsitoli City Together with the mental attitude of an employee will influence the quality of their performance in their work. When they are not mentally prepared to face the work they are responsible for, what will happen is they will do bad work and even make mistakes that can have fatal consequences. According to him, this also has an influence on performance evaluation, he said how he wants to evaluate his performance and his mental state just No Ready. In A work requires being mentally strong and ready, when we are mentally ready then the work will be carried out well. Therefore, the author concludes that when you are mentally ready and strong, a performance evaluation is planned will go well, but if you are not mentally prepared then the performance evaluation will not go well anyway

5. Conclusions

Based on research conducted by the author at the Gunungsitoli City KPU Office regarding employee performance evaluation in improving the quality of work, the author concludes that the Performance Evaluation carried out by the Gunungsitol City KPU Office has been running well and effectively, because the evaluation was carried out using a clear and systematic method, This performance evaluation is very good because with Keep going evaluate every If there is a mistake in a job, the level of work will advance , then the performance evaluation is carried out not only once a year but is carried out once every three months or even once a month. This performance evaluation is very good to do because with Keep going evaluate every If you make a mistake in a job, the level of work will progress further . There are several factors that support and inhibit the employee performance evaluation process, including ability factors, motivation factors and factor attitude mentally. Third When employee abilities do not match their work, when motivation does not exist in a company, one of which is in the form of bonuses or awards and when employees are not mentally ready to carry out the work they are responsible for then this becomes a factor in their

performance and has an impact on the performance evaluation process carried out.

Based on research conducted by the author at the Gunungsitoli City KPU Office regarding employee performance evaluation in improving the quality of work, the author has suggestions that are expected to improve the quality of performance in improving the quality of service, including, Evaluation of employee performance must continue to be carried out, this is the beginning of the development and progress of the company for the better. When carrying out performance evaluations it would be good No too often replace employees however more Good copy training to employees who do not understand their duties.

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