



EMPLOYEE PERFORMANCE IN THE PERSONNEL AND HUMAN RESOURCE DEVELOPMENT AGENCY EAST BOLAANG MONGONDOW REGENCY

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Abstract (English)

This research is a descriptive study with a qualitative approach. This approach was chosen because this study aims to describe and analyze employee performance in depth, as well as understand the factors that influence it. A qualitative approach is used to dig up more detailed information about the roles and conditions in the Personnel and Human Resources Development Agency that affect employee performance. Employee performance in the Field of Apparatus Competency Development, Apparatus Performance Assessment, and Awards of the BKPSDM of East Bolaang Mongondow Regency is generally still in the sufficient category. These results indicate that the implementation of tasks has followed procedures and rules, but has not reached the optimal level, because. Quality and quantity, employees have worked according to the provisions and demonstrated good accuracy, but the work results have not been optimal due to limited technical competence, minimal training, and incompatibility of educational background with the field of duty. Punctuality, employees are quite disciplined in completing work, but delays still occur due to ineffective inter-sectoral coordination, dependence on data from other agencies, and budget limitations.

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INTRODUCTION

Based on data from the 2024 Performance Target Achievement Measurement Form, it is known that the performance of BKPSDM employees is still in the "sufficient" category, with varying levels of achievement for each performance indicator. Of the total target of 71.55%, only 32.62% was realized, so that the achievement of performance indicator 1 only reached 45.58%. Meanwhile, in performance indicator 2, of the target of 759.65%, the realization achieved only 445.05%, or approximately 58.60% of the set target. Overall, the average performance achievement of BKPSDM employees is only 52.09% of the total organizational targets. This figure illustrates a significant gap between the planned targets and the results achieved in the field.

This phenomenon demonstrates the gap between ideal norms and empirical reality on the ground. This means that while the civil servant performance appraisal system is well-regulated, in practice, obstacles remain in the implementation of managerial functions such as coordination, supervision, and employee development. Furthermore, the weak effectiveness of the administrative system and limited human resources also impact the achievement of organizational results. Therefore, this qualitative research is crucial to better understand how BKPSDM employees carry out their duties and the factors that influence their performance.

A study by Wijaya, Maldun, and Sore (2022) aimed to determine the effect of education, training, and placement on employee performance at the Majene Regency Human Resources Development Agency (BKPSDM). This study used a quantitative approach with multiple linear





regression analysis techniques. The population in this study was all 41 employees of the Majene Regency Human Resources Development Agency (BKPSDM). The results showed that education and training had a positive and partially significant effect on employee performance, while placement did not have a significant effect. Simultaneously, all three variables significantly influenced employee performance, with education as the dominant variable. In conclusion, education and training are important factors in improving employee performance, while the placement system still needs to be reviewed to be more targeted.

Kusumadewi (2023) conducted a study to analyze the influence of leadership style, work environment, and work discipline on employee performance at the Madiun City Human Resources Development Agency (BKPSDM). This study used a quantitative approach with questionnaire distribution and multiple linear regression analysis. The results showed that the three variables simultaneously and partially had a positive and significant influence on employee performance. The work environment variable provided the most dominant contribution in influencing performance, followed by discipline and leadership style. The conclusion of this study is that to improve employee performance at the Madiun City Human Resources Development Agency (BKPSDM), it is necessary to strengthen aspects of a conducive work environment, consistent work discipline development, and a participatory leadership style.

RESEARCH METHODOLOGY

This research is descriptive with a qualitative approach. This approach was chosen because it aims to describe and analyze employee performance in depth and understand the factors that influence it. The qualitative approach was used to gather more detailed information regarding the roles and conditions within the Personnel and Human Resource Development Agency that influence employee performance.

This research was conducted at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency. The location was chosen based on the agency's role as the institution responsible for managing the human resources of the regional apparatus. The agency plays a crucial role in managing employee performance through various policies and programs.

RESEARCH DISCUSSION

Employee Performance

In analyzing employee performance at the Human Resources Development and Personnel Agency (BKPSDM), this discussion focuses on three main indicators that reflect the level of performance achievement: the quality and quantity of work output, the timeliness of task execution, and the effectiveness of work execution. These three aspects are important measures in assessing the extent to which employees are able to optimally carry out their duties and responsibilities in accordance with the performance standards established by the agency.

The quality and quantity aspects describe how employee performance is assessed not only by the quantity of output produced, but also by its quality, accuracy, and compliance with applicable regulations. Meanwhile, punctuality demonstrates employee discipline and ability to complete work according to a predetermined schedule, demonstrating professionalism. Effectiveness measures the extent to which work execution achieves organizational goals and objectives through efficient and targeted use of resources.

Tumbel (2021) states that bureaucratic communication is a means of building synergy between organizational structures. Poltak Sinambela (2016) states that good cooperation



strengthens the effectiveness of public organizations. Mangkunegara (2017) believes that team collaboration accelerates work completion and improves work morale.

Yunita (2020) found that effective coordination improves task efficiency. Harahap (2021) emphasized that intense communication between employees contributes to alignment of work goals. Mulyadi (2022) demonstrated that solid teamwork is a key factor in achieving public organizations' targets.

The culture of cooperation within BKPSDM demonstrates that the organization has a sound coordinative foundation. Consistent with Tumbel and Sinambela's perspective, synergy between subunits is a crucial asset for achieving collective performance.

PEmployees demonstrate a professional attitude in carrying out their duties.

The professional attitude of ASN is regulated in the ASN Code of Ethics and Law No. 5 of 2014 concerning ASN, which requires employees to work honestly, objectively and responsibly.

Tumbel (2021) assesses the professionalism of civil servants as a reflection of bureaucratic morality that serves the public with integrity. Poltak Sinambela (2016) states that professionalism encompasses technical skills, ethics, and commitment to duty. Sedarmayanti (2018) emphasizes this.

Professionalism must be demonstrated in behavior and work results, not just job status.

Sari (2021) demonstrated that civil servant professionalism positively influences public trust. Tobing (2022) found a relationship between professionalism and performance efficiency. Amin (2020) emphasized that professionalism shapes a positive image of public organizations.

The professionalism of BKPSDM employees demonstrates a strong ethical awareness. Consistent with Tumbel's view, professionalism is not just about technical competence but also about moral responsibility for public service.

The realization of work targets has not been optimal due to budget, training and coordination constraints.

Prasetyo (2020) found that budget constraints impact the achievement of performance targets in regional institutions. Fitriani (2021)

Studies have shown that intensive training can mitigate the impact of resource constraints. Suwarno (2022) emphasized that cross-sector coordination can increase the efficiency of performance realization.

According to Goinpeace H. Tumbel (2021), bureaucratic effectiveness is reflected in the ability of officials to complete tasks on time under normal operational circumstances, as punctuality reflects administrative discipline. Poltak Sinambela (2016) adds that punctuality demonstrates organizational efficiency, as time is a key resource in public management. Sedarmayanti (2018) emphasizes that effectiveness is achieved when there is alignment between planning and work execution.

Lestari (2021) found that punctuality in task completion is a key indicator of employee performance assessment in local government institutions. Fitriani (2020) stated that a measurable workload is directly proportional to the effectiveness of ASN work. Manoppo (2022) emphasized that stable working conditions facilitate employees in maintaining timely task completion.

BKPSDM employees' performance under normal workloads is effective. However, this effectiveness is situational, meaning punctuality is only guaranteed if the workload does not increase significantly.



The work realization has not fully achieved the set target.

Employee performance has not yet achieved all performance targets. Based on Government Regulation No. 30 of 2019, Article 10, the realization of ASN performance is measured by the achievement of employee work targets (SKP) against annual targets.

According to Tumbel (2021), the gap between targets and actual performance indicates weak managerial control and internal bureaucratic coordination. Poltak Sinambela (2016) stated that low target achievement is often caused by unrealistic planning or limited resource support. Dwiyanto (2015) emphasized the need for regular monitoring to ensure each work target is achieved as planned.

Sitorus (2022) shows that unmet performance targets are often caused by a lack of technical training and regular evaluation. Rahmadani (2021) added that the effectiveness of achieving targets is highly dependent on the organization's internal control system.

These findings illustrate the existence of coordination barriers and fluctuating workloads. Based on Government Regulation No. 6 of 2022, the effectiveness of civil servant performance must be supported by clear coordination mechanisms between employees and between units.

According to Tumbel (2021), one of the weaknesses of regional bureaucracy is the lengthy hierarchical coordination process, which leads to delays in decision-making. Poltak Sinambela (2016) assessed that the effectiveness of apparatus work can be disrupted if vertical communication is not smooth. Dwiyanto (2015) emphasizes that overly hierarchical bureaucracies are vulnerable to coordination barriers.

Prasetyo (2020) found that increased workloads without proper time management led to delays in task completion. Yuliani (2021) stated that the effectiveness of public organizations decreases when vertical coordination is inefficient.

Delays due to coordination and workload at the BKPSDM indicate structural constraints. Consistent with Tumbel's view, work effectiveness can only be improved by accelerating the coordination process and expanding the delegation of authority.

Employee work effectiveness is still influenced by time management and coordination flow.

Regulation PP No. 30 of 2019 Article 4 emphasizes the importance of planning and managing ASN work hours to achieve optimal results.

Poltak Sinambela (2016) states that ASN must have the ability to manage time according to established work priorities. Sedarmayanti (2018) emphasized that weaknesses in time management are often the root of low performance effectiveness. Lestari (2020) proved that time discipline is directly proportional to the achievement of public organization targets. Hidayat (2022) found that good coordination can compensate for individual time management deficiencies. Work effectiveness at BKPSDM still depends on the ability of employees and leaders to manage time and coordination. This is in line with Tumbel's theory that bureaucratic effectiveness is not only about results, but also efficient time management and work mechanisms. The length of time to complete work depends on the type of activity and the level of administrative complexity. PP No. 30 of 2019 stipulates that performance is assessed based on work results by considering the nature and complexity of the task. Poltak Sinambela (2016) stated that organizational efficiency is achieved when work completion takes into account the level of administrative difficulty. Dwiyanto (2015) added that each public job has a different level of bureaucratization, so time standards must be adjusted.



Rahmawati (2020) found that the level of complexity affects the speed of employee completion of work in government institutions. Sari (2021) emphasized the need for flexible working time indicators for cross-sectoral tasks.

BKPSDM employees demonstrated awareness of administrative complexity as a factor affecting work time. This aligns with Tumbel's view that bureaucratic effectiveness must be realistic regarding the workload and complexity. Training activities take longer (2–3 months) due to cross-department verification and coordination processes. Based on PP No. 6 of 2022 Article 10, ASN competency development activities must go through an inter-agency coordination and validation process. Poltak Sinambela (2016) assessed that the long duration of training reflects the complexity of the bureaucratic system, not merely inefficiency. Sedarmayanti (2018) added the need for administrative digitization to speed up cross-department verification processes.

Hidayat (2021) found that the long verification process is often the main obstacle in managing ASN training. Son (2022) shows that integrated cross-sectional coordination accelerates the implementation of training programs.

The length of training activities at the BKPSDM is still within reasonable limits by public administration standards. However, procedural innovations such as digitalization can increase efficiency without compromising accountability.

PP No. 30 of 2019 Article 5 emphasizes that ASN work results are measured by the speed and quality of task implementation.

Tumbel (2021) states that work effectiveness is achieved when simple tasks can be completed quickly and accurately. Sinambela (2016) assessed that rapid completion of routine tasks reflects bureaucratic efficiency. Mangkunegara (2017) added that optimal performance is characterized by a balance between accuracy and speed.

Yunita (2020) found that accelerating administrative processes increased internal satisfaction between work units. Sitorus (2021) stated that jobs with simple workflows should have shorter timeframes to be efficient.

BKPSDM employees have demonstrated efficiency in simple administrative tasks. This aligns with Tumbel's principle of effectiveness: an effective bureaucracy is one that doesn't slow down simple tasks.

In a collaborative civil servant work system, individual results often depend on the responses of other units. Government Regulation No. 6 of 2022 emphasizes the importance of cross-unit collaboration to achieve organizational goals.

Sinambela (2016) stated that slow inter-unit coordination hinders individual performance achievement. Dwiyanto (2015) emphasized the importance of organizational synergy to avoid systemic delays.

Harahap (2022) found that work delays were often caused by weak communication between units. Kurniawan (2021) added that a culture of collective discipline accelerates target realization. BKPSDM employee performance is still influenced by the discipline and responsiveness of other units, indicating a systemic interdependence between departments. This aligns with Tumbel's statement that bureaucratic effectiveness is systemic, not merely individual. Government Regulation No. 6 of 2022 and Government Regulation No. 30 of 2019 both emphasize that ASN performance is influenced by supporting organizational factors, including regulations, budgets, and coordination.

Tumbel (2021) states that public bureaucracy in the regions is often hampered by rigid regulations and limited resources. Sinambela (2016) assessed that budget constraints hamper the



optimization of work program implementation. Dwiyanto (2015) added that coordination dynamics are a classic challenge in a hierarchical bureaucratic system.

Suwarno (2020) found that regulatory flexibility is essential to expedite administrative processes. Fitriani (2021) demonstrated that budget constraints can be overcome through adaptive work priority management.

Regulatory and financial constraints at the BKPSDM represent classic challenges to regional bureaucracy, as Tumbel noted. Effectiveness can be improved through adaptive coordination and simplification of technical regulations.

These findings highlight the challenges of coordination between regional government agencies. According to Government Regulation No. 6 of 2022, government agency performance is the result of collaboration between units and agencies.

Tumbel (2021) explains that in a public administration system, the performance of one unit is greatly influenced by information input from other units; this is a form of horizontal interconnectedness in modern bureaucracy. Sinambela (2016) emphasized that data delays are an indicator of weak integration between public organizations. Dwiyanto (2015) assessed that information efficiency is a primary requirement for bureaucratic effectiveness.

Rahmadani (2022) found that delays in data input between SKPDs had a direct impact on delays in regional performance reports. Sitorus (2021) called digitalization of inter-unit reporting a solution to speed up the input process.

Delays in data input from other regional government agencies pose a significant external obstacle for the BKPSDM. In line with Tumbel, bureaucratic effectiveness requires a responsive and integrated horizontal coordination system.

CONCLUSION AND SUGGESTIONS

The performance of employees in the Field of Civil Servant Competency Development, Civil Servant Performance Assessment, and Awards of BKPSDM East Bolaang Mongondow Regency is generally still in the sufficient category. This result indicates that the implementation of tasks has followed procedures and rules, but has not reached the optimal level, because. Quality and quantity, employees have worked according to the provisions and demonstrated good accuracy, but the work results have not been optimal due to limited technical competence, minimal training, and incompatibility of educational background with the field of duty. Punctuality, employees are quite disciplined in completing work, but delays still occur due to ineffective coordination between fields, dependence on data from other agencies, and budget limitations.

1. Effectiveness The implementation of tasks has been directed according to the leadership's direction, but work effectiveness has not been optimal due to a lack of continuous supervision, limited facilities, and minimal competency development programs.

There are two main factors that influence employee performance, namely:

1. *Internal Factors*

- **Competencies, skills and work experience** employee.
- **Work motivation**, which is influenced by awards, appreciation for achievements, opportunities for competency development, and a conducive work environment.
- **Discipline**, which is quite good and supports service effectiveness.

2. *External Factors*

- **Budget availability**, facilities and infrastructure.



- **Coordination between work units** which affects the smooth implementation of tasks.
- **Policies and structural supports** such as regulations and adequate work facilities.
- Budget constraints are a major obstacle to providing internal training, impacting employee competency development. However, the Human Resources Development Agency (BKPSDM) continues to encourage independent development through seminars, workshops, and external training.

1.1 Suggestion

1. **Employee Competency Improvement**
Employees need to be given the opportunity to participate in training, workshops, or technical guidance according to their field of work so that their technical skills and professionalism can improve.
2. **Strengthening Coordination and Communication**
More effective coordination between sectors and agencies is needed so that work can be completed more quickly, on time, and without interdependence.
3. **Improvement of Reward and Motivation System**
BKPSDM needs to develop a performance-based reward system, both in the form of material and non-material rewards, to foster employee enthusiasm and work loyalty.
4. **Provision of Adequate Budget and Infrastructure**
Budget support, work facilities, and supporting technology need to be improved so that the implementation of programs and activities can run more efficiently and effectively.
5. **Strengthening the Supervisory Function and Leadership Development**
Regular supervision and ongoing coaching from management is important to ensure that task implementation is more focused, work discipline is maintained, and work results are improved.
6. **Arranging the Suitability of Educational Background with Assignments**
It is necessary to make adjustments between employee educational qualifications and their field of work so that the implementation of tasks is more appropriate and the results are more optimal.

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