



EMPLOYEE PERFORMANCE ANALYSIS IN THE SERVICE EDUCATION AND CULTURE OF EAST BOLAANG MONGONDOW REGENCY

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Abstract (English)

Employee performance that has been carried out in the past with satisfactory assessments is certainly able to be placed by the organization to have a good assessment for its employees, but it is necessary to instill awareness that what is obtained through satisfactory performance still needs to be improved. The assessment obtained becomes a reference and benchmark for success in the future, therefore performance becomes a necessity to encourage employees to master the tasks and functions assigned so that performance is increasingly better in presenting a figure who always protects, fosters, guides and directs to good things. ASN as an asset in achieving regional development must continue to be developed and improved which cannot be postponed because the era of competition continues to move forward. with the aim of describing and studying how well the performance of employees at the East Bolaang Mongondow Regency Education and Culture Office is seen from the aspects of effectiveness and efficiency, authority and responsibility, discipline and initiative aspects. According to Sugiono (2020) qualitative research is called a "naturalistic research method because the research is conducted in natural conditions". The selection of Qualitative Methodology was chosen by researchers to reveal and understand in depth things that are not yet known or are only slightly known, and also researchers want to be directly involved in collecting data for research. Employee performance reviewed from the aspects of effectiveness and efficiency in carrying out work can be concluded that employees work optimally in accordance with the applicable SOP in the Department of Education and Culture Where employees do their work optimally in accordance with the job description which is the responsibility of each employee, in terms of costs arising from the work of employees working optimally so that there is an effect of efficiency in budgeting expenditures arising from the work Where also the Department of Education and Culture is carrying out budget efficiency due to limited DPA funds from the Department of Education and Culture in supporting planned programs / activities. From the aspect of job suitability, competence and employee placement are considered appropriate even though there are still employees who do not have a Bachelor's degree.

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INTRODUCTION

In the era of globalization, where a proper and orderly administrative management system is essential to drive service improvements, continuous improvements are necessary to ensure service satisfaction, particularly in the administrative process. This is also highly desirable in the administrative system of the Unitary State of the Republic of Indonesia. Government employees are expected to provide the best possible service through administration, thus requiring well-organized organizational management to achieve these goals.

The law as the basis for the Government of the Unitary State of the Republic of Indonesia to regulate the state order is expected to be able to present a good service system and human resources



through the State Civil Apparatus who have integrity, neutral professionalism and are free from political intervention, collusion and nepotism and have a personality that is clean from corruption to continue to provide public services to the community.

The Republic of Indonesia Law regulates the existence of Government Employees as stated in Law Number 5 of 2014 concerning State Civil Apparatus. Article 1 Paragraph (1) states that State Civil Apparatus, abbreviated as ASN, is "a profession for Civil Servants and Government employees with work agreements who work in Government Agencies", and in Law Number 5 of 2014 Article 1 paragraph (5) states that State Civil Apparatus management is "management to produce professional State Civil Apparatus employees, who have basic values, professional ethics, are free from political intervention, and are clean from corruption, collusion and nepotism". This basis will later be used to achieve the goals of organizations that will work together.

Nowadays, there are many demands of globalization where technology has taken an important role in the world of work so that some human tasks have been done by currently developing technology. However, in the field of government, workers such as humans are still very much needed, civil servants are very influential on the progress and success of government work. In the Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Civil Servant Discipline, it explains the obligations of employees in realizing employees who are ready to work, disciplined and obey the rules. so that the important role of Civil Servants is able to carry out their role in government organizations by working optimally so that organizational goals can be achieved.

Civil servants are a crucial element in government management, fulfilling their duties and functions as stipulated in governance, development, and public service. However, with bureaucratic reform, civil servants must continually improve to fulfill their duties and functions in line with public needs by enhancing their competencies.

The implementation of government duties and functions is closely related to the ability of employees to manage the administration carried out. Therefore, government employees must have the necessary resources because they are directly involved in all government activities. Therefore, cooperation between employees is essential in every existing work unit and the development of existing resources to be handled seriously as assets owned by an organization.

The government system implemented in this era of government reform has given rise to a paradigm of centralized government administration towards decentralization in the form of granting regional autonomy, so that the management of the State Civil Apparatus in the government is directed to ensure the implementation and full support for the success of Development in the region. The State Civil Apparatus (ASN) is required to work professionally, responsibly, honestly and fairly, which is fostered through a work performance system and a career system. ASN is encouraged to continue to develop its resources to match the demands and needs of the ever-growing community. With the arrangement of human resources professionally, it is hoped that it will produce quality ASN, and have high performance values to help realize organizational goals.

The performance issues faced by civil servants are closely related to processes, outcomes, and effectiveness, all of which are measured by the quality and quantity of work achieved in carrying out tasks in accordance with an employee's responsibilities. Therefore, performance is the result of an individual or group's work to achieve organizational goals based on tasks and responsibilities carried out in accordance with regulations, morals, and ethics.



Employee performance that has been carried out in the past with a satisfactory assessment can certainly be placed in the organization to have a good assessment for its employees, but it is necessary to instill an awareness that what is obtained through satisfactory performance still needs to be improved. The assessment obtained becomes a reference and benchmark for success in the future, therefore performance becomes a necessity to encourage employees to master the tasks and functions assigned so that performance is increasingly better in presenting a figure who always protects, fosters, guides and directs towards good things. ASN as an asset in achieving regional development must continue to be developed and improved which cannot be delayed because the era of competition continues to move forward.

The visible performance of employees, especially in the Education and Culture Office of East Bolaang Mongondow Regency, is that they need to prepare themselves mentally, have the necessary knowledge, and be able to carry out their duties and functions. Where employees must master their fields of duties and responsibilities so that in carrying out their duties they can help realize government programs in the Education and Culture sector in East Bolaang Mongondow Regency. To realize what is the government's goal through the Education and Culture Office, work motivation is needed from employees starting from themselves so that they can work and bring out all their potential in carrying out their work. Carrying out work well is an obligation and a trustworthy devotion that is continuously carried out as an encouragement to serve the community as it should be.

From the results of initial observations conducted by researchers at the East Bolaang Mongondow Regency Education and Culture Office, it was seen that there were still many employees who often arrived late, did not attend the morning roll call, most of the existing employees did not know what to do, had minimal knowledge in using technology, there were areas that carried out tasks that were not in accordance with their duties and functions, showed off the power of people close to the Regional Head, went home at an inappropriate time and without explanation, took sick leave that was not accompanied by a medical statement, did not come to the office without notification.

Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 6 of 2022 concerning Performance Management of State Civil Apparatus Employees Where ASN Performance Assessment is carried out using performance planning through Employee Performance Targets (SKP) as data for determining the assessment, Performance management consists of:

1. Performance planning consists of the preparation and determination of SKP.
2. In the process of preparing the SKP as referred to in paragraph (1), the leadership and employees conduct a working dialogue to determine and clarify expectations.
3. Determination and Clarification of Expectations as referred to in paragraph (2)
4. Determination and clarification of expectations for the preparation of the SKP as referred to in paragraph (3)
5. Determination and Clarification of Expectations as referred to in paragraph (3) are set out in the SKP document.

Based on the Regulation of the Minister of PANRB Number 6 of 2022 concerning the Management of Civil Servant Performance in the administrative governance at the East Bolaang Mongondow Regency Education and Culture Office, the creation of Employee Performance Targets begins with the determination of work targets or targets for the current year, targets made based on the duties of each employee, employee performance targets that have been made will



then be agreed upon between superiors and subordinates through the signing of Employee Performance Targets during work. From the initial performance targets that have been made, the superior will then evaluate the results of the superior's work periodically based on administrative needs as a consideration of the employee's suitability to be able to continue carrying out the assigned tasks. Each of the results of the evaluations carried out periodically, the superior has the right to provide an objective assessment according to the performance of the subordinate. From what I found at the Department of Education and Culture that in 2024 as many as 40 employees who made SKP were found that 39 employees received a Good predicate in carrying out their work based on the results of the assessment carried out by each employee's superior while 1 employee, namely the Head of the Department, received a Very Good predicate for performance during 2024, this is supported by the results of the work targeted through the SKP all meet the requirements or are implemented, there are even some activities that exceed the targets set from the beginning. Thus the performance of the employees in the Department of Education and Culture is all running well, every program that is set is carried out on time. However, this is different from what is in the results of employee absences while carrying out their duties.

With the observations made by the researcher found that the absence obtained is from the tolerance of the General and Personnel Sub-Section which helps so that the attendance recapitulation can be maximized so that the Regional Performance Allowance can be received by employees. By giving tolerance that is done is against the applicable rules, but this is done because of a sense of humanity in terms of the economic level of the needs of employees in meeting family needs, however, coaching is always carried out so that employees do not do this repeatedly to regulate attendance administration which is the responsibility of the General and Personnel Sub-Section. In granting permission, of course, always coordinate with superiors in this case the Head of the Service as the person in charge, the absence tolerance given should be able to encourage employee performance to continue carrying out their duties with full responsibility, so that late attendance does not become an obstacle in completing the tasks of each employee. Despite the tolerance from superiors, the results of absences obtained every quarter were found to be increasing until the end of 2024, where it was found from the results of the first quarter evaluation that 24 out of 40 employees did not come to the office, while in the second quarter 35 out of 40 employees did not come to the office, in the third quarter 72 days employees did not come to the office and in the fourth quarter there were 57 employee absences, this figure is based on the results of the quarterly absence recap.

1.1 Research purposes

Based on the problems encountered, the aim of this study is to determine, describe and analyze employee performance at the Education and Culture Office of East Bolaang Mongondow Regency, reviewed from the aspects of effectiveness and efficiency, authority and responsibility, discipline and initiative.

RESEARCH METHODS

The current research will use a qualitative approach method with the aim of describing and studying how well the performance of employees at the Education and Culture Office of East Bolaang Mongondow Regency is seen from the aspects of effectiveness and efficiency, authority and responsibility, discipline and initiative aspects. According to Sugiono (2020) qualitative research is called a "naturalistic research method because the research is conducted in natural conditions". The selection of this Qualitative Methodology was chosen by researchers to reveal



and understand in depth things that are not yet known or only known a little, and also researchers want to be directly involved in collecting data for research. This research will be conducted at the Education and Culture Office of East Bolaang Mongondow Regency to study Employee Performance using qualitative.

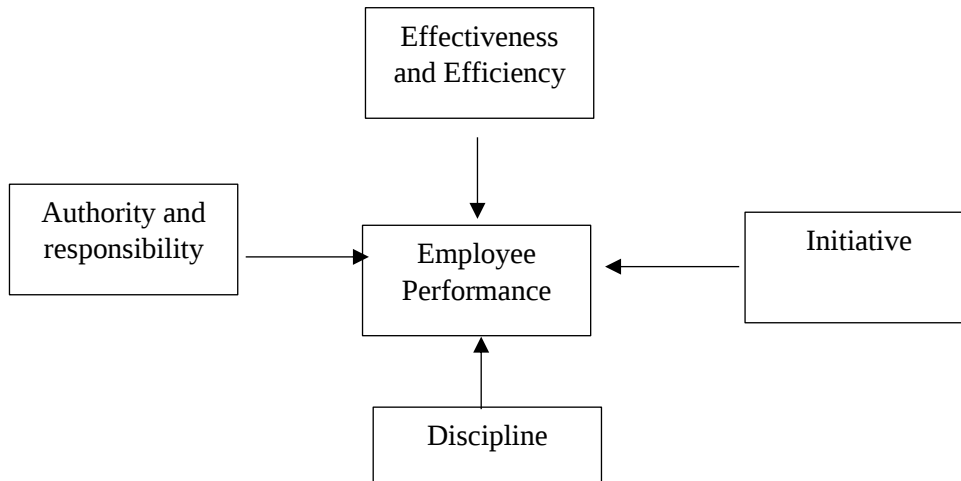


Figure 1. Results of Employee Performance Forms

3.4 Research Instruments

In carrying out the research, the researcher will use research instruments, namely:

1. Interview

When researching something, it is necessary to have accurate and objective information, so the researcher uses an interview guide instrument with an open technique where the informant being interviewed is free to answer every question given and as a researcher, he will record and note every answer given by the informant.

2. Observation

In the observation instrument used by the researcher, periodic notes were made by the researcher to record various events at certain times to find out the performance activities of employees at the Department of Education and Culture.

3. Document

In using this document instrument, researchers use a camera as a tool to help prepare data and also a flash disk to store files or data related to the research being carried out.

RESEARCH RESULTS AND DISCUSSION

The Education and Culture Office of East Bolaang Mongondow Regency is located in Tutuyan Village, Tutuyan District. The Education and Culture Office is part of the Regional Government that carries out duties in the fields of Education and Culture. The Office is led by a Head of Office who is responsible for implementing activities to the Regional Head. The Office of Education and Culture has five areas of government administration with a total of 40 employees.

Resources of the Department of Education and Culture Human Resources

Human Resources (HR) are a central factor in any institution/organization. Regardless of their form or purpose, organizations are created based on various visions for the benefit of humanity, and in carrying out their missions, they are managed and administered by humans.



Therefore, humans are a strategic factor in all institutional/organizational activities. The condition of an institution/organization is greatly influenced and dependent on the quality and competitive capabilities of its human resources.

To support the process of carrying out tasks and functions, it is necessary to place appropriate and competent employees in the right fields. Thus, it is necessary to improve the quality and quality of employees according to what is needed, so it is necessary to include employees in Education and training, technical/non-technical guidance and career extension training. The number of employees in the Education and Culture Office is 40 (forty) people plus 8 (eight) Casual Daily Workers (THL), while the conditions of the employees are as follows:

Table 1
Condition of Education and Culture Department Employees
East Bolaang Mongondow Regency based on Education
2025

Education	Secretariat		Early Childhood Education and PNF Sector		Elementary School Field		Junior High School Field		GTK Field		Cultural Sector	
	L	P	L	P	L	P	L	P	L	P	L	P
Elementary School/Islamic Elementary School												
Junior High School/Islamic Junior High School												
High School/Vocational School		1										
D 1												
D 2		1		1						1		
D 3								1				
S 1	5	5	1	6	2	3	6	2	3	1	3	
S 2					1							1
S 3												
Amount	5	7	1	7	3	3	6	3	3	2	3	1

Source: Department of Education and Culture, East Bolaang Mongondow Regency, 2025

Table 3 shows the status of employees of the Education and Culture Office in 2025, where there are no employees with elementary, junior high, D1, or doctoral education status. However, it is commendable that at the Master's level of education, the position of Head of Section in Cultural Affairs is worthy of appreciation. Viewed from a gender perspective, there is a match in the level of education between women and men, especially at the Master's level (S2).



Table 2
Condition of Education and Culture Service Employees Based on Rank
2025

Space Group	Gender		Amount
	L	P	
II	1		1
III	4	2	6
IV	6	2	8
Functional	2		2
Staff/Executor	11	12	23
Amount	24	16	
Total	40		40

Source: Department of Education and Culture, East Bolaang Mongondow Regency, 2025.

Facilities and infrastructure

Carrying out governmental work requires support for its successful implementation. Therefore, adequate and adequate facilities and infrastructure are essential for supporting the work of the Department of Education and Culture. Proper asset management requires careful planning and determination of project needs.

The facilities and infrastructure owned by the Department of Education and Culture that can be used or cannot be used are as follows:

Table 3
List of Office Facilities and Infrastructure
Department of Education and Culture
2025

No.	Facilities and infrastructure	Quantity (Unit/Piece/Set)	Condition		
			B	RR	RB
	Car	2 Unit	1		1
	Motor	42 Unit	30	12	
	Active Bureau Desk	2 pieces	2		
	LG Jet Cool AC Unit	12 pieces	4		8
	Workbench	2 pieces	2		
	Brother Safe	12 pieces	7	5	
	Brother Folding Chair	3 pieces	3		
	Computer Desk	3 pieces			3
	LG PC	14 pieces	1		13
	VIP Safe	2 pieces	2		
	Wooden Cupboard	4 pieces	4		
	Metal Brother Iron Chair	4 pieces	4		
	Oggi Work Desk/Pre design Bureau	5 pieces	5		
	HP Printer	1 piece			1
	Oggi's Work Desk	3 pieces	3		



No.	Facilities and infrastructure	Quantity (Unit/Piece/Set)	Condition		
			B	RR	RB
	Epson L120 Printer	4 pieces	4		
	Epson L360 Printer	2 pieces	2		
	Canon 3-in-1 Printer	6 pieces			6
	Canon P2880 printer	10 pieces			10
	Handicap Canon	2 pieces			2
	Photocopier machine	1 piece			1
	Television	2 pieces			2
	Polytron refrigerator	2 pieces	1		1
	100m meter	1 piece	1		
	Toshiba 1T hard disk	2 pieces	2		
	Projector	1 piece	1		
	Scanner Machine	2 pieces	2		
	½ bureau table	40 pieces	31		9
	Amount	186 Fruits	124	17	44

Source: Department of Education and Culture, East Bolaang Mongondow Regency, 2025.

Service Performance of the Department of Education and Culture

Employee performance is based on work carried out in accordance with regulations, so that the East Bolaang Mongondow Regency Education and Culture Office carries out the implementation of Government in the field of Education and Culture based on established regulations. The Education and Culture Office's services are actually the responsibility of all existing employees who work in accordance with the Standard Operating Procedures in each field formulated by applicable laws. The formulation of service performance at the Education and Culture Office can be seen in the Appendix.

RESEARCH RESULT

Understanding the importance of understanding employee performance, a practice routinely practiced at the Department of Education and Culture, researchers conducted interviews and observations of work implementation to gather responses from informants in the field or at the research site. The results of the interviews and observations are described as follows:

Performance of Employees of the Regency Education and Culture Office

East Bolaang Mongondow reviewed from the aspects of effectiveness and efficiency

To determine the influence of effectiveness and efficiency in the performance of employees of the East Bolaang Mongondow Regency Education and Culture Office in utilizing existing resources both in terms of suitability of competence and work, costs, and time in completing work can be seen from the responses of informants.

From the results of the interview with Mrs. Nola Pangemanan, SE regarding the effectiveness and efficiency of this is proven by the results of managing employee absences every month as well as the service of leave letters, recommendation letters, divorce recommendation letters and other letters. The results of the interview with Rohani Mamonto, S.Pd (September 16, 2025) as Head of the PNF Division of the Education and Culture Office "the performance of existing employees is very good because every employee who occupies a position in each job is able to provide a good



contribution to every existing task by always paying attention to the principles of saving time, saving costs and saving energy." The results of the interview with Vadlan Kaharu, S.Pd (September 16, 2025) as staff of the Education and Culture Office "Employee placement in the Education and Culture Office is in accordance with the needs in each existing field, and the implementation of work is carried out according to existing procedures so that the work is carried out well under the direction of the leaders of each field so that the work can be carried out effectively and creates efficiency from the results of the work implementation".

The results of the interview with Nurling Mamonto, S.Pd dated September 16, 2025) as a staff of the Education and Culture Office "the placement of employees is in accordance with their duties and functions, employees have worked effectively and efficiently and are able to complete the work given by the leadership according to the specified time".

From the information conveyed by the informant, the researcher observed and found that indeed the placement of employees was in accordance with the needs in each field because it was supported by existing human resources as the name of the research location was the Department of Education and Culture and most of the existing human resources were graduates in the field of Education, it means that the employees who work really understand the basic needs of the services in the Department of Education and Culture so that they produce fast and accurate services. With fast and accurate work results, they still pay attention to the existing SOP in carrying out their work so that there are no errors in service, of course employees always coordinate with superiors and fellow employees to find a way out if there are problems in carrying out their work.

Performance of Employees of the East Bolaang Mongondow Regency Education and Culture Office reviewed from the Aspects of Authority and Responsibility

Interview with Rohani Mamonto, S.Pd (September 16, 2025) as Head of the PNFi Division of the Education and Culture Office "according to my authority as Head of Division, I am able to carry out my authority because the existing employees work according to my direction by using all available facilities and working as hard as possible."



Interview on September 16, 2025 Head of PNFi Division



For this reason, the researcher observed the things that had been conveyed by the informant and found that as a leader, he used his authority to direct each employee to work well and optimally even though the researcher found that there were things that were constrained, including when searching for data in schools, but all could be resolved because of the direct authority of the leader to directly order the principals to be able to collect or provide information as soon as possible on the request for the required data so that the obstacles obtained could be resolved properly, this proves the form of responsibility of the leader and employees in charge of this matter. The results of the interview with Nola Pangemanan, SE as Head of General Affairs and Personnel (September 16, 2025) said that: "the authority and authority carried out refer to the applicable rules to be applied to existing employees so that they work well which of course is supported by adequate existing facilities and infrastructure that are suitable for use."

From the results of the interviews with the two informants, it can be concluded that the authority as a leader has been carried out well, but there is a need to improve the existing facilities and infrastructure to support existing performance. This must be an important concern for the leadership so that it can be fulfilled so that employees are calmer and more comfortable in working.

Researchers observed the things conveyed by informants and found that every leader in the Department of Education and Culture was able to work well showing the authority of the leadership to employees by always treating employees well, directing employees in carrying out work and always controlling every implementation of work and if obstacles were found the leadership always moved quickly to find solutions and make appropriate decisions according to the existing SOP so that the service was carried out well, but in the work the researchers found that in the Department of Education there were still facilities and infrastructure that were still inadequate. Where many computers were found that were no longer used, printer machines were inadequate and even had a duplicating machine but one was broken and left unserviced, most employees used personal laptops in their work because if they did not have a laptop then the employee could not work.

Performance of Employees of the Regency Education and Culture Office East Bolaang Mongondow reviewed from the aspect of discipline

For this research as a researcher I have observed first (September 10, 2025 to obtain initial data related to employee discipline. From the results of the researcher's observations it was found that there were employees who did not arrive on time at 07.45 WITA to attend the morning assembly, some came from 08.00 WITA to 11.00 WITA, and even found that there were employees who after the morning assembly had left the office and were not seen again during service hours and were seen When it was time to go home, namely 16.00 WITA to attend the afternoon assembly, so it was seen that the morning assembly was only 14 employees out of 40 total employees but the afternoon assembly seemed to have many employees who attended. The researcher also found that because employees arrived late there were obstacles in service, there were people who came in the morning to get service but the responsible employee was not there so the service was hampered. The results of the observation also showed that employees who did not know what to do just sat in the canteen with other colleagues while others worked according to their duties and also served requests for tasks that were not their responsibility. It was also seen that employees only Some spend all day playing on their phones, and some employees come into the office four times a month. It was also found that employee attendance, based on the attendance summary, appeared very good, but it was clear that employees could improve their finger results to make them look better.



Image: employees attending morning roll call

From the results of the researcher's observations and the findings obtained, the researcher continued with interviews with informants.

Interview with Rohani Mamonto, S.Pd (September 16, 2025) said that "employee discipline is very good. Where employees come and go home on time, even though there are some employees who often skip work or are not present during working hours, but in terms of uniforms and employee attributes, they are in accordance with existing provisions, even all assigned work is completed on time."

An interview with Nurling Mamonto, S.Ag said "employees come and go home on time according to the specified time and the use of uniforms and attributes is in accordance with what is required as an employee and regarding work, all employees work according to their respective duties and no one likes to take tasks from other employees."

An interview with Vadlan Kahuru, S.Pd said "the implementation of discipline refers to existing regulations so that sanctions related to disciplinary violations are carried out according to the regulations."

An interview with Nola Pangemanan, SE said that discipline is in accordance with the results that appear in the monthly ASN finger recap and carrying out work according to existing SOPs."

Performance of Employees of the Regency Education and Culture Office East Bolaang Mongondow reviewed from the Initiative Aspect

The work results of the Department of Education and Culture employees can be determined through an analysis of employee performance through informant responses obtained from interviews conducted by researchers. Here, researchers want to find out to what extent employees' roles are in carrying out their work. From an initiative perspective, this will determine how



employees take initiative in working without having to wait for orders from their superiors. For more details, see the results of the interviews conducted:

The results of the interview with Vadlan Kaharu, S.Pd (September 15, 2025) stated that employees work in accordance with the leadership's directions and complete work on time in accordance with the SOPs in force at the Education and Personnel Office and also that employee work is carried out on their own initiative without waiting for leadership orders because employees already understand the existing SOPs, of course according to the responsibilities of each part of the work".

Meanwhile, the results of the interview with Rohani Mamonto, SP (September 15, 2025) were "employees work according to SOPs and directions from the leadership, sometimes employees work according to their own initiative but their work does not conflict with SOPs and directions from the leadership."

Interview with Nola Pangemanan, SE (September 15, 2025) stated that "carrying out work in accordance with SOP with maximum work results in accordance with the specified targets".

Discussion

Discussion of Research Results

Based on the statements obtained from informants Nola, Rohani, Vadlan, Nurling and the existing data shows the seriousness of employees in carrying out their work where many documents are carried out and also the form of service provided by employees is all carried out quite effectively and efficiently. This is an achievement that is in accordance with expectations Where effectiveness in carrying out work can be realized with maximum service results exceeding the initial targets determined so that it appears that the employees work optimally to realize the goals of the Education and Culture Office to provide services as expected by service users.

What was conveyed by the informant Mrs. Nola Pangemanan, SE was strengthened by the opinion of expert Achmad S. Rucky in Dedy and Andri (2025:30) Human resource management is the proper and effective application in the process of acquisition, utilization, development and maintenance of personnel owned by an organization effectively to achieve the optimal level of utilization of human resources by the organization in achieving its goals and supported by the statement of Malay expert SP. Hasibuan in Dedy and Andri (2025:30) Human resource management is the science and art of regulating relationships and roles of workers to effectively and efficiently help realize the goals of the Company, employees and the Community. and researchers found evidence of employee work results produced through service products from January to August 2025 are:

Table 4
Service Recipient
2025

No	Product	Service Recipient
1	Mutation recommendation	Teacher
2	PMB Decree	School
3	Finger attendance results	Employees and teachers
4	Competence test	Teacher



5	Legalizer	Public
6	Promotion	Employees and teachers
7	Appointment of PPPK Teachers	Honorary Teacher
8	Leave	Employees and Teachers
9	Dapodik	Teacher
10	Arkas	School
11	DAK	School

Data Source: Department of Education and Culture

All employee contributions to achieving these goals are aimed at providing the best possible service and producing accurate documents in accordance with the recommendations of their respective departments. However, even though employees without bachelor's degrees are still seen, they are able to contribute to the work by collaborating and coordinating with their superiors and fellow employees.

Based on what was conveyed by the informants Nola, Rohani, Vadlan, Nurling, it was found that the Leader used his authority to direct each employee to work well and optimally even though the researcher found that there were things that were constrained, including when searching for data in schools, but all could be resolved because of the direct authority of the leader to directly order the principals to be able to collect or provide information as soon as possible on the request for the required data so that the obstacles obtained could be resolved well, this proves the form of responsibility of the leader and employees in charge of this matter. This is supported by the opinion of experts Dedy and Andri (2025: 90) stating that the form of employee performance that can be considered as a result is authority, which is the nature of a communication or order in a formal organization that is owned by a member of the organization to another member to carry out a work activity in accordance with his contribution, and also expert Max Weber in Djatmiko (2004: 102) Legal authority is the granting of authority or authority that comes from law or statutory regulations

The results of work and evidence of the use of leadership authority and power in directing employees to be able to contribute to work by fulfilling document and service requests on time are:

Table 5
Proof of Document Request
2025

No	Data Name	Field
1	Student Data	PNFi, Elementary, Middle School
2	Certified Teacher Data	GTK
3	Operator Data	GTK
4	Tutor Data	PNFi
5	Teacher Data	General and Personnel Sub-Section
6	Honorary Data	GTK



7	School Accreditation Data	PNFi, Elementary, Middle School
8	Non-certified Teacher Data	PNFi, Elementary, Middle School
9	Data of teachers who have supervisory certificates	PNFi, Elementary, Middle School
10	Data on teachers who have a Principal certificate	PNFi, Elementary, Middle School
11	Teacher mutation data	General and Personnel Sub-Section
12	Pension Data	General and Personnel Sub-Section

From the results of interviews with the four informants, it was found that all employees had understood their respective duties and functions in working and were accountable for the results of their work well. From the results of the work done Where employees work according to the set targets, the leadership gave a good assessment of the employee's performance, they contributed well by producing the quality of work as expected even though there were still many obstacles encountered while working, but employees were able to account for their work. While employee attendance discipline was found that employees who often came late because they had families and took care of the house and children and there were also employees who lived outside the area causing them to come late because the distance from home and the workplace took approximately 2 hours of travel, and there were also employees who had to take care of sick parents. From the reasons found in influencing the time discipline, all of them were acceptable to the superiors, but sanctions were still carried out in the form of cutting the Performance Allowance, this was in accordance with the established Regent's regulations.

This also needs to be given attention and supervision by the leadership so that such mistakes are not always made by employees, considering that as government employees they must implement laws and regulations in order to create a good government system and provide services as expected. When there are many employees who arrive late and go home early, it is found that the work that is their responsibility can be completed on time, so that no work is neglected and unfinished, all services can be carried out and document processing and requests are served correctly and quickly.

The results of the research and findings that researchers found are supported by statements from experts According to Dedy and Andri (2025: 90) discipline is obeying the laws and regulations in force. So, employee discipline is the activity of the employee concerned in respecting the work agreement with the organization where he works, Sastrohadiwiryono (2001: 291) that the definition of work discipline is: an attitude of respecting, appreciating, obeying and complying with the applicable regulations, both written and unwritten and being able to carry them out and not avoiding accepting the sanctions if he violates the duties and authority given to him, Hasibuan (2003: 193) states that work discipline is the awareness and willingness of a person to obey all applicable regulations and social norms, and awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities, willingness is an attitude, behavior, and company regulations, both written and unwritten.



Employees must have a sense of ownership and responsibility for every task entrusted to them so that it can be completed properly. Looking at the Department of Education and Culture, initiative is considered less than optimal because employees do not fully understand their respective duties, work that is their responsibility is not immediately completed and that should be their responsibility must be completed without having to be ordered by management. Employees should take the initiative to resolve any problems that arise from their work.

The influence of leaders on employees is very important in order to be able to create and increase initiative in work, so it is better for leaders who are placed in their fields to master the problems that exist in their respective fields and be able to provide direction to existing employees and always remind them about the tasks and responsibilities that have been given, leaders should not show favoritism in giving responsibility to subordinates, it is better for leaders to be able to encourage employees to always be competent to increase the potential that exists in employees.

Based on the results of research through interviews and observations conducted to determine employee performance from several existing aspects, it can be said that from the aspect of effectiveness and efficiency, it can be done and implemented by employees of the Department of Education and Culture and the aspect of authority and responsibility is carried out very well so that it affects the work results achieved through the implementation of optimal governance in terms of services which are the authority of the Department of Education and Culture. However, there is employee performance from the aspect of Discipline that is less than optimal because where many employees are not in place during working hours, and are less concerned about the work and responsibilities of employees even though in terms of work discipline employees are able to complete every job given correctly, while in terms of the aspect of employee initiative to do it is not optimal this is due to employees who do not understand their duties and jobs, often delay work and always wait for orders from the leadership to work.

CONCLUSION AND SUGGESTIONS

Through the results of the presentation and discussion of research in interviews and observations conducted by researchers seen in several aspects of effectiveness and efficiency, authority and responsibility, discipline and initiative where these four aspects are sub-variables in the research on employee performance of the Education and Culture Service collected and found through primary data and secondary data it can be concluded that the performance of existing employees is still less than optimal. This is presented from the results of each aspect as a measurement in this study, namely:

1. Employee performance reviewed from the aspect of effectiveness and efficiency in carrying out work can be concluded that employees work optimally in accordance with the applicable SOP in the Department of Education and Culture Where employees do their work optimally in accordance with the job description which is the responsibility of each employee, in terms of costs arising from the work of employees working optimally so that there is an effect of efficiency in budgeting expenditures arising from the work Where also the Department of Education and Culture is carrying out budget efficiency due to limited DPA funds of the Department of Education and Culture in supporting planned programs/activities. From the aspect of job suitability, competency and employee placement is considered appropriate even though there are still employees who do not have a Bachelor's degree.
2. The results of employee work seen from the aspect of authority and responsibility can be concluded that the leadership carries out its authority to lead the organization and provide



tasks and directions in carrying out work is very optimal because employees carry out work based on SOP as a basis for optimizing the implementation of work, the employees always carry out work with full responsibility and complete the tasks given to them well, although in carrying out work often encountered obstacles but because there is always coordination between employees and coordination of collaboration between fields so that every problem can be resolved well. In the work is also supported by the facilities and infrastructure in the office so that the results achieved are quite optimal in the work even though there are parts of the office room that do not have computers and printers but the existing employees are able to carry out tasks on time even though they have to sacrifice to use personal laptops and look for rooms that have printers to complete work with these sacrifices hoping that the implementation of activities can run well as expected.

3. The results of the work reviewed from the Discipline aspect show less than optimal results because there are still many employees who arrive late, are not present during working hours and there are improvements in the results of the finger for the many findings of being late, going home early and without explanation to avoid deductions to allowances so that the sanctions regulated in Law Number 5 of 2015, Government Regulation Number 94 of 2021 and the Regent's Regulation cannot be enforced.
4. The results of the work reviewed from the Initiative aspect show less than optimal results Where employees work waiting for direction or orders from the leader before doing the task, even though employees already know each task and their respective responsibilities, employees tend to wait for orders to work in order to avoid problems that will arise, from this, most are found to actually add to the problem because When data requests and have not been updated, errors occur in providing data causing employees to work extra to optimize the results of their work. Wasting time to work just by waiting, relaxing and not caring about work and responsibilities. However, because of the attitude of the leader who always encourages his subordinates to work so that the results of the work can be completed, the competence of the leader always makes a good contribution so that every problem that exists can be resolved appropriately.

Of the four aspects assessed in employee performance, there are two aspects that produce optimal results in their implementation, namely the effectiveness and efficiency aspects and authority and responsibility, but the other two aspects provide less than optimal results, namely the Discipline aspect and the Initiative aspect, so the researcher assumes that of the four aspects that are most important is the discipline aspect because when employee discipline is not optimal, it will have a negative impact in terms of work results. Where work will not run optimally because undisciplined employees often come late and are not present during working hours and there is a sense of understanding from the leadership for this.

Suggestion

From the results of the description of the conclusions presented by the researcher, as a researcher, we provide several things as suggestions as follows:

1. To optimize performance in terms of effectiveness and efficiency, it is necessary for leadership involvement to emphasize the division of job descriptions so that employees can work more optimally because employees understand their duties and leadership attention to developing human resources in their respective competencies.
2. To further increase the sense of responsibility of employees in their work, the leadership pays special attention to the division of tasks and functions in each field so that the



implementation of work does not overlap tasks and functions because the division of responsibilities is in accordance with the tasks and functions of each field so that no field works outside its duties.

3. Employee discipline needs to be carried out by implementing existing rules without any sense of understanding so that employee attendance is more disciplined when working, leaders are more optimal in giving sanctions according to applicable rules so that no employee is indifferent about attendance at the office, leaders encourage and motivate as well as foster and establish good relationships with employees so that employee discipline can be implemented well and employees have respect and care for this discipline to improve employee performance through maximum service.
4. The influence of leaders on employees is very important in order to be able to create and increase initiative in work, so it is best for leaders who are placed in their fields to master the problems that exist in their respective fields and be able to provide direction to existing employees and always remind them about the tasks and responsibilities that have been given, leaders should not show favoritism in giving responsibility to subordinates, it is best for leaders to be able to encourage employees to always be competent to increase the potential that exists in employees,

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