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# Employee Performance Effectiveness at the Office of the South Sulawesi Provincial General Election Supervisory Agency

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**ABSTRACT**

Employee performance effectiveness is the ability of employees to do things correctly based on a goal plan that has been set. This study aims to determine the effectiveness of employee performance, supporting factors and inhibiting the effectiveness of employee performance at the South Sulawesi Provincial Bawaslu Office. Therefore, this study has a significant impact on employee performance that affects employee performance effectiveness. This research is qualitative, therefore to achieve the objectives of this research, the method of collecting data is by conducting observations, interviews, and documentation. The findings of this study show that all indicators used in this study can be categorized as effective. The indicator in question is that the quality of the work results of employees is effective because they receive coaching and are able to cooperate in completing the work. The quantity of work results is effective because employees are able to achieve targets and leaders are able to distribute tasks according to employee duties. Punctuality in completing tasks is effective because employees can complete tasks before the deadline. The presence of employees is still said to be less effective because there are employees who are still less disciplined and do not fulfill their obligations when working. The ability to cooperate with employees is effective because employees have the ability to communicate and complete work together. This study presents new information by associating detailed theories and research loci different from previous research on the effectiveness of employee performance so that it can be used as evaluation material for research loci to improve quality in the work environment.

**Keywords:** Effectiveness, performance, employees

## INTRODUCTION

In order to participate in competition in the era of globalization, organizations or companies need strong resources. The resources required to manage an organization should not be thought of as a separate entity, but should be considered as an interrelated entity that forms a strong synergy (Jamaluddin, Nursyam, et al., 2024; Ningsih et al., 2024; Suprianto et al., 2024). The function of human resources is a very important role in this matter. Human resources are the main driving force of the organization in carrying out all activities to achieve the goals of an organization (Musdalifah et al., 2024; Niswaty et al., 2023; Niswaty, Saputri, et al., 2022; Saleh, Bau, et al., 2024). Despite technological advancements, information developments, and the availability of capital and materials, organizations will find it difficult to achieve their goals without human resources.

In an effort to achieve the goals of the company/organization and also the values that have been set in the vision to be achieved, human resources have a very important role in the organization to manage, regulate and utilize employees so that they can function productively. Currently, Indonesia is moving towards a society that prioritizes work. However, considering work as a challenge is not something burdensome, and considering it as a noble thing does not mean ignoring the role of the human being who carries out the work. This is because humans are

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the determining factor in running an organization towards the achievement of goals, which of course depends on the ability of humans to push it. Individuals or people involved in a government organization are referred to as employees.

Effectiveness is the skill to determine appropriate goals or the right tools to achieve the goals that have been set (Arhas & Suprianto, 2020; Jamaluddin, Pratiwi, et al., 2024; Saleh, Ahmad, et al., 2024). Effectiveness allows the assessment of an employee's performance and professionalism, encompassing the overall concept of performance effectiveness. Employee performance is a key factor that contributes to the achievement of goals, because their presence has the potential to realize effectiveness in carrying out organizational tasks and functions. Employee performance reflects their ability to exercise special skills. Employee performance has an important role because it gives an overview of the extent to which they are able to carry out the tasks given. Therefore, it can be said that an employee has great responsibilities and burdens.

Employee performance does not come by itself, employee performance requires active management from the leaders (Niswaty et al., 2021; Niswaty, Hidayat, et al., 2022; Suprianto & Arhas, 2022). The optimal performance of employees is ideally achieved through discussion and joint determination between employees and their superiors. Without clear direction and task assignments, employees may be confused in carrying out their jobs, which can then result in decreased performance. Employee performance contributions have a significant impact on organizational performance, therefore good management is needed. In order to improve employee performance, an important first step is good planning. In this case, it is important to involve leaders and employees in job design activities. The design needs to be done collaboratively to gain a clear understanding of each person's personal ability. The work plan is then introduced and mutually approved, which will guide the employees in carrying out their duties.

In line with this, Bawaslu is an institution that carries out supervision at every stage of the implementation of general elections, Bawaslu has the duty and function to monitor, follow up and handle violations of general elections with the aim of conducting fair, honest and democratic general elections, as well as prevent and handle violations that can interfere with the integrity and validity of elections. Thus, indirectly, the individual is expected to carry out his duties in an optimal manner. To achieve this, an increase in the capacity of human resources is essential.

## METHOD

The research entitled Employee Performance Effectiveness at the Office of the General Election Supervisory Agency (BAWASLU) of South Sulawesi Province uses a qualitative research approach. Winarni in his work entitled Theory and Practice of Quantitative, Qualitative, PTK, R&D Research that data can be collected through several ways, including by observing (observing), conducting interviews, distributing questionnaires, collecting documents, and using triangulation methods or combined approaches. This research will be conducted on Jl. A. P. Pettarani No.98, Bua Kana, Rappocini District, Makassar City, South Sulawesi.

The type of research used is a descriptive type of research. According to Sugiyono, descriptive research is carried out with the aim of understanding the values of a single or more (independent) variable, without comparing or associating the relationship between one variable and another. This study uses qualitative research because it requires in-depth and detailed data or information, requires observational studies/goes directly to the research location to see and

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identify the real situation armed with observation guidelines, interview guidelines and supported by research documentation.

The focus of this research focuses on the Effectiveness of Employee Performance at the South Sulawesi Provincial Bawaslu Office with several indicators of employee performance assessment, namely the quality of work results, the quantity of work produced, the timeliness in completing the work, the presence of employees during the implementation of duties, and the last is the ability to cooperate with other employees, and also the focus of this research is the driving factors and also factors hindering the effectiveness of employee performance at the Bawaslu Prov. South Sulawesi.

The description of the focus in this study is the achievement of the effectiveness of employee performance at the Office of the General Election Supervisory Agency (BAWASLU) of South Sulawesi Province using the following indicators:

1) Quality, 2) Quantity, 3) Punctuality, 4) Attendance, 5) Ability to cooperate, 6) Driving factors, 7) Inhibiting factors. In this study, it consisted of 6 informants conducted at the Bawaslu Prov. South Sulawesi. Data collection is carried out through observation, interview, and document collection (documentation) methods. In this study, data analysis was carried out by applying an interactive approach according to the model carried out by Miles & Huberman (2014) that "qualitative data analysis includes data condensation, data display, and conclusion drawing".

## RESULT AND DISCUSSION

### Quality

The quality of work results is a measure of how well the work done by an employee meets or even exceeds the standards that have been set by the boss or organization. The quality of the employee's work results can be seen from the work that has been produced, such as the perfection of the tasks that have been completed by the employee, and also what steps or efforts have been taken to improve the quality of the work.

Based on the results of interviews from the four informants, it can be concluded that the quality of the work results of the employees of the South Sulawesi Provincial Bawaslu secretariat can be said to be good, because the factors that affect the quality of employee work results are that the leadership divides tasks according to the responsibilities of each employee, so that they can carry out their work well according to the specifications of their duties.

From the findings of the research conducted using data collection techniques through interviews, it can be concluded that the quality of employee work at the South Sulawesi Provincial Bawaslu secretariat is in the effective category. Employees at the South Sulawesi Provincial Bawaslu secretariat can complete their work well and perfectly. Expert opinions that support this are Mathis and Jackson in (Dani & Mujanah, 2021) which states that: "Work quality is measured from the employee's perception of the quality of the work produced and the perfection of the task to the employee's skills and abilities".

The ability of leaders to divide work with employees is very influential on the quality of employee work results, of course, the work done in line with the employee's expertise and capabilities will produce satisfactory work results. This is supported by Gibson's opinion in (Sandewa, 2019) who said that: "1 of the 3 factors that affect performance is the organizational factor in which there is an organizational structure, work design, leadership, reward system".

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**Quantity**

The quantity of work results is related to the number or target of work that has been completed in a certain period of time. It is a measure used to evaluate how much work or output is produced by an individual, group, or company.

Based on the results of interviews with the head of the secretariat, the head of the section and one of the staff of the South Sulawesi Provincial Bawaslu secretariat related to the quantity of employee work results, it can be concluded that employees at the South Sulawesi Provincial Bawaslu secretariat are able to complete the work targets that have been charged by the leadership and can be said to be good, the thing that affects the quantity of employee work results at the General Election Supervisory Agency (BAWASLU) secretariat is the existence of supervision that carried out by the leadership on all employee work activities.

Based on the data that has been collected using the interview technique process, it can be concluded that the quantity of employee work results at the South Sulawesi Provincial Bawaslu secretariat is in the effective category. Employees at the South Sulawesi Provincial Bawaslu secretariat are able to achieve the target or the amount produced in the completion of the tasks given by the leadership. Expert opinions that support this are expressed by Bangun in Ramadhan (2018) who said that "The quantity of work output is what indicates the amount of work done by one person or team as a standard or benchmark for work.", this is also supported by Mathis and Jackson's opinion in Dani & Mujanah (2021) which states that: "Quantity is the amount that is produced and expressed in various forms such as the number of units, the cycle of activities completed by employees, and the number of activities carried out".

The quantity of employee work results is one of the important parts in evaluating their performance, related to how well they complete the assigned tasks in a certain period of time. Therefore, it is necessary for companies to measure and monitor the quantity of work results as one of the elements in employee performance assessment.

**Timeliness**

The timeliness of completing work refers to the extent to which a task can be completed according to a scheduled time or a set deadline. This is an important measure in assessing the ability of an employee or team to complete the work given by the boss and can be completed according to the set schedule. In timeliness in work deliverables, good time management, careful planning, regular monitoring of progress, and quick response to obstacles or changes that may arise in the work process are essential. Therefore, these abilities need to be possessed by every employee in order to achieve punctuality in completing tasks.

Based on the results of interviews by several informants regarding the timeliness in completing tasks by employees at the South Sulawesi Provincial Bawaslu secretariat, it can be concluded that employees of the South Sulawesi Provincial Bawaslu secretariat can complete the tasks given and complete them on time and can be said to be good, while the factor that affects the timeliness of employees completing work is the role of the leadership in providing deadlines earlier than navel.

The definition of "punctuality" in this study refers to the accuracy of the time required by an employee to complete his or her task or work. Based on the results of the research obtained using interview techniques, the conclusion of the results of the study is that the timeliness of employees in completing work at the South Sulawesi Provincial Bawaslu secretariat is in the effective category.

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Punctuality reflects an employee's ability to manage their time and responsibilities well, especially when it comes to getting work done. The factors that support the timeliness of employees in completing work at the South Sulawesi Provincial Bawaslu secretariat are the role of the leadership in setting *deadlines* a little faster and supervision of the implementation of employee work. This is supported by opinions Djadjuli (2018) which stated that: "Supervision is carried out to ensure that the results of the implementation of tasks are obtained efficiently and effectively, in accordance with the plan that has been prepared previously".

**Presence**

Employee attendance refers to the extent to which employees are present and work at a time that has been determined by the company's or organization's rules. Attendance is an important aspect in describing the discipline and commitment of employees at work, attendance also shows the employee's obedience to his obligations as an employee who has duties and responsibilities that need to be completed to achieve organizational goals. However, attendance is not only measured by the mere presence of an employee in the office, but also measured by the accuracy of entering the office, rest time, returning from the office, and fulfilling the employee's attendance obligations at work.

From the three data collection techniques used to assess the level of employee attendance at the South Sulawesi Provincial Bawaslu secretariat, it can be concluded that the level of employee attendance is still not good and the factors that affect it are that the policies set are still loose and the form of punishment given is light.

The presence of employees in the work environment is a very crucial aspect in determining the productivity and success of the organization. Consistent attendance reflects an employee's commitment and professionalism to their work. Based on the results of the research on employee attendance at the South Sulawesi Provincial Bawaslu secretariat, it can be concluded that employee attendance is in the less effective category. In the indicator of employee attendance, there is a difference in the data obtained using interview techniques, and also data obtained using observation techniques, data obtained using interview techniques show that the presence of employees at the South Sulawesi Provincial Bawaslu secretariat is good, while the results of the observations carried out show that the attendance of employees is still lacking, documentation techniques are needed in the form of a recapitulation document of the attendance list of employees of the Provincial Bawaslu secretariat South Sulawesi, as for the results of the recapitulation of the employee attendance list in July 2023, there are still many employees who arrive late and do not fulfill the obligation to attend work, therefore it can be concluded that the presence of employees at the South Sulawesi Provincial Bawaslu secretariat is said to be not good, so it is in the category of less effective. The factors that hinder the attendance indicator are obtained from the results of the extended observation interview, namely the policy used at the South Sulawesi Provincial Bawaslu secretariat can be said to be still loose, and also the form of *punishment* that can be said to be light even employees can not be punished when they meet the specified conditions.

The opinion that supports the results of the study was put forward by Sikumbang et al. (2020) which says that: "Attendance relates to the employee's obligation at work, where attendance that includes being punctual and not being late at work reflects discipline" and also according to Mathis and Jackson in Dani & Mujanah (2021) which states that "The presence of employees in the company, whether when entering, going home, permitting, or absent without explanation, all affect the overall performance of the employee".

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**Ability to Work Together**

The ability to work with employees can also be said to be an employee's expertise or skill for able to work together, both with fellow employees or with leaders in completing a given job. The ability to work together includes several aspects such as communication, collaboration, understanding of common goals and even relationships between individuals. Good cooperation skills can be the key to creating a harmonious and productive work environment.

Based on the results of the interviews of the four informants, namely, the Head of the Secretariat, the Head of the Section, the Head of Sub-Divisions and Staff, it can be concluded that the ability to work with employees at the South Sulawesi Provincial Bawaslu secretariat has gone well, and is also supported by the results of the observations made, it can be seen that at the time of assignment the employees are able to communicate well with fellow employees and also the leaders so that good cooperation is established in the completion of the tasks given.

From the results of the research that has been obtained through interview and observation techniques, it can be seen that the ability of employees to work together at the South Sulawesi Provincial Bawaslu secretariat can be said to be good, because all informants said that employees help each other in completing work to achieve organizational goals. Therefore, it can be said that the ability to cooperate with employees at the South Sulawesi Provincial Bawaslu secretariat can be categorized as effective. According to Tenner and Detoro in Lawasi & Triatmanto (2017) said that: "Teamwork is a group of people working together to achieve a common goal and those goals will be easier to achieve by doing teamwork than by doing it alone".

The ability of employees to work together is one of the important aspects in the world of work. The performance of an organization is often highly dependent on the extent to which employees can work together in a team and contribute to a common goal. Employees at the South Sulawesi Provincial Bawaslu secretariat are able to communicate well with fellow employees and leaders, so that this creates a good work environment and can have an impact on the ability of employees to work together at the South Sulawesi Provincial Bawaslu secretariat.

**Supporting Factors**

Supporting factors are elements or elements that positively contribute to the achievement of a goal or success in completing work. Based on the results of interviews from the Head of the Secretariat, the Head of the Legal, Public Relations, Data and Information section and 3 staff from different divisions, it can be concluded that the driving factors for the effectiveness of employee performance at the South Sulawesi Bawaslu secretariat are the giving of awards or rewards to employees from the leadership, the role of the leadership as a top leader, and also the abilities possessed by each employee.

Factors that support the effectiveness of employee performance at work are important elements that help create a productive work environment and support employees in achieving optimal results. Supporting factors often act as a foundation that allows the development of a job done by an employee to be smooth and tends to increase the effectiveness of employee performance so as to accelerate the process of achieving organizational goals. According to Sedarmayanti in Fatrunisah et al. (2021) stated that: "Factors that can affect work productivity include mental attitudes, education, skills, work environment and production facilities. A good work environment will encourage employees to feel at home, increase their sense of responsibility and improve the quality of work life so that it affects increased productivity".

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Based on the results of the research obtained, the supporting factor for the effectiveness of employee performance is the provision *of rewards* to employees who have carried out their work very well, the provision of *this reward* is not always in the form of material, but can be in the form of verbal recognition expressed by the leadership to employees, besides that the spirit of leadership is also included in being one of the driving factors for the effectiveness of employee performance, Because the leadership spirit possessed by leaders can create a positive non-physical work environment so as to facilitate the achievement of organizational goals, and also the abilities and expertise possessed by each employee will certainly be a driving factor for the effectiveness of employee performance. Therefore, it can be concluded that the factors driving the effectiveness of employee performance at the South Sulawesi Provincial Bawaslu secretariat office are *rewards* for employees from the leadership, the role of leaders as *top leaders,* and also the abilities that each employee has.

**Inhibiting Factors**

Inhibiting factors are elements or aspects that are included as obstacles in activities to achieve the success or goals of an organization. Inhibiting factors can have a negative impact on the achievement of an organization's goals, therefore, it is important to identify the inhibiting factors within an organization, so that they can be overcome so that the achievement of organizational goals does not become an obstacle.

Based on the results of interviews from the three informants above, the factor that inhibits the effectiveness of employee performance at the South Sulawesi Bawaslu secretariat is that office facilities are still limited. Factors that inhibit the effectiveness of employee performance at work are things that can hinder or hinder the ability of employees to achieve the best results in completing their work. When inhibiting factors cannot be handled properly, they can hinder employee productivity and motivation, which of course will greatly affect the overall performance of the organization.

Based on the results of the research using interview techniques obtained by informants, the factor that inhibits the effectiveness of employee performance at the South Sulawesi Provincial Bawaslu secretariat office is the availability of office facilities that are still limited. The limited office facilities certainly have an impact on employee performance, some employees are sometimes hampered from doing the work given because of the office facilities that are being used by other employees who are also doing different tasks. This can result in a decrease in employee productivity and will affect the achievement of organizational goals, and also what is an inhibiting factor, especially in the attendance indicator, namely the policy implemented by the South Sulawesi Provincial Bawaslu secretariat is still loose and the form of punishment is light.

## CONCLUSION

Based on the results of data analysis and discussion on the effectiveness of employee performance at the South Sulawesi Provincial Bawaslu office, it can be concluded that the effectiveness of employee performance at the South Sulawesi Provincial Bawaslu office is in the **effective category**. This can be seen from several points that are indicators of employee performance effectiveness, including the following; The quality of employee work is effective because employees receive coaching and are able to cooperate in completing work; The quantity of work results is effective because employees are able to achieve targets and leaders are able to distribute tasks in accordance with employee duties; The timeliness of employees in completing

tasks is effective because employees are able to complete tasks before *the deadline*; Employee attendance is still said to be less effective because there are employees who are still less disciplined and do not meet the obligations of working time; The ability to cooperate with employees is effective because employees have the ability to communicate and complete work together. The driving factors for the effectiveness of employee performance at the South Sulawesi Provincial Bawaslu secretariat are the role of leaders in each stage of the implementation of employee work such as the division of work in accordance with employee duties, the provision of *rewards* to employees and also the ability of employees to cooperate in completing work. The factors that hinder the effectiveness of employee performance at the South Sulawesi Provincial Bawaslu secretariat are office facilities that are still very limited which sometimes quite make employees feel difficult in completing their work and also the attendance policy implemented by the South Sulawesi Provincial Bawaslu secretariat is loose and the form of punishment is light.

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