



Analysis of Employee Performance Determinants: Case Study in the Secretariat of the DPRD (Regional Representative Council) of Tegal Regency, Central Java Province

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Abstract. This research aims to analyze employee performance and identify factors that affect it within the Secretariat of the Tegal Regency DPRD (Regional Representative Council). A qualitative approach was used, involving in-depth interviews, observations, and documentation. Informants were selected based on specific characteristics, and data were analyzed using the Miles and Huberman interactive model with the help of NVivo 12 Pro. Data validity was ensured through source triangulation. The study found that four out of five performance factors—productivity, service quality, responsiveness, and accountability—were not optimal, leading to a decline in performance from 2020 to 2023. Improvement requires both internal (competence, motivation) and external (compensation, clarity of purpose, job security, comfort) performance determinants. This research is expected to contribute to the formulation of strategies that improve employee performance, thereby supporting the effective and accountable optimization of regional legislative functions.

Keywords: Employee Performance, DPRD Secretariat, Employee Performance Determinants.

1 Introduction

1.1 Research Background

The performance measurement Framework of government institutions is regulated through the Government Agency Performance Accountability System (SAKIP), as stipulated in Government Regulation (PP) No. 29 of 2014 and strengthened by Presidential Instruction No. 7 of 1999. The system is designed to increase public transparency and accountability. However, in practice, several challenges are still often encountered, such as mismatches between reported and actual conditions, the tendency to highlight only successful programs, and the implementation of performance measurement that is more focused on meeting administrative needs than as a tool for substantive improvement. This indicates that the transformation of the bureaucratic work culture still requires strengthening with a broader commitment from all elements of the

Organization.

The evaluation of the implementation of the Government Agency Performance Accountability System (SAKIP) in Regional Apparatus Organizations (OPD) within the Secretariat of the Tegal Regency DPRD over the last four years, specifically from 2020 to 2023, reveals a downward trend. Findings obtained from the Reporting Sub-Division of the Tegal Regency Secretariat revealed that the quality of report preparation and consistency of SAKIP implementation were still below expectations. This condition highlights the need for comprehensive improvement within the Framework of bureaucratic reform, not only in policy formulation, but also in the technical dimension of implementation and human resource development, in order to face increasingly complex work dynamics and demand high professionalism.

Table 1. Recap of the Evaluation Results of the AKIP (Agency) of Tegal Regency (Partial)

REGIONAL APPARATUS	AKIP Evaluation Category			
	2020	2021	2022	2023
Regional Secretariat	BB	A	CC	B
Secretariat of the Regional Representative Council	B	B	CC	CC
Department of Education and Culture	BB	BB	CC	B
Department of Health	B	B	CC	B
Department of Public Works and Spatial Planning	CC	B	CC	CC
Department of Public Housing, Settlement Areas, and Land Affairs	CC	B	CC	B
Department of Social Affairs	B	B	C	B
Department of Industry, Transmigration, and Labor	B	B	CC	B
Department of P3AP2KB	BB	B	CC	B
Department of Environment	B	B	CC	B

From the results of the analysis in the table above, the author can conclude that the value of the AKIP for the OPD Secretariat DPRD of Tegal Regency has decreased from 2020 to 2023, despite efforts to increase human resource capacity being made year after year, including the Budget Ceiling of the OPD Secretariat DPRD continues to increase every year, this has caused a phenomenon of its own in the work environment of the researcher.

1.2 Problem Formulation

As with the above background, as a prospective researcher, he formulated the main problem that became the focus of his research:

1. How is the performance of the Tegal Regency DPRD Secretariat Employees?
2. What factors are inhibiting and affecting the Performance of DPRD Secretariat Employees in Tegal Regency

1.3 Research Objectives

1. To find out how the implementation of performance among Tegal Regency DPRD Secretariat Employees, as well as the factors that hinder and affect services to Legislative members, and to gain knowledge and experience regarding Performance issues to us as researchers/prospective researchers.
2. To find out what are the determinants of employee performance, both internal and external factors, that play a role in the achievement of performance within the Secretariat of the Tegal Regency DPRD and how these factors affect services to legislative members with the hope that this research can contribute to formulating strategies to improve employee performance in the future.

2 Research Design

2.1 Conceptual Framework

Research on the performance of the apparatus at the Secretariat of the Tegal Regency DPRD is relevant to obtain an objective picture of the achievements and challenges faced in the context of legislative bureaucratic services. The evaluation is conducted based on the perceptions and experiences of informants who are directly involved in the government work system, allowing the results to more accurately describe the quality of performance. This approach contributes to the development of a more contextual and data-driven performance improvement strategy for apparatus, as well as providing valuable input in the formation of institutional policies.

Conceptual Framework of the research:

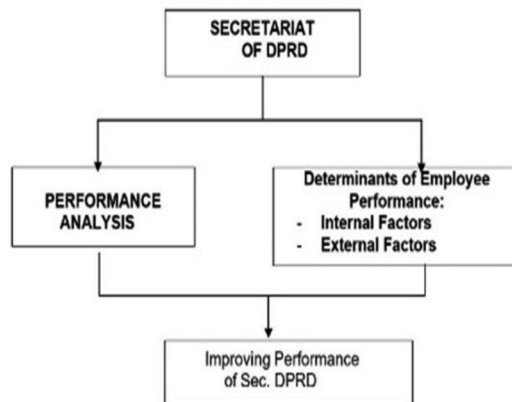


Fig. 1. Conceptual Framework of the Research.

2.2 Research Design

The research is titled "Analysis of Employee Performance Determinant Case Study in the Secretariat of the DPRD of Tegal Regency, Central Java Province." It adopts qualitative methods as the main approach in the data collection and analysis process. The selection of a qualitative approach allows researchers to dig deeper into the meaning of the phenomenon being studied because the data collected is descriptive and contextual (Moleong, 2023). The data produced are not only narratives or verbal notes, but also include forms of social interaction that can be observed directly, as explained by Bogdan and Taylor (2010). The main advantage of this method lies in its ability to comprehensively capture complex social realities through a rich narrative. This research will be carried out at the Regency DPRD Secretariat Office. This research is planned to be carried out in June 2025. During this period, the researcher will collect relevant data to analyze various variables that affect employee performance, as well as explore factors that contribute to operational effectiveness within the Tegal Regency DPRD Secretariat. With proper scheduling, this research can provide valid and comprehensive results, which are beneficial for improving employee performance in the Organization.

2.3 Research Informant

To collect data, sampling techniques were employed: informant characteristics, where the researcher selected informants based on specific criteria relevant to the research topic, such as experience or expertise that could enrich the information obtained. The data sources in this study consist of members of the Tegal Regency DPRD who were elected during the 2024-2029 period and who previously served in the 2019-2024 period, as well as employees of the Tegal Regency DPRD Secretariat. The determination of the number of informants is based on the principles of data suitability and data adequacy (Moleong, 2023). A careful selection process of informants is expected to produce valid and credible data, considering that each selected informant has first-hand experience relevant to the topic being researched. This technique also aims to avoid information bias by ensuring that the views obtained represent the various perspectives that exist. For this reason, the individuals who were selected as Key informants in this study are listed in the following:

1. Chairman of the Tegal Regency DPRD 1 person
2. Vice Chairman people
3. 4 members of the DPRD
4. DPRD Secretariat employees of 4 people, consisting of the Head of the DPRD Secretariat and representatives from each Division in the Tegal Regency DPRD Secretariat Regional Apparatus (General Division, Proceedings Division, Supervision Facilitation Division, and DPRD Budgeting).

2.4 Data Collection Techniques

For this study, data collection was conducted using the In-Depth Interview method, which involved compiling general interview instructions. This guide serves as a Framework to maintain the topics of discussion and ensure the purpose of the interview is

properly achieved (Moleong, 2023). The data collection process can be carried out in various ways, both through primary and secondary sources. Primary data is obtained directly from sources that provide information to researchers, while secondary data is obtained from sources that do not directly provide data, such as through other people or documents. The data collection techniques include: Observation, interviews, questionnaires, and documentation.

2.5 Data Analysis and Data Validity Testing

In analyzing the data, the researcher adopted an interactive analysis model developed by Miles and Huberman (as cited in Rohidi and Mulyarto, 2014). This approach enables researchers to manage data systematically and flexibly, thereby producing more accurate and relevant findings. This interactive analysis consists of four main stages: data collection, data reduction, data presentation, and data verification. These stages are designed to draw conclusions that interact dynamically with each other, providing a more comprehensive understanding of the phenomenon being studied.

To facilitate the data analysis process and make it more efficient, the author will utilize the NVivo application. The application of NVivo in qualitative research data analysis techniques is beneficial for authors in managing, coding, and analyzing data systematically and efficiently. This process facilitates the identification of patterns, relationships between themes, and the in-depth exploration of the meaning of data (Abdussamad, 2021)

The validity of the collected data is tested through the triangulation technique, which aims to check and ensure the validity of the data by comparing information obtained from various sources. Triangulation in this study uses source triangulation, which includes several steps: (1) comparing the observation data with interviews, (2) checking the suitability of statements made in public and those delivered privately, (3) comparing statements about the research situation with what is said all the time, (4) comparing individual perspectives with the views of various parties, such as the general public, academics, community leaders, or government officials, and (5) comparing the results of the interviews with related documents (Moleong, 2023).

3 Analysis of Research Results



Fig 2. Word Frequency Analysis Of Employee

Performance Determinants.

Based on the results of the data analysis of the NVIVO12 Pro Program that has been carried out by the researcher, the researcher obtained data related to Word frequency, namely the number of words that appear in the text of the interview transcript. Her tone will reflect the importance of certain words in the interview transcript. The 20 most frequently appearing words during interviews, and word frequency, were visualized as a word cloud, where the roughness of the word in the word cloud was proportional to the frequency with which it appeared. This is shown in Figure 3. Based on the word cloud in Figure 3.1, the biggest factors can be seen from the five keywords that most often appear from all informant statements, namely performance, work, setwan, influencing, and quality. This shows that in realizing the expected performance, the work carried out by the secretariat (civil servants of the DPRD secretariat) is influenced by Zthe quality of services provided.

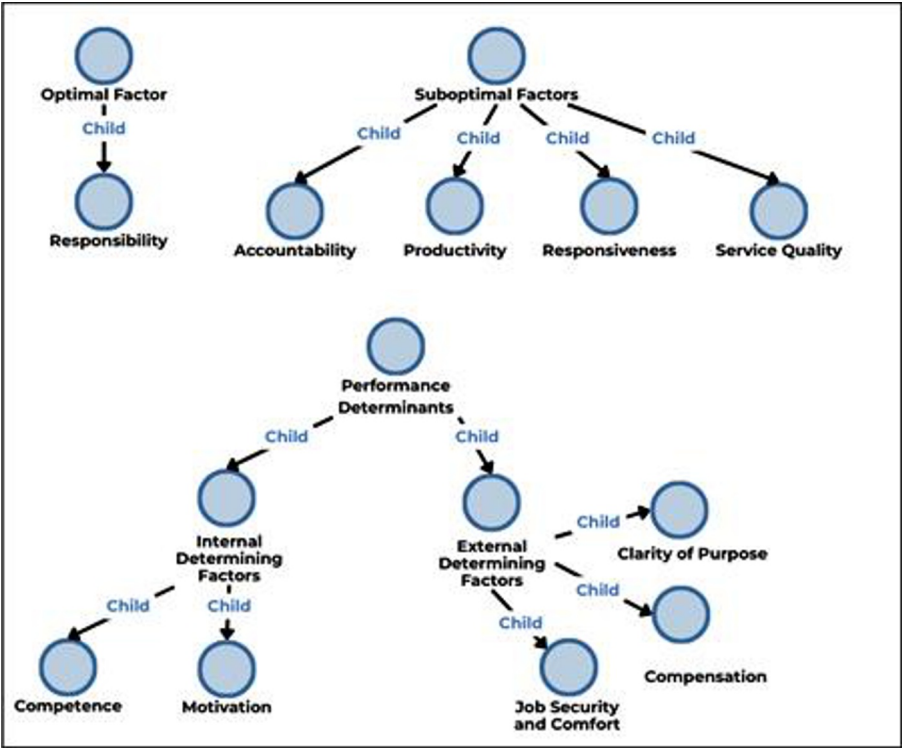


Fig 3. Project Map Of Analysis of Employee Performance Determinants.

Based on the results of the data analysis using NVIVO12 Pro, which visualizes the Project map in this study, it can be observed that there are five factors to assess the performance process: Productivity, Service Quality, Responsiveness, Responsibility, and Accountability. Of the five factors, the study’s results revealed that four of the five factors are not optimal, resulting in a decline in performance at the DPRD Secretariat during the 2020-2023 period, specifically in Productivity, Service Quality, Responsiveness, and Accountability. Meanwhile, the Responsibility Factor is the only factor that has met expectations, according to the research results

at the DPRD Secretariat. In addition to the study's results, it is further revealed that to improve the four factors that are not optimal, Performance Determinants are required. These include Internal Performance Determinants, such as Competence and Motivation, as well as External Performance Determinants, including Compensation, Clarity of purpose, and Job Security and Comfort.

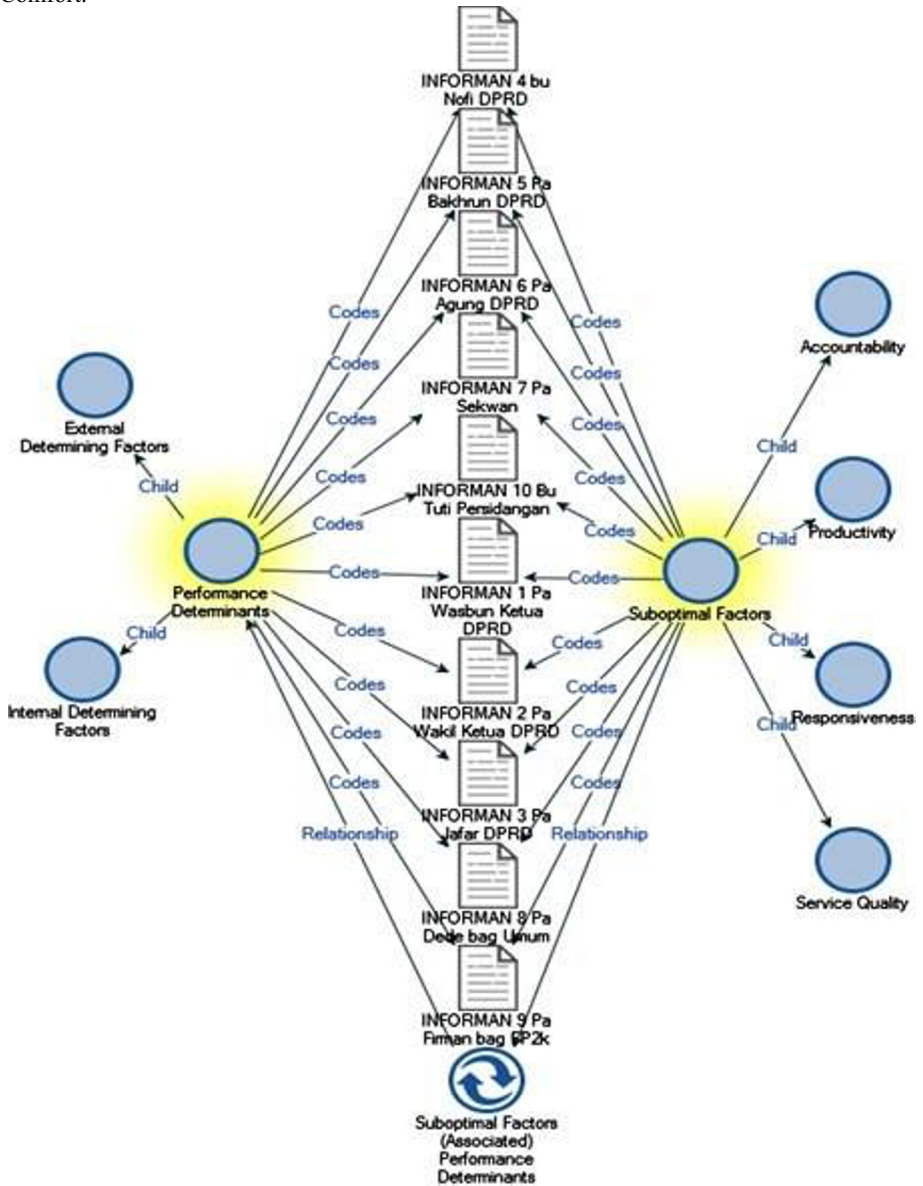


Fig 4. Contribution to Coding: Employee Performance Determinant Analysis.

Then based on the results of visualization from data analysis using Nvivo 12 Pro contribution on coding as illustrated in figure 3.3, it was revealed that almost all informants felt that the decline in performance at the DPRD Secretariat in the 2020-2023 period was caused by performance factors that were not optimal, namely Accountability, Productivity, Responsiveness and Service Quality. These factors are not optimal, including the lack of personnel at the echelon IV or Functional level who are directly responsible for implementing daily work, which makes the Accountability Factor suboptimal. Then, related to the dynamic regulatory changes that accompany the renewal of application systems used in work, it requires a greater understanding and ability to adapt more quickly for each individual in daily work, which leads to less effective and efficient work, resulting in Productivity and Responsiveness not meeting expectations. Then, the Service Quality Factor is not optimal due to the lack of ability of each individual in the communication process, specifically in understanding the primary duties and ethics in providing services to DPRD Members. To improve these suboptimal factors, it is known that there is a need to improve internal factors such as competence both in education and experience, then motivation, as well as external factors such as understanding the clarity of goals in each job, compensation or rewards obtained, as well as safety and comfort at work are determinants of employee performance that must continue to be prioritized. In addition to this, of course, by increasing the number of employees whose competencies are in accordance with vacant positions and the need to continue to increase the capacity of human resources every year, both through educational training and with other programs, to increase human resource motivation.

4 Conclusions and Suggestions

Based on the research results, it can be concluded that the analysis of employee performance determinants carried out at the Secretariat of the Tegal Regency DPRD, Central Java Province, identified five main factors in performance assessment: Productivity, Responsiveness, Responsibility, Service Quality, and Accountability. Of the five factors, it was found that four factors, Productivity, Service Quality, Responsiveness, and Accountability, are still not optimal and are the leading cause of the decline in the performance of the Tegal Regency DPRD Secretariat for the 2020-2023 period. Only the responsibility factor is considered to have met the Organization's expectations. The leading causes of the lack of optimal performance factors include:

- The lack of personnel at the echelon IV or functional level who are directly responsible for implementing daily work hampers accountability.
- Regulatory changes and dynamic application system updates demand higher adaptability from employees, resulting in decreased productivity and responsiveness.
- Deficiencies in communication skills, understanding of duties, and service ethics among DPRD members have an impact on service quality.

To overcome these problems, this study identifies two groups of performance determinants that need to be prioritized:

- Internal factors: Employee competence and motivation.
- External factors: Compensation, clarity of work objectives, and safety and comfort of the work environment

Research suggests that employee performance improvement is carried out through:

- Increase the number of competent employees to meet the needs of each position.
- Improving employee competence through recommendations to make educational adjustments for employees whose education still needs adjustment according to their position.
- Continuous human resource capacity building through training and development programs.
- Increased motivation and adequate compensation.
- Affirmation of the clarity of purpose and creation of a safe and comfortable work environment.

Thus, the results of this research are expected to serve as the basis for formulating strategies to improve employee performance, in order to support the optimization of regional legislative functions effectively and accountably.

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