



JIATIS

Journal of International Accounting, Taxation
and Information Systems

<https://jiatis.com/index.php/journal>

Online ISSN 3048-085X

Analysis of Factors Affecting Work Performance Assessment Through Employee Work Targets at the Jayapura City Personnel, Education and Training Agency

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ARTICLE INFO

Article History

Received : 01.03.2025

Revised : 02.04.2025

Accepted : 10.04.2025

Article Type: Research Article

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ABSTRACT

The primary objective of this research is to examine the various factors that impact the evaluation of job performance based on set targets for employees at the Jayapura City Personnel, Education and Training Agency. The research methodology employed for this study involves a qualitative approach. The sources of data for the study were gathered from observations, interviews, documentation, and review of existing literature. The data analysis process consists of several stages including data presentation, data reduction, drawing conclusions, and verification. The findings of this study suggest that evaluating job performance through employee work targets aligns well with the criteria for job performance assessment. This approach allows for the measurement of job quality, productivity, teamwork, punctuality, and expertise in the role. As for internal constraints, it consists of two factors, namely from employees or staff who are considered not disciplined and obedient to existing rules and there are other work units that feel that work support facilities such as computers and network disruptions are needed to support smooth work. As a recommendation, employee performance appraisal within the Jayapura City Personnel, Education and Training Agency should be further improved and carried out properly.

Keywords: Assessment, Work Achievement, Work Goals, Employees

1. Introduction

The effectiveness of a company's achievements largely relies on its personnel, both managers and employees, therefore the proficiency in performance management is essential. It is imperative for all sections of the company to perform at a higher and more efficient level in order to enhance the responsibilities they undertake, resulting in improved outcomes to gauge the completion of tasks. This ensures that duties and responsibilities are fulfilled realistically and to the best of their abilities. In order to attain optimal output from the organisation, each entity must strive to reach its objectives by making use of available resources while also ensuring the long-term sustainability of the business (Pahira & Rinaldy, 2023).

Employee performance can also be measured using several performance indicators that serve as benchmarks for an employee's performance achievement. By measuring employee performance, an organization can see and know the extent to which employee performance has been successful and the extent to which employee responsibilities have been carried out properly so that the organization can provide appreciation or input on the results of employee performance measurement, promotion, improvement, work, and make decisions so that an organization has quality and competitive resources. In order to maximise the

effectiveness of the organization, every department must strive for higher levels of performance. This will result in a clear demonstration of the tasks being carried out and the level of success achieved, allowing for an assessment of the completion of tasks. It is crucial to exert positive efforts to enhance performance and develop human resources due to the demanding nature of the tasks at hand.

The government has made changes to the regulations regarding the assessment of civil servants' job performance, replacing Government Regulation Number 10 of 1979 with Government Regulation Number 46 of 2011. According to the new regulation, work performance assessment of civil servants involves a systematic evaluation process conducted by appraisal officials on Employee Work Targets (SKP) and work behavior. The main goal of this appraisal is to guarantee the impartiality of civil servant development, which is based on a work performance system and career system that prioritises work performance.

The evaluation of the performance of Civil Servants is done systematically in the Employee Work Target (SKP) system, where the assessment combines work targets with behaviour. Employee performance is judged based on two elements: 1) SKP (Employee Work Target), which involves work plans and targets set by the employee, and 2) Work behaviour, which includes any actions or attitudes exhibited by the employee, in line with laws and regulations.

Assessing work performance involves evaluating two components: Employee Performance Targets accounting for 60% and work behaviour contributing 40%. Assessing the work performance of Civil Servants based on Employee Work Targets (SKP) follows the principles of being objective, measurable, accountable, participatory, and transparent. The performance evaluation using Employee Work Targets (SKP) commenced on January 1, 2014. With the implementation of the new work performance assessment system, all government agencies on that date must assess the work performance of their employees with Employee Work Objectives (SKP). The employees of the Jayapura City Personnel, Education and Training Agency also conducted a work performance assessment through the Employee Work Target (SKP) conducted by the direct supervisor of the employee concerned.

Pursuant to Government Regulation Number 46 of 2011, employees are required to set their work targets for the year using the Employee Work Target (SKP) method. Assessing the performance of the public administration is crucial as it holds strategic significance. Understanding the performance of the employees and the factors affecting their performance is essential for evaluating the success or failure in carrying out their assigned tasks and responsibilities (Yudisthesia, 2020).

According to the regulations set out by the Mayor of Jayapura in Regulation Number 32 of 2016 regarding the structure and responsibilities of regional agencies, the Education and Training Personnel Agency plays a key role in personnel management and development. The Agency is overseen by the Head of the Agency, who reports to the Mayor through the Regional Secretary. Despite efforts to assess employee performance using set targets, there are still issues with implementation as some employees are not meeting their targets within the given timeframes. The primary objective of this research is to examine the various factors that impact the evaluation of job performance based on set targets for employees at the Jayapura City Personnel, Education and Training Agency.

2. Literature Review

2.1. Definition of Performance

Performance is influenced by both motivation and capability. In order to successfully carry out a task, an individual requires a certain amount of drive and a specific skill set. Without a clear grasp of the task at hand and how to approach it, an individual's motivation and abilities alone are insufficient (Hersey & Blanchard, 1997). Referring to Nursam (2017) performance refers to a person or group's readiness and ability to effectively carry out tasks in line with their obligations and achieve the desired outcomes.

Performance according to Bastian (2001) the level of task accomplishment within an organization is outlined in order to achieve the goals, objectives, mission, and vision of the organization. Referring to Avionita

(2013), it is said that an employee's productivity and effectiveness are not solely dependent on their skills or abilities, but are also impacted by their motivation and the chances for advancement.

2.2. Performance Appraisal

Nursam (2017) performance appraisal is an organizational process in assessing the performance of its employees. has also actually shown what is assessed in the performance evaluation process, which starts in the evaluation process starting from abilities, personalities, behavior, and results. Performance evaluation is a methodical, structured, and judgemental assessment of the standard of employee performance, whether alone or in teams. The assessment of performance plays a crucial role in managing staff and human resources within a company. If the performance assessment system is not functioning effectively or is poorly communicated, it can impede the organisation's success and limit employees' ability to plan their future within the company (Wijayanti & Wimbarti, 2012).

Referring to Arthabawan (2017), performance appraisal is very important for employees and organizations, because the results of employee assessments can be used as a basis for leaders to make decisions related to improving employee performance, determining appropriate and fair compensation, placing employees according to their expertise or abilities, implementing training programs, determining employee careers, as a basis for staff structuring and as a reference for designing future work. Utilizing performance evaluation systems can lead to improved decision-making, increased employee satisfaction and motivation, enhanced loyalty to the company, ultimately resulting in a more efficient organization (Steensma & Visser, 2007).

2.3. Definition of Work Achievement

The accomplishment of work is achieved through a combination of success and hard work. The term "achievement" has its roots in the Dutch word "*Pretatie*", which symbolises the creation of something new. According to Hasibuan (2005) achieving success at work is the outcome of an individual's effort in completing tasks assigned to them, utilising their skills, dedication, and time effectively. According to Indrawan et al. (2022) work performance involves a methodical assessment of the tasks completed by workers with the goal of growth and improvement. Furthermore, Yoder (2015) states that assessing employees' work performance is a standard process in companies to review their performance and commitment to their work.

2.4. Work Achievement Indicators

According to Lestari et al. (2022), the work performance factors that need to be assessed are as follows: 1) Work Quantity, 2) Quality of work, 3) Reliability, 4) Initiative, 5) Craft, 6) Attitude, and 7) Attendance. According to Fernando (2022) factors that can impact an employee's job performance are varied. They include the quality of work, which is measured by accuracy, skills, precision, and organisation. Another factor is the quantity of work completed, which is evaluated based on speed. Additionally, work discipline plays a crucial role, with adherence to instructions from superiors, compliance with company rules, and punctuality all being key assessment criteria. 4) Initiative with the assessment criteria is always active or eager to complete work without waiting for orders from superiors, meaning not passive or working on encouragement from superiors, and 5) cooperation with the assessment criteria is the ability to get along and adjust and the ability to provide assistance to other employees within the limits of their authority.

According to Mangkunegara (2013), there are several factors that can be used as standards for assessing work performance, namely: 1) Quality of work which includes accuracy, accuracy, skill and cleanliness. 2) Work quantity which includes routine output and non-routine (extra) output. 3) Reliability or whether or not it can be relied upon, namely whether or not it can follow the ability to take initiative, prudence and craft. 4) Attitude which includes attitudes towards the company, other employees, work and cooperation. Meanwhile, according to Edy (2016) there are indicators of work performance, among others: 1) Performance outcomes. The measure of both the quantity and quality of work produced, as well as the level of supervision involved. 2) Occupational expertise. The depth of understanding and expertise in job-related tasks that directly influences the outcome of work. 3) Proactiveness. The degree of taking initiative while performing job responsibilities, particularly in solving any arising issues. 4) Cognitive flexibility. The capability and swiftness in comprehending work instructions and adapting to current work practices and situations. 5) Work ethic. The

standard of work proficiency and optimistic attitude demonstrated while performing job obligations. 6) Time management and punctuality. The standard of being punctual and consistent in attendance.

3. Methodology

A research investigation was carried out, emphasising the necessity of utilising a particular approach. This technique serves as a valuable instrument for resolving research inquiries (Sapioper & Flassy, 2021). This research employed a qualitative methodology. According to Moleong (cited in Sapioper and Flassy, 2021), qualitative research aims to comprehend the experiences of research participants, such as their behaviours, perceptions, motivations, and actions, in a comprehensive manner through descriptive language within a specific natural setting using various methods. The data was gathered through observations, interviews, and document analysis. Furthermore, a review of relevant literature was undertaken to supplement the research findings (Tebay & Ilham, 2023; Yunita, 2022). Moreover, the analysis of data was conducted through a series of steps such as data display, data simplification, and drawing/confirming conclusions (Miles & Huberman, 1994).

4. Results and Discussion

4.1. Work quality

The quality of work can be gauged by how well a task is completed by employees or resources in order to meet organisational objectives effectively and efficiently. At the Jayapura City Personnel, Education and Training Agency, employee work quality can be improved by ensuring that their key needs are met within the workplace. The quality of work referred to here is the extent to which the staff or employees at the Jayapura City Personnel, Education and Training Agency carry out their respective duties in the unit or section where the employee is assigned.

According to the findings of the interviews conducted with various key sources, it is evident that the assessment of job performance at the Personnel, Education and Training Agency in Jayapura City can be determined by considering factors such as the extent of responsibilities, job descriptions and authority provided to employees based on their educational qualifications. This evaluation process has been effective so far.

4.2. Quantity of work

Staff or employees are expected to meet the set targets while completing their daily tasks. Success in the evaluation of work performance with Employee Work Targets requires staff to accomplish their tasks as per the predefined objectives. The Employee Work Targets outline job responsibilities and goals that need to be met during the evaluation period. Therefore, in preparing Employee Work Targets, several things must be considered, namely clear, measurable, relevant, and achievable as well as having a time target and it is hoped that no work will be delayed.

Based on the results of the interviews above from several key informants from staff or employees at the Jayapura City Personnel, Education and Training Agency, it can be concluded that from the work quantity indicator which can be seen from: The results and speed in carrying out daily work can generally be carried out well, but in terms of applications that support work there are still frequent network obstacles in carrying out maximum work.

4.3. Cooperation

It is essential to have a strong bond among employees in the workplace, as their collaboration plays a crucial role in ensuring the seamless execution of tasks within the organisation. If the cohesiveness in the agency is lacking, the performance provided is not good, this needs to be maintained and continue to maintain cohesiveness with all employees who participate in carrying out office work so that the work is completed properly.

Based on observations that researchers saw in the field at the time of the research, cooperation between fellow employees was still good, although there were still some employees who did not cooperate in doing their work. Where cooperation between fellow employees in providing input in carrying out tasks and completing them is still considered good but until now it is not optimal. The results showed that employee cooperation in carrying out their work at the Jayapura City Personnel, Education and Training Agency has been going well, but there are still employees who find it difficult to cooperate and work alone. So that there needs to be better assistance from the leadership.

4.4. Discipline

Discipline entails adhering to both the written and unwritten norms of the workplace. These norms encompass punctuality, timeliness, and a professional demeanour. It is imperative for office management to address any lack of discipline exhibited by employees. Some individuals equate discipline solely with timely attendance and departure, but it encompasses a broader range of behaviours expected by the organization. Consequently, discipline can be defined as adherence to both explicit and implicit codes of conduct within the workplace (Hasibuan, 2005).

Work discipline is when an individual shows respect, appreciation, and obedience towards rules, whether they are written or unwritten. It involves being willing to follow these rules and regulations without hesitation and accepting any consequences that may arise if one fails to fulfil their responsibilities and follow the given authority (Sastrohadiwiryo, 2002). Employee discipline refers to how individuals conduct themselves in line with the current rules and procedures of the organisation, be it their attitude, behaviour, or actions, all of which must adhere to the official and unofficial guidelines set by the company (Edy, 2016).

The findings indicated that the Jayapura City Personnel, Education and Training Agency's employees lack discipline, as evidenced by tardiness, disregarded break times, and early departures. While the interviews revealed that the employees' honesty and responsibility in their duties were satisfactory, the level of discipline among them was found to be inadequate.

4.5. Job knowledge

Knowledge is the ability possessed by an individual human resource based on the level of education possessed, and the discipline pursued, which forms a comprehensive knowledge insight in shaping attitudes and characters in achieving organizational goals. Employee abilities are determined by the knowledge and skills they have. Job knowledge can be defined as the act of assigning employees to roles that align with their education and skills. It is measured by how well employees grasp the tasks they are responsible for.

Based on the results of the interviews above from several key informants, it can be concluded that from the indicator of Job Knowledge which can be seen from; ability, knowledge and skills possessed by employees at the Jayapura City Personnel, Education and Training Agency in each unit / section in completing their work and responsibilities have carried out their duties and responsibilities properly.

4.6. Factors Affecting Work Performance Assessment

Based on the results of research and discussion of the indicators as presented above, the authors can identify several factors that are supporting and inhibiting factors that the authors can present below:

Supporting Aspects: 1) Motivation plays a crucial role in driving individuals to work as it arises from the necessity to fulfil certain needs. These needs stem from humans' inherent drive to achieve optimal outcomes in their professional endeavours. Hence, employees at the Jayapura City Personnel, Education and Training Agency are motivated to perform well due to the understanding that meeting their needs is contingent upon working diligently. 2) Job satisfaction is an indicator of one's sentiments towards their occupation. It is evidenced by the positive demeanour exhibited by staff towards their responsibilities and the challenges encountered in their workplace. From the results of the author's observations, it can also be seen that job satisfaction is reflected in the work that is his responsibility to do well, without delaying work. This can also be seen from the attitude of employees or staff in the Jayapura City Personnel, Education and Training Agency which is reflected through their work which is their responsibility that can be done well without delaying the work they do, although there are things related to applications that support their work where network interruptions often occur. 3) The state of the workplace in this company encompasses both the physical aspects

(such as air temperature, workspace, safety measures, lighting) and the non-physical aspects which involve work relationships. These relationships can be with superiors, colleagues, or subordinates. Based on the author's findings, the working environment at Jayapura City Personnel, Education and Training Agency appears to facilitate the employees in performing their tasks effectively, both in terms of physical comfort and interpersonal dynamics.

Inhibiting Factors; 1) Discipline is obedience to rules (order and so on). In the definition of discipline, there are 2 main keywords, namely obey (obey) and rules (order). This can be interpreted that discipline grows from an obedient attitude from within a person to follow the rules that have been made by the organization for himself and the surrounding environment. From the results of direct interviews and observations of the author, it can be concluded that the level of discipline of staff or employees in the Jayapura City Personnel, Education and Training Agency in terms of entering the office and leaving the office is still found that there are employees who are not disciplined towards this provision. 2) In terms of work quantity which is interpreted from the speed in carrying out work that is completed on time, from the results of interviews it can be concluded that there are other units that feel that work facilities that support daily work such as computers need to be procured to support smooth work and need to pay attention to internet networks that are often interrupted. 3) Faithfulness and adherence to current rules. Both explicit and implicit guidelines are created to ensure the successful achievement of an organisation's objectives, hence, a dedicated approach is required from staff towards the established obligations. Loyalty in this context refers to a mindset of compliance and adherence in fulfilling agreed commitments and following specified disciplinary rules. Insights from interviews and observations revealed that there are numerous employees or personnel in the Jayapura City Personnel, Education and Training Agency who exhibit lack of loyalty and compliance with established regulations, particularly in terms of punctuality.

5. Conclusion

Assessment of work performance through employee work targets is in accordance with indicators of work performance assessment, where work performance assessment through employee work targets is able to measure work quality, work quantity, cooperation, time discipline and job knowledge. Assessment of work performance within the Jayapura City Personnel, Education and Training Agency still has internal constraints, consisting of two factors, namely from employees or staff who are considered not disciplined and obedient to existing rules and there are other work units that feel work support facilities such as computers and network disruptions that are needed to support smooth work. The factors that influence the assessment of work performance through employee work targets are time discipline which is interpreted by the disobedience of employees or staff within the Jayapura City Personnel, Education and Training Agency which is considered partly undisciplined. Undisciplined is reflected in the hours of entering the office and returning from the office, there are still staff who do not carry out discipline properly.

As a recommendation, although in its implementation the research results show that employee performance appraisal has been carried out well, employee performance appraisal should be further improved and carried out properly, honestly and objectively in accordance with the actual situation without being influenced by personal subjective assessments from appraisal officials. The establishment of employee work discipline benchmarks is commendable; however, it is imperative that leaders in every unit or department of the Jayapura City Personnel, Education, and Training Agency remain proactive in enforcing punctuality standards, reprimanding employees who arrive late or depart early without notice, and fostering a culture of motivation to uphold good work ethics. Measurement of achievement and work discipline within the Jayapura City Personnel, Education and Training Agency must be communicated openly by the leadership so that all employees know who is considered an achiever and take corrective action for employees in accordance with the type of disciplinary penalty for violating the provisions of working hours.

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