

Analysis The Effectiveness of State Civil Apparatus (ASN) Employee Performance in Public Services at The Personnel and Human Resource Development Agency of Murung Raya Regency

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ABSTRACT: Public service delivery at the Personnel and Human Resource Development Agency (BKPSDM) of Murung Raya Regency faces several operational challenges, including delays in service processes, inconsistencies in service accuracy, and variations in employee responsiveness as reflected in community complaints. This study aims to: (1) analyze the effectiveness of State Civil Apparatus (ASN) employee performance in public service delivery at BKPSDM Murung Raya Regency; and (2) identify the factors that hinder its effectiveness. This study employed a qualitative descriptive approach. Data were collected through semi-structured interviews with seven informants, consisting of 2 community members and 5 BKPSDM employees directly involved in service delivery. Data analysis was conducted using thematic analysis, including data reduction, coding, categorization, and interpretation to identify patterns in employee performance. The findings indicate that employee performance varies across several dimensions, including work planning, timeliness, service quality, responsiveness, and independence. Participants reported that although employees generally perform their duties in accordance with established procedures, inconsistencies remain in practice. Service processes are sometimes perceived as slow, administrative inaccuracies still occur, and responsiveness to community needs is not always optimal. In addition, time management and technical competence were identified as key factors influencing performance outcomes. These findings suggest that the effectiveness of ASN employee performance at BKPSDM Murung Raya Regency remains context-dependent and influenced by both individual capabilities and operational conditions. Improving procedural consistency, strengthening employee competence, and enhancing responsiveness are necessary to support more reliable and efficient public service delivery.

Keywords: Analysis, Effectiveness, Performance, State Civil Apparatus (ASN), Public Service.



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INTRODUCTION

Public service delivery is a fundamental function of government institutions, particularly in ensuring that administrative processes are carried out effectively and in accordance with

established regulations. The quality of public services is closely related to the performance of State Civil Apparatus (ASN), as employees are directly responsible for implementing policies and interacting with the community. In this context, performance refers to the work results achieved by individuals in carrying out their duties based on their roles, responsibilities, and competencies (Simanjuntak, 2005; Tika, 2006). Therefore, improving employee performance is essential to ensure that public service delivery meets organizational objectives and public expectations (Effendi, 2018).

Effectiveness is a key concept in evaluating organizational performance. According to Siagian, (2001), effectiveness refers to the extent to which organizational goals can be achieved through the optimal use of available resources. This concept emphasizes that the success of an organization is determined not only by the completion of tasks but also by the alignment between outcomes and predetermined objectives. In the context of public sector organizations, effectiveness is reflected in the ability to deliver services that are timely, accurate, and responsive to community needs. Thus, assessing the effectiveness of ASN employee performance is crucial in determining whether public service delivery has been implemented as expected (Agung & others, 2020; Aziz, 2021; Gunawan, 2019).

Employee performance can be measured using several indicators. Robbins (2008) identifies key dimensions of performance, including work quality, work quantity, punctuality, effectiveness, and independence (Junaidi, 2018). These indicators provide a comprehensive framework for evaluating how employees perform their duties and responsibilities. In addition, Steers (2005) explains that organizational effectiveness can be assessed through criteria such as productivity, adaptability, job satisfaction, and resource utilization. These theoretical perspectives highlight that employee performance is a critical determinant of overall organizational effectiveness.

However, achieving optimal employee performance is often influenced by various internal factors. Mangkunegara (2013) emphasizes that ability and motivation are the primary determinants of performance. Ability relates to employees' knowledge, skills, and competencies, while motivation reflects their willingness and commitment to perform tasks effectively. When these factors are not adequately developed, employee performance may decline, which in turn affects the effectiveness of public service delivery. This indicates that performance effectiveness is not only a matter of task completion but also involves the interaction between individual capacity and organizational support.

Based on preliminary observations conducted at the Personnel and Human Resource Development Agency (BKPSDM) of Murung Raya Regency, several issues related to the effectiveness of ASN employee performance in public service delivery were identified, particularly in personnel administrative services. These issues include delays in processing official documents such as promotion files and staffing administration, inconsistencies in service accuracy, and limited responsiveness in addressing service users' inquiries and complaints. In several instances, service users reported that administrative processes exceeded the expected service time and were not consistently aligned with established procedures. Furthermore, variations in employee performance were observed, especially in terms of punctuality, task completion, and work quality,

indicating that performance indicators have not been fully achieved. These conditions suggest that the implementation of employee performance effectiveness within the institution has not yet been optimal and requires further systematic evaluation.

Previous studies have examined the effectiveness of employee performance in public sector organizations and indicate that performance outcomes vary depending on organizational conditions and employee capabilities. Rahman (2013) found that employee performance effectiveness in government institutions is influenced by discipline and work responsibility, while Erawati et al. (2017) reported that employee effectiveness is closely related to organizational support and work environment. Similarly, Misnawati, (2016) highlighted that limitations in employee competence and work discipline can hinder performance effectiveness.

However, existing studies generally provide a broad assessment of employee performance effectiveness without focusing on the specific institutional context of BKPSDM Murung Raya Regency. In addition, previous research tends to emphasize general performance indicators without examining how these indicators are reflected in actual service practices. This indicates a research gap in understanding the contextual dynamics of ASN employee performance effectiveness, particularly in relation to administrative service delivery at the local government level.

Considering the issues described above, the researcher intends to conduct further study on these problems under the title “Analysis of the Performance Effectiveness of State Civil Apparatus (ASN) in Improving the Quality of Public Services at the Personnel and Human Resources Development Agency of Murung Raya Regency.”

Research Objectives

This study aims to achieve the following objectives: (1) to examine and analyze the effectiveness of the performance of State Civil Apparatus (ASN) employees in delivering public services at the Personnel and Human Resources Development Agency of Murung Raya Regency; and (2) to identify and analyze the factors that hinder the effectiveness of ASN employee performance in providing public services within the Personnel and Human Resources Development Agency of Murung Raya Regency.

Research Benefits

This study provides a theoretical contribution by operationalizing Steers’ organizational effectiveness framework within the context of public service delivery at BKPSDM Murung Raya and aligning it with employee performance indicators derived from Robbins’ framework. This integration produces a context-specific analytical model that links resource utilization and organizational processes to measurable service dimensions, including procedural compliance, employee responsiveness, and operational constraints. In doing so, the study advances prior

research that often applies these theories in a general manner without explicitly connecting them to concrete public service processes.

Empirically, this study contributes by examining an underexplored institutional context, namely BKPSDM at the local government level, where performance effectiveness is closely associated with administrative service delivery rather than profit-oriented outcomes. By drawing on qualitative data from both service providers (employees) and service users (community members), the study offers a more grounded and contextualized understanding of how ASN performance is implemented and experienced in practice.

Methodologically and practically, this study applies a structured qualitative analysis workflow (coding–theming–verification) to ensure that theoretical constructs are systematically translated into empirical findings (Abadi, 2018; Darmawan, 2022). The results provide evidence-based insights for improving public service performance at BKPSDM Murung Raya, particularly through strengthening procedural compliance, enhancing employee communication, and optimizing workload distribution to achieve more consistent and accountable service delivery.

Previous Research

- (Rahman, 2013), conducted a study on the Effectiveness of Employee Performance at the Dumbo Raya District Office, Gorontalo City. The essence of this research is that overall the service is good or has been effective, but it still needs to be maximized, this can be seen from the effectiveness of the performance carried out both in terms of work quality, work accuracy, work timeliness, and work results.
- (Erawati et al., 2017), conducted a study on the Effectiveness of Employee Performance at the Palangga District Office, Gowa Regency. The essence of the study shows that employee performance is classified as effective based on aspects of work results, behavior, attributes and competencies, and competency.
- (A. Putra, 2019), conducted a study on the Performance Effectiveness of Employees of the Sentajo Raya Sub-district Office, Kuantan Singingi Regency. The essence of this study shows that the performance of employees is still not functioning optimally. There are still employees who work not in accordance with their functions.
- (Misnawati, 2016), conducted a study on the Work Effectiveness of Civil Servants at the Marangkayu District Office, Kutai Kartanegara Regency. The essence of this study is that the effectiveness of employee work is quite effective as expected or desired because employees have been able to show maximum work results. This is evidenced by the use of working time, and good work adaptability between one employee and another.
- (A. S. Putra, 2015), conducted a study on the Work Effectiveness of Civil Servants in Community Services at the Betayau District Office, Tana Tidung Regency. The essence of this study is that the effectiveness of employee work has not been as effective as expected or desired because employees have not been able to show maximum work results. This can be proven by the work discipline of the workers, the ability to work, be it the intellectual ability that supports

each employee even though there are still a small number of employees who are maximum in their work.

Analysis

Definition of Analysis

Analysis is the activity of systematic thinking to break, decompose, or sort a complex data, event, or problem into smaller components (sub-sections). This process aims to research, understand the structure, function, and relationships between parts, and interpret their meanings in order to reach the right conclusions (Ardiansyah, 2019; Lestari, 2020).

Theory of Analysis

Analysis theory is the systematic process of breaking down data, objects, or phenomena into small components to be studied, understand the relationships between parts, and deduce the true state. It involves organizing data, detailed observations, and synthesis to make it easier to understand.

According to (Sugiyono, 2016), analysis is the systematic process of searching, compiling, and organizing interview data, field notes, and documentation into certain categories, units, and patterns. The goal is to elaborate, synthesize, choose the important ones, and draw conclusions so that they are easy to understand.

The following are the important points of analysis theory according to Sugiyono:

- **Main Definition:** Data analysis is an activity to find patterns or ways of thinking related to the systematic testing of something to determine parts, relationships between parts, and their relationship to the whole.
- **Analysis Process (Qualitative):** Includes data reduction (summarizing, choosing the main thing), presenting data (matrix, graph, narrative), and drawing conclusions or verification.
- **Implementation Time:** Qualitative data analysis is carried out from the time the data collection takes place (during interviews/observations) and after the completion of data collection within a certain period.
- **Descriptive Analysis:** Used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the general public (generalization). This analysis emphasizes on the validity of the data and an in-depth understanding of the research subject.

Factors that hinder Analysis

Factors inhibiting the analysis in general include lack of infrastructure, limited financial resources, and weak cooperation between stakeholders. In addition, obstacles can come from internal and external factors (individual difficulties), rigid customs, and lack of development of science and technology.

Effectiveness

Definition of Effectiveness

The term effectiveness is derived from the word effective. According to the Great Dictionary of the Indonesian Language, the term effective refers to something that produces an effect, influence, or impact and is capable of generating expected outcomes. Therefore, effectiveness can be interpreted as the degree to which an activity, task, or function is carried out appropriately in order to achieve predetermined objectives. In organizational contexts, effectiveness reflects the extent to which individuals or institutions successfully accomplish the goals that have been established.

In general, the concept of effectiveness is closely associated with efficiency, although the two concepts have different meanings. Effectiveness focuses primarily on the level of goal attainment or the results achieved, whereas efficiency emphasizes the process of achieving those results by considering the relationship between inputs and outputs. In other words, effectiveness relates to what is achieved, while efficiency concerns how those results are obtained (Siagian, 2001). Effectiveness may also be understood as a condition that indicates the realization of intended results or impacts. When an individual performs an activity with a specific purpose and the expected outcome is achieved, the action can be considered effective.

Theory of Effectiveness

According to (Siagian, 2001), effectiveness is the use of resources, facilities and infrastructure in a certain amount that is consciously determined in advance to produce a number of goods for the services of the activities carried out. Effectiveness shows the results of success in terms of whether or not the goals that have been set are achieved. If the results of the activity are closer to the target, it means that the higher the effectiveness (Maeyasari, 2015).

Effectiveness according to (Handoko, 2006) states "Effectiveness is the ability to choose the most appropriate goal or the right equipment to achieve the goals that have been set". In line with the opinion of Maulana & Rachman (2016) that "Effectiveness is defined as the ability of a unit to achieve the desired goal".

According to (Steers, 2005) there are four (4) criteria in measuring effectiveness, namely:

- Productivity, the ability of each employee to complete a job with results in accordance with the instructions and time that has been set beforehand.
- Adaptability, the ability of each member to find solutions to problems in responding flexibly to the demands of environmental change.
- Job satisfaction, the ability of a member in an effort to achieve a work result or achieved by a member in the implementation of the duties and responsibilities given to him to achieve his goals and sense of satisfaction in him.
- The search for resources, human resource capabilities, namely the intelligence and ability of a member in carrying out his duties.

Factors That Hinder Performance Effectiveness

Effectiveness, which is defined as the success of carrying out the program, is influenced by various factors that can determine the effectiveness of employees' work whether or not it is influenced by leadership style. Factors that hinder the effectiveness of work in the organization are:

- Time
- Duties
- Productivity
- Motivation
- Work Evaluation
- Supervision
- Work Environment

Equipment and Facilities According to Siagian in his book, tips to increase productivity Kerja (2002: 4) stated that there are three main factors that can hinder a person's performance, namely:

- Motivational factors
- Ability factor
- Assignment accuracy

Performance

Definition of Performance

Performance is commonly used as a benchmark to evaluate the quality of employees' work and to assess how well individuals perform their assigned duties. In general, performance refers to the work outcomes achieved by an individual when carrying out tasks assigned to them, which are influenced by factors such as skills, experience, commitment, and the time allocated to complete the work.

Performance can also be interpreted as the results obtained by employees in terms of both quality and quantity while performing their responsibilities in accordance with the duties entrusted to them. Thus, performance reflects the level of achievement obtained by employees when fulfilling their organizational roles.

Furthermore, an individual's performance represents the interaction between capability, effort, and opportunity, which can be evaluated based on the outcomes of their work activities. In the context of human resource management, employee performance becomes a crucial aspect because it determines how effectively organizational goals can be achieved.

Performance Concept

The concept of performance can generally be viewed from two perspectives, namely individual employee performance and organizational performance. Individual performance refers to the work results produced by employees within an organization, while organizational performance represents the cumulative outcomes achieved by the organization as a whole.

Both types of performance are closely interconnected. The success of an organization in achieving its objectives is strongly influenced by the human resources it possesses. Employees act as key actors who drive organizational activities, making their performance an essential factor in determining whether organizational goals can be successfully realized (Pasolong, 2007).

Performance Theory

According to Robbins (2008), performance can be defined as the results achieved by employees in performing their work based on the standards or criteria applicable to a particular job.

Similarly, Simanjuntak (2005) explains that performance reflects the level of achievement in carrying out specific tasks. This concept includes individual performance, group performance, and organizational performance, all of which are influenced by both internal and external factors.

Meanwhile, Mangkunegara (2013) states that human resource performance often referred to as job performance or actual performance represents the results of work achieved by employees in terms of both quality and quantity while carrying out their duties in accordance with the responsibilities assigned to them.

Performance Indicators

According to Robbins (2008), individual employee performance can be assessed using several indicators, including the following:

- **Quality**
Work quality refers to the extent to which the results of an employee's work meet established standards. It is measured through employees' perceptions regarding the accuracy, thoroughness, and level of perfection of the tasks completed in accordance with their abilities and competencies.
- **Quantity**
Quantity relates to the amount of work produced within a given period. This indicator can be measured through numerical outputs, such as the number of units produced or the number of tasks or activity cycles successfully completed.
- **Punctuality**
Punctuality reflects the ability of employees to complete tasks within the predetermined time frame. This indicator also considers how well employees coordinate their activities in order to achieve optimal results while effectively utilizing available time.
- **Effectiveness**
Effectiveness refers to the optimal utilization of organizational resources such as labor, financial resources, technology, and materials in order to maximize work outcomes and improve productivity.
- **Independence**
Independence describes the ability of employees to perform their duties autonomously and demonstrate responsibility toward their work. It also reflects the extent to which employees possess commitment to their organization and are capable of completing tasks without excessive supervision.

Factors That Hinder Performance

The factors that hinder the performance of an organization's employees according to (Mangkunegara, 2013) can be explained as follows:

1. Ability Factor

According to Mangkunegara (2013), several factors may hinder employee performance within an organization, including:

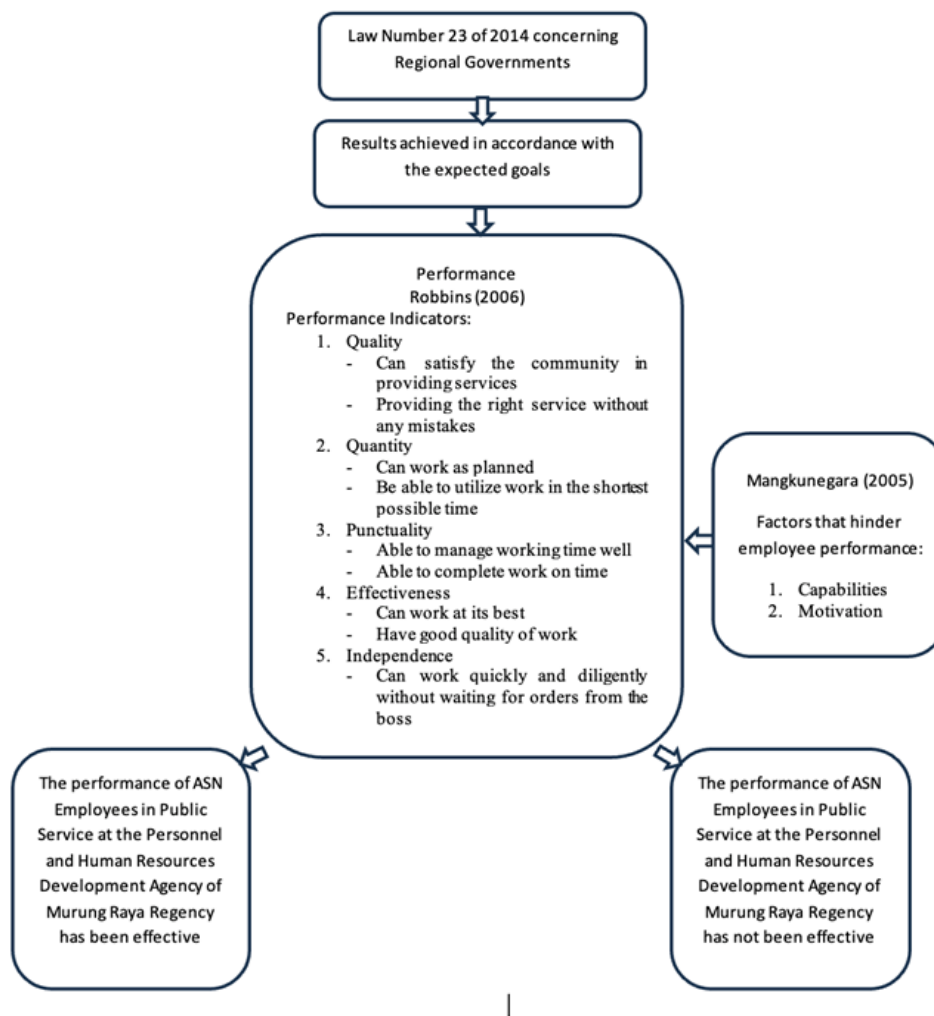
- Potential ability (IQ), which reflects an individual's intellectual capacity; and
- Actual ability, which includes knowledge and technical skills possessed by employees.

Employees who possess intellectual abilities above the average level (IQ 110–120 or higher), supported by appropriate education and adequate job-related skills, tend to achieve higher performance levels compared to those with limited competence.

2. Motivational Factors (Motivation)

Motivation refers to the attitudes and perceptions of leaders and employees toward their work environment. Individuals who demonstrate positive attitudes toward their work situations tend to exhibit higher levels of work motivation. Conversely, negative attitudes toward work conditions often lead to lower motivation levels. The work environment in this context includes various elements such as interpersonal relationships at work, availability of work facilities, organizational climate, leadership policies, leadership styles, and overall working conditions.

Figure 1. Conceptual Framework



METHOD

Research Type

Type Research What will be used in this study is Qualitative Descriptive. Descriptive research is research conducted to determine the value of independent variables, either one or more variables (independent) without making comparisons, or connecting between one variable and another, (Sugiyono, 2016). In other words, qualitative research seeks to explain how an individual sees, describes, or interprets his or her social world. Where this meaning is the result of social

interaction, (Martono, 2015). Based on the research method mentioned above, it is intended to obtain a systematic overview and data on various matters closely related to the Performance Effectiveness of State Civil Apparatus Employees (ASN) at the Personnel and Human Resources Development Agency of Murung Raya Regency (Nasution, 2022).

Population and Informants

In this study, information was obtained from the community and office employees, consisting of 2 community members and 5 employees of the BKPSDM Murung Raya Regency. The selection of informants was conducted using a purposive sampling technique, with consideration given to their direct involvement in public service processes and their relevance to the research focus. Community informants were selected based on their experience in accessing services, while employee informants were chosen based on their roles and responsibilities in service delivery.

This study adopts a qualitative descriptive approach, emphasizing in-depth understanding of service performance in the BKPSDM context (Cahyono, 2019; Oktaviani, 2021). Data were collected through semi-structured interviews, direct observation during service interactions, and review of relevant institutional documents. This approach allows the researcher to capture detailed perspectives from both service providers and service users, ensuring a comprehensive understanding of the phenomenon under study.

To ensure the credibility and trustworthiness of the data, triangulation was applied by comparing information obtained from different sources, including community members, employees, and supporting documents. In addition, member checking was conducted by confirming key findings with selected informants to enhance the validity of the interpretation.

Research Location

The location of this research was carried out at the Personnel and Human Resources Development Agency of Murung Raya Regency which is located on Jl. Utama Praja No. 2 Puruk Chahu, Murung Raya Regency. The reason for choosing the location of this research is because the researcher gets information from the community who come for coordination and consultation, there are several employees whose performance is not good, especially in providing services and the files received for the follow-up process are not immediately implemented. From that information, the researcher was interested in conducting deeper research on the Office.

Instrumentation or Tools

This study employed qualitative research instruments designed to facilitate in-depth data exploration. The primary instrument used was a semi-structured interview guide, which enabled

the researcher to explore participants' experiences, perceptions, and interpretations regarding the effectiveness of ASN employee performance in public service delivery.

The interview guide was developed based on the research objectives and relevant theoretical frameworks, allowing flexibility for probing questions to obtain richer and more detailed information.

In addition to interviews, the researcher also utilized observation guidelines to record actual conditions and interactions during service processes, as well as document analysis checklists to examine relevant institutional records and supporting documents.

All interviews were documented through audio recordings and subsequently transcribed verbatim to ensure data accuracy and to facilitate systematic analysis.

Data Collection Procedures

Data Primer

Primary data were collected directly from the research field through in-depth interviews, observations, and document review. Interviews were conducted with selected informants, including employees and community members involved in public service delivery, to capture their experiences and perspectives. Observations and document analysis were used to support and validate the interview findings.

Data Seconds

Secondary data were obtained from books, scientific journals, official reports, and relevant regulations related to ASN performance and public service effectiveness. These data were used to support the theoretical framework and strengthen the interpretation of research findings.

Data Analysis

The data analysis technique in this study uses data analysis that has been developed by (Miles & Huberman, 2014), which uses an interactive method with three procedures, namely:

- Data Condensation

Data condensation refers more to the process of selection, focus on simplifying, abstracting and changing the data that appears in research activities by writing notes in files, making interview guidelines, documents and other empirical materials.

- Data Display

Data presentation is the main stream of both analytical and qualitative activities. In general, data presentation is a form of data collection that is

An organized data set, encouraging information allows for drawing conclusions and actions. Data provision is a powerful key step to qualitatively analyze data. By presenting the data, it is hoped that it will be able to provide the possibility of drawing conclusions and taking further actions.

- Conclusion data retrieval (Conclusions, Drawing/Verifying)

The third stage involves drawing conclusions through processes of interpretation and verification. After the data have been reduced and systematically presented, the researcher formulates conclusions supported by reliable evidence obtained during the data collection process. These conclusions represent responses to the research questions and problem formulations that were established at the beginning of the study.

RESULT AND DISCUSSION

Quality

Employees can satisfy the community in providing services.

The findings indicate that the ability of employees to satisfy the community in providing services varies across several aspects of service delivery. In terms of technical competence, there are indications that employees still face challenges in handling complaints promptly and appropriately. This is reflected in the statement: “Employees do not yet possess sufficiently high competence in handling community complaints quickly and appropriately.” (CI1). This finding is also consistent with observations during the service process, where some complaints required longer handling time due to limited technical understanding. Furthermore, service quality in terms of speed and procedural alignment is perceived as not yet optimal, as indicated by the statement: “The service process is still slow and not fully aligned with the expected procedures and standards, resulting in long queues.” (CI2). These conditions suggest that although service procedures are formally established, their implementation still encounters practical constraints.

From the perspective of community satisfaction and performance outcomes, responsiveness and the achievement of work targets appear to influence how services are experienced by users. Several informants expressed dissatisfaction related to employees’ responsiveness and empathy, as reflected in the statement: “Community members feel dissatisfied because employees tend to be less responsive and show limited empathy when providing solutions.” (CI1). On the other hand, internal informants also acknowledged that performance outcomes have not yet fully aligned with institutional indicators, as illustrated by the statement: “Employee performance has not yet met the work quality indicators established by the institution.” (EI3). This finding is further supported by internal documents on performance achievement, which indicate discrepancies between targets and actual outcomes in several service indicators. Overall, these findings suggest that service delivery is ongoing; however, it is still accompanied by several challenges related to competence, process efficiency, responsiveness, and consistency in performance achievement (Mulyadi, 2019; B. Setiawan, 2021).

Employees always provide the right service without any mistakes.

The findings indicate that, in practice, service delivery does not always fully reflect the expectation that employees consistently provide accurate and error-free services. Several informants highlighted that inaccuracies are still encountered in service processes, as reflected in the statement: “The service provided is not yet fully accurate; errors are still found in several service processes.” (CI1). In addition, the service process is perceived as relatively slow and not entirely aligned with established procedures and standards, as indicated by the statement: “The service process remains slow and has not fully complied with the expected procedures and standards, resulting in long queues.” (CI2). These findings suggest that while service procedures are formally in place, their implementation may vary depending on operational conditions.

From the perspective of service users, satisfaction is influenced by both effectiveness and efficiency of service delivery (Hidayat, 2020; Indrawan, 2022; Ramadhan, 2022). Some informants expressed that they are not yet satisfied with the services received, as reflected in the statement: “Community members are not yet satisfied because the services provided are still not effective and efficient.” (CI1). Furthermore, internal informants indicated that employee performance has not consistently met institutional expectations, as shown in the statement: “Employee performance has not yet met the work quality indicators established by the institution.” (EI4). Overall, these findings indicate that service delivery is ongoing; however, it is still accompanied by several challenges related to accuracy, efficiency, and consistency of performance.

Quantity

Employees can work as planned

The findings indicate that employees’ ability to carry out work in accordance with planned targets is not always fully achieved in practice. Some informants highlighted that inaccuracies are still found in service processes, as reflected in the statement: “The service provided is not yet fully accurate; errors are still found in several service processes.” (CI1). These findings suggest that although work plans and service standards are formally established, their implementation may vary depending on situational conditions. From the internal perspective, it is also indicated that task execution is influenced by operational constraints, particularly when multiple service demands must be handled within limited time frames.

Furthermore, the achievement of planned work targets is closely related to time management and procedural compliance. As indicated in the data, “Employees are required to manage their time effectively... there is still a need to improve time management skills to achieve the expected work quantity targets.” (EI2). In addition, employee performance is closely associated with competence and the ability to meet service expectations, including the accuracy and quality of work outcomes. These findings indicate that while employees attempt to work according to established plans and targets, there are still challenges related to accuracy, time management, and consistency in achieving expected service outcomes.

Employees can take advantage of their work in the shortest possible time

The findings indicate that the ability of employees to complete their work within the shortest possible time is not always fully achieved in practice. Several informants highlighted that service processes are still relatively slow and not fully aligned with established procedures and standards, as reflected in the statement: “The service process remains slow and has not fully complied with the expected procedures and standards, resulting in long queues.” (CI2). In addition, inaccuracies in service delivery were also reported, as indicated in the statement: “The service provided is not yet fully accurate; errors are still found in several service processes.” (CI1). These findings suggest that while efficiency is expected in service delivery, time utilization and accuracy remain challenges in certain situations.

From the perspective of service users and performance outcomes, efficiency is closely related to effectiveness and service quality. Some informants expressed that they are not yet satisfied with the services provided, as reflected in the statement: “Community members are not yet satisfied because the services provided are still not effective and efficient.” (CI2). Furthermore, internal performance conditions also indicate that work outcomes have not consistently met institutional quality standards, as shown in the statement: “Employee performance has not yet met the work quality indicators established by the institution.” (EI4). These findings indicate that although employees are expected to complete their work efficiently, there are still challenges related to time management, accuracy, and consistency in achieving expected performance outcomes.

Punctuality

Employees are able to manage working time well

The findings indicate that employees’ ability to manage working time is recognized as an important aspect of performance evaluation; however, its implementation in practice varies across situations. From the employee perspective, time management is considered a key requirement in completing tasks according to planned targets, as reflected in the statement: “Employees are considered capable of managing their time effectively, which becomes one of the bases for performance evaluation.” (EI5). In addition, another employee informant emphasized that work completion is generally aligned with predetermined plans, as indicated by the statement: “Employees are able to complete tasks within a short period of time and according to the established work plans.” (EI7). These findings suggest that time management is formally recognized and applied as part of performance expectations.

However, from the community perspective, the effectiveness of time management is not always consistently reflected in service outcomes. Some informants noted that there are still service activities that are not carried out properly and occasional errors occur, as reflected in the statement: “There are still services that are not carried out properly and errors occasionally occur, indicating that performance has not yet been fully effective.” (CI1). Similarly, another community informant highlighted that although employees are expected to have high capability in meeting service demands, performance still requires improvement, as indicated in the statement: “High capability is required to meet community expectations; however, employee performance still needs

improvement.” (CI2). These findings indicate that while employees are expected to manage working time effectively, there are still challenges related to consistency, accuracy, and alignment with community expectations.

Employees are able to complete work on time

The findings indicate that employees’ ability to complete work on time is associated with work planning, discipline, and responsiveness in service delivery. From the employee perspective, timely task completion is supported by structured planning and a sense of responsibility. This is reflected in the statement: “We usually try to plan our work in advance so tasks can be completed on time.” (EI3). In addition, another employee informant emphasized the role of discipline in meeting work targets, as expressed in the statement: “We are expected to be responsible and disciplined, so the work can be finished according to the schedule.” (EI4). These findings suggest that internal work mechanisms, such as planning and discipline, contribute to employees’ ability to meet time-related performance expectations.

However, from the service user perspective, the timeliness of service delivery is not always consistently experienced. Some informants perceived that services can be delivered relatively quickly in certain situations, as reflected in the statement: “Sometimes the service is quite fast, and the staff respond quickly when we need help.” (CI2). At the same time, there are indications that employee performance still requires improvement to fully meet community needs, as expressed in the statement: “We still feel that the service could be improved, especially to better meet what the community needs.” (CI1). These findings indicate that while employees are able to complete work on time in some cases, there are still challenges related to consistency and alignment with community expectations.

Effectiveness

Employees can work optimally

The findings indicate that employees generally demonstrate the ability to carry out their tasks in accordance with their roles and responsibilities, although the level of optimality varies across situations. From the employee perspective, work implementation is often guided by planned responsibilities and efforts to perform tasks effectively, as reflected in the statement: “In general, employees are able to complete their tasks well and try to work optimally according to their responsibilities.” (EI1). In addition, another employee informant noted that most tasks can be completed according to schedule, although some delays still occur in certain activities, as indicated in the statement: “Most tasks can be completed according to the planned schedule, although sometimes there are still delays in certain activities.” (EI2). These findings suggest that work planning and task management have been implemented, but are not always consistently achieved.

From the community perspective, the perception of optimal work performance is influenced by service outcomes, particularly in terms of accuracy and responsiveness. Some informants acknowledged that services have been carried out properly in several cases; however, there are still

complaints regarding service quality, as reflected in the statement: “Some services have been carried out properly, but there are still complaints from the community regarding service accuracy and responsiveness.” (CI1). Similarly, another informant emphasized that although employees have the ability to perform their duties, further improvement is still required to achieve more optimal performance and meet community expectations, as expressed in the statement: “Employees already have the ability to perform their duties, but improvements are still needed to achieve optimal performance and meet community expectations.” (CI2). These findings indicate that while employees are able to work optimally in certain aspects, there are still challenges related to consistency and alignment with community needs.

Employees have a good quality of work

The findings indicate that employees generally demonstrate an adequate level of work quality in carrying out their duties, particularly in terms of adherence to assigned responsibilities and established procedures. From the employee perspective, work quality is reflected in the ability to complete tasks according to assigned roles while maintaining expected standards, as expressed in the statement: “Employees generally complete their work according to the duties assigned to them and try to maintain the quality of their work.” (EI4). Similarly, another employee informant noted that most tasks are carried out properly and in accordance with existing procedures, as indicated in the statement: “Most employees have carried out their work properly and in accordance with existing procedures.” (EI5). These findings suggest that employees have been able to maintain a certain level of consistency in following work standards.

However, from the community perspective, the perceived quality of work is not always fully aligned with expectations. Some informants acknowledged that services are generally good, but still identified several shortcomings that affect service outcomes, as reflected in the statement: “Although services are generally good, there are still several shortcomings that sometimes affect the quality of services received by the community.” (CI1). In addition, another informant emphasized that while work quality is considered adequate, further improvements are still needed to better meet community expectations, as expressed in the statement: “Work quality is quite good, but improvements are still needed so that services can fully meet community expectations.” (CI2). These findings indicate that although employees demonstrate a relatively good level of work quality, there are still challenges related to consistency and alignment with user expectations.

Independence

Employees can work quickly and diligently without waiting for orders from their superiors

The findings indicate that employees demonstrate a certain level of independence in carrying out their duties, particularly in completing tasks without always relying on direct instructions from their superiors. From the employee perspective, initiative plays an important role in supporting work completion, as reflected in the statement: “Employees generally try to complete their work quickly without always waiting for instructions from their superiors.” (EI3). In addition, another

employee informant emphasized that employees are able to complete tasks efficiently and show initiative in fulfilling their responsibilities, as indicated in the statement: “Most tasks can be completed quickly and employees show initiative in finishing their work responsibilities.” (EI4). These findings suggest that independence is present in daily work practices, particularly in terms of responsiveness and initiative.

From the community perspective, employee independence is reflected in the speed of service delivery, especially when employees take proactive actions. Some informants noted that services can be delivered more quickly when employees work proactively, although delays may still occur in certain situations, as expressed in the statement: “Services can be provided faster when employees work proactively, although sometimes delays still occur.” (CI1). Furthermore, another informant highlighted that while employees already show initiative in completing tasks, further improvements are still needed to achieve optimal performance, as reflected in the statement: “Employees already show initiative in completing tasks, but further improvement is still needed so that performance can be fully achieved.” (CI2). These findings indicate that although employees demonstrate independence in their work, there are still challenges related to consistency and overall performance optimization.

Employees can complete their work on their own without the help of others

The findings indicate that employees demonstrate the ability to carry out their duties independently, particularly in completing assigned tasks without excessive reliance on others. From the employee perspective, this independence is reflected in how tasks are handled individually based on assigned roles. As expressed by an informant: “In general, each employee is able to handle their own tasks without depending too much on others.” (EI2). Another employee informant also emphasized that while most responsibilities can be completed individually, coordination is still required in certain conditions, as reflected in the statement: “We usually finish our work based on our responsibilities, although in some cases we still need to coordinate with other staff.” (EI4). These findings suggest that individual responsibility is present, although collaborative elements remain part of the work process.

From the community perspective, employee independence is associated with the efficiency of service delivery. Some informants noted that when employees are able to manage their tasks independently, services tend to be delivered more promptly, as indicated in the statement: “Services are usually faster when the staff can handle the process on their own.” (CI1). However, another informant highlighted that although employees already demonstrate independent work ability, there is still room for improvement to achieve more optimal outcomes, as reflected in the statement: “They can work on their own, but the results could still be improved to better meet expectations.” (CI2). These findings indicate that while employees show the capacity to work independently, there are still challenges related to consistency and the overall quality of performance.

Factors that Hinder the Analysis of the Performance Effectiveness of State Civil Apparatus (ASN) in Improving the Quality of Public Services at the Personnel and Human Resources Development Agency of Murung Raya Regency(Pratama, 2020; Saputra, 2018).

Ability Factor

From the results of the interview, it can be concluded that ability is an inhibiting factor in a person's performance. This can be seen from the intelligence and skill of an employee in work. Because the high and low of these abilities can determine whether a person's performance is good or not.

Motivational Factors

From the results of the interview, it can be concluded that motivation is a factor that can hinder the performance of an ASN. The motivation is based on whether or not a boss or employee is smart in providing motivation. Because high work motivation will greatly affect the development and progress of an organization.

The findings of this study indicate that the effectiveness of State Civil Apparatus (ASN) employee performance at the Personnel and Human Resource Development Agency (BKPSDM) of Murung Raya Regency has not yet reached an optimal level(Budiman, 2020; Kurniawan, 2021). Although several internal indicators of performance show positive tendencies, the broader service outcomes still reveal weaknesses in service accuracy, responsiveness, and public satisfaction. These findings can be interpreted using the conceptual framework of organizational effectiveness proposed by Steers and the employee performance indicators proposed by Robbins, (2008).

Work Quality

Participants described that employees generally perform their duties in accordance with established procedures and job responsibilities. However, several informants indicated that inconsistencies still occur in practice, particularly in terms of service accuracy and reliability. Some service users reported that administrative errors and the need for corrections occasionally arise, suggesting that work processes are not always carried out with the same level of precision. From these perspectives, work quality is understood not only as the completion of tasks, but also as the consistency and carefulness demonstrated in everyday service delivery.

From the perspective of organizational effectiveness, the ability to produce consistent and reliable outputs reflects how well human resources are utilized within an institution (Steers, 2005). In this study, variations in work quality suggest that the implementation of service procedures is not always uniform across employees. This condition indicates that organizational effectiveness is closely linked to how employees translate procedural standards into actual practice. When consistency in work execution is not fully achieved, the quality of service outcomes may vary, even when tasks are formally completed.

These findings are in line with previous research showing that employee competence plays a significant role in shaping work quality. For example, Firmansyah, (2020) found that higher levels of employee competence contribute to more accurate and reliable work outcomes in public sector institutions. Similarly, Setiawan et al., (2023) emphasized that without continuous competency development, inconsistencies in service delivery may persist. In comparison, the present study highlights that such inconsistencies are also reflected in day-to-day administrative practices, indicating that improving competence and reinforcing procedural consistency remain important considerations in enhancing service quality.

Work Quantity

Participants described that employees are generally able to complete their assigned tasks within the expected timeframe, reflecting a sense of responsibility in carrying out their duties. Several informants indicated that work activities are usually performed according to planned schedules, suggesting that employees are accustomed to managing their workload within existing administrative demands. However, some participants also noted that the completion of tasks does not always reflect the overall quality of service, as certain outputs still require revision or clarification during the service process.

From a qualitative perspective, the ability to complete tasks needs to be understood in relation to how work is carried out in practice. Participants' accounts suggest that completing tasks quickly does not necessarily ensure that services are delivered in a manner that fully meets expectations. In some cases, the emphasis on finishing tasks within a limited timeframe may influence how carefully procedures are followed. This indicates that work quantity is closely connected to the way employees balance speed and accuracy in service delivery, rather than being understood solely as task completion.

These findings are consistent with previous research highlighting that work productivity in public organizations is influenced not only by task completion but also by supporting factors such as motivation and performance evaluation systems. Wijaya & Sari, (2020) found that employee productivity becomes meaningful when it is supported by adequate motivation and effective monitoring mechanisms. In comparison, the present study shows that variations in how tasks are completed may still occur in daily service practices, suggesting that the balance between workload management and service quality remains an important aspect in understanding employee performance.

Punctuality

Participants described that employees generally manage their working time in accordance with established schedules and service procedures. Several informants indicated that tasks are often completed within the expected timeframe, reflecting the presence of work discipline and planning in daily activities. From the employee perspective, time management is seen as part of their responsibility in ensuring that service processes continue smoothly. However, from the

community perspective, experiences related to timeliness are not always consistent, as some service processes are still perceived as slower than expected in certain situations.

These findings suggest that punctuality is experienced not only as adherence to schedules but also as part of how services are perceived by users. Participants' accounts indicate that completing tasks on time does not always correspond with the overall experience of service delivery, particularly when other aspects such as responsiveness and accuracy are involved. In this context, time management becomes meaningful when it is aligned with the ability to respond to community needs and handle service processes appropriately. This reflects that punctuality is closely related to broader service dynamics rather than being understood as an isolated aspect of performance.

These findings are consistent with previous research on public service processes, which highlights that timeliness alone does not fully represent the quality of service delivery. Yahya & Setiyono, (2022) found that although administrative procedures may follow established timelines, limitations in responsiveness and follow-up processes can still influence how services are experienced by the public. In comparison, the present study shows that similar conditions are reflected in everyday service interactions, indicating that time management needs to be supported by responsive and consistent service practices.

Effectiveness and Community Satisfaction

Participants described that although employees are generally able to carry out their duties, the overall service experience is not always perceived as fully satisfactory by the community. Several informants expressed that interactions during service delivery sometimes lack responsiveness, particularly when handling questions, complaints, or procedural uncertainties. From the users' perspective, satisfaction is closely related to how services are delivered in practice, including clarity of information, responsiveness, and the consistency of service procedures.

From an organizational perspective, community satisfaction can be understood as a reflection of how well public services align with the needs and expectations of service users. Participants' accounts indicate that when services are perceived as less responsive or inconsistent, it may influence how the institution is viewed by the public. In this context, service experience is not only shaped by procedural completion but also by the quality of interaction between employees and the community. This suggests that improving service delivery requires attention to both technical processes and interpersonal aspects of service.

These findings are consistent with previous research emphasizing the importance of responsiveness in public service delivery. (Osborne & Brown, 2013) argue that public service performance is closely related to the ability of institutions to respond to citizen needs and expectations. When responsiveness is limited, public trust and satisfaction may be affected. In comparison, the present study highlights that similar issues are reflected in participants' experiences, indicating that strengthening responsiveness and interaction quality remains an important consideration in improving public service practices.

Work Independence and Initiative

Participants described that employees are generally able to carry out their duties independently without relying heavily on direct supervision from their superiors. Several informants indicated that employees are accustomed to handling routine administrative tasks on their own, reflecting a sense of responsibility and initiative in completing assigned work. This independence is particularly visible in day-to-day service activities, where employees take action based on their understanding of procedures and prior experience.

However, participants also noted that variations still occur in how tasks are carried out, indicating that independence does not always lead to consistent service practices. In some situations, differences in interpretation of procedures or levels of experience may influence how services are delivered. This suggests that independence needs to be understood alongside the presence of clear guidelines and coordination among employees, so that individual initiative remains aligned with organizational expectations.

These findings are consistent with previous research emphasizing the role of employee initiative in shaping performance in public organizations. Stephen P. Robbins (2008) explains that independence reflects the ability of employees to act proactively in completing tasks and addressing work-related challenges. However, as highlighted in this study, independence requires support from competence and organizational structure to ensure consistency in service delivery. In comparison, the present findings show that while employees demonstrate initiative, variations in practice suggest the need for stronger alignment between individual actions and institutional standards.

Ability and Motivation as Inhibiting Factors

Participants described that differences in employee ability and motivation influence how tasks are carried out in daily service practices. Ability is reflected in employees' knowledge, technical skills, and experience in handling administrative processes, while motivation is reflected in their willingness and commitment to perform their duties. Several informants indicated that variations in service delivery may be associated with differences in competence and levels of enthusiasm in completing tasks, particularly when dealing with more complex service situations.

From a qualitative perspective, these findings suggest that employee performance is shaped not only by formal responsibilities but also by how individuals interpret and respond to their work environment. Participants' accounts indicate that when employees feel supported and confident in their abilities, they tend to carry out tasks more carefully and responsively. Conversely, limitations in skills or reduced motivation may influence how services are delivered, including how employees respond to community needs and manage work challenges.

These findings are consistent with previous research highlighting the importance of competence and motivation in public sector performance. Samad et al., (2022) found that training, work discipline, and motivation play an important role in shaping employee performance in government institutions. Their study emphasizes that strengthening competence through training and

supporting employee motivation are essential in improving service practices. In comparison, the present study shows that these factors are reflected in everyday service interactions, indicating that ability and motivation remain central considerations in understanding how public services are delivered.

Implications for Public Sector Performance

Overall, the findings of this study indicate that ASN employee performance at BKPSDM Murung Raya Regency can be described as partially effective but not yet optimal. Employees demonstrate the ability to complete tasks, manage working time, and work independently. However, several aspects of service quality, responsiveness, and public satisfaction still require improvement.

Therefore, government institutions need to strengthen employee competency development programs, improve work motivation, and enhance service management systems. By addressing these issues, BKPSDM Murung Raya Regency can improve its organizational effectiveness and provide better public services to the community.

CONCLUSION

This study examined the effectiveness of State Civil Apparatus (ASN) performance in public service delivery at the BKPSDM of Murung Raya Regency. The findings suggest that employee performance shows varying conditions across several aspects, including work planning, timeliness, service quality, responsiveness, and independence. Participants perceived that, although employees are generally able to carry out their duties according to assigned roles and procedures, the consistency of implementation is not always achieved. In particular, several participants noted that delays in service processes, inconsistencies in service accuracy, and variations in responsiveness still occur in practice.

The study also identifies several factors that may inhibit optimal service performance. These include limitations in time management, occasional procedural errors in service delivery, and the need to strengthen employees' technical competence. For example, participants reported that some services still experience delays due to procedural bottlenecks and coordination issues, while others highlighted that inaccuracies in administrative processes can affect service outcomes. These findings indicate that performance effectiveness is context-dependent and influenced by both individual capability and operational conditions within the institution.

Based on these findings, several actionable recommendations can be proposed. In the short term, improving service standardization and reinforcing adherence to existing procedures may help reduce errors and delays. In the medium term, capacity-building initiatives such as technical training and time management development are needed to enhance employee competence and consistency. In the long term, institutional strengthening through system improvements, performance monitoring, and service innovation may support more sustainable improvements in public service delivery.

This study has several limitations. The number of informants is limited ($n = 7$), which may restrict the generalizability of the findings. In addition, the study focuses on a single institutional context, which may not fully represent other public service organizations. Therefore, future research is recommended to involve a larger number of participants, incorporate comparative institutional settings, and explore the integration of qualitative and quantitative approaches to provide a more comprehensive understanding of ASN performance in public services.

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