

## ANALYSIS OF THE PERFORMANCE OF EMPLOYEES AT THE ENVIRONMENTAL AND SANITATION AGENCY OF BADUNG REGENCY

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### Abstract

The performance of government agency employees serves as the foundational base that must be established, maintained, and developed within government institutions to ensure a positive impact on both the quality and quantity of government operations. Challenges such as the limited availability of competent human resources, the misalignment between employee placements and their competencies, and a lack of employee discipline have been identified. The purpose of this research is to understand the current performance, the obstacles encountered, and the strategies employed to enhance employee performance. This study utilizes a qualitative descriptive approach. The results indicate that the performance of employees at the Environmental and Sanitation Department of Badung Regency is good in terms of responsiveness and responsibility indicators, but it is not yet fully optimal in terms of productivity and service quality indicators. The obstacles faced in improving employee performance include a lack of employee interest and opportunities to attend technical training aligned with their competencies, limited rotation across departments, minimal communication between leadership and staff, insufficient competent human resources, and inadequate facilities and infrastructure. The strategies for improving employee performance include supporting the implementation of activities as planned, facilitating employee competency development, fostering better communication, allocating budgets for the fulfillment of inadequate facilities and infrastructure, and proposing the recruitment of employees with specialized expertise in waste management.

**Keywords:** Analysis, Employee Performance, Human Resources

### A. INTRODUCTION

Human resources are crucial for achieving the vision, mission, and goals of an organization. Humans are one of the resources that are difficult to replace by machine technology, even though complete technological facilities and infrastructure are available to support organizational activities, they will not be fully maximized without the participation of humans as operators to operate them (Robbins & Judge, 2017). Therefore, a human resource planning strategy aligned with the organization's long-term vision becomes a key factor in improving performance and effectiveness in achieving objectives (Khaeruman, Mukhlis, Bahits, & Bina Bangsa, 2017) Furthermore, the role of human resources in an organization is not limited to merely executing tasks but also as change agents who can drive innovation and adaptation to global dynamics (Iswandi, 2021) Thus, in realizing a civilized and law-abiding society that is modern, democratic, prosperous, just, and highly moral, human resources with

competence, potential, talent, and creativity are needed to achieve national development goals.

The human resources that act as implementers and controllers of all processes to achieve government goals, namely the employees, must be able and ready to face future challenges and adapt to various changes in the era of globalization, so they can have a positive impact on the institutions where they work. Considering the importance of human resources, in this case, employees, it is appropriate for organizations to strive to improve the quality and performance of their employees, with the hope that the organization's goals will be (Anggraeni, 2020). In addition, the enhancement of human resource capacity in facing global changes is also related to management strategies implemented by the government to ensure efficiency and effectiveness in employees' work to support national development (Aryani, 2019). Therefore, developing professional competencies through structured training programs is essential to increasing the effectiveness and efficiency of public sector employees in achieving organizational objectives (Supriadi, 2017)

Performance is a condition that must be understood and confirmed to certain parties to determine the level of achievement of an agency's results, in relation to the organization's vision, through the results of planned work processes at the given time and place (Prasetyo, 2016). In achieving high-quality employee performance, it can be seen from their work results; in the framework of professionalism, good performance is reflected in how an employee is able to demonstrate work behavior that aligns with the agency's goals and objectives. To achieve these key functions, according to Riyanto (2014), it is appropriate for local government officials to pay more attention to professional abilities to support the performance of officials. Professional officials are not only able to work productively, efficiently, effectively, independently, and innovatively, but also possess high dedication and morality. Additionally, research indicates that transformational leadership can enhance employee performance by improving motivation and job satisfaction (Sari, Muhtadi, & Ikkhyanuddi, 2023). This is further supported by findings that suggest a healthy organizational culture significantly contributes to employee productivity and work efficiency (Annisa, Wardhani, & Amallia, 2022).

The Environmental and Sanitation Department of Badung Regency is a government agency that is part of the regional government's executive body, which has the task of assisting the Regent in carrying out government affairs in the fields of environmental management and sanitation, which fall under regional authority, as well as in performing tasks assigned to the region under the leadership of the Head of Department.

Based on initial observations made by the researcher, some of the programs carried out by the Environmental and Sanitation Department of Badung Regency since 2022 have not been fully realized according to the targets. There is a lack of human resources in the implementation of activities, as seen by the number of unfilled positions, insufficient facilities and infrastructure, limited budget in the implementation of activities, employee performance targets that have been below target for the past two years, and a lack of employee discipline. These factors can certainly affect the performance of employees at the Environmental and Sanitation Department of Badung Regency. Based on the background outlined above, the author is interested in conducting a study titled "Analysis of Employee Performance at the Environmental and Sanitation Department of Badung Regency."

## **B. LITERATURE REVIEW**

### **Employee Performance**

Employee performance is a measure of an individual's ability to complete tasks and responsibilities in the workplace. Employee performance can be influenced by several factors, including human resource development, work motivation, work environment, competence, work training, job satisfaction, work professionalism, and work discipline (Yahya & Yani, 2023). According to Hidayat & Anwar, (2023) effective human resource development through training and education can enhance employee competencies, which in turn positively impacts their performance. Furthermore, a supportive work environment plays a crucial role in fostering a productive atmosphere that motivates employees to achieve their best results (Sari dkk., 2023) This highlights the importance of not only investing in employee training but also ensuring that the workplace culture encourages collaboration and engagement, as these factors collectively contribute to improved organizational outcomes. There are several indicators contained within employee performance, as follows:

1. Productivity
2. Quality of work
3. Timeliness
4. Initiative and innovation
5. Discipline
6. Cooperation and teamwork
7. Technical competence

### **Human resource management (HRM)**

Human resource management is about the potential and capabilities of employees that should ideally be managed by themselves (Pakiding & Kurnia, 2024). Human resource management (HRM) is the process of planning, organizing, implementing, and controlling human resources within an organization to achieve objectives effectively and efficiently. It plays a crucial role in ensuring that the available human resources can contribute optimally to the organization's goals. If HRM is carried out effectively, it can help organizations or institutions adapt to environmental changes, increase productivity, and achieve a competitive advantage in the global market (Nopi Hidayat, Musa Hubeis, Anggraini Sukmawati, Eriyatno, & Bintang Akbar MB, 2022). Human resource management has several indicators, including:

1. Employee retention rate
2. Employee satisfaction
3. Employee development
4. Recruitment and selection
5. Employee productivity
6. Effectiveness of performance management

### **Local government policies**

Local government policies on environmental cleanliness encompass various aspects aimed at improving the quality of the environment and public health. Here are some examples of policies and initiatives taken by local governments in Indonesia:

1. Implementation of cleanliness policies at terminals involving community participation to achieve cleanliness goals.
2. Development of green open spaces, including mandates for the development of green open spaces as part of spatial planning, enhancing cooperation between the government, private sector, and community.
3. Community participation in waste management, encouraging the public to actively participate in maintaining environmental cleanliness through waste management.

4. Supervision of air pollution caused by factories and construction projects by environmental agencies (Anin dkk, 2024).

### **C. RESEARCH METHODOLOGY**

This research employs a field research method with a descriptive qualitative approach, involving direct observation at the research location, which is the main object of this study, to analyze, observe, understand, and describe the actual and detailed situation at the Department of Environmental Affairs and Sanitation of Badung Regency. However, it also allows for the use of quantitative research methods in data collection and analysis, as long as such methods are considered helpful. This study adopts a descriptive qualitative approach, which is based on post-positivist philosophy and is used to investigate natural conditions of the object (Sugiyono, 2017). The descriptive qualitative approach is utilized to precisely reveal the analysis of employee performance at the Department of Environmental Affairs and Sanitation of Badung Regency.

### **D. RESULTS AND DISCUSSION**

#### **Employee Performance at the Department of Environmental Affairs and Sanitation of Badung Regency**

To measure employee performance at the Department of Environmental Affairs and Sanitation of Badung Regency, the theory by Agus Dwiyanto (2016) can be used, which consists of five indicators: productivity, service quality, responsiveness, responsibility, and accountability.

#### **Productivity**

According to Agus Dwiyanto (2016), productivity measures not only efficiency but also the effectiveness of services. Productivity is generally understood as the ratio between input and output. In this case, based on the productivity indicator combined with field observations, it can be concluded that the employee performance at the Department of Environmental Affairs and Sanitation of Badung Regency has not been fully optimized. They have yet to overcome waste management issues in Badung Regency, implement planned programs effectively, and face budget constraints in executing activities.

This is supported by the opinion of Chermerharn (as cited in Busro, 2018), which states that productivity is a measure of performance that considers the resources used. According to Muchdarsyah (2003), productivity is a measure of an individual's work performance, where the input process serves as the input and output serves as the output, which is an indicator of employee performance in determining how to achieve high productivity within an organization. This finding is consistent with a study by Medellu, Sambiran, and Donald (2023), which showed that the performance of the Agency for National Unity and Politics is not yet optimal in terms of productivity due to budget constraints, which limits the effectiveness of activities, especially in conducting guidance and empowerment.

#### **Service Quality**

Issues related to service quality have become increasingly important in explaining the performance of public service organizations. Negative perceptions of public organizations often arise due to public dissatisfaction with the quality of services received. In this case, based on the service quality indicator combined with field observations, it can be concluded that the employee performance at the Department of Environmental Affairs and Sanitation of Badung Regency, in terms of service quality, is still not fully optimal. There are still obstacles such as employees not fully possessing the skills to address waste management issues,

inadequate facilities and infrastructure, and the limited development of training programs due to the transfer of certified employees.

This is supported by Agus Dwiyanto (2016) statement that the quality of services provided is crucial to maintaining. This finding contrasts with the study by Medellu, Sambiran, and Donald (2023), which showed that online registration services have become easier to access, and direct socialization efforts are conducted when organizations register.

### **Responsiveness**

Responsiveness is the ability of an organization to recognize community needs, set service agendas and priorities, and develop public service programs according to community needs and aspirations. Responsiveness is included as a performance indicator because it directly reflects the public organization's ability to carry out its mission and goals, particularly in meeting community needs. Based on the responsiveness indicator combined with field observations, it can be concluded that the employee performance at the Department of Environmental Affairs and Sanitation of Badung Regency, in terms of responsiveness, is good. There have been improvements in service from staff who respond to community complaints, employees are enthusiastic about providing services according to public complaints, solutions and answers are provided promptly, service implementation or progress is always completed within the specified deadline or even before, and suggestions from the community during annual planning meetings are considered for future programs at the Department of Environmental Affairs and Sanitation of Badung Regency.

This is supported by Agus Dwiyanto (2016) statement that bureaucracy must have the ability to recognize community needs, set service agendas and priorities, and develop public service programs according to community needs and aspirations. This finding contrasts with the study by Medellu, Sambiran, and Donald (2023), which showed that the Agency for National Unity and Politics still lacks attention to public complaints and aspirations, indicating a need for better responsiveness from the agency.

### **Responsibility**

Responsibility explains whether the activities of a public organization are carried out according to proper administrative principles or organizational policies, whether explicit or implicit. Therefore, responsibility may sometimes conflict with responsiveness. Based on the responsibility indicator combined with field observations, it can be concluded that the employee performance at the Department of Environmental Affairs and Sanitation of Badung Regency, in terms of responsibility, is good. They consistently follow general service principles, adhere to existing service standards and policies that are accountable, and complete tasks within the set deadlines.

This is supported by Agus Dwiyanto (2016) statement that responsibility means that activities must be carried out according to proper administrative principles and bureaucratic policies, whether explicit or implicit. This finding aligns with the study Medellu, Sambiran, and Donald (2023), which showed that the policies provided by the Agency for National Unity and Politics are well-planned and adhere to existing regulations. There is a need for socialization activities to prevent conflicts within the community.

### **Accountability**

The basic concept of accountability can be used to assess the extent to which public organization policies and activities align with the will of the broader community. An employee's activities are considered highly accountable if they are deemed correct and consistent with the values and norms prevalent in society. Based on the accountability indicator combined with field observations, it can be concluded that the employee

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performance at the Department of Environmental Affairs and Sanitation of Badung Regency, in terms of accountability, is good. Employees have the capability to address issues, make appropriate decisions according to their responsibilities as outlined in their performance agreements, carry out other tasks assigned by their supervisors according to each employee's capacity, avoid involvement in practical politics, serve the public fairly, and consistently fulfill their duties and functions.

This is supported by Agus Dwiyanto (2016) statement that accountability measures the extent to which bureaucratic policies and activities comply with the preferences of elected political officials, who are expected to prioritize public interests. This finding contrasts with the study by Medellu, Sambiran, and Donald (2023), which showed that the Agency for National Unity and Politics has not fully reached all organizations and communities, leading to a lack of information and understanding about the agency's role. However, the agency has performed well in verifying and overseeing organizations, ensuring no radical organizations have emerged in South Minahasa Regency.

### **Challenges in Improving Employee Performance at the Department of Environmental Affairs and Sanitation of Badung Regency**

In public service delivery practice, various issues remain, including discrepancies between intended performance and actual performance, gaps between public demands and the government's service capabilities, and differences between limited budget resources and implementation inefficiencies. The challenges faced in improving employee performance at the Department of Environmental Affairs and Sanitation of Badung Regency include a lack of interest among employees in pursuing higher education, limited opportunities for employees to participate in technical training according to their competencies, minimal rotation between divisions preventing employees from developing skills based on their competencies, inadequate communication between leadership and staff leading to a lack of understanding of each other's needs for performance improvement, and insufficient human resources with specific expertise in waste management. Additionally, the absorption of the budget has not been fully optimized, facilities and equipment are still lacking, and planned programs have yet to be fully executed.

This finding aligns with the study by Garu dkk, (2017), which showed that facilities are still inadequate and employee education levels need improvement in Golo Ncuang Village, Cibal District, Manggarai Regency. A similar study by Komang Widiyantara (2020) indicated that the challenges faced by the Klungkung Subdistrict Head in Klungkung Regency in handling COVID-19 include budget constraints and limited medical equipment.

### **Strategies for Improving Employee Performance at the Department of Environmental Affairs and Sanitation of Badung Regency**

To address the challenges in improving employee performance at the Department of Environmental Affairs and Sanitation of Badung Regency, a strategy is needed to enhance employee performance. The strategies used include ensuring the implementation of program activities as planned, facilitating employees who wish to pursue higher education, providing opportunities for employees to attend technical training for competency development, offering opportunities for employees to improve their capabilities in their respective fields, enhancing communication in task execution, allocating budgets to meet inadequate facilities and infrastructure, and proposing the addition of competent employees with specific expertise in waste management to address existing waste problems.

This is supported by Werther and Davis's opinion Priansa, (2016) that performance evaluation requires the development and training of employees, career planning, and employee recruitment. This finding aligns with the study by Sihombing and Batoebara,

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(2019) which showed that efforts by CV. Multi Baja Medan to improve employee performance include strategies such as career development, training, and performance evaluation.

## E. CONCLUSION

Based on the results and discussion presented in Chapter IV, several important conclusions can be drawn: 1. The performance of employees at the Department of Environment and Sanitation of Badung Regency, as measured by responsiveness and responsibility indicators, is good. Employees are very enthusiastic about providing services in response to community complaints, quickly providing solutions and answering questions from the public. They adhere to general service principles, follow established service standards and policies, and complete their work within the set deadlines. However, from the perspective of productivity and service quality indicators, the performance is not yet fully optimal. Issues include an inability to fully address waste problems in Badung Regency, programs not being effectively implemented, limited budget for activities, inadequate facilities and infrastructure, and insufficient development of training programs due to staff being reassigned despite holding certifications. 2. Challenges faced in improving employee performance at the Department of Environment and Sanitation of Badung Regency include a lack of interest among employees in further education, limited opportunities for technical training relevant to their competencies, minimal rotation among fields, poor communication between leaders and staff, a shortage of human resources with specialized skills in waste management, inadequate facilities and infrastructure, and issues with implementing planned activities effectively. 3. Strategies used to enhance employee performance at the Department of Environment and Sanitation of Badung Regency include supporting the implementation of planned programs, facilitating employee competency development, improving communication, providing adequate budget for facilities and infrastructure, and requesting additional staff with specialized skills in waste management.

Based on the above conclusions, recommendations are as follows;1). For the Department of Environment and Sanitation of Badung Regency: design a budget to improve inadequate facilities and infrastructure, coordinate with the Badung Regency Personnel and Human Resource Development Agency to facilitate training and development to enhance employee competencies, and place employees according to their competencies. For the community of Badung Regency: support and participate in programs and activities related to waste management. 2). For future researchers: use this study as a reference for further research on employee performance. It is hoped that the Badung Regency Government will facilitate the proposed budget by the Department of Environment and Sanitation of Badung Regency to improve employee performance. It is also hoped that the Badung Regency Personnel and Human Resource Development Agency will support the implementation of training and development to enhance employee competencies and place employees according to their skills. Additionally, it is expected that the Department of Environment and Sanitation of Badung Regency will involve the community in implementing its programs, especially in waste management.

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