

## OPTIMIZATION OF EMPLOYEE PERFORMANCE AT THE SECRETARIAT OF THE REGIONAL PEOPLE'S REPRESENTATIVE COUNCIL OF CIAMIS REGENCY

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### Abstract

Employee performance is a very important aspect in terms of implementation and service in the government environment. Employee performance will greatly affect the good or bad processes in it. This study aims to determine and identify the factors that cause employee performance at the Ciamis Regency DPRD Secretariat that need to be continuously improved to be better, and to formulate steps to optimize employee performance at the DPRD Secretariat. This study uses a qualitative descriptive approach. Data collection methods in this study are interviews, documentation, analysis and observation. The results of the study indicate that when viewed from the measuring instrument in assessing employee performance, it turns out that there are several indicators that must be identified, these indicators include work performance, expertise/creativity, behavior and leadership. (Fachreza, Musnadi, & Majid, 2018). This aims to determine the factors that need to be optimized at the Ciamis Regency DPRD Secretariat, some of these factors such as the limited number of employees and not directly proportional to their workload, employee discipline is not evenly distributed so that some employee attendance is still decreasing. For this reason, it is necessary to make efforts to optimize employee performance in order to achieve the mission of the Ciamis DPRD Secretariat, namely to increase professionalism in supporting the realization of the role, duties and functions of the Ciamis Regency DPRD.

**Keywords :** Employee Performance, DPRD Secretariat, Optimization, Productivity, Work Discipline

### A. INTRODUCTION

To establish good governance, employee performance is a crucial element that deserves primary attention (Kurniawan & Suswanta, 2020). As the driving force of government bureaucracy, human resources play a strategic role in determining whether an institution's vision and mission are achieved, including within the Regional House of Representatives (DPRD) Secretariat (Azzahra et al., 2019). Improving the performance of state officials,

particularly civil servants, requires enhancing the quality of public services to meet the demands of development. This necessitates that civil servants possess a strong competency, including knowledge, skills, work discipline, motivation, and the ability to serve as a role model for the community (Susanti & Baskoro, 2012). In this context, the DPRD Secretariat functions as the primary support unit for the legislative body, enabling it to carry out its roles in legislation, budgeting, and oversight, as mandated by Law No. 23 of 2014. Therefore, the effectiveness and efficiency of each employee's performance are determining factors for the overall success of the DPRD's duties.

Every DPRD Secretariat has its own distinct vision and mission, including the Ciamis Regency DPRD Secretariat. Its vision is to "Improve Service Quality Professionally and Proportionally," and its mission is to "Enhance Professionalism to Support the Realization of the Roles, Duties, and Functions of the Ciamis Regency DPRD." This vision and mission serve as a guide for providing optimal public services. In this context, employee performance quality is the main factor influencing service success.

DPRD Secretariat employees are required to provide high-quality support, ranging from providing accurate data and information, managing committee meeting and session agendas, to bridging communication between DPRD members and various stakeholders. Therefore, responsive and optimal performance from every employee is essential. If performance standards are not met, it will not only hinder the DPRD's functions but also damage its image and erode public trust in the institution (Atika, 2025).

The author's initial observations and direct fieldwork on the task execution at the Ciamis Regency DPRD Secretariat indicate that employee performance is not yet fully optimal. This finding is reinforced by an interview with a staff member from the General Affairs Division, who stated that some employees still lack discipline, especially regarding compliance with working hours and attendance. This aspect needs attention and improvement.

Based on these findings, it can be concluded that efforts to optimize employee performance at the Ciamis Regency DPRD Secretariat are still needed to support a more effective execution of duties. Performance within an organization is crucial as it is the primary indicator for assessing the extent of goal achievement and the effectiveness of the organization's tasks and functions (Suryani et al., 2017; Yati et al., 2019). In this research, the author limits the scope of the problem to an analysis of the performance of the Ciamis Regency DPRD Secretariat employees, focusing on the aspects of productivity, service quality, responsiveness, and accountability

## **B. LITERATURE REVIEW**

### **Employee Performance**

Employee performance is a fundamental concept in human resource management and a key indicator of an organization's success in achieving its goals (Ichsan et al., 2021). It can be defined as the work results achieved by an individual or a group within an organization, in line with their authority and duties. This makes it a measure of an individual's work output within an organization (Bohalima, 2024).

Employee performance can be measured by several key indicators, including work achievement, skill/creativity, behavior, and leadership (Fachreza, Musnadi, & Majid, 2018). According to Mangkunegara (2020), performance is the outcome of an employee's work, evaluated in terms of both quality and quantity, and executed in accordance with their responsibilities. This definition emphasizes that performance is not just about the volume of work produced, but also the quality standards that must be met. Key indicators for measuring performance include (1) work quality, (2) work quantity, (3) timeliness of task completion, and (4) ability to cooperate.

Furthermore, performance can also be defined as an individual's overall work achievement over a specific period, based on pre-established and mutually agreed-upon standards, such as work targets or goals. In this regard, companies need to design effective strategies to motivate employees and develop improvement plans to prevent a decline in performance (Nigroho et al., 2024).

Sutrisno (2016) offers a different perspective, viewing performance as a result of an individual's efforts influenced by their abilities, personal character, and perception of their role in the job. This view broadens the understanding of performance by highlighting internal factors within the individual such as skills, personality, and work perspective—as crucial elements that affect work outcomes. Thus, performance is not merely a work output but also a reflection of the complex interaction between personal characteristics and the work environment.

Robbins (2016), as cited in various studies, states that employee performance is a function of the interaction between ability and motivation. This concept explains that optimal performance is achieved when there is a balance between an employee's abilities and the level of motivation driving them. According to Robbins, performance indicators are tools to measure the extent of an employee's performance, including quality of work, quantity, timeliness, effectiveness, and independence. These five indicators are essential parameters for a comprehensive evaluation of employee performance.

In modern organizations, the understanding of employee performance has evolved to become more holistic, considering a variety of influencing factors. Performance is no longer seen as a purely individual outcome but also as a product of a complex organizational system (Nnursam, 2017). Factors such as organizational culture, management systems, work environment, and technological support are critical elements that determine an employee's performance level. A comprehensive understanding of employee performance serves as a foundation for organizations to design effective and sustainable human resource development strategies. Ultimately, performance is vital because it relates to the results an individual produces at work, which in turn affects how well the organization achieves its broader goals (Maradona, Efrianti, Oktarina, & Sari, 2025).

### **Council Secretariat (SEKWAN) and Regional House of Representatives Secretariat (SETWAN)**

The DPRD Secretariat is an integral part of the administrative services that support the duties and functions of the Regional House of Representatives (DPRD) (Nugroho, Subiyanto, & Kusuma, 2024). According to Article 6 of Ciamis Regency Regulation No. 64 of 2021, the

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DPRD Secretariat is a component of the administrative services and support system for the duties and functions of the DPRD (PERBUP Kab. Ciamis No. 64 of 2021, Article 6, 2021). The Regional House of Representatives Secretariat (SETWAN), also known as the Council Secretariat (SEKWAN), is a complex organization with a strategic role in supporting the functions and duties of the DPRD as the regional legislative body (Kelana, et al., 2024).

The definition of the Regional House of Representatives Secretariat (SETWAN) as an administrative and support unit for the DPRD shows that it is not just a regular administrative unit, but a vital institution that ensures the smooth operation of the DPRD's legislative, oversight, and budgeting functions. This role makes SETWAN the administrative backbone that ensures all DPRD activities run effectively and efficiently.

According to Agustin & Yuliana (2024), the DPRD Secretariat is a regional government unit responsible for managing secretarial and financial administration, as well as supporting and facilitating the execution of the DPRD's duties and functions. The primary functions of SETWAN, as detailed in Article 7 of Ciamis Regency Regulation No. 64 of 2021, include organizing the DPRD's secretarial and financial administration, and providing and coordinating expert staff. The secretarial administration function covers document management, correspondence, activity agendas, and other administrative needs that support legislative activities. Meanwhile, the financial administration function deals with managing the DPRD's budget, disbursing operational funds, and financial accountability in accordance with applicable regulations.

Based on local regulations in various regions, SETWAN has an organizational structure tailored to the needs and conditions of each area. According to Article 8 of Ciamis Regency Regulation No. 64 of 2016, the organizational structure of the DPRD Secretariat is composed of various departments:

- a. Secretary of the DPRD;
- b. General and Secretariat Division, consisting of:
  1. General and Staffing Subdivision; and
  2. Functional Positions Group.
- c. Planning and Finance Division, consisting of a Functional Positions Group.
- d. Meetings, Legislation, Budgeting, and Oversight Division, consisting of a Functional Positions Group.

Each of these organizational structures has specific duties and responsibilities to support the DPRD's operations. In this era of regional autonomy and democratization, the role of SETWAN has become even more strategic as it facilitates the relationship between the DPRD, the public, and the local government.

The DPRD Secretariat handles secretarial and financial administration, supports the execution of the DPRD's duties and functions, and provides and coordinates expert staff needed by the DPRD. SETWAN plays a role in facilitating the legislative process, from drafting regional regulations and coordinating discussions to socializing the resulting legal products. Additionally, SETWAN is tasked with supporting the DPRD's oversight function on local government performance by providing the necessary data, information, and analysis for effective oversight. This role makes SETWAN a vital bridge in realizing good governance at the regional level.

### C. RESEARCH METHODOLOGY

This study uses a qualitative research method with a descriptive approach. The qualitative method was chosen to gain a deep understanding of the phenomena being studied. Data was collected through three primary techniques. In-depth interviews with informants to gather detailed perspectives. Direct observation to supplement interview data with visual context and behaviors that might not be apparent through conversation alone. Document analysis of various official archives and records, such as performance reports, meeting minutes, internal regulations, and the strategic planning documents of the Ciamis Regency DPRD Secretariat. This analysis provided secondary data to verify or complete the information from interviews and observations.

The descriptive qualitative approach was applied to obtain a comprehensive and detailed picture of the issues affecting the Ciamis Regency DPRD's performance. This approach allows the researcher to not only identify *what* is happening but also *why* and *how* it is happening. Through this descriptive analysis, the study aims to uncover various issues, ranging from internal factors like governance and human resource competence to external factors that may have an influence. By doing so, the researcher can identify the root causes of problems and formulate appropriate strategies to optimize employee performance at the Ciamis Regency DPRD Secretariat, ultimately supporting the achievement of the institution's mission

### D. RESULTS AND DISCUSSION

This research aims to identify efforts to optimize employee performance at the Ciamis Regency DPRD Secretariat. A key focus is to examine how synergy among employees is formed and how it contributes to the effective execution of secretarial duties.

To gain insight, the researcher conducted in-depth interviews with several employees from strategic departments within the Ciamis Regency DPRD Secretariat. The study used performance metrics such as work achievement, skill/creativity, behavior, and leadership as its basis (Fachreza, Musnadi, & Majid, 2018).

The interview results revealed diverse perspectives and experiences regarding work synergy, cross-divisional collaboration, and daily operational challenges. In this context, employee synergy refers to the ability of individuals and teams to work together in an integrated manner, share information, and collectively support the achievement of organizational goals.

The statements from the respondents serve as the foundation for understanding how well collaboration among employees is working, what factors support this synergy, and what obstacles still hinder the creation of a harmonious and productive work environment. The analysis of this data is presented in the following sub-sections, which contain the main findings and a critical, systematic discussion.

#### **Employee Performance of the Ciamis Regency Regional House of Representatives Secretariat**

Based on the performance metrics of work achievement, skill/creativity, behavior, and leadership (Fachreza et al., 2018), it can be concluded that the most prominent and well-regarded aspect of the Ciamis Regency DPRD Secretariat is work achievement. In contrast, the lowest-scoring indicator was behavior, highlighting it as a significant challenge that needs attention. The results from the author's interviews are as follows:

### 1. **Work Achievement**

According to Badriyah (2018), work achievement is the result an individual attains while carrying out assigned duties, taking into account their skills, experience, commitment, and timeliness. Similarly, Dharmasari (2018) explains that work achievement is the process of task execution or the accomplishment of results by an individual or a group.

The effective and efficient achievement of an organization's goals largely depends on the skills, abilities, and work ethic of its employees. A key indicator of an organization's success is the quality of its human resources. The higher the quality of the employees, the greater the likelihood of achieving optimal work performance, which ultimately drives the organization toward its goals.

According to Badriyah (2018), the factors of work achievement that need to be evaluated are as follows:

- a. Work Quantity: The amount of work produced within a given time.
- b. Work Quality: The standard of the work produced, based on established benchmarks. This is typically measured by accuracy, precision, skill, and tidiness of the final output.
- c. Reliability: The ability to follow instructions, show initiative, demonstrate diligence, and work well with others.
- d. Initiative: The ability to identify problems and take corrective action, offer suggestions for improvement, and accept responsibility for seeing a task through.
- e. Diligence: The willingness to perform tasks without coercion, including routine work.
- f. Attitude: An employee's behavior toward the company, their superiors, or their colleagues. This reflects an employee's level of cooperation in completing their work.
- g. Discipline: A condition created through a process of behaviors that demonstrate values of obedience, compliance, loyalty, orderliness, and tidiness.

Work achievement at the Ciamis Regency DPRD Secretariat is evaluated by the quality of its administrative services. Service quality is measured by how well employees meet the needs and expectations of those they serve, particularly DPRD members and official guests. Based on interview results, most respondents believe the service provided is quite good and professional. This is reflected in the employees' friendly demeanor, information transparency, and readiness to provide technical and administrative assistance. The service process follows clear procedures, and employees are considered responsive in following up on requests or issues that arise in the workplace.

However, some respondents noted areas for improvement, especially regarding the speed and accuracy of information delivery. They also highlighted the need for continuous training to enhance human resource capacity.

### 2. **Skill and Creativity**

Skill and creativity are essentially assessed by how responsive employees are, as this can affect their performance quality. Employee responsiveness is measured by how quickly and accurately they respond to various situations, needs, and problems in their daily tasks. Interview results show that employees at the Ciamis Regency DPRD Secretariat are generally quick to respond to instructions or requests from their direct superiors or council members.

Several respondents stated that internal communication is quite effective, and employees are accustomed to coordinating to ensure tasks are carried out well. Additionally, clear task division and the use of information technology have helped improve work responsiveness.

Nevertheless, challenges remain, especially during sudden changes in the council's agenda or when the workload increases, which can sometimes affect the speed of employee response. Therefore, there is a need to strengthen the adaptive work system and improve managerial skills within the Secretariat. Furthermore, increasing the number of human resources is also necessary, as the workload is not proportional to the number of employees, especially since many senior employees have retired or passed away this year.

### 3. **Behavior**

Behavior encompasses several aspects, including employee discipline and accountability. Accountability is a crucial indicator of performance, as it reflects employees' responsibility to carry out their duties in accordance with regulations and work ethics. Based on the interviews, employees at the Ciamis Regency DPRD Secretariat understand the importance of working transparently and accountably. This is demonstrated by the regular preparation of work accountability reports and task execution that aligns with Standard Operating Procedures (SOP). Employees also show an awareness of maintaining integrity by avoiding conflicts of interest and protecting the confidentiality of important documents. However, some respondents suggested that accountability could be further improved through a more open performance evaluation system and recognition for employees who demonstrate high integrity.

In addition to accountability, discipline is another key metric for evaluating employee behavior. At the Ciamis Regency DPRD Secretariat, employee discipline is not yet optimal. There are still employees who have not fully implemented disciplinary practices, as seen in late arrivals and untimely electronic attendance logging. Data from the 2023 employee discipline and performance recap shows that several employees received ratings of "needs improvement" and "below expectations." A significant decline was noted in the behavior rating, indicating a need for improvement in this area.

However, in 2024, some of these employees showed an increase in performance, with their ratings improving from "below expectations" to "meets expectations" and even "good." Given this trend, continuous optimization efforts are necessary each year to ensure employee performance at the Ciamis Regency DPRD Secretariat remains stable and continues to improve.

### 4. **Leadership**

Leadership can be defined as an individual's ability and readiness to influence, motivate, guide, direct, and if necessary compel others to accept their influence and act to achieve specific goals (Khoirunnisaa & Binti Maunah, 2021). Becoming a leader is not a role for just

anyone; it requires specific characteristics and the ability to manage and understand the rules and dynamics of the group being led. Therefore, the process of selecting a leader must be done with careful consideration to ensure the chosen individual is truly worthy and capable of fulfilling their responsibilities effectively (Frenkiy, 2020).

The above statements demonstrate that leadership is crucial for an organization, as it significantly impacts employee performance. A leader's role can vary, including providing motivation, direction, and guidance to their employees. At the Ciamis Regency DPRD Secretariat, employees are beginning to feel the positive effects of their leaders. For example, during the Monday morning roll call, employees receive motivational messages to continuously improve. However, this needs to be further optimized and strengthened to ensure employee performance at the Ciamis Regency DPRD Secretariat continues to increase

**There are a number of factors that contribute to the suboptimal achievement of employee performance targets at the Ciamis Regency Regional House of Representatives Secretariat**

Based on interviews with respondents, several factors prevent employees at the Ciamis Regency Regional House of Representatives Secretariat from achieving their performance targets.

1. Limited Staff: A major obstacle is the limited number of civil servants compared to the heavy workload. The high volume of tasks makes it difficult for employees to focus on a single job.
2. Lack of Discipline and Competency: Some employees still fail to adhere to established rules. The high number of routine activities and additional assignments, such as supporting DPRD members' activities, also acts as a hindering factor. Additionally, some employees need to improve their work competency, both in terms of skills and their understanding of providing quality public service.
3. Decline in Performance: A decline in performance was observed among some employees, who were slow to complete tasks by their deadlines.
4. There are employees who do not fully understand their duties and responsibilities and lack discipline in terms of attendance, as shown by their frequent lateness and failure to log their electronic attendance on time

### **Strategy for Improving Employee Performance at the Ciamis Regency DPRD Secretariat.**

Here are several steps that can be taken to boost employee performance within the Ciamis Regency Regional House of Representatives Secretariat.

1. Staffing and Motivation: It's essential to increase the number of civil servants (ASN) to address the staff shortage. Recruitment should focus on graduates from diploma programs and vocational schools in technical or office administration fields. Additionally, employees need to be motivated through both material and non-material incentives, at both the institutional and individual levels. Implementing a clear system of rewards for high-achieving employees and enforcing stricter penalties, such as salary deductions for rule-breakers, is crucial for encouraging better performance.

2. **Skill Development:** Employee skills must be enhanced, particularly through training focused on excellent service, physical resilience, and improving the overall quality of public services. This will enable employees to grow professionally and provide optimal service to the community.
3. **Leadership and Support:** Strong leadership is needed to provide motivation and a sense of purpose. The organization should offer regular guidance, training, and skill-building programs, which will positively impact employee competence.
4. **Discipline and Accountability:** Disciplinary sanctions must be strictly and consistently applied to employees who violate regulations. Other measures include strengthening a culture of discipline, continuously improving skills, conducting regular performance reviews, and creating a comfortable and supportive work environment. Providing incentives and compensation can also serve as a strong motivator for boosting employee productivity.

## E. CONCLUSION

This study highlights the importance of optimizing employee performance at the Ciamis Regency Regional House of Representatives (DPRD) Secretariat, which plays a strategic role in supporting the DPRD's duties and functions. The research findings indicate that employee performance is not yet optimal due to several challenges. These include a disproportionate number of staff relative to the heavy workload, low employee discipline—evidenced by lateness and inconsistent electronic attendance—and a lack of understanding regarding their duties and responsibilities. Furthermore, employee productivity and responsiveness are not at their maximum, especially when faced with increased workloads or situations requiring quick adaptation.

Although accountability is functioning reasonably well with routine reporting and tasks aligned with SOPs, there is still a need for more transparent performance evaluations and recognition for employees who demonstrate high integrity. While the quality of service provided has shown progress, such as professionalism and information openness, it still requires improvement, particularly in terms of timeliness and overall effectiveness.

To address these obstacles, the study recommends several optimization strategies. These include increasing the number of employees to reduce excessive workload, enhancing competency through continuous training, and implementing a system of rewards for high-achievers and strict sanctions for disciplinary violations. Support from leadership, in the form of motivation and guidance, is also deemed crucial to boost employee morale. Additionally, it is necessary to strengthen a positive work culture by creating a comfortable, disciplined, and productive work environment.

This performance optimization is vital to ensure the DPRD's roles, duties, and functions are carried out professionally and efficiently. Ultimately, this will help increase public trust in the legislative institution and contribute to good governance. By implementing these steps, the Ciamis Regency DPRD Secretariat is expected to achieve optimal service standards and successfully support the DPRD's vision and mission.

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