

Analysis of Employee Performance in Optimizing Services at The Ministry of Justice's Wisma Pengayoman

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ABSTRACT

This study aims to analyze employee performance and service optimization at Wisma Pengayoman, Ministry of Law. The study employed a descriptive-evaluative quantitative approach using a case study method. Data were collected through questionnaires, observation, and documentation involving 30 employees and 50 service users. All questionnaire items were declared valid and reliable, with Cronbach's Alpha coefficients above 0.70. The results indicate that employee performance is categorized as good, while service optimization is categorized as fairly good. Overall, employee performance has supported service delivery; however, improvements are still needed in work quality, service professionalism, responsiveness, and physical facilities.

INTRODUCTION

The background of this study stems from the understanding that support units within the Ministry of Law, including Wisma Pengayoman, are not merely physical assets, but rather an integral part of the bureaucratic system that supports the implementation of the ministry's core programs and services. Wisma Pengayoman serves a strategic function as a facility for official events, a venue for training and human resource development, as well as a space for meetings and other official activities. Therefore, the value of Wisma Pengayoman is not merely assessed by the availability of physical facilities, but also by the quality of service, maintenance of facilities, operational effectiveness, and the ability to support the ministry's core tasks optimally. If support units such as Wisma Pengayoman do not operate in accordance with standards, the effectiveness of the ministry's core programs such as employee training, technical meetings, and public services may be disrupted (Akbar & Tjenreng, 2025; Andhika, 2025).

From the perspective of public accountability and governance, performance standards are a key element in ensuring that every work unit carries out its duties effectively, efficiently, and in a measurable manner. Through the SAKIP and LKjIP systems, the government emphasizes that all government agencies are required to have a clear, structured, and accountable performance measurement system. This indicates that evaluations of support units such as Wisma Pengayoman are also an important part of the government agency's performance accountability system. An organization's success cannot be measured solely by high budget execution rates or the achievement of macro indicators, but also by the quality of service delivery and compliance with operational standards at the implementing unit level (Ritto et al., 2025; Syafirman & Syamsir, 2024; Tambajong et al., 2024).

Empirically, the Ministry of Law has demonstrated various performance achievements through the publication of the LKjIP, budget execution performance indicators (IKPA), and the development of digital systems such as e-kinerja. Several reports indicate high levels of budget execution and increased service digitization within the ministry. However, these achievements are generally presented at the aggregate organizational level and focus more on the ministry's core services, such as general legal administration and intellectual property. Information regarding employee performance and service quality in support units, particularly Wisma Pengayoman, remains relatively limited and has not been widely published. In fact, support units play a crucial role in ensuring the smooth operation of the ministry and supporting the implementation of its core programs and services.

Given these circumstances, a more in-depth evaluation of employee performance and service quality at Wisma Pengayoman is required. This evaluation can be conducted using several indicators, such as the availability and implementation of service SOPs, hygiene and safety standards, facility utilization rates, the quality of service provided to internal users, the effectiveness of operational budget management, and the integration of reporting into the ministry's performance system. In addition, the evaluation

should also consider various obstacles that may affect the implementation of performance standards, such as limited human resources, inadequate facility maintenance documentation, suboptimal coordination between units, and insufficient integration of reporting data (Welly, 2021).

Previous research has shown that the implementation of performance measurement systems in government agencies is influenced by various institutional factors. A study (Welly, 2021) found that the government's internal control system has a significant impact on the performance of local government agencies, particularly through the aspects of control environment, information and communication, and continuous monitoring. Additionally, a study (Cholis, 2017) explains that the utilization of information technology, internal control systems, and public accountability has a positive influence on improving the performance of government agencies. Research (Fitri & Khotimah, 2022) also confirms that the effectiveness of financial management and the efficiency of spending contribute to improved accountability in government financial reporting. Thus, improving employee performance and service quality at Wisma Pengayoman requires strengthening the internal control system, optimizing resource management, and implementing an integrated accountability system to optimally support the effectiveness of services and the execution of the ministry's duties.

Nevertheless, most previous studies have focused on local governments and organizational performance in general, and thus have not extensively examined support units within central government ministries. Research on employee performance and service quality in internal service and facility units, such as Wisma Pengayoman, remains very limited. Therefore, this study offers a new perspective by focusing on employee performance and service optimization at the Ministry of Law's Wisma Pengayoman, particularly regarding service quality, facilities, reporting systems, and operational effectiveness.

This study is important because it can provide an overview of the alignment between established standards and their actual implementation in the field. Additionally, this study is also expected to identify potential gaps between the ministry's macro-level achievements and the actual conditions within support units. The research findings can subsequently be used as a basis for evaluation and recommendations to the Ministry of Law to strengthen internal governance, improve the quality of support facility services, enhance monitoring and reporting systems, and increase the effectiveness of performance standard implementation within the ministry.

Theoretically, this study is expected to enrich the literature on the evaluation of bureaucratic performance and public accountability in Indonesia, particularly regarding support service units within central government ministries, which have received little research attention to date. Practically, this study is expected to contribute to improving employee performance, service quality, operational oversight, and the integration of performance reporting systems at Wisma Pengayoman. Thus, this study not only holds academic value but also practical relevance in supporting the improvement of more effective and accountable governance.

Based on the background above, this study addresses the following research questions: (1) How is employee performance at Wisma Pengayoman Ministry of Law? (2) How is service optimization perceived by service users? (3) How do employee performance indicators support service optimization?

LITERATURE REVIEW

Theory of Employee Performance

Employee performance is one of the key factors in determining an organization's success in achieving its established goals. In public sector organizations, performance is not only related to the achievement of work targets but also to the quality of service provided to the public and internal service users. Performance is the work output achieved by employees, both in terms of quality and quantity, in carrying out their duties in accordance with their assigned responsibilities. Meanwhile, Robbins and Judge (2017) explain that performance is an individual's work output measured against standards or indicators established by the organization.

In this study, the employee performance variable was operationalized through indicators of work quality, work quantity, timeliness, effectiveness, responsibility, and work independence. These indicators formed the basis for questionnaire development and performance measurement. Employee performance can be assessed through several dimensions, such as work quality, work quantity, timeliness, effectiveness, and cooperation. These dimensions serve as the basis for evaluating the implementation of performance standards at Wisma Pengayoman, Ministry of Law.

Previous research conducted by (Cholis, 2017) indicates that the use of information technology, internal control systems, and public accountability has a positive impact on improving the performance of government agencies. Additionally, Eprianto's (2023) study found that human resource competencies and regulatory compliance influence the quality of government agencies' performance accountability reports.

Public service refers to activities carried out by the government to meet the needs of the public or service users in accordance with applicable regulations. According to Sinambela (2014), public service is any activity carried out by the government for a group of people who have an interest in the organization, in accordance with established rules and procedures. Meanwhile, Kotler and Keller (2016) define service as an action or activity provided by one party to another that is intangible in nature and aims to meet the needs of service users. In the context of Wisma Pengayoman, public service refers not only to services provided to the general public, but also to internal services provided to employees or users of the ministry's facilities. Therefore, service quality is a key factor in evaluating Wisma Pengayoman's performance standards.

The SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (1988) was used in this study to measure service quality. This model consists of five main dimensions, namely:

- Tangibles,
- Reliability,
- Responsiveness,

Assurance,
Empathy.

These five dimensions were operationalized into measurable indicators covering physical facilities, service reliability, responsiveness, assurance, and empathy. These indicators were used to evaluate service optimization at Wisma Pengayoman.

Research by Panggalih and Bastian (2024) shows that service quality and an integrated performance accountability system can enhance the effectiveness of government organizations. The study underscores the importance of evaluating service quality in government support units.

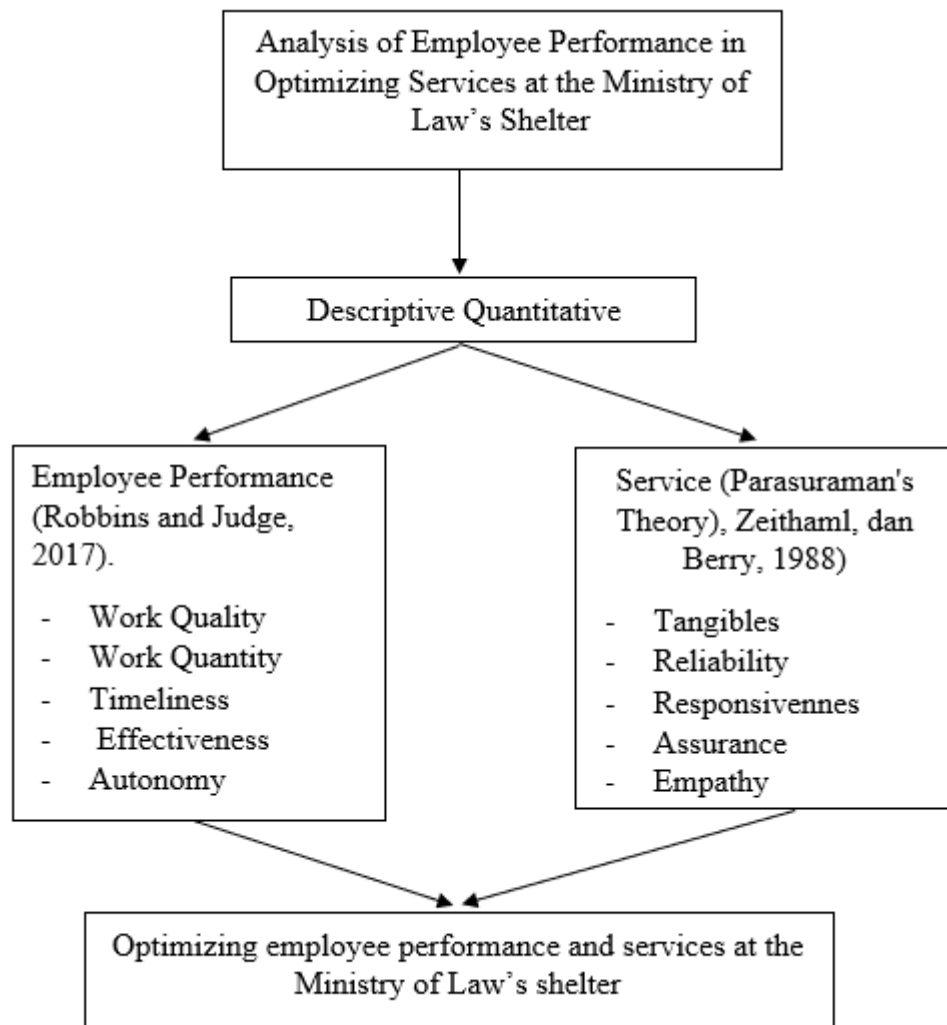


Figure 1. Conceptual Framework

METHODOLOGY

Type of Research

This study is a quantitative study with a descriptive-evaluative orientation. According to Sugiyono (2019), quantitative research involves approaches to

empirical studies aimed at collecting, analyzing, and presenting data in numerical rather than narrative form. The research approach used in this study is the quantitative descriptive research method. Descriptive research aims to describe a phenomenon based on data obtained in the field without testing the relationships between variables. The study measures Employee Performance and Service Optimization data, which are needed to describe the level of employee performance at the Ministry of Law's Wisma Pengayoman.

Data Source

Data collection techniques involve the methods used to gather the necessary data in a research study (A.S. Hamdi, 2014). In this study, the following data collection techniques were used:

Sampling Criteria

Employee respondents were required to be active employees of Wisma Pengayoman with at least one year of work experience. Service-user respondents were individuals who had used Wisma Pengayoman services and were willing to participate in the study

Survey

According to Arikunto (as cited in A.S. Hamdi, 2014), a questionnaire is a survey regarding an issue of significant public interest, conducted by distributing a written form containing a list of questions to a group of respondents in order to obtain fully written responses.

Observation

Data collection was conducted from January to March 2026 using observation techniques involves directly observing (looking at and examining) a situation, condition, process, or event involving the subjects and objects under study (Bambang Sugeng, 2022). Known as a preliminary study or pre-research, this is when the researcher drafts a research proposal as material and supporting initial data to describe the research phenomena, thereby facilitating the development of the research design, particularly regarding the background of the problem (Kadji, 2016).

Documentation

In the observation technique, researchers prioritize gathering data directly from the source by recording or noting it down directly into an observation sheet. In contrast, in the documentation technique, data is obtained by analyzing the content of a document (Bambang Sugeng, 2022).

Data Analysis

Validity Test

The validity test results indicated that all questionnaire items had corrected item-total correlation values greater than the critical value and were therefore considered valid. This finding confirms that all questionnaire items were appropriate for measuring the intended research variables.

Reliability Test

Reliability testing showed Cronbach's Alpha coefficients above 0.70, indicating that all research instruments were reliable. Therefore, the questionnaire demonstrated a satisfactory level of internal consistency and could be used for data collection (H. Taherdoost, 2018). In a reliability test, reliability can be determined by assessing whether the questionnaire maintains consistency when measurements are taken repeatedly using that questionnaire (L. Leung, 2015).

Descriptive Statistical Analysis

Since this study is descriptive quantitative (or descriptive-associative), the primary analysis involves descriptive statistics.

Descriptive statistics are used to:

- Determine the mean
- Calculate percentages
- Calculate the standard deviation
- Determine the minimum and maximum scores

According to Sugiyono (2019), descriptive statistics are used to analyze data by describing or portraying the collected data without drawing general conclusions.

Mean

Using the formula $X^- = (\sum x) / n$

Used to determine the level of a variable.

Score Categorization

Category interval skala Likert (1-5) :

1,00-1,80 = Very Low

1,81-2,60 = Low

2,61-3,40 = Satisfactory

3,41-4,20 = Good

4,21-5,00 = Very Good

RESEARCH RESULT

Table 1. Descriptive Statistics of Employee Performance

Item	Mean	Persentase	Kategori
X1	3,4333	68,67%	Good
X2	2,8000	56,00%	Satisfactory
X3	3,0667	61,33%	Satisfactory
X4	3,6000	72,00%	Good
X5	3,3333	66,67%	Satisfactory

X6	3,7333	74,67%	Good
X7	3,6667	73,33%	Good
X8	3,5333	70,67%	Good
X9	3,4667	69,33%	Good
X10	3,7333	74,67%	Good
X11	3,0333	60,67%	Satisfactory
X12	3,9667	79,33%	Good
X13	3,9333	78,67%	Good
X14	3,0667	61,33%	Satisfactory
X15	3,8333	76,67%	Good

Based on the results of descriptive statistics for 30 respondents, the mean scores for items X1 through X15 ranged from 2.8000 to 3.9667. These scores indicate that respondents' evaluations of employee performance fell into the "fairly good" to "good" categories. Overall, the mean score for all items was 3.48, equivalent to 69.60%, placing it in the "good" category.

The data collected at the research site was obtained through the distribution of questionnaires that had been previously completed by the respondents. To gather data on service optimization at the Ministry of Law's Wisma Pengayoman, the researcher used questionnaires as a data collection tool, which were distributed to 50 respondents who are users of the Ministry of Law's Wisma Pengayoman.

The results of the questionnaire distributed regarding quantitative descriptive analysis

Tabel 2. Descriptive Statistics of Service Optimization

Item	Mean	Persentase	Kategori
Y1	2,7000	54,00%	Satisfactory
Y2	2,8200	56,40%	Satisfactory
Y3	2,9200	58,40%	Satisfactory
Y4	3,2600	65,20%	Satisfactory
Y5	2,7755	55,51%	Satisfactory
Y6	3,5600	71,20%	Good
Y7	3,1000	62,00%	Satisfactory
Y8	3,0400	60,80%	Satisfactory

Y9	2,7600	55,20%	Satisfactory
Y10	2,9000	58,00%	Satisfactory
Y11	2,4400	48,80%	Low
Y12	3,1000	62,00%	Satisfactory
Y13	3,8000	76,00%	Good
Y14	2,6200	52,40%	Satisfactory
Y15	3,7600	75,20%	Good

Overall, service optimization at the Ministry of Law's Wisma Pengayoman falls into the "fairly good" category, with an average score of 3.04, or 60.74%. These results indicate that services are being provided but have not yet reached the "good" category overall

DISCUSSION

The research findings indicate that employee performance at the Ministry of Law's Wisma Pengayoman is generally in the "good" category, with an average score of 3.48 (69.60%), while service optimization is in the "fairly good" category, with an average score of 3.04 (60.74%). These findings indicate that employees have generally been able to carry out their duties and responsibilities quite well; however, the quality of service as perceived by users is not yet fully optimal. This situation indicates a discrepancy between employees' internal performance and users' perceptions of the services they receive.

According to Robbins and Judge (2017), employee performance can be measured through work quality, work quantity, timeliness, effectiveness, and cooperation. This result indicates that employees have a strong sense of responsibility and are capable of completing tasks independently. Such performance may be influenced by work experience, organizational commitment, and effective supervision. This suggests that employees at Wisma Pengayoman demonstrate a fairly high level of commitment, discipline, and responsibility in performing their service duties. However, the quality of work output, attention to detail, and the alignment of work with established standards still need improvement. The relatively lower score for work quality suggests that employees still face challenges related to precision, consistency, and compliance with established service standards. This condition may be associated with limited supporting facilities, workload variations, and the need for more regular technical training. Therefore, management should strengthen supervision and provide continuous competency-development programs to improve employee work quality

These findings are consistent with the research by Murti et al. (2021), which states that the success of a performance measurement system is influenced by organizational culture, leadership commitment, and the consistent implementation of work standards. In the context of Wisma Pengayoman, employees already have a fairly solid performance foundation; however, the

implementation of work standards has not yet been fully consistent across all aspects of service delivery.

In terms of service, the research results show that the empathy dimension received the highest score, while the tangibles and assurance dimensions received the lowest scores. Based on the SERVQUAL theory by Parasuraman, Zeithaml, and Berry (1988), service quality is determined by five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy. The relatively higher empathy score indicates that employees are sufficiently capable of paying attention to and listening to the needs of service users. However, the aspects of friendliness and care in service are not yet consistently experienced by all users.

Meanwhile, the low scores in the tangibles dimension indicate that the condition of physical facilities, the comfort of the space, cleanliness, and the adequacy of supporting facilities have not yet fully met service users' expectations. In public services, physical facilities are the first aspect users notice when assessing service quality. Therefore, suboptimal conditions of facilities and infrastructure can influence users' perceptions of overall service quality. Additionally, the assurance dimension also reveals weaknesses in the polite and professional attitudes of staff while providing service. This aspect is of critical importance as it relates to users' sense of security, trust, and confidence in the services provided.

The research findings also indicate that good employee performance alone is not sufficient to ensure optimal service delivery. This situation indicates that service success is not solely determined by employees' ability to complete tasks, but also by the quality of service interactions, the comfort of facilities, the clarity of information, and employees' ability to respond to user needs quickly and professionally. In other words, service success at Wisma Pengayoman depends not only on the achievement of internal work targets, but also on user satisfaction with the quality of service received.

In relation to Eprianto's (2023) study, the results of this study indicate that service quality and performance accountability are influenced by human resource competence, compliance with standards, and the effectiveness of work procedure implementation. In this study, several weaknesses were still identified in the aspects of work quality, clarity of information, and service professionalism. This indicates that service improvement is not sufficient through the mere achievement of work targets alone, but also requires strengthening service competencies, communication, and the consistent implementation of operational standards.

In practical terms, the findings of this study indicate that the management of Wisma Pengayoman needs to implement targeted improvements in areas that remain weak. These improvements include enhancing the quality of physical facilities, strengthening service standards, improving staff professionalism, providing customer service communication training, and increasing the speed of response to users' needs and complaints. In addition, monitoring of SOP implementation and periodic service evaluations are also necessary to ensure that service quality improves consistently.

Thus, this study indicates that employee performance at the Ministry of Law's Wisma Pengayoman is already in the "good" category; however, service optimization still needs to be improved. Improvements in work quality, physical facilities, service professionalism, and employee responsiveness are crucial steps toward enhancing overall service quality, so that services at Wisma Pengayoman can be delivered more effectively, professionally, and in line with service users' expectations.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research findings, employee performance at the Ministry of Law's Wisma Pengayoman falls into the "good" category, with an average score of 3.48 or 69.60%. This indicates that employees are sufficiently capable of performing their service duties, particularly in terms of workload, timeliness, effectiveness, as well as responsibility and independence in their work.

The employee performance indicator with the highest score is responsibility and work independence, at 3.61 or 72.22%. This means that employees demonstrate good responsibility and commitment in performing their duties. However, the work quality indicator received the lowest score, at 3.10 or 62.00%, so it still needs improvement, particularly regarding precision, neatness, and the alignment of work results with standards.

Service optimization at the Ministry of Law's Wisma Pengayoman falls into the "fairly good" category with an average score of 3.04 or 60.74%. This indicates that services are being provided but are not yet fully optimized.

Based on the SERVQUAL dimensions, the empathy aspect received the highest score, at 3.39 or 67.87%. This means that employees are sufficiently attentive to user needs. Meanwhile, the tangibles and assurance aspects received the lowest scores, namely 2.81 or 56.27%. This indicates that physical facilities, comfort, professionalism, and service guarantees still need improvement.

Overall, employee performance already supports service delivery at Wisma Pengayoman; however, improvements are still needed in work quality, adherence to standard operating procedures, professionalism, responsiveness, and the quality of service facilities.

Recommendations

The management of Wisma Pengayoman should conduct facility inspections and maintenance every six months to improve the tangible dimension of service quality.

The Human Resource Division should organize customer-service and communication training programs at least twice a year to improve professionalism, responsiveness, and service assurance.

Periodic service evaluations should be conducted every quarter through user satisfaction surveys and internal monitoring to ensure continuous service improvement.

The Ministry of Law should strengthen supervision of service implementation and ensure compliance with standard operating procedures through routine performance evaluations.

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