

Analysis of Employee Performance at the Bogor Center for Civil Service Human Resource Development

Dita Lestari^{1*}, Otje Subagdja², Berry Sastrawan³

^{1,2,3}Program Studi Administrasi Publik, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Djuanda

Penulis Korespondensi : Dita Lestari, ditalestari062@gmail.com

ARTICLE INFO

Keywords: Employee Performance, Human Resources, Civil Service

Received : 24 May

Revised : 25 July

Accepted: 25 August

©2026 Lestari, Subagdja, Sastrawan: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze employee performance at the Civil Service Human Resources Development Center of the National Civil Service Agency in Bogor and to contribute to improving the quality of human resources. This study employs a quantitative approach using descriptive methods, with performance indicators including workload, work quality, timeliness, attendance, and teamwork skills. The research sample consisted of 57 employees, selected using a saturation sampling technique. Data collection was conducted through questionnaires, observations, interviews, and documentation throughout 2024, and the data were analyzed using the Weight Mean Score (WMS) method. The results indicate that employee performance falls into the “very good” category with an average score of 4.19, although challenges remain in the areas of timeliness and attendance. The implications of this study emphasize the importance of improving discipline and supervision to maintain and enhance employee performance.

INTRODUCTION

In organizational life, every activity carried out is always governed by a system of rules and controls aimed at achieving objectives effectively and efficiently. The success of an organization is inseparable from the role of human resources (HR) as the primary driving force in carrying out various organizational functions. Even when supported by adequate technology, capital, and systems, an organization still requires high-quality human resources to ensure that established goals are achieved optimally.

According to Kasmir (2016) as cited in (Hasanah & Octovian, 2026), human resource management is the process of managing people through planning, recruitment, selection, training, development, and the maintenance of employment relationships to achieve organizational goals. Meanwhile, Wirawan (2015) as cited in (Rudi & Setiawardani, 2017) states that human resources are a key factor determining an organization's success, as the quality of HR influences the effectiveness and efficiency of utilizing other resources. Therefore, effective human resource management is of utmost importance, particularly in enhancing employee performance. In the context of government agencies, Civil Servants (ASN) play a strategic role as implementers of public policy, public servants, and as the glue that binds and unites the nation, as stipulated in Law No. 20 of 2023 on Civil Servants. This role requires ASN to demonstrate professional performance, integrity, and the ability to carry out their duties and responsibilities optimally. Employee performance serves as a key indicator in assessing an agency's success in providing services to the public.

Employee performance refers to the results achieved by an individual in carrying out duties in accordance with their assigned responsibilities. Performance can be measured through several indicators, such as work quality, work quantity, timeliness, and accountability for work. A high level of performance will have a positive impact on the achievement of organizational goals, while low performance can hinder the overall effectiveness of the organization.

The Bogor Center for Civil Service Human Resource Development is a government agency that plays a crucial role in developing the competencies of civil servants. In carrying out its functions, the Center is required to have staff who perform at their best to support the achievement of its vision as a human capital-based civil service development center. However, based on 2024 personnel data, issues related to employee performance still exist. This is evident from employee attendance rates, which show that only 45% of employees arrive on time, while 55% are late. Furthermore, based on preliminary observations, there are still employees who arrive outside of the designated work hours, as well as delays in completing tasks. These conditions indicate that employee performance is not yet fully optimal.

Issues with employee performance can be influenced by various factors, both internal and external. Work environment conditions, motivation, workload, and limited access to transportation to the workplace can also be factors affecting employee performance. Therefore, it is important for the organization to

comprehensively understand employee performance as a basis for formulating policies and strategies to improve performance.

Based on this description, this study aims to analyze employee performance at the Center for Human Resource Development of the Civil Service under the State Civil Service Agency in Bogor to provide an overview of employee performance and to serve as a basis for evaluation in efforts to improve the quality of human resources within that agency.

LITERATURE REVIEW

Employee Performance

Employee performance refers to the work results achieved by an individual in carrying out their duties and responsibilities. According to Afandi (2018) in (Selviandry & Noviantoro, n.d.), performance is the work output that can be achieved by an individual or group in accordance with their authority and responsibilities in achieving organizational goals. Mangkunegara (2017) in (Wita et al., 2026) states that performance is the work output – in terms of both quality and quantity – achieved by employees.

Sinambela (2016) in (Tinggi et al., 2026) explains that employee performance is closely related to an employee's ability to perform specific skills, while Robbins, as cited by Sinambela (2016), views performance as the result of an evaluation of the work performed by an individual based on predetermined criteria. Wirawan (2019) also states that performance is the output generated from a job or profession over a specific period of time. In line with this, (Subagdja, 2018) states that employee performance is not judged solely by work results but also by the process of task execution, which reflects responsibility, discipline, and commitment to the organization. Furthermore, (Sastrawan & Purnamasari, 2014) suggest that employee performance is influenced by an individual's ability to manage their work as well as the support of a conducive work environment. Thus, performance is determined not only by individual factors but also by organizational factors that support task execution. Based on these perspectives, it can be concluded that employee performance is the work output achieved by an individual – both in terms of quality and quantity – within a specific period, in accordance with the responsibilities assigned to achieve organizational goals.

To measure employee performance, clear and measurable indicators are necessary. According to Bangun (2012), employee performance can be assessed through several key indicators: workload, work quality, timeliness, attendance, and teamwork. Workload refers to the volume of work an employee is able to complete within a specific period in accordance with established targets. Work quality reflects the level of precision, neatness, and the alignment of work results with predetermined standards. Timeliness relates to an employee's ability to complete tasks within specified deadlines, while attendance indicates the level of discipline in adhering to work hours. Additionally, teamwork reflects an employee's ability to interact and collaborate with coworkers and supervisors to achieve organizational goals. Employee performance can also be evaluated based on specific criteria. Schuler and Jackson (2004) suggest that performance criteria can be viewed from three main aspects: individual characteristics, work

behavior, and work outcomes. Individual characteristics include aspects such as loyalty, reliability, and communication skills. Work behavior relates to how the work is performed, while work outcomes emphasize the achievements produced by employees.

Framework

Employee performance refers to the results achieved by individuals in carrying out the tasks and responsibilities assigned by the organization. The level of employee performance can be measured through several indicators that reflect work effectiveness and productivity. In this study, employee performance was analyzed using the indicators proposed by Bangun (2012), namely workload, work quality, timeliness, attendance, and teamwork.

These five indicators are used to provide a comprehensive overview of employee performance at the Bogor Center for Civil Service Human Resource Development. Work volume indicates the level of employee productivity; work quality reflects the quality of work output; timeliness relates to efficiency in task completion; attendance reflects employee discipline; and teamwork ability indicates employees' capacity to work as a team. Through these indicators, this study aims to conduct a descriptive analysis of employee performance levels to determine the actual state of employee performance and to serve as a basis for recommendations to improve performance.

Figure 1: Conceptual Framework



RESEARCH METHODOLOGY

This study employs a quantitative approach using descriptive methods. Descriptive methods are used to systematically and factually describe the performance of employees at the Civil Service Human Resources Development Center of the State Civil Service Agency in Bogor. According to V. Wiratna Sujarweni (2014), quantitative research is research that produces numerical data that can be analyzed using statistical procedures, whereas descriptive research aims to determine the value of a variable independently without comparing or

relating it to other variables. Thus, this study focuses on measuring employee performance levels without testing relationships between variables.

The unit of analysis in this study is all employees working at the Center for Human Resource Development of the Civil Service, State Civil Service Agency, Bogor. These employees consist of various positions, including structural positions, functional positions, and Non-Civil Servant Government Employees (PPNPN) involved in carrying out the organization's duties and functions.

The population in this study comprises all 57 employees. The sampling technique used is a saturated sample, which involves selecting the entire population as the study sample. This technique was chosen because the population size is relatively small and allows for a comprehensive study; thus, the sample size in this study consists of 57 respondents.

Data collection was conducted through two approaches: literature review (library research) and field research. The literature review was used to establish a theoretical foundation through books, journals, and other scientific sources relevant to the study. Meanwhile, field research was conducted through the distribution of questionnaires, observation, interviews, and documentation. A questionnaire served as the primary instrument, utilizing a Likert scale to measure respondents' perceptions of employee performance. Interviews were conducted to obtain more in-depth information; observations were used to understand actual conditions in the field; and documentation was employed to gather secondary data, such as employee attendance records.

The data analysis technique in this study utilized quantitative descriptive analysis with a percentage-based approach. Data obtained from the questionnaires were processed by calculating the average score for each employee performance indicator, which was then interpreted into rating categories to determine the level of employee performance. The indicators used in this study included workload, work quality, timeliness, attendance, and teamwork skills. The results of this analysis were used to provide an overview of employee performance and as a basis for recommendations for improvement.

RESEARCH FINDINGS

This study aims to determine the performance level of employees at the Civil Service Human Resources Development Center of the State Civil Service Agency in Bogor. Data were collected by distributing a questionnaire to 57 respondents, comprising all employees involved in carrying out the organization's duties and functions.

The first step was to score the respondents' answers using a Likert scale. Next, the data were analyzed using the Weighted Mean Score (WMS) method to obtain the average score for each employee performance indicator, which included workload, work quality, timeliness, attendance, and teamwork skills. The results were then interpreted into assessment categories to determine the overall level of employee performance.

The formula used is as follows:

$$M = \frac{\sum f(x)}{n}$$

Legend:

M = Mean

f = Frequency

x = Score

n = Number of respondents

The results were then classified using the Likert Scale Table as follows:

Table 1: Likert Scale

Value	Scale	Code	Description
5	4,01 – 5,00	SB	Very Good
4	3,21 – 4,00	B	Good
3	2,41 – 3,20	N	Neutral
2	1,61 – 2,40	TB	Not Good
1	1,00 – 1,60	STB	Very Poor

The results were then classified based on Likert scale assessment criteria.

Dimensions and Scope of Work

Table 2: Dimensions and Number of Jobs

No	Dimensi	Indikator	Rata-rata	Kategori
1	Jumlah Pekerjaan	Volume pekerjaan yang diselesaikan sesuai target	4,44	Sangat Baik
2		Kemampuan menyelesaikan tugas sesuai beban kerja	4,18	Sangat Baik
3		Produktivitas kerja dalam periode waktu tertentu	4,12	Baik
	Rata-rata		4,25	Sangat Baik

Based on the results of data analysis using the Weighted Mean Score (WMS) method for the “Workload” dimension, the average employee performance score was 4.25. This score falls into the “very good” category, indicating that, in general, employee performance at the Civil Service Human Resources Development Center of the State Civil Service Agency in Bogor has been optimal.

This average score reflects that the majority of employees have been able to carry out their duties and responsibilities well, in terms of workload, quality of work, timeliness, attendance, and teamwork. This indicates that employees

possess high levels of productivity and work effectiveness in supporting the achievement of organizational goals.

Dimensions of Job Quality

Table 3: Dimensions of Job Quality

No	Dimensi	Indikator	Rata-rata	Kategori
1	Kualitas Pekerjaan	Ketelitian hasil pekerjaan	4,32	Sangat Baik
2		Kesesuaian hasil kerja dengan standar organisasi	3,98	Baik
3		Minimnya kesalahan dalam pelaksanaan pekerjaan	3,98	Baik
	Rata-rata		4,09	Baik

Based on the results of data analysis using the Weighted Mean Score (WMS) method for the work quality dimension, the average employee performance score was 4.09. This score falls into the “good” category, indicating that, in general, employee performance at the Civil Service Human Resources Development Center of the State Civil Service Agency in Bogor has been quite optimal.

These results show that employees have been able to carry out their duties and responsibilities well, in terms of workload, work quality, punctuality, attendance, and teamwork. However, there are still several areas that need improvement, particularly regarding punctuality and attendance, as evidenced by the still relatively high rate of tardiness.

The Timeliness Dimension

Table 4: The Timeliness Dimension

No	Dimensi	Indikator	Rata-rata	Kategori
1	Ketepatan Waktu	Penyelesaian pekerjaan sesuai batas waktu	4,28	Sangat Baik
2		Efisiensi penggunaan waktu kerja	4,26	Sangat Baik
3		Kemampuan mengatur waktu dalam menyelesaikan tugas	3,86	Baik
	Rata-rata		4,13	Baik

Based on the results of data analysis using the Weighted Mean Score (WMS) method for the timeliness dimension, the average employee performance score was 4.13. This score falls into the “good” category, indicating that employee performance at the Civil Service Human Resources Development Center of the State Civil Service Agency in Bogor has generally been satisfactory.

These results indicate that employees have been able to carry out their duties and responsibilities quite optimally, in terms of workload, work quality, timeliness, attendance, and teamwork. This reflects that the majority of employees have good levels of productivity and work effectiveness in supporting the achievement of organizational goals.

Dimensions of Presence

Table 5: Dimensions of Presence

No	Dimensi	Indikator	Rata-rata	Kategori
1	Kehadiran	Tingkat kehadiran selama jam kerja	4,32	Sangat Baik
2		Konsistensi mengikuti jadwal kerja	4,26	Sangat Baik
3		Kepatuhan terhadap jam kerja	4,02	Sangat Baik
	Rata-rata		4,20	Sangat Baik

Based on the results of data analysis using the Weighted Mean Score (WMS) method for the attendance dimension, the average employee performance score was 4.20. This score falls into the “very good” category, indicating that, in general, employee performance at the Civil Service Human Resources Development Center of the State Civil Service Agency in Bogor has been highly optimal.

These results indicate that employees are able to carry out their duties and responsibilities well, in terms of workload, work quality, timeliness, attendance, and teamwork. This reflects a high level of productivity and work effectiveness in supporting the achievement of organizational goals.

Dimensions of Collaboration Skills

Table 6: Dimensions of Collaboration Skills

No	Dimensi	Indikator	Rata-rata	Kategori
1	Kemampuan Kerja Sama	Kemampuan bekerja dalam tim	4,30	Sangat Baik
2		Komunikasi yang baik dengan rekan kerja dan atasan	4,19	Sangat Baik
3		Partisipasi aktif dalam kegiatan kerja bersama	4,23	Sangat Baik
4		Menghindari koordinasi dan mer	4,40	Sangat Baik
	Rata-rata		4,28	Sangat Baik

Based on the results of data analysis using the Weighted Mean Score (WMS) method for the dimension of teamwork, the average employee performance score was 4.28. This score falls into the “very good” category, indicating that, in general, employee performance at the Civil Service Human Resources Development Center of the State Civil Service Agency in Bogor has been highly optimal.

This high average score indicates that employees have been able to carry out their duties and responsibilities well, in terms of workload, work quality, timeliness, attendance, and teamwork. This reflects a high level of productivity and work effectiveness in supporting the achievement of organizational goals.

Summary of Employee Performance at the Center for Human Resource Development of the Civil Service

Table 7: Summary of Employee Performance

Variabel	Dimensi	Indikator	Nilai Rata-rata	Kriteria Penilaian
KINERJA PEGAWAI	Jumlah Pekerjaan	Volume pekerjaan yang diselesaikan sesuai target	4,44	Sangat Baik
		Kemampuan menyelesaikan tugas sesuai beban kerja	4,18	Sangat Baik
		Produktivitas kerja dalam periode waktu tertentu	4,12	Baik
		Rata-rata	4,25	Sangat Baik
	Kualitas Pekerjaan	Ketelitian hasil pekerjaan	4,32	Sangat Baik
		Kesesuaian hasil kerja dengan standar organisasi	3,98	Baik
		Minimnya kesalahan dalam pelaksanaan pekerjaan	3,98	Baik
		Rata-rata	4,09	Baik
	Ketepatan Waktu	Penyelesaian pekerjaan sesuai batas	4,28	Sangat Baik
		Efisiensi penggunaan waktu kerja	4,26	Sangat Baik
		Kemampuan mengatur waktu dalam menyelesaikan tugas	3,86	Baik
		Rata-rata	4,13	Baik
	Kehadiran	Tingkat kehadiran selama jam kerja	4,32	Sangat Baik
		Konsistensi mengikuti jadwal kerja	4,26	Sangat Baik
		Kepatuhan terhadap jam kerja	4,02	Baik
		Rata-rata	4,20	Sangat Baik
	Kemampuan Kerja Sama	Kemampuan bekerja dalam tim	4,30	Sangat Baik
		Komunikasi yang baik dengan rekan kerja dan atasan	4,19	Sangat Baik
		Partisipasi aktif dalam kegiatan kerja bersama	4,23	Sangat Baik
		Menghindari koordinasi dan memilih bekerja sendiri	4,40	Sangat Baik
		Rata-rata	4,28	Sangat Baik
	Jumlah Rata-rata		4,19	Sangat Baik

Based on the overall results, an average score of 4.19 was obtained, falling into the “very good” category. This indicates that employee performance at the Civil Service Human Resources Development Center of the State Civil Service Agency in Bogor has been highly optimal. Employees were assessed as capable of carrying out their duties and responsibilities well in accordance with the established indicators.

Nevertheless, there are still several aspects that need improvement, particularly regarding the indicators of punctuality and employee attendance. This aligns with conditions on the ground, which show that employees are still arriving late. Therefore, improvement efforts are needed through enhanced work discipline and more effective supervision so that employee performance can be maintained and further improved.

DISCUSSION

The research results show that employee performance at the Civil Service Human Resources Development Center of the State Civil Service Agency in Bogor falls into the “very good” category, with an average score of 4.19. These findings indicate that employees have been able to carry out their duties and responsibilities in accordance with established standards, although there are still several areas that need improvement.

Based on the workload dimension, the research results show that employees are able to complete their work in accordance with predetermined targets. This indicates that employee productivity levels are relatively high. This finding aligns with Bangun’s (2012) assertion that workload is a key indicator in evaluating performance, as it is directly related to employees’ ability to complete tasks in quantitative terms.

Regarding the quality of work, the research results indicate that employees are able to produce work with a high level of precision and compliance with established standards. This reflects that employees possess adequate competencies and capabilities in carrying out their duties. High-quality work indicates that the results are not only completed but also meet the organization’s quality standards.

Furthermore, regarding the timeliness dimension, the research findings indicate that, in general, employees are able to complete their work within the specified timeframe. However, there are still some instances of delays in task completion. This suggests that while employee performance is generally good, time management still needs improvement. This aligns with the concept of work efficiency, which states that timeliness is one of the key indicators in evaluating employee performance.

In terms of attendance, the research findings indicate that employee attendance rates are generally good, though issues related to tardiness persist. This aligns with attendance data showing a relatively high percentage of tardiness. This situation suggests that employee work discipline still requires special attention, as attendance is a key factor influencing overall performance.

In the dimension of teamwork, the research results show that employees possess excellent teamwork skills when carrying out tasks as a team. This is reflected in good communication among employees and their ability to support one another in completing work. Strong teamwork skills serve as a supporting factor in enhancing the organization’s work effectiveness.

Overall, the results of this study indicate that employee performance at the Center for Human Resource Development of the Civil Service under the State Civil Service Agency in Bogor has been very good. However, improvement efforts are still needed, particularly in enhancing employees’ punctuality and attendance. These efforts can be achieved through strengthened supervision, the provision of motivation, and the enforcement of stricter disciplinary rules so that employee performance can continue to improve sustainably.

CONCLUSION

Based on the results of this study, it can be concluded that employee performance at the Civil Service Human Resources Development Center of the

State Civil Service Agency in Bogor falls into the “very good” category, with an average score of 4.19. This indicates that, in general, employees have been able to carry out their duties and responsibilities well in accordance with the established indicators, namely workload, work quality, timeliness, attendance, and teamwork.

When viewed by each dimension, teamwork and workload received the highest scores in the “very good” category, indicating that employees possess high levels of productivity and teamwork. Meanwhile, the dimensions of work quality and timeliness fell into the “good” category, indicating that there is still room for improvement. Additionally, although the attendance dimension was rated “very good,” issues related to employee tardiness were still identified based on attendance data.

Thus, while overall employee performance is already very good, there are still several aspects that require attention, particularly in improving punctuality and attendance to optimize performance further.

SARAN

Based on the results of the research conducted, the following recommendations can be made:

1. The Center for Human Resources Development of the State Civil Apparatus of the Bogor State Civil Service Agency is expected to improve supervision and guidance on employee work discipline, especially in terms of punctuality and attendance, so that employee performance can be more optimal and consistent.
2. The Center for Human Resource Development of the State Civil Apparatus of the Bogor State Civil Service Agency is expected to increase work motivation and create a more conducive work environment to support the continuous improvement of employee performance.

REFERENCES

- Afandi, P. (2018). *Manajemen sumber daya manusia (Teori, konsep dan indikator)*. Zanafa Publishing.
- Bangun, W. (2012). *Manajemen sumber daya manusia*. Erlangga.
- Hasanah, U., & Octovian, R. (2026). *UNTUK MENILAI KINERJA KEUANGAN PT GAJAH TUNGGAL TBK PERIODE 2014-2023*. 08(01).
- Hasibuan, M. S. P. (2016). *Manajemen sumber daya manusia*. Bumi Aksara.
- Kasmir. (2016). *Manajemen sumber daya manusia (Teori dan praktik)*. RajaGrafindo Persada.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet, H. C. W., & Van der Beek, A. J. (2011). Conceptual frameworks of individual work performance. *Journal of Occupational and Environmental Medicine*, 53(8), 856–866. <https://doi.org/10.1097/JOM.0b013e318226a763>
- Mangkunegara, A. A. A. P. (2017). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Rudi, A., & Setiawardani, M. (2017). *Pengaruh Evaluasi Kinerja Terhadap Komitmen Organisasional Karyawan*. 3(1), 73–85.
- Sastrawan, B., & Purnamasari, I. (2014). *Analisis kualitas pelayanan akta kematian di dinas kependudukan dan pencatatan sipil kabupaten bogor*. 3, 7201–7209.
- Selviandry, Y., & Noviantoro, D. (n.d.). *Pengaruh Organizational Citizenship Behavior Dan Motivasi Kerja Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Sebagai Variabel Mediasi Pada Bank Sumsel Babel Cabang Pagaram*. 14(1).
- Subagdja, O. (2018). *Pengaruh Disiplin Dan Motivasi*. 48–53.
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Tinggi, S., Administrasi, I., & Marga, P. (2026). *KINERJA APARATUR SIPIL NEGARA DALAM PENINGKATAN KUALITAS*. 1(2), 28–30.
- Wirawan. (2019). *Evaluasi kinerja sumber daya manusia (Teori, aplikasi, dan penelitian)*. Salemba Empat.
- Wita, L., Zebua, D., Ekonomi, F., Nias, U., Sipil, T., & Nias, U. (2026). *PENGARUH KEPEMIMPINAN TRANSFORMASIONAL*. 03, 203–208.