



EMPLOYEE PERFORMANCE ANALYSIS AT THE SUNGKAI TENGAH SUBDISTRICT OFFICE, NORTH LAMPUNG REGENCY

Yudhi Stiawan¹, Agus Purnomo²

¹ Master's Program in Administrative Science, Universitas Bandar Lampung, Indonesia

² Master's Program in Administrative Science, Universitas Bandar Lampung, Indonesia

Email : yudhi.setiawan442@gmail.com¹, agus.purnomo@ubl.ac.id²

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Abstract:

This study analyzes employee performance at the Sungkai Tengah Subdistrict Office, North Lampung Regency. The research was motivated by the strategic role of subdistrict employees in delivering public services and by preliminary indications of administrative delays, uneven coordination, and limited use of administrative technology. The study used a qualitative descriptive approach with data collected through interviews, observation, and documentation. The analysis applied employee performance indicators consisting of work quality, work quantity, cooperation, responsibility, and initiative, while also identifying supporting and inhibiting aspects of performance implementation. The findings show that employee performance is generally good. Work quality, work quantity, and responsibility are categorized as good, whereas cooperation and initiative are fairly good and still require improvement. Supporting aspects include employee work ability, motivation, discipline, a conducive work environment, available facilities, and leadership support. Inhibiting aspects include administrative delays, uneven technological capacity, workload imbalance, limited inter-unit coordination, and different levels of employee experience.

Keywords: employee performance, public service, subdistrict office, qualitative descriptive, North Lampung

INTRODUCTION

Government administration is fundamentally directed toward meeting community needs through high-quality, effective, efficient, and accountable public services. In this context, the state civil apparatus is the primary instrument responsible for implementing government programs and delivering services to the public. The success of government organizations is determined not only by the availability of resources but also by the quality of the human resources carrying out the organization's duties, functions, and responsibilities.

Employee performance is a strategic aspect because it reflects the extent to which individuals successfully complete their work according to established standards. Performance relates not only to work outputs but also to discipline, responsibility, cooperation, communication skills, and the quality of services provided to the public. Therefore, improving civil servant performance is an essential prerequisite for effective governance, particularly in work units that interact directly with the community.

A subdistrict is a local government administrative unit with an important



role in supporting regional government administration. The subdistrict office is at the forefront of administrative service delivery because it interacts directly with the community in matters of governance, public services, development, and community empowerment. Subdistrict employees are expected to provide administrative services, prepare reports, manage government data, coordinate with villages, and perform various other technical duties effectively.

Sungkai Tengah Subdistrict, North Lampung Regency, plays a strategic role in administering government and delivering public services within the local administrative area. Employees at the subdistrict office perform various tasks, including population administration services, management of incoming and outgoing correspondence, preparation of performance documents, archiving, coordination of development activities, and reporting on government activities. The breadth of these activities requires employees to possess adequate work competence, discipline, responsibility, coordination skills, and proficiency in administrative technology.

Preliminary observations indicate that employee performance at the Sungkai Tengah Subdistrict Office has not yet been fully optimal. The identified problems include delays in completing public service administration, inconsistent timeliness in completing work, suboptimal coordination among employees, and inadequate use of administrative technology. These conditions may affect the effectiveness of public services and demonstrate the importance of conducting a more systematic analysis of employee performance.

This study aims to analyze and describe employee performance at the Sungkai Tengah Subdistrict Office, North Lampung Regency, based on indicators of work quality, work quantity, cooperation, responsibility, and initiative. In addition, the study identifies factors that support and hinder employee performance. The study is expected to provide empirical evidence as a basis for improving civil servant performance and the quality of public services at the subdistrict level.

RESEARCH METHOD

This study employed a qualitative method with a descriptive approach. This approach was selected because the study focuses on developing an in-depth understanding of employee performance and the factors that support and hinder the implementation of duties at the Sungkai Tengah Subdistrict Office, North Lampung Regency. Descriptive research was used to portray the empirical conditions found in the field without manipulating the research object.

The research focused on two main aspects: employee performance at the Sungkai Tengah Subdistrict Office, North Lampung Regency, and the factors supporting and hindering that performance. Performance was analyzed using the indicators proposed by Mangkunegara, namely work quality, work quantity, cooperation, responsibility, and initiative. These five indicators were used to obtain a systematic overview of employee performance in the delivery of administrative and governmental services.

Research informants were selected purposively based on their knowledge

of and direct involvement in employee performance. The informants included the Head of Sungkai Tengah Subdistrict, the Subdistrict Secretary, the Head of the General Affairs and Personnel Subdivision, the Head of the Public Welfare Section, and a staff member of the Governance Section. Primary data were obtained through in-depth interviews and direct observation, while secondary data were obtained from subdistrict profile documents, the organizational structure, personnel data, performance reports, service documents, and relevant regulations.

Data were collected through in-depth interviews, direct observation, and documentation. Interviews were used to obtain information on task implementation, work obstacles, and informants' perceptions of employee performance. Observations were conducted to examine work processes, discipline, coordination patterns, service quality, and the work environment. Documentation was used to complement field data through administrative documents and reports related to the research object.

Data were analyzed using the interactive model of Miles, Huberman, and Saldaña, which comprises data reduction, data display, and conclusion drawing and verification. Data validity was tested through source triangulation, technique triangulation, and time triangulation to ensure that the information obtained was consistent and scientifically accountable.

Table 1: Research Informants

No.	Informant	Description/Position
1	Head of Sungkai Tengah Subdistrict	Primary person responsible for government administration and employee performance development.
2	Subdistrict Secretary	Assists the Subdistrict Head in administrative coordination and employee performance management.
3	Head of the General Affairs and Personnel Subdivision	Manages personnel administration and is familiar with employee performance conditions.
4	Head of the Public Welfare Section	Participates in supervision, guidance, and evaluation of task implementation.
5	Governance Section Staff	Service delivery staff member serving as a research informant on employee performance.

FINDINGS AND DISCUSSION

Sungkai Tengah Subdistrict is one of the administrative areas in North Lampung Regency, Lampung Province. It consists of eight villages: Batu Nangkop, Mekar Asri, Melungun Ratu, Negara Bumi, Negeri Campang Jaya, Negeri Galih Rejo, Pampang Tangguk Jaya, and Ratu Jaya. The area has relatively dynamic service characteristics because residents require various administrative services, certificates, recommendations, and government documents directly

related to subdistrict functions.

In administering government affairs, Sungkai Tengah Subdistrict is led by the Subdistrict Head, assisted by the Subdistrict Secretary, section heads, subdivision heads, and implementing staff. This organizational structure reflects the division of duties, authority, and responsibilities that underpins work coordination. As a regional administrative unit that interacts directly with the community, the performance of subdistrict personnel is crucial to delivering services that are fast, accurate, accountable, and responsive to public needs.

The findings show that employees at the Sungkai Tengah Subdistrict Office carry out various routine and incidental tasks. Routine tasks include administrative services, management of incoming and outgoing correspondence, report preparation, archiving, and public services. Incidental tasks arise according to service needs and leadership instructions. This condition indicates that employee performance is assessed not only by final work results but also by the ability to adapt to changing workloads and service demands.

Work Quality

Employee work quality is evident in the preparation of government administrative documents, such as certificates, cover letters, subdistrict activity reports, and personnel records. In general, these documents are prepared reasonably well and can be used for administrative purposes. Each document is reviewed before being submitted or stored as an official record.

Nevertheless, several aspects still require improvement, particularly writing accuracy, format compliance, and the completeness of supporting data. Minor errors generally occur when workloads increase and employees must complete several documents simultaneously. Based on these findings, employee work quality is categorized as good; however, improved proficiency in administrative technology and repeated document review are still needed to ensure more consistent work quality.

Work Quantity

Employee work quantity is reflected in the volume of work that must be completed each day, particularly in the administrative services section and the General Affairs and Personnel Subdivision. Employees handle incoming and outgoing correspondence, document archiving, activity reports, and services for members of the public who visit the subdistrict office directly.

Observations revealed work accumulation at certain times, particularly at the beginning and end of the month, when the volume of administrative documents and village reports increases. Employees address this situation by setting priorities, giving precedence to direct public services, and completing internal administrative work gradually. Thus, work quantity is categorized as good because tasks can still be completed according to targets despite uneven workload distribution.

Cooperation

Cooperation among employees is evident in the delivery of administrative services and governmental activities that require inter-section coordination. Employees assist one another when service volumes increase or when subdistrict

activities involve several work units. This reflects a collective work pattern that supports the smooth completion of duties.

However, cooperation is categorized as fairly good because coordination among sections does not always function optimally. In some cases, task completion requires information or approval from other sections, which lengthens the work process. Therefore, internal communication and a teamwork culture need to be strengthened so that work can be completed more effectively and on time.

Responsibility

Employee responsibility is reflected in their ability to carry out duties according to their respective areas of work. Employees provide administrative services, manage documents, prepare reports, and conduct governmental activities in accordance with applicable provisions. Under certain conditions, employees are also willing to complete work outside regular working hours to ensure uninterrupted public services.

When delays occur in processing particular documents, they are more often related to coordination, data verification, or information requirements from other units rather than a lack of responsibility. Based on these findings, responsibility is categorized as good because employees demonstrate commitment, discipline, and earnestness in performing their duties.

Initiative

Employee initiative is reflected in the ability to complete routine work without always waiting for instructions from leadership. More experienced employees tend to act more quickly in resolving tasks, especially in administrative services that have become part of their daily activities.

However, employee initiative is not yet evenly distributed. Some employees still lack confidence in making independent decisions, particularly in work involving administrative risk. As a result, some tasks must wait for leadership direction. Therefore, initiative is categorized as fairly good and should be improved through coaching, training, mentoring, and opportunities for employees to express ideas and act within their authority.

Table 2: Summary of Employee Performance Analysis Results

No.	Indicator	Main Finding	Category
1	Work Quality	Administrative documents are good; accuracy of formatting and data needs improvement.	Good
2	Work Quantity	A relatively high volume of work can be completed by setting work priorities.	Good
3	Cooperation	Cooperation is functioning, but inter-section coordination needs to be strengthened.	Fairly Good

4	Responsibility	Employees are committed and earnest in completing their duties.	Good
5	Initiative	Some employees act independently, but initiative is not evenly distributed.	Fairly Good

Supporting Factors for Employee Performance

The findings indicate several factors that support employee performance. First, most employees understand their respective duties and functions, enabling the service process to operate more effectively. Second, work motivation is reflected in employees' commitment to completing tasks despite increased workloads. Third, work discipline is demonstrated by compliance with working hours and the performance of duties in accordance with leadership directions.

Fourth, a conducive work environment is reflected in relatively good relationships among employees, which facilitate coordination and information exchange. Fifth, facilities and infrastructure such as computers, administrative equipment, and internet access support task completion, although some limitations remain. Sixth, the leadership of the Subdistrict Head contributes by providing direction, supervision, and work-priority setting, thereby making employee task implementation more focused.

Inhibiting Factors for Employee Performance

In addition to supporting factors, the study identified several factors that inhibit employee performance. Delays in administrative completion occur in tasks requiring coordination and data collection from villages or other work units. The use of technology is also not yet optimal because employees' ability to use digital administrative systems varies.

Another obstacle is uneven workload distribution, especially in sections that deal directly with public administrative services. In addition, inter-section coordination is not always effective because certain tasks must wait for information, verification, or approval from other sections. Differences in employee abilities and experience also lead to variations in the speed and quality of task completion.

Table 3: Supporting and Inhibiting Factors for Employee Performance

No.	Supporting Factors	Inhibiting Factors
1	Understanding of employee duties and functions.	Delays in administrative work.
2	Motivation to complete work.	Use of technology is not yet optimal.
3	Work discipline and compliance.	Workloads are unevenly distributed.
4	Conducive work environment.	Inter-section coordination is not yet optimal.
5	Work facilities and infrastructure.	Differences in abilities and experience.

6	Leadership direction and supervision.	-
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Discussion

The findings indicate that employee performance at the Sungkai Tengah Subdistrict Office is generally good, particularly in terms of work quality, work quantity, and responsibility. These findings reinforce the view that employee performance is determined not only by final work results but also by work processes, discipline, the ability to adapt to workloads, and commitment to public service.

The cooperation and initiative indicators still require attention because both are directly related to organizational effectiveness. Suboptimal coordination can delay task completion, while uneven initiative can make employees overly dependent on leadership instructions. In the context of subdistrict services, improving these two aspects is important to ensure that services to the community are faster, more responsive, and more adaptive.

The identified supporting and inhibiting factors show that employee performance results from the interaction between individual capacity and organizational conditions. Work ability, motivation, discipline, the work environment, facilities and infrastructure, and leadership are important assets for strengthening performance. Conversely, technological limitations, workload imbalance, suboptimal coordination, and differences in employee experience are challenges that should be addressed through coaching, training, workload evaluation, and stronger internal coordination systems.

CONCLUSION

Based on the findings, employee performance at the Sungkai Tengah Subdistrict Office, North Lampung Regency, is generally good. Of the five performance indicators analyzed, work quality, work quantity, and responsibility are categorized as good. Cooperation and initiative are categorized as fairly good because they still require improvement, particularly in employee coordination, inter-section communication, and employees' ability to act more proactively within their authority.

The factors supporting employee performance include work ability, motivation, discipline, a conducive work environment, the availability of facilities and infrastructure, and the role of leadership in providing direction and supervision. The inhibiting factors include delays in administrative completion, suboptimal use of technology, workload imbalance, inadequate inter-section coordination, and differences in employee abilities and work experience. Therefore, performance improvement should focus on strengthening employee capacity, balancing workloads, improving coordination, utilizing administrative technology, and fostering initiative so that public services at the Sungkai Tengah Subdistrict Office can become more effective and responsive.

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