



Analysis of the performance of district government employees in Langsa Baro district, Langsa city

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Abstract

This research analyzes the performance of Langsa Baro District Government employees and the inhibiting factors. Using Anwar Prabu Mangkunegara's theory, the research evaluates aspects of work quality, work quantity, discipline, initiative and employee responsibility. Research methods include interviews, observation, and document analysis. The research results show that employee performance is not optimal, with the need to improve work quality and responsibility. Inhibiting factors involve lack of discipline, low level of responsibility, lack of competence, lack of facilities and infrastructure, and limited budget. Recommendations for improvement are focused on improving work quality and handling inhibiting factors.

Keywords: Employee performance, obstacle factor, evaluation, discipline, improvement recommendations

Introduction

Langsa City, with significant regional and societal complexity, is faced with the challenges of the 4.0 revolution era which emphasizes the role of information technology and telecommunications networks. The Langsa City Government, as a public administrator, seeks to integrate and adapt to current social dynamics. Efforts to improve public services are carried out in accordance with Law Number 25 of 2009 which encourages the implementation of an integrated service system. Guidelines for one-stop integrated implementation are also regulated in Minister of Home Affairs Regulation Number 24 of 2006, and integrated administrative services at the sub-district level are regulated through Minister of Home Affairs Regulation Number 4 of 2010.

Law Number 23 of 2014 concerning Regional Government explains that a sub-district is a part of the Regency/City area which is led by a sub-district head. The duties of the sub-district head include the implementation of general government affairs at the sub-district level, with the Regent/Mayor delegating their authority to the sub-district head. On the basis of these regulations, the Langsa Baro District government is trying to optimize public services and adapt to changes in the social and technological environment.

The central government will not be able to serve the community well without good performance of public services in a region. The existence of regional autonomy which gives authority to regional governments can help facilitate services to the community in each region. The increasing number of government agencies that serve the community will make it easier to develop the potential of an area. In addition, the contribution of local government performance in serving the community will be felt more quickly by the community.

In order to improve services to the community, the government needs to monitor the performance of agencies that directly serve the community in carrying out their duties and functions. National public complaints have been accommodated and followed up by the Ombudsman of the Republic of Indonesia, which is a government institution that has the authority to supervise the implementation of

public services provided by the state. (Lutfi & Satriawan, 2014) ^[8].

Article 226 of Law Number 23 of 2014, concerning Regional Government, explains that the sub-district head is delegated part of the authority of the Regent/Mayor to carry out some of the government affairs which are the authority of the Regency/City Region based on mapping public services that are in accordance with the characteristics of the sub-district and/or the needs of the community in the sub-district concerned.

Public services by sub-districts cover various administrative aspects and services to the community in their area. As an administrative unit under a district or city, a sub-district is responsible for managing local level government affairs. Some examples of public services usually provided by sub-districts involve population registration, population services, licensing, financial administration, health services, social services, environmental management, and security and order in the area. With these functions, sub-districts play an important role in meeting community needs and maintaining welfare at the local level. Public services by sub-districts can vary in each region, depending on the needs and capacity of the sub-district. However, the main goal is to provide accessible, responsive and quality services to local communities (Saggaf *et al.*, 2014) ^[14].

Law Number 43 of 1999 states that civil servants have the position of state apparatus whose task is to provide services to the community in a professional, honest, fair and equitable manner. They are expected to carry out state, government and development duties with smooth, integrated and efficient state administration. In this context, the sub-district has an important role as an administrative unit under the Regency/City government, led by a sub-district head who is responsible to the regent/mayor.

The sub-district head, as the coordinator of government administration in the sub-district area, plays a major role in implementing government authority delegated by the regent/mayor (Setiawan, 2020) ^[15]. The duties of the sub-district head cover various aspects, especially in terms of public services in accordance with applicable laws and regulations. For example, Langsa Baro District in Langsa City, Aceh, has a significant role as an administrative area that directly borders Langsa Lama District. With an area of

around 9.35 square kilometers, this sub-district is an integral part of public services and government administration at the local level.

Langsa Baro District provides various public services to the community in its area. The public services provided cover various fields, such as population administration, licensing, health, education, and so on. In terms of education, Langsa Baro District has several educational institutions ranging from elementary to upper secondary and junior high levels. Langsa Baro District also has several public infrastructures, such as main roads, water pipes, electricity and communications.

The Minister for Administrative Reform stated that in 2020, in the Ease of Doing Business (EoDB) indication, Indonesia was ranked 73rd out of 190 countries regarding service standards including time, costs and procedures. This ranking is still very far from the government's target in 2022 to be ranked 40th in order to achieve excellent service.

Law Number 20 of 2023 concerning State Civil Apparatus in Article 24 Paragraph 1 explains that State Civil Service Employees are obliged to implement ASN basic values and the ASN code of ethics and behavior, which is explained in Article 4 paragraph (2) that ASN basic values are outlined in the ASN code of ethics and code of behavior, namely, Service-oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative (Merchful).

There are several factors that influence performance, one of which is according to (Robbins *et al.*, 2006) ^[13] is that job satisfaction felt by employees is a factor that can influence employee performance. So if employees feel job satisfaction it will have a positive effect on improving the employee's performance.

Based on data on public complaints to several agencies from 2020 to 2022, the Regional Government dominates with the highest percentage, reaching 48.26% in 2022. The police, court institutions and the National Land Agency are also agencies that receive a significant percentage of complaints. The District Government, as part of the Regional Government, also contributes to the percentage of complaints, indicating that lack of performance in carrying out duties and functions is a common cause of public complaints against government agencies at the local level. This data was processed from secondary sources presented by the Ombudsman in 2023.

Even though the recapitulation data on Langsa Baro District employee attendance shows a high percentage, namely 92% in 2022, 91% in 2021, and 93% in 2020, the results of researchers' observations indicate that there is a discrepancy between this data and the reality on the ground. There is a gap between a high attendance percentage and the finding that many employees are not in the office environment during working hours. This situation creates a perception of a lack of employee discipline in carrying out their duties and functions. This phenomenon is an important note, especially because the District Government as a public service institution should be ready to provide services to the community whenever needed. Public complaints and complaints regarding the lack of performance of sub-district employees are increasingly being highlighted due to this behavior. Data processed from the Employee E-Performance Attendance Report in 2023.

The majority of Langsa Baro District Government employees have a Bachelor's educational background, with a total of 15 people, while only one employee has a Master's

educational background, and 10 other people have a high school/equivalent educational background. This diversity of educational backgrounds is an important aspect in evaluating and improving the quality of human resources within the District Government. This research tries to identify the relationship between education level and employee performance, considering the strategic role of the District Government in handling various conflicts and community problems. Adequate understanding and competence is expected to increase the effectiveness and efficiency of public services. There are deficiencies, such as a lack of employee competence and discipline, which can affect the implementation of the duties of the Langsa Baro District Head's office in providing public services to the community. Therefore, this research aims to further examine the performance of Langsa Baro District Government employees by focusing on influencing factors, such as level of education and competency.

In order to develop an understanding of the performance of public services at the sub-district level, the author refers to a number of previous studies. First, research by Wijayanto Setyo Utami (2013) ^[19] which used the Ordinary Least Square method to assess the community satisfaction index for sub-district services in Surakarta, Indonesia. The results of the research show that the public assesses that public services in the city are considered good, with the satisfaction index theory as the basis for the analysis (Utami & Suryanto, 2013) ^[19]. The second research by Golla, Rondonuwu & Kairupan (2018) ^[4] with a descriptive qualitative research methodology focused on the performance of the sub-district government in providing public services in East Sahu, West Halmahera Regency. The results show that successful implementation of tasks can encourage employees to improve their abilities, with Agusdwiyanto's performance theory as the basis for the analysis (Golla *et al.*, 2018) ^[4]. Further research, carried out by Ime, Rompas, & Rares, (2014) ^[6]. District Government Performance in Residential Identity Card (e-KTP) Services with descriptive qualitative research methods. It was found that there were problems in the dimensions of accountability and responsiveness of the sub-district government in making e-KTP, with Agus Dwiyanto's performance theory as the basis for the analysis (Ime *et al.*, 2014) ^[6]. Finally, research by Welasari in 2016 ^[20] examined the performance of the sub-district government in providing recommendations for processing Family Cards at the Tanah Putih Sub-district Office, Rokan Hilir Regency. The research methodology used is descriptive qualitative, and the results show that employee motivation, supported by career development opportunities and moral responsibility, can improve employee performance, with Agus Dwiyanto's performance theory as the basis for the analysis (Welasari, 2016) ^[20]. These studies contribute relevant understanding regarding the performance of public services at the sub-district level.

Based on the explanation above, the first research objective, namely to determine and analyze the performance of Langsa Baro District Government employees, Langsa City, can be linked to the theories of employee performance that have been explained by Anwar Prabu Mangkunegara (2004). In his theory, Mangkunegara provides aspects of employee performance assessment such as quality of work, quantity of work, discipline in work, initiative and responsibility. (Mangkunegara, 2017) ^[10]. Therefore, this objective can be

linked to these aspects to identify and analyze the extent to which the performance of employees in the Langsa Baro District Government is in accordance with the standards set out in this theory.

Meanwhile, the second research objective, namely to find out and analyze what factors hinder the performance of the Langsa Baro District Government, Langsa City, can be linked to management and organizational theories which discuss factors inhibiting performance. These theories may include concepts such as organizational barriers, lack of motivation, task ambiguity, or other factors that may influence employee performance. By analyzing these factors, research can provide insight into the problems that the Langsa Baro District Government may face in its efforts to improve the performance of its employees. Thus, the research objectives are closely related to theories of employee performance and management which can provide a conceptual basis for identifying, analyzing and overcoming problems related to employee performance within the Langsa Baro District Government.

Research Methodology

This research aims to analyze employee performance and identify factors inhibiting performance in the Langsa Baro District Government, Langsa City. To achieve this goal, researchers used several data collection techniques. First, interview techniques are used with an interview guide prepared based on related theories. Second, data collection is carried out through documentation, accessing statutory regulations, documents at the Langsa City People's Representative Council Secretariat, and other reading sources that support the analysis of performance inhibiting factors. Third, observation techniques are carried out directly to provide a complete picture of employee performance. Data sources from various sources are used to obtain primary and secondary data according to research needs (Bah *et al.*, 2020b, 2020a) ^[1-2]. Thus, the selection of this data collection technique is in accordance with the research objective of exploring relevant and in-depth information regarding employee performance and influencing factors in the Langsa Baro District Government, Langsa City.

This research adopts an inductive approach to achieve sharper empirical reality in understanding relationships. Inductive, according to (Nazir, 2009) ^[11], is a way of thinking that starts with a specific statement to develop a general argument. Inductive analysis is chosen for several reasons, including its ability to discover multiple realities in the data, make the researcher-respondent relationship explicit, fully describe the setting, discover shared influences, and consider values explicitly in the analytical structure.

In this context, descriptive research with an inductive approach is used to provide as detailed a picture as possible about the situations and phenomena that occur in the field. The aim is to find precise facts and data, which can then be used to draw general conclusions. The author chose a qualitative approach with descriptive research methods and an inductive approach, focusing on empirical facts to determine general truth.

This research focuses on the performance of District Government employees at the Langsa Baro District Office, Langsa City. The choice of this research locus was based on the existence of problems in employee performance

observed at the initial observation stage of the research. Informants, as research subjects who provide information on phenomena or problems, are determined using purposive sampling and snowball sampling procedures. This technique was chosen to select informants based on recommendations from previous informants, according to the environmental conditions of the research location. The use of purposive sampling techniques also allows researchers to select informants who can provide information that is relevant to the research focus, namely Bureaucratic Performance in Providing Rewards and Punishments.

In this research, the number of informants determined consisted of 5 Langsa Baro District employees and 3 members of the public. If after involving the specified informants it turns out that they have not been able to provide an adequate picture of the District Government's performance in providing public services, the researcher has the flexibility to increase or decrease the number of informants as needed. The sub-district head is the key informant, the Head of Public Services, the Head of PMMG, and the Head of Public Welfare are the main informants, and the staff and community are additional informants. By adjusting the number and role of informants, this research aims to obtain comprehensive and representative information related to the performance of the Langsa Baro District Government in the context of public services.

This research aims to examine and analyze the performance of Langsa Baro District Government employees, Langsa City and identify factors that hinder their performance. In order to achieve this goal, researchers used various data collection techniques. First, interview techniques are used as a method to obtain information regarding employee performance. The interview guide was prepared based on related theories and was used to maintain the focus and objectives of the research. Second, data collection is carried out through documentation, accessing statutory regulations, documents at the Langsa City People's Representative Council Secretariat, and other reading sources that support the analysis of performance inhibiting factors. Third, observation techniques are carried out directly (direct observation) to provide a complete picture of the object being studied, especially related to employee performance. Data sources from person, place, and paper, namely through interviews, observation, and documentation, are used to obtain primary and secondary data according to research needs. Thus, the selection of this data collection technique is in accordance with the research objective of exploring relevant and in-depth information regarding employee performance and influencing factors in the Langsa Baro District Government, Langsa City.

The qualitative data analysis techniques described are closely related to the research objectives. To achieve the first goal, namely knowing and analyzing the performance of Langsa Baro District Government employees, Langsa City, qualitative data analysis will help identify aspects such as work quality, work quantity, discipline, initiative and responsibility which can be the focus of employee performance evaluation.

Meanwhile, to achieve the second objective, namely knowing and analyzing the factors that hinder the performance of the Langsa Baro District Government, Langsa City, qualitative data analysis will allow researchers to detail and describe these factors in more depth. Data reduction, data display, and conclusion drawing/verification

in qualitative analysis will help organize, present, and draw conclusions regarding the factors inhibiting performance.

Thus, qualitative data analysis techniques become a relevant and effective tool in achieving research objectives to understand and analyze employee performance and the factors that can influence it within the Langsa Baro District Government, Langsa City.

Results and Discussion

Performance of District Government Employees in Langsa Baro District

1. Work quality

Work quality is a result that can be measured from the level of efficiency and effectiveness of an employee in carrying out work according to company standards. Research observations found deficiencies in the work quality dimensions of the Langsa Baro District Government, especially regarding punctuality, thoroughness and skills in work. According to the Head of Langsa Baro Subdistrict, Zaldy Sofyan, S.STP, MSP, in an interview, the quality of work of apparatus resources in the office still needs to be improved, especially in the availability of employees in the office during working hours. He said that sometimes employees are involved in activities outside the office, such as external work or meetings, which can hinder services to the community. Despite this, the sub-district head emphasized that services were still being carried out properly. This indicates that there are activities outside the office that can affect the quality of service to the community and create obstacles in completing work.

Mangkunegara (2011) ^[9] says that quality is how well an employee does what he should be able to do. There are still many complaints from the people of Langsa Baro regarding the absence of employees in the office during working hours, which makes the community disappointed with the performance of Langsa Baro District Government employees.

The obstacles faced by the community in obtaining services from the Langsa Baro District Government, especially the difficulty of meeting employees during office hours, are the main focus. Muhammad Atshil Muqtasyim Prima and Septian Al-Furqan highlighted the lack of employee discipline, especially before break times, which resulted in hampered service. Official working hours from 08.00 to 16.45 WIB are often not met due to employee activities outside the office. Langsa Baro Subdistrict Head, Zaldy Sofyan, emphasized the need to improve the quality of human resources, especially in the aspects of responsibility, discipline and employee competence. The results of interviews and observations show that the quality of employee performance still needs improvement, especially in terms of responsibility, discipline and competence.

Inductive analysis is used to conclude that improving skills is the key to improving employee performance. Septian Al-Furqan identified fundamental problems including a lack of competence, a mismatch between the desk job and the employee's educational background, as well as a lack of responsibility in carrying out the main duties and functions of the position. Therefore, there needs to be special attention from the Langsa City Government to the placement and improvement of employee quality through technical guidance and opportunities to improve education. Apart from that, other obstacles such as the lack of adequate facilities and infrastructure, including unsupportive

conditions of buildings and infrastructure, also affect employee enthusiasm in providing optimal service to the community.

Langsa Baro District's facilities and infrastructure are minimal, with only one office building, one official car, two official motorbikes, one laptop and two computers. This limitation is not in accordance with the District's role as a community service provider. Infrastructure, as described by (Grigg, 1988) ^[5], includes the physical equipment that allows the space to function as intended. Observations show that the low quality of work of apparatus resources in Langsa Baro District is caused by a lack of responsibility, discipline and competence of employees, as well as limited facilities and infrastructure. Mangkunegara (2011) ^[9] emphasizes the importance of human resource competencies related to knowledge, skills, abilities and personality characteristics in influencing performance. Competence is a fundamental factor that differentiates a person's performance. Human Resource Management (HR) is the key in managing human resources which are the most valuable assets for an organization. The HR approach involves the principle that organizational success is largely determined by people, and policies and regulations relating to people must be interconnected. According to Sedarmayanti (2017), HR plays an important role in planning, recruitment, selection, development and career management. From observations and interviews, it was found that the quality of performance of Langsa Baro District Government employees still needs to be improved, especially in terms of punctuality, skills and success in work, to achieve organizational goals.

2. Work Quantity

Work Quantity is any form of measurement unit related to the amount of work output and expressed in numerical terms, so work quantity is the amount of work carried out by an employee in a certain period. This can be seen from the results of employees' work at work and the use of certain time and the speed of time in completing their tasks and responsibilities. Thus, work quantity means employees are able to produce work according to the targets and time set by the company (Mangkunegara, 2011) ^[9]. Quantity is the amount produced in terms of the number of units, the number of activity cycles completed (Robbins *et al.*, 2006) ^[13]. This is illustrated by the quantity of work available at the Langsa Baro Subdistrict Office.

PI n 2021, a total of 832 letters were successfully completed, covering various community needs such as validating family cards, controlling birth certificates, making transfer letters, marriage dispensations, recommendations for proposals/assistance, disturbance permits, building construction permits (IMB), and heir letters. Even though the work process sometimes seems slow, Langsa Baro District continues to strive to complete each task by meeting the needs of the community. Head of the General Services Session, Mr. Septian Al-Furqan, stated his commitment to providing services according to community needs even though sometimes there are delays due to a lack of staff at the location. A community representative, Mr. M. Atshil Muqtasyim Prima, also admitted that there were delays in administrative services in the sub-district, even though they were finally completed after quite a long time. Even though Langsa Baro District has completed its responsibilities quantitatively, this completion took quite a long time,

indicating the potential to increase efficiency and speed in providing community services.

The number of Civil Servants (PNS) in Langsa Baro District is based on education level and class, the majority of employees have a high school educational background, while only one employee has a Master's degree. The importance of education in supporting community services is highlighted, because administrative and consulting needs often require employees with an appropriate level of education. Therefore, improving the performance of Langsa Baro District requires paying attention to employee placement according to the educational background and level of competency required. Measuring performance indicators involves achieving the proportion of letter recommendations, the percentage of gampong implementing sub-district recommendations, and financial aspects. In measuring performance achievements, financial aspects have a significant impact on the success of achieving indicators. Budget realization reaching 99.27% of the total allocated budget shows good financial support. In carrying out its duties and functions, Langsa Baro District has involved several programs and activities that support the achievement of targets and are measured by specified performance indicators.

To improve the performance of Langsa Baro District, it is necessary to pay attention to the educational background of employees in accordance with the field or type of work they are responsible for. The education that employees have plays an important role in dealing with problems related to their profession. Apart from that, the age factor also influences employee productivity both physically and non-physically. Langsa Baro District performance is measured through several indicators, including performance achievements, comparison of realization in 2022 with the previous year, level of budget absorption, and level of performance efficiency. In a financial context, operational activities are very dependent on financing obtained from the Langsa City revenue and expenditure budget. Performance achievements were supported by the budget before and after the changes, with a budget absorption rate reaching 99.27%. In general, Langsa Baro District has succeeded in realizing programs and activities in 2022, showing conformity with the established success indicators.

In general, it can be seen that Langsa Baro District, Langsa City has been able to realize programs and activities in 2022. The measure of success in achieving the targets set can be seen from the achievement of implementing programs and activities carried out at the Langsa Baro District Head's office where a target can include several programs and activities that support the achievement of these targets.

3. Discipline at Work

Employees are the key to success in a company or organization so that good human resource management will push companies and organizations towards achievement and goals (Siahaan & Simatupang, 2015) ^[17]. Apart from motivation in providing training, education is no less important, namely discipline in work. As previously explained, every thing that influences performance is closely related to work discipline. Discipline plays a very important role in the growth of a company or organization, which is used to motivate employees to be able to discipline

themselves both in their work individually and in groups (Mangkunegara, 2011) ^[9].

Langsa Baro District Government employees experience a lack of discipline, especially in terms of working time, as can be seen from their absence during working hours every day. Research observations show low employee discipline, which affects the smooth implementation of daily tasks. To achieve professional, moral and reliable employees, regulations governing discipline are needed as a guide to enforcing discipline. It is hoped that awareness from all parties in complying with the rules and carrying out their duties and responsibilities can encourage employees to be more productive. In interviews, the Head of Langsa Baro Subdistrict, Zaldy Sofyan, and the Head of the Public Service Session, Septian Al-Furqan, highlighted the lack of work time discipline, with employees leaving during office hours and returning late. The lack of understanding of the importance of employees' responsibilities to be in the office during working hours shows the low performance discipline of Langsa Baro District employees.

4. Initiative

Initiative from within the employee to carry out work and overcome problems at work without waiting for orders from superiors or showing responsibility for work that is an employee's obligation. Employee performance can be seen from the ability to solve problems without waiting for orders from superiors. This ability can be seen from the employee's sense of caring, tenacity and seriousness in carrying out their work. This ability can show whether the employee has the initiative in carrying out work which is his main task and function. The initiative also gives the public an image that employees are public servants who must be ready to carry out their duties. Employee initiative or concern always requires a level of ability and personality with high dedication and loyalty to the work carried out, so that the main tasks and functions can be carried out and are successful (Mangkunegara, 2011) ^[9].

In general, Langsa Baro District employees show good initiative in carrying out their duties. When an employee is unable to attend, other employees are willing to help or take their place. Head of the General Services Session, Septian Al-Furqan, emphasized that services always run smoothly because of mutual cooperation. Although there are some sessions that cannot be replaced due to certain technical tasks, employee initiatives are expected to improve organizational performance. The results of interviews and observations also show that to support maximum performance, ideas and suggestions from employees are needed. Continuous meetings with related agencies and internal meetings are considered as a means of improving the organization towards a better direction.

5. Job Responsibilities

Work responsibility includes human awareness of their behavior and actions, whether intentional or not. In the work context, responsibility reflects the employee's awareness of his obligations to complete the tasks assigned by the Company (Mangkunegara, 2011) ^[9]. According to the Head of Langsa Baro District, Zaldy Sofyan, Langsa Baro District employees always seem to complete their duties and responsibilities, both from within the office and from the community. Problems related to late assignments are considered technical problems that need further attention.

Performance appraisal is an evaluation of an employee's performance relative to current or past performance standards (Dessler *et al.*, 2001) ^[3]. These activities have a significant impact on the effectiveness of human resource activities, including promotion, compensation, training, and career development. However, at the Langsa Baro Subdistrict Office, aspects such as promotions, compensation for good performance and career development have not been implemented.

Performance is the level of achievement of results from carrying out certain tasks, while performance management includes activities to improve organizational performance, including individuals and work groups (Nursam, 2017) ^[12]. The level of competence, motivation and interests of employees influences the implementation of performance. Performance is also influenced by the management's treatment and appreciation for its employees. In the performance management concept, the arrangement of individuals and organizational elements aims to provide leaders and employees with an understanding of the goals that must be achieved and how to achieve them. Performance also reflects how quickly and precisely work is completed to achieve previously planned company goals (Iyoeaga, 2020; Setyarini & Indriati, 2022; Sulastri *et al.*, 2023) ^[7, 16, 18].

In an interview, Mr. Muhammad Atshil Muqtasyim Prima stated that every employee should have responsibility for their work, maintain integrity, and carry out their duties according to expectations. Before taking office, employees have promised and sworn to maintain integrity, carry out their work in a way that is fair to their rights and obligations. Based on the results of observations, the performance of Langsa Baro District employees in all aspects related to their duties is good, although they still require improvement and improvement. It is hoped that this can support the vision, mission and goals of Langsa Baro District regional apparatus organizations.

Inhibiting Factors and Efforts Made by Bureaucratic Performance in Providing Rewards and Punishments

The performance of Langsa Baro District employees is hampered by several factors that influence the implementation of service delivery. Based on observations and interviews, these factors can be identified as follows. First, there are obstacles in employee discipline, especially regarding time discipline, which can affect attendance and productivity. Second, the lack of employee responsibility is an obstacle that affects the optimal understanding and implementation of tasks. Third, lack of employee competence also affects performance, where the required knowledge and skills may be limited. Fourth, the lack of work facilities and infrastructure such as technology, equipment or work space is also an obstacle. Finally, budget constraints are an inhibiting factor because they limit the ability to provide the necessary resources. By identifying these factors, improvement and improvement efforts can be focused on each aspect that is an obstacle, in order to improve employee performance and organizational effectiveness.

Conclusion

The performance of Langsa Baro District employees, it can be concluded that the performance of the Langsa City People's Representative Council Secretariat, although in

accordance with established procedures, is still not optimal. The results of the comprehensive analysis, which involved interviews, documentation and observations during the research, produced several important findings. First, the quality of work of Langsa Baro District Government employees is considered to have not reached the maximum level, indicating that there is room for improvement in terms of the quality of carrying out their duties. Second, in terms of quantity of work, Langsa Baro District Government employees can be rated as good, indicating that the amount of work produced is in line with expectations. Third, employee discipline is considered to be still poor, especially regarding time discipline. Fourth, employee initiative is considered quite good, showing a tendency to be active and proactive in carrying out tasks. Finally, employee responsibility is still poor, indicating the need for further attention in ensuring awareness of work responsibilities. Thus, recommendations for improvement and development can be focused on certain aspects that need to be strengthened in order to improve overall performance.

Factors inhibiting the performance of Langsa Baro District Government Employees indicate that there are several obstacles that affect the implementation of their duties. These factors include lack of discipline, low level of responsibility, lack of competence, limited adequate facilities and infrastructure, and limited budget. All of these factors can influence the efficiency and effectiveness of employee performance and indicate the need for improvement and improvement efforts in various aspects in order to increase productivity and achieve organizational goals.

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29. *Legislation*
30. Law of the Republic of Indonesia Number 11 of 2006 concerning the Government of Aceh.
31. Law of the Republic of Indonesia Number 12 of 2011 concerning the Formation of Legislation.
32. Law of the Republic of Indonesia Number 18 of 2001 concerning Special Autonomy for Aceh.
33. Law Number 25 of 2009 concerning Public Services.
34. Minister of Home Affairs Regulation Number 24 of 2006 concerning guidelines for the implementation of integrated one-door sub-districts
35. Law Number 23 of 2014 concerning Regional Government
36. *Langsa City Qanun Number 20 of 2004 concerning Organizational Structure of District and Village Regional Apparatus in Langsa City*