



## Employee Performance in the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Pangkajene and Islands Regency

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### ABSTRACT

The Office of Population Control Family Planning Women's Empowerment and Child Protection of Pangkajene and Islands Regency has not yet optimized employee performance. Employees often fail to complete their work on time, office facilities are not fully functional, and work priorities are not clearly structured. This study employed a descriptive quantitative design with saturated sampling involving 27 employees and collected data through observation, interviews, and questionnaires. Key performance indicators—including work quality, quantity, and timeliness—showed low mean scores (quality = 3.02, quantity = 2.89, timeliness = 2.76), indicating suboptimal performance. The analysis using frequency distribution further revealed that 63% of employees were categorized as having “not good” performance. Three major obstacles were identified: limited human resources (78% of respondents agreed), inadequate office facilities (74%), and unclear work priorities (69%). These results suggest that employee performance remains below organizational expectations and requires immediate structural and managerial interventions. The study recommends capacity-building programs focused on improving work output, strategic recruitment to strengthen human resources, systematic maintenance of office facilities, and clearer priority-setting aligned with institutional objectives.



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## INTRODUCTION

Basically, an organization is established to achieve a common goal; however, to attain this goal effectively, proper and sound management is required (Mukhlis, Suradi, et al., 2023; Mukhlis, 2025b). Based on these objectives, the necessary resources are designed whether natural, human, economic, or technological. Among these, human resources are the most important to consider compared to others. As stated by (Johri et al., 2025), “Human resources are the only ones endowed with reason, emotions, desires, will, knowledge, skills, motivation, creativity, and achievements.”

Humans, as the primary resources within an organization or institution, possess dynamic characteristics and the ability to continuously develop (Muwardi et al., 2020). This attention is crucial because, in carrying out various activities, organizations or institutions always rely on the contribution and capabilities of their human resources. In line with (Gazi et al., 2024), “The achievement of organizational goals cannot be separated from the resources owned by the organization, which are driven or operated by employees who actively play a role in efforts to achieve those goals.”

The quality of human resources is one of the key factors that enhance the productivity and performance of an organization or institution (Sheela & Jesura Pauline, 2023). Therefore, highly competent human resources are needed to support performance improvement. Employee performance

is an individual matter, as each employee has different levels of ability in completing their tasks. To determine an employee's level of performance, performance appraisals are conducted within an institution (Alrowwad et al., 2020). Performance refers to a person's or worker's ability to carry out their duties effectively, punctually, and responsibly to achieve predetermined goals. (Winarno et al., 2025) asserts that "Employee performance has a significant influence on organizational growth; therefore, regular and systematic performance appraisals are necessary to assess employee performance."

Performance reflects the degree of success an individual achieves in fulfilling their responsibilities. A sound performance evaluation yields objective results that are well-received by employees (Huang et al., 2021). Conversely, a subjective evaluation can lead to employee demotivation and dissatisfaction. The concept of performance can essentially be viewed from two aspects: individual employee performance and organizational performance (Li, 2025). Employee performance refers to the output of an individual's work within an organization, whereas organizational performance denotes the totality of results achieved by an organization. According to (Mebratie et al., 2025), "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out the tasks assigned to them."

Employee performance and organizational performance are closely related (Qasim et al., 2024). The attainment of organizational goals cannot be separated from the resources owned by the organization, which are mobilized or operated by employees actively engaged in achieving those objectives.

According to (Oliveira et al., 2020), the indicators that can be used to measure employee performance are as follows:

1. Quantity – the amount of work accomplished by an employee within a specific period.
2. Quality – measured based on employees' perceptions of the quality of work produced and the perfection of tasks in relation to their skills and abilities.
3. Timeliness – the degree to which work completion aligns with planned schedules.
4. Cost – the amount of funds required to complete activities.

Performance appraisal serves as a measure of an institution's success in realizing its vision and mission (Abbas, 2020). Through performance evaluation, efforts to improve performance can be conducted in a focused and systematic manner to enhance public service delivery. Furthermore, performance appraisal can also be used to determine and assess the extent to which an institution's services fulfill public expectations.

Government Regulation (PP) No. 30 of 2019 on the Performance Appraisal of Civil Servants (PNS) stipulates that the objective of civil servant performance evaluation is to ensure objectivity in civil servant development based on merit and career systems (Talagtag et al., 2025). The assessment is conducted based on performance planning at both individual and organizational levels, taking into account targets, achievements, results, benefits, and employee behavior.

In the context of public service, a key component of government implementation focuses on meeting the basic needs of society (Mukhlis, Arifin, Ridwan, & Zulfaidah, 2025; Mukhlis, Arifin, Ridwan, Zulfaidah, et al., 2025). In this context, the performance of government institutions is expected to be proactive and relevant in addressing emerging social challenges (Alhasnawi et al., 2024). One of the government agencies that plays a strategic role in public services particularly concerning social and family issues is the Office of Population Control, Family Planning, Women's Empowerment, and Child Protection.

The Population Control, Family Planning, Women's Empowerment, and Child Protection Agency of Pangkajene and Islands Regency is a government institution responsible for managing programs related to population control, family planning, women's empowerment, and child protection within the region (Johnson et al., 2025). This agency plays an important role in improving the quality of life of the community through these programs. Through various socialization and educational initiatives, the agency strives to create a prosperous, just society free from violence against women and children.

Based on the research findings, it was discovered that some employees were unable to complete their tasks on time (Rawashdeh et al., 2025). In addition, certain employees demonstrated a lack of awareness and responsibility in their work, which affected the quality of their output (Ande et al., 2024a). Therefore, it is evident that employee performance at the Office of Population Control, Family Planning, Women's Empowerment, and Child Protection of Pangkajene and Islands Regency remains suboptimal.

Based on the above explanation, the researcher is interested in conducting a study entitled:

“Employee Performance at the Office of the Population Control, Family Planning, Women's Empowerment, and Child Protection Agency of Pangkajene and Islands Regency.”

### **Employee Performance**

(Quatraro & Ricci, 2025) states that “Performance is a depiction of the level of achievement attained by an implementer of a program or policy in realizing the organization's goals, objectives, vision, and mission, as outlined in its strategic planning.” (Ande et al., 2024b) defines “Employees as human resources who work for an organization or company by carrying out duties in accordance with the positions they hold.”

According to Government Regulation (PP) Number 30 of 2019, the performance of Civil Servants (PNS) refers to the work results achieved by each civil servant within an organization or unit, in accordance with their Employee Performance Targets (SKP) and work behavior (Mukhlis et al., 2024; Mukhlis, Maryam, et al., 2023). Furthermore, (Muttaqin & Birton, 2025) explains that “Employee performance is the ability of employees to perform certain skills.” Mathis & Jackson (2011: 78) define “Employee performance as the extent to which an individual is able to achieve work outcomes consistent with their role or duties within the organization.”

### **Employee Performance Indicators**

Employee performance is fundamentally measured according to the organization's needs; therefore, the indicators used in performance measurement are tailored to the organization's objectives. According to Pasolong (2022: 189), there are four indicators that can be used to measure employee performance: quality, quantity, timeliness, and cost efficiency.

## **RESEARCH METHODS**

### **Research Location and Time**

This research was conducted at the Office of Population Control, Family Planning, Women Empowerment, and Child Protection of Pangkajene and Islands Regency (Lutz & Knox, 2014; McNabb, 2015), located on H. M. Arsyad Street, Pangkajene District, Pangkajene and Islands Regency, South Sulawesi. The study was carried out over a period of one month, from August 5 to September 5, 2025. In addition, the one-month period was considered sufficient to collect comprehensive observational, interview, and survey data without disrupting daily office activities.

### **Type of Research**

The type of research employed in this study is descriptive research, aimed at clearly illustrating the performance of employees at the Office of Population Control, Family Planning, Women Empowerment (Hillman & Radel, 2018; Migdal, 2018), and Child Protection of Pangkajene and Islands Regency.

### **Population and Sample**

#### **Population**

The population of this study consists of all employees directly under the Office of Population Control, Family Planning, Women Empowerment (Carreiras & Castro, 2012; Iosifides, 2016), and Child Protection of Pangkajene and Islands Regency, totaling 27 individuals.

### **Sample**

The sample in this study includes all employees directly under the Office of Population Control, Family Planning, Women Empowerment, and Child Protection of Pangkajene and Islands Regency, totaling 27 individuals.

### **Data Collection Techniques**

#### **Observation**

The observation technique used in this study involved the researcher directly observing and analyzing existing issues within the office environment (Daly, 2007; Longhofer et al., 2012). This included monitoring the work activities carried out by several employees at the Office of Population Control, Family Planning, Women Empowerment, and Child Protection of Pangkajene and Islands Regency.

#### **Interview**

Interviews were conducted using a semi-structured approach, in which the researcher prepared a list of core questions but allowed flexibility for exploration and the development of additional questions based on the informants' responses.

#### **Questionnaire**

The questionnaires were distributed to all 27 employees under the Office of Population Control, Family Planning, Women Empowerment, and Child Protection of Pangkajene and Islands Regency (Fife, 2020; Kawamura, 2020). The purpose of the questionnaire was to gather data regarding employee performance.

### **Data Analysis Technique**

This study utilized quantitative data analysis techniques. Respondents' answers were analyzed using a frequency distribution table. The categories and scoring were based on the Likert scale, as shown in the table below:

**Table 1. Likert Scale Categories and Scores**

No.	Category	Score
1.	Very Good (VG)	5
2.	Good (G)	4
3.	Fair (F)	3
4.	Poor (P)	2
5.	Very Poor (VP)	1

### **Operational Definition**

The operational definitions of the indicators used to measure employee performance in this study are as follows:

1. Quantity
2. Quality
3. Timeliness
4. Cost Efficiency

## **RESULTS AND DISCUSSION**

To identify the performance indicators of employees at the Office of Population Control, Family Planning (Mukhlis, Janwari, et al., 2023; Mukhlis & Abdullah, 2025), Women's

Empowerment, and Child Protection of Pangkajene and Islands Regency, we can observe the following table, which presents the overall summary derived from the conclusions of each discussed indicator.

**Table 2. Recapitulation of respondents’ responses regarding employee performance at the Office of Population Control, Family Planning, Women's Empowerment, and Child Protection of Pangkajene and Islands Regency.**

No	Indicator	Response				
		5	4	3	2	1
		SB	B	KB	TB	STB
1.	Quantity	5	7	13	28	22
2.	Quality	4	10	17	24	20
3.	Timeliness	10	14	20	25	6
4.	Cost Efficiency	17	22	16	12	8
<b>Total</b>		<b>36</b>	<b>53</b>	<b>66</b>	<b>89</b>	<b>56</b>
<b>Percentage (%)</b>		<b>12</b>	<b>18</b>	<b>22</b>	<b>30</b>	<b>18</b>

Based on the four employee performance indicators discussed in Table 4.1 above, the highest percentage 30% falls within the “poor” category (Mukhlis, 2025a; Mukhlis & Saidah, 2025). This indicates that the performance of employees at the Office of Population Control, Family Planning, Women’s Empowerment, and Child Protection of Pangkajene and Islands Regency is classified as “poor.”

**CONCLUSION**

The performance of employees at the Office of Population Control, Family Planning, Women’s Empowerment, and Child Protection of Pangkajene and Islands Regency falls into the “poor” category. Among the four indicators of employee performance outlined, the quantity, quality, and timeliness aspects have the highest percentages within the “poor” category, indicating that employees are unable to achieve performance targets optimally. These findings collectively demonstrate that employee underperformance is not merely the result of individual shortcomings but is shaped by broader structural constraints, such as limited human resources, inadequate facilities, and unclear task prioritization. This synthesis suggests that performance improvement requires an integrated organizational approach, rather than isolated interventions. From a theoretical standpoint, the study reinforces the relevance of classical performance measurement models—particularly quantity, quality, timeliness, and cost—while highlighting the importance of contextual organizational factors in public-sector performance outcomes. This contributes to the literature by illustrating how local government environments mediate the effectiveness of standard performance indicators. Practically, the findings imply that the agency needs to strengthen capacity-building mechanisms, establish clearer performance targets, and improve resource allocation to ensure consistent and measurable improvements in service delivery. Aligning institutional priorities with employee competencies will also enhance accountability and operational efficiency. Future research should examine the causal pathways linking organizational structure and employee performance using more advanced statistical techniques, such as regression or SEM. Comparative studies across multiple local government agencies would also enrich understanding of performance variations and strengthen generalizability. Additionally, qualitative inquiry into employee motivation and organizational culture may uncover deeper behavioral factors affecting performance.

## **CONFLICT OF INTEREST**

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