

# Analysis of Employee Performance in Periodic Salary Increase Administration Services at the Langkat Regency Regional Civil Service Agency

Syafriansyah Nasution<sup>1</sup>, Adam<sup>1</sup>, Warjio<sup>2</sup>

<sup>1</sup>Master of Public Administration Study Program, Postgraduate Program, Universitas Medan Area, Indonesia

<sup>2</sup>Department of Political Science, Faculty of Social and Political Sciences, Universitas Sumatera Utara, Indonesia

Email: [adam@staff.uma.ac.id](mailto:adam@staff.uma.ac.id)

**Abstract.** *This study aims to analyze the performance of employees in administrative services for periodic salary increases at the Regional Civil Service Agency (BKD) of Langkat Regency. The research focuses on five main aspects: work quality, quantity of work, responsibility, cooperation, and employee initiative. The research method used is a qualitative descriptive approach, with data collection techniques through in-depth interviews, observations, and documentation. The research informants include BKD employees, periodic salary increases, and administrative services. The study results show that the quality of employees' work is quite good, although speed and transparency need to be improved. The quantity of work is adequate, but high workloads and limitations of administrative systems often hinder services. Employee responsibility and cooperation are high, but further monitoring and coordination are needed. Employee initiatives are positive, but technology optimization is required to support efficiency. By overcoming existing obstacles, administrative services for periodic salary increases at BKD Langkat Regency can be more effective and responsive.*

**Keywords:** *Employee Performance, Administrative Services, Periodic Salary Increases, Regional Civil Service Agency, Langkat Regency*

Received: April 5, 2025

Revised: May 19, 2025

Accepted: June 28, 2025

## INTRODUCTION

Human resources are the most critical element determining success in an organization, including in government organizations (Alam & Prawitno, 2015). Unlike the private sector, government organizations are more responsible for ensuring that public services run effectively, efficiently, and meet the community's needs. This success is highly dependent on the performance of the State Civil Apparatus (ASN), as stipulated in Law Number 5 of 2014 concerning ASN (Jatmikowati, 2020). ASN is a profession tasked with supporting the implementation of government and public services through competence, professionalism, and integrity.

Thus, the performance of ASN is not only a reflection of individual quality but also a determinant of the success of an organization in achieving goals (Abidin et al., 2022; Anggraini et al., 2022; Muary, 2022). Employee performance results from the quality and quantity of work achievements carried out by employees in their responsibilities (Halawa & Coal, 2022; Kadir, 2018). Employee performance includes accomplishing work results that meet the standards set by the organization in terms of quality and quantity. Good performance requires careful planning, clear targets, and objective measurement (Rajapakshe, 2024).

In the government sector, performance appraisals assess individual achievements and serve as a basis for career development and compensation, such as periodic salary increases (KGB). This assessment is essential to ensure that each employee is optimally empowered by paying attention to the targets, achievements, results, and benefits that have been achieved. The Regional Civil Service Agency (BKD) of Langkat Regency is a regional apparatus responsible for personnel management, including implementing KGB administration. Based on the Regulation of the Langkat Regent Number 67 of 2016, the Langkat Regency BKD has the task of compiling and implementing regional policies in the field of personnel (Arifin et al., 2016).

One of the main tasks of BKD is personnel administration services, including the management of periodic salary increases for ASN (Rakhman et al., 2021). This process is regulated based on several national regulations, such as Government Regulation Number 15 of 2019 and BKN Regulation Number 1 of 2013, which stipulates that the KGB is given every two years to eligible employees, including having a good record of performance and discipline (Murwani, 2021). However, despite having a strong legal foundation, implementing KGB administrative services in the Langkat Regency BKD still faces various obstacles.

One of the main obstacles was the limited number of employees who handled the KGB administration. Currently, only two employees are responsible for managing the administration of the KGB for 9,503 civil servants in Lalat Regency. This amount is not proportional to the needs, causing the service to be slow and less than optimal (Kumar et al., 2002). In addition, supporting facilities and infrastructure, such as technological devices and digital systems, are still minimal (Verdecchia et al., 2022). The KGB's administrative process is still done manually, which is time-consuming and prone to administrative errors.

On the other hand, KGB-related regulations require an accountable and transparent process. The KGB is given to employees based on performance appraisals conducted periodically. The performance assessed includes individual work achievements and conformity with personnel regulations, including Government Regulation Number 30 of 2019 concerning Performance Assessment of Civil Servants. Employees with a record of disciplinary violations, as per Government Regulation 94 of 2021 concerning Civil Servant Discipline, can be subject to sanctions in the form of delays in periodic salary increases.

Therefore, the KGB's service is an administrative responsibility and part of broader performance management. The KGB program at BKD Langkat Regency aims to provide awards for the performance and loyalty of civil servants, improve employee welfare, and encourage work motivation. However, its implementation requires full support from various aspects, including competent human resources, adequate infrastructure, and an efficient administrative system (Donahue, 2000). Obstacles such as a limited number of employees and facilities must be addressed immediately to ensure that employees' rights are adequately met.

In addition, the management of the KGB must be carried out with a transparent and accountable approach that aligns with national personnel management policies (Harrison & Zaksauskienė, 2016). Research on implementing Government Regulation Number 34 of 2014 concerning the Sixteenth Amendment to Government Regulation Number 7 of 1977 concerning Salary Regulations is closely related to previous studies that discussed the relationship between periodic salary increases and employee performance. Research Maidiyanto et al. (2021), at the Regional Secretariat of South Kalimantan Province revealed a positive relationship between periodic salary increases and employee performance. However, some indicators, such as employee needs, are still not optimal.

Other research by Mahmud et al. (2021) shows that the performance of employees in administrative services in Boliyohuto District, Gorontalo Regency, is generally considered positive, with adequate service quality. In Sula Islands Regency highlighted the performance of the Regional Civil Service Agency in carrying out CPNS recruitment, analyzed the performance of employees at the Regional Civil Service Agency of East Kutai Regency.

All of these studies, although with different focuses, generally highlight the importance of employee performance in supporting the effectiveness of public services and administrative management, including periodic salary increase regulations. The findings of these studies are a relevant basis for analyzing employee performance and inhibiting factors in the administrative service of periodic salary increases in Lalat Regency. This study aims to analyze the performance of employees in administrative services for periodic salary increases at BKD Lalat Regency. This study also seeks to identify the inhibiting factors that affect the performance of employees in these services.

## METHODS

This study aims to analyze the performance of employees in periodic salary increase (KGB) administrative services at the Regional Civil Service Agency (BKD) of Lalat Regency. The research was conducted in August 2024 at the Langkat Regency BKD Office, North Sumatra, using a qualitative approach with a descriptive type. This method aims to provide a comprehensive overview of the conditions and service practices of the KGB through direct observation without data manipulation. The research data was collected through three main techniques: observation, in-depth interviews, and documentation. Observations were conducted to observe employee performance, interaction with service recipients, and obstacles faced while implementing KGB services. Interviews involve key, primary, and additional informants, such as the Head of BKD, Head of Performance Appraisal, Performance Analyst, and recipients of KGB administrative services, to gain in-depth information on performance effectiveness, barriers, and service improvement efforts. In addition, documentation is used as supporting data from official documents, service records, and performance reports. The research subjects consisted of three categories of informants. The key informant is the Head of the Langkat Regency BKD, who provides strategic information on the policy and implementation of KGB services. The primary informant is the Head of Performance Assessment, Awards, and Dismissals, who is technical in implementing services. Additional informants include employees directly involved in processing the KGB and receiving administrative services. The purposive sampling technique is used to select relevant informants with in-depth knowledge of KGB services. Data analysis used the Miles and Huberman interactive model, including data collection, reduction, presentation, conclusion drawing, and verification. The data obtained is reduced to eliminate irrelevant information, then presented in the form of narrative descriptions, tables, or diagrams, and verified to ensure the validity of the findings. The research variables measured included work quality, quantity of work, responsibility, cooperation, and employee initiative. Work quality measures the neatness and accuracy of work results, while work quantity is related to the volume of work completed in a specific time. Responsibility assesses the employee's compliance with their duties and obligations, while cooperation includes the ability to work vertically or horizontally. Initiatives measure an employee's ability to complete a job or problem without a supervisor's direction. This study is designed to provide an in-depth analysis of the performance of employees in KGB administrative services, identify inhibiting factors, and provide recommendations to improve service effectiveness.

## RESULTS AND DISCUSSION

### Analysis of Employee Performance in Administrative Service Periodic Salary Increase at the Regional Civil Service Agency of Lngkat Regency

The performance of the Langkat Regency Regional Civil Service Agency (BKD) employees plays a vital role in ensuring the smooth administration of periodic salary increases (KGB). This performance is assessed from various indicators, such as efficiency, accuracy, punctuality, service quality, responsibility, cooperation, and initiative. Based on the observations and interviews, several essential points regarding the performance of BKD employees in handling the KGB administration were identified.

#### *Administrative Service Efficiency*



Efficiency is one of the critical aspects in assessing employee performance. The administrative process of periodic salary increases involves several stages, from document verification to issuing a Decree (SK). However, there are still several obstacles that affect service efficiency. Lengthy procedures and a limited number of employees are the main factors that cause the administrative process to take a relatively long time, especially when the volume of work increases. In this case, employees have tried to complete the work according to procedures, but limited human resources are a challenge that needs to be overcome immediately.

### ***Data and Document Accuracy***

Accuracy in managing KGB administrative documents is one of the top priorities. Langkat Regency BKD employees have shown dedication in verifying data such as working period, performance, and employee eligibility. However, the use of manual systems in some administrative processes is still the cause of data input errors and delays. Implementing more integrated information technology is urgently needed to improve accuracy and speed up the data management process.

### ***Punctuality***

Punctuality is a key indicator that determines service recipients' satisfaction level. Based on the results of the interviews, there were complaints about delays in the periodic salary increase process, mainly due to a lack of employees handling administration and external issues, such as regulatory changes. In addition, delays often occur due to incomplete documents submitted by service recipients. To overcome this, BKD employees must be more proactive in providing information and guidance to service recipients.

### ***Quality of Service***

The quality of service reflects the ability of BKD employees to provide a satisfactory service experience for service recipients. Most of the employees interviewed stated that the professional and friendly attitude of BKD employees is one of the advantages of KGB administrative services. However, some service recipients expect more proactive communication, such as notifications regarding the submission status or additional information regarding the required documents. Therefore, improving communication between BKD employees and service recipients must be a significant concern.

### ***Responsibilities***

The Langkat Regency BKD employees show high responsibility in carrying out KGB administrative duties. They are responsible for ensuring that the administrative process runs according to the provisions and that no errors can harm the service recipient. However, some employees feel burdened with a high volume of work, so the administrative process sometimes takes longer. Increasing the number of employees and increasing the efficient division of tasks can help reduce workload and increase employee responsibility in completing tasks.

### ***Collaboration***

Cooperation between employees at BKD Langkat Regency is well established. Each section has a clear role in the KGB's administrative process, from the receipt of files to the verification of data. This good collaboration allows every stage of the process to run smoothly. However, challenges arise as workloads increase, affecting coordination between parts. For this reason, improving internal coordination and distributing tasks more evenly is necessary to maintain smooth teamwork.

### ***Initiatives***

The initiative of BKD employees to handle the KGB administration shows a positive trend. Employees are proactive in providing solutions to problems, such as reminding service recipients of the completeness of documents and finding ways to speed up the administrative process. Nevertheless, initiatives in the use of technology still need to be improved. An integrated

information system, such as automatic notifications for service recipients, will help improve the efficiency and transparency of the administrative process.

### **Factors Inhibiting Employee Performance in Administrative Services: Periodic Salary Increases at the Langkat Regency Regional Civil Service Agency**

The administrative service of periodic salary increases (KGB) at the Regional Civil Service Agency (BKD) of Langkat Regency plays a strategic role in the management of human resources of the state civil apparatus (ASN). However, in its implementation, several factors are obstacles to employee performance, which directly affect the effectiveness and efficiency of the service process. The following analysis discusses these inhibiting factors in depth based on the study's findings.

#### ***Lack of Understanding of Procedures***

Employees' lack of understanding of the procedures and administrative mechanisms for periodic salary increases is one of the main obstacles. Some employees do not fully understand the submission procedures, document requirements, and verification flows. This often results in errors in the filling of documents or completeness of files, which ultimately slows down the administrative process. This lack of understanding points to the need for continuous, intensive training to ensure all employees have adequate knowledge of work procedures (Kyndt et al., 2011).

#### ***Limited Human Resources***

The number of employees who handle the administration of periodic salary increases at the Langkat Regency BKD is not proportional to the volume of work that must be completed. This limitation of human resources creates an excessive workload for employees, especially in specific periods when many salary increase applications are submitted simultaneously. A high workload can reduce employee productivity, affect service quality, and increase the potential for administrative errors.

#### ***Less Efficient Information System***

The use of suboptimal information systems is one of the factors that slows down the administrative process. At the Langkat Regency BKD, several administrative stages are still carried out manually, which increases the risk of data input errors and extends processing time. A poorly integrated information system makes it difficult for employees to access data quickly and accurately. This condition shows the need to develop and apply more modern information technology to improve the efficiency and accuracy of administrative processes (Hidayah & Agus, 2024; Saputro et al., 2024).

#### ***Lack of Training and Development***

Training and development for BKD employees in Langkat Regency is still considered inadequate. Without relevant training, employees may not have the skills or knowledge to carry out their duties efficiently. In addition, a lack of training related to new policy updates or procedures can make employees less prepared for regulatory changes, ultimately affecting their performance.

#### ***Ineffective Communication***

Poor communication between employees, superiors, and work teams can hinder the smooth running of administrative services. For example, ambiguity in the delivery of information or lack of coordination between the parties involved can lead to confusion and errors in the execution of tasks. Ineffective communication can also slow down decision-making, hindering the overall administrative process.

### ***Complicated Bureaucracy***

Convolutated bureaucratic processes are a classic obstacle in public administration services. In the Langkat Regency BKD, the many administrative requirements and verification stages that must be passed often cause the process to be slow. Employees also feel burdened by too-long and complex procedures, affecting their motivation.

### ***Low Work Motivation***

Low work motivation among employees is another significant inhibiting factor. Employees who feel underappreciated or do not get the appropriate incentives tend to lose their enthusiasm and dedication to work. This can impact decreased productivity, service quality, and service recipient satisfaction.

### **Strategies to Overcome Inhibiting Factors**

To overcome these obstacles, strategic measures involve policy updates, training, system development, and work environment improvements. Here are some recommendations that can be implemented: (1) Improving Understanding of Procedures BKD employees need more intensive and comprehensive training on KGB administrative procedures. Clear and easy-to-understand work guidelines can help employees carry out their duties more efficiently; (2) Increasing the number of employees in charge of handling the administration of the KGB can reduce the excess workload and ensure that all applications can be processed on time. A more even division of tasks will also help improve the team's overall productivity; (3) Information System Development: Implementing an integrated personnel management information system can speed up the administrative process and reduce the risk of errors. This system also allows employees to access data more easily, making the decision-making process faster and more accurate; (4) Training and Competency Development.

Training on the latest technologies, policies, and procedures is essential to improve employee skills and knowledge. This competency development program will also prepare employees to face job challenges; (5) Improving Internal Communication. Effective communication can be achieved through regular meetings, more organized communication channels, and information technology to support department coordination. This will reduce misinformation and improve the efficiency of teamwork; (6) Simplification of Bureaucratic Procedures. Simplifying administrative procedures can speed up the filing and processing of KGB. BKD can re-evaluate existing workflows to identify and eliminate inefficient steps. Increasing Employee Motivation: Providing incentives through awards, allowances, or recognition for good employee performance can improve employee motivation. Creating a supportive and inclusive work environment will also help employees feel more valued and motivated.

### **CONCLUSION**

Based on the analysis of employee performance in the administrative service of periodic salary increases at the Regional Civil Service Agency (BKD) of Langkat Regency, it was found that the overall quality of employee work is quite good, with the ability to provide precise and valuable services for service recipients. However, increased speed and transparency of information are still needed to improve the service recipient experience. Meanwhile, the quantity of employee work is pretty adequate. However, the high workload and the lack of an optimal administrative system often cause delays in the process of periodic salary increases. This shows the need to strengthen employee capacity and efficiency in administrative workflows.

### **SUGGESTION**

On the other hand, employees show great dedication to carrying out their responsibilities to ensure a smooth administration process. However, further monitoring is needed so service recipients do not feel neglected. Cooperation between employees has been going well but needs to be improved through stronger coordination to avoid inconsistent information. In addition, employee work initiatives are very positive, but they must be supported by more optimal use of



technology to speed up processes and increase transparency. By improving these factors, it is hoped that the administrative service of periodic salary increases at the Langkat Regency BKD can run more efficiently and satisfactorily.

## REFERENCES

- Abidin, Z., Asmaddin, A., Nurhayati, N., & Kali, L. (2022). Quality of Human Resources in Population Administration Services in South Buton Regency. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 4(4), 2282–2295. <https://doi.org/10.34007/jehss.v4i4.1064>
- Alam, S., & Prawitno, A. (2015). Organizational Capacity Development in Improving the Quality of Public Services of the Forest and Plantation Service of Bone Regency. *Government: Journal of Government Science*, 8(2), 93–104.
- Anggraini, H., Zainuddin, Z., & Hartono, B. (2022). Implement ASN Policy as a Public Policy Implementer in Improving Employee Performance at the Regional Civil Service Agency Office, North Sumatra Province. *Journal of Education, Humanities and Social Sciences (JEHSS)*, 5(2), 863–875. <https://doi.org/10.34007/jehss.v5i2.1393>
- Arifin, A., Warjio, W., Kariono, K., & others. (2016). Implementation of Deli Serdang Regent Decree Number 176 of 2015 concerning the Determination of Service Car Operations. *Journal of Public Administration*, 6(1), 83–109.
- Donahue, A. K., Selden, S. C., & Ingraham, P. W. (2000). Measuring government management capacity: A comparative analysis of city human resources management systems. *Journal of Public Administration Research and Theory*, 10(2), 381–412. <https://doi.org/10.1093/oxfordjournals.jpart.a024274>
- Halawa, D. K., & Coal, B. M. (2022). Effectiveness of Employee Performance in the Social Empowerment and Handling of the Poor Social Service of West Nias Regency. Effectiveness fPerformance of Employees in the Field of Social Development. *Structuring: Scientific Journal of Master of Public Administration*, 4(2), 138–144. <https://doi.org/10.31289/strukturasi.v4i2.1409>
- Harrison, M., & Zaksauskienė, I. (2016). Counter-intelligence in a command economy. *The Economic History Review*, 69(1), 131–158. <https://doi.org/10.1111/ehr.12113>
- Hidayah, R. E., & Agus, R. (2024). Penerapan Aplikasi WEB untuk Pendataan Buku Tamu yang efisien dan Terintegrasi. *Indonesian Journal of Information Technology and Computing (IMAGING)*, 4(2), 34–40. <https://doi.org/10.52187/img.v4i2.266>
- Jatmikowati, S. H. (2020). Utilisation of the performance of the state civil apparatus. *International Journal of Psychosocial Rehabilitation*, 24(2), 2296–2311.
- Kadir, A. (2018). Performance Evaluation of Partnership and Community Development Program Section Employees at PT. Nusantara III Plantation (Persero) Medan. *Jupii: Journal of Social Sciences Education*, 10(2), 205. <https://doi.org/10.24114/jupii.v10i2.11386>
- Kumar, V. P., Lakshman, T. V., & Stiliadis, D. (2002). Beyond best effort: router architectures for the differentiated services of tomorrow's Internet. *IEEE Communications magazine*, 36(5), 152–164. <https://doi.org/10.1109/35.668286>
- Kyndt, E., Govaerts, N., Dochy, F., & Baert, H. (2011). The learning intention of low-qualified employees: A key for participation in lifelong learning and continuous training. *Vocations and Learning*, 4, 211–229. <https://doi.org/10.1007/s12186-011-9058-5>
- Mahmud, M. M., Lamangida, T., & Akbar, M. F. (2021). Effectiveness of the Existence of Isimu Type a Terminal in the District of Gorontalo. *Journal of Management and Administration Provision*, 1(1), 32–38. <https://doi.org/10.55885/jmap.v1i1.41>

- Maidiyanto, R., Asmui, A., & Somp, A. T. (2021). the Effect of Work Motivation, Work Environment and Quality of Communication on Employee Performance At the Regional Secretariat of South Kalimantan Province, Indonesia. *European Journal of Human Resource Management Studies*, 5(2). <http://dx.doi.org/10.46827/ejhrms.v5i2.1108>
- Muary, R. (2022). Strengthening Religious Moderation for State Civil Apparatus (ASN) of the Ministry of Religion and Interfaith Leaders in North Sumatra. *Community Lamp*, 4(1), 62–75. <https://doi.org/10.31289/pelitamasyarakat.v4i1.7748>
- Murwani, S. R. I. (2021). *The Role Of The Preparation Of Employee Performance Targets In Realizing Accountability For Civil Servant Performance (Study At High School And Vocational School Magelang Regency)*. University of Muhammadiyah Magelang.
- Rajapakshe, W. (2024). Performance Management Process: Performance Planning and Monitoring. In *Employee Performance Management for Improved Workplace Motivation* (pp. 31-56). IGI Global. <http://dx.doi.org/10.4018/979-8-3693-4387-6.ch002>
- Rakhman, B., Wijaya, I., Wahyuni, I., & Rakhman, M. I. (2021). Effectiveness of additional income for ASN at BKPSDMD Makassar City. *Linguistics and Culture Review*, 795-809. <https://doi.org/10.21744/lingcure.v5nS1.1464>
- Saputro, J. I., Rustambi, P. A., Al Makkah, M., & Nadhif, H. M. (2024). Pengkajian sistem informasi pengarsipan surat masuk dan surat keluar di kecamatan benda. *ADI Pengabdian Kepada Masyarakat*, 4(2), 8-13. <https://doi.org/10.34306/adimas.v4i2.1076>
- Verdecchia, R., Lago, P., & De Vries, C. (2022). The future of sustainable digital infrastructures: A landscape of solutions, adoption factors, impediments, open problems, and scenarios. *Sustainable Computing: Informatics and Systems*, 35, 100767. <https://doi.org/10.1016/j.suscom.2022.100767>