



Research Paper

## Implications of Performance Management on Performance and Services Quality of Public Sector Organizations

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### Abstract

The public still considers that the quality of public services has not been improved. Punctuality, bribery, discrimination, high costs, and bureaucracy are some of the weaknesses observed in government organizations providing public service delivery. This research is a study sourced from literature on public sector service performance management. Many studies show that the poor quality of public services is caused by inadequate organizational performance. This inadequate organizational performance is caused by the organization's inability to manage its performance based on personal aspects, leadership, teamwork, systems and conditions.

**Keywords:** performance management, organizational performance, service quality

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### I. INTRODUCTION

In the public sector, the quality of service compared to predetermined standards can be used as a benchmark to assess how committed the public sector organization is to its willingness and ability to provide quality services to the community.(Panorama & Sector, 2018). As we know, demands for quality services are voiced by various levels of society receiving services(Muravu, 2021). In other words, the public has not experienced optimal benefits from the process and results of services provided by public organizations. Objectively we can say that in terms of service delivery, private sector organizations have proven capable of providing better services to their users(Zanfei, 2016).

The quality of services provided by public organizations generally appears to be far from the expected standards(Suppa & Webb, 2016).This is based on the fact that the public's assessment of the government's performance in providing services is still far from expectations(H et al., 2022). Reflections of low service quality can be seen from the complicated, overlapping and bureaucratic business licensing process, lack of clarity on the time and cost of processing permits, as well as service standards that are not yet available.(Panorama & Sector, 2018).

The same thing was stated by(Sudirman & Atmosphere, 2018)(Maros et al., 2023) which revealed that the quality of public services is still low, with the following indications:

- a. Unclear time, costs and service mechanisms.
- b. Discrimination in services based on friendship, political affiliation, ethnicity or religion.
- c. Long bureaucratic chain.
- d. There is a culture of bribery and illegal levies to speed up service.
- e. The orientation of the service apparatus prioritizes officials and their superiors, not the public or society.
- f. Developing a culture of power in service.
- g. The principle of service is based on distrust, not trust.
- h. Inconsistency in the application of service procedures to control the behavior of service providers.
- l. Unequal distribution of authority between various units or units providing services.

Based on observations, the causes of these problems are:low level of performance of government organizations in carrying out their governance. Government organizations in general are still weak in the aspect of managing their resources and potential, which can actually be a source of income(Maros et al., 2023). The result is the slow pace of efforts to improve or increase services and welfare for the community(Muravu, 2021).

There are many aspects that can influence the quality of the services providedto society. One of them is the aspect of

organizational performance both individually and as a whole (Mohd Derus & Abdul-Aziz, 2016). Furthermore, to find out the performance produced by an organization, various tools are used. One thing that can be used to measure the level of success of government organizations in realizing their performance is the Balance Scorecard (BSc) concept (Djaing et al., 2019) (Gębczyńska & Brajer-Marczak, 2020). The Balanced Scorecard is different from conventional assessment instruments which only measure performance from financial aspects only. Through BSc, organizational performance is measured through four perspectives, namely: financial, internal business process, customer, and learning and growth. By measuring organizational performance which includes these four perspectives, performance assessment becomes comprehensive, because it includes aspects of internal processes, human resources owned, the community served (service users), and finances. From the measurement results, it will be possible to determine whether the organization's performance is good or bad in achieving its goals (Gębczyńska & Brajer-Marczak, 2020) (ك وچ كى، 1377).

Relation to The performance produced by an organization has factors that influence it, including performance management (Al-Habib, 2020). Work management is an organic effort to improve individual and team performance continuously to achieve goals. According to Armstrong (Rinova et al., 2019) Performance management is influenced by individual, leadership, team, system and situational factors (Sofyani et al., 2018) (Kombate et al., 2021). Basically, individual factors (personal factors) such as skills, knowledge, attitudes and will are things that are often used as a benchmark for someone's success in achieving in their work (Zanfei, 2016). However, in reality there are many other factors that influence a person's performance in an organization. Apart from the skill, knowledge and ability factors, it refers to several opinions (Zain-UI-Abidin et al., 2020) (Belhiti et al., 2020) (Suppa & Webb, 2016), other performance determinant factors include leadership, team, system, and contextual/situational factors (Djaing et al., 2019) (Hammerschmid et al., 2019).

Leadership factors as one of the determinants of performance (Belhiti et al., 2020) (H et al., 2022), (Hayati, 2020) provides the following definition: "The art of influencing others to direct their will, abilities and effort to the achievement of leader's goals. In the context of organizations, leadership lies in influencing individual and group efforts toward achievement of organizational objectives." Based on this opinion, it appears that leadership is the art of influencing people and directing attitudes and behavior so that they can produce good performance and be in line with organizational goals. In an organization, a leader must be able to carry out leadership functions which include efforts to guide, coach, direct, motivate and carry out effective communication.

Likewise, system factors which include job design, work methods, work procedures, and ergonomic work facilities really support the completion of work efficiently and effectively. With ergonomic work facilities, it is hoped that every employee will feel comfortable and safe at work so that their performance will increase. This is as discovered by Annis & McConville (Juhary et al., 2019): "Ergonomics is the ability to apply information regarding human character, capabilities, and limitations to the design of human tasks, machine systems, living spaces, and environment so that people can live, work and play safely, comfortably and efficiently."

In an effort to improve quality service, an organization operating in the public and private sectors, must improve its organizational performance through increasing employee performance both individually and in groups. With good performance, every task implementation within the organization can be completed using time, energy, funds and other resources efficiently and effectively (Istianingsih et al., 2020) (H et al., 2022).

For organizational conditions in the public sector, problems that must be improved include employee work motivation and employee commitment to work and the organization which is still low, in terms of leadership there are still leaders who are not yet optimal in implementing their leadership functions, such as in terms of directing, guiding, empowering and communicating effectively. Another thing is that cooperation between employees within one unit and cooperation between work units is still not well developed, work facilities and work spaces do not meet ergonomic aspects, and job design has not been designed well (Hayati, 2020) (Hatta & Hamid, 2020).

Based on the explanation above, the author is interested in writing an article entitled: Implications of Performance Management on the Performance and Service Quality of Public Sector Organizations.

## **II. PERFORMANCE MANAGEMENT CONCEPTS**

Factors that influence a person's performance are very diverse, as are the efforts to manage them. A person's performance in an organization will depend on the characteristics of an organization such as culture, structure and the type of people involved in it (Jamison et al., 2020). An organization, in achieving its goals, needs to create a work climate where each individual and work group has the responsibility to always contribute and continue the process of improving skills and knowledge (Fuertes et al., 2020).

To improve employee performance optimally, various strategic, planned and continuous efforts are needed. Through a performance management approach, performance management efforts can be carried out better. The following are several definitions of performance management according to several opinions. According to Armstrong in 1998 in (MAZILU (ALEXANDRESCU), 2022) "...performance-management processes are part of a holistic approach to managing for performance, which is the concern of everyone in the organization". Still according to Armstrong (1998), "Performance management is a process for establishing shared understanding about what is to be achieved, and an approach to managing and developing people in a way which increases the probability that it will be achieved in the short and longer term".

Meanwhile, according to Philpott and Sheppard (Armstrong, 1998) (Suárez, 2016), "Performance management aims to improve strategic focus and organizational effectiveness through continuously securing improvements in the performance of individuals and teams". Meanwhile, Bacal (1999) interprets performance management as a continuous communication process

carried out in partnership between an employee and his direct superior. This process includes activities to build clear expectations and an understanding of the work that must be done(Hammerschmid et al., 2019).

Based on the opinions mentioned above, performance management is essentially a process that seeks to improve the performance of individuals and work groups on an ongoing basis in an effort to achieve organizational goals effectively. Performance management itself is a strategic approach to continuously improving the performance of people in an organization which is carried out by increasing the capabilities of groups and individuals within an organization.

Performance management in general is very focused on issues of outputs (results achieved), outcomes (impact arising from a performance), processes (processes required to achieve the expected results) and inputs (knowledge, skills and competencies) expected from people. -people involved in an organization both as a group and individually. In performance management, attention is paid to the issue of measuring the results obtained, as well as evaluating progress in achieving the goals that have been set(Kaehler & Grundei, 2019).

Performance management is related to communication created through establishing a communication climate between leaders and subordinates to explain what is expected, provide information on the mission, values and goals of the organization. Through performance management, many benefits can be achieved by an organization because performance management can help in achieving sustainable improvements in organizational performance; increasing employee motivation and commitment; develop individual abilities, increase job satisfaction; improve team performance and cooperation; build relationships between individuals and their leaders openly in the communication process; increase opportunities to express individual work aspirations and hopes(Siami-Namini, 2018).

In the performance management of an organization, apart from the process that tries to integrate the existence of work groups and individuals, there are several other aspects that have a big influence on the success of organizational, group and individual performance as a whole, in Armstrong's opinion.(Jamison et al., 2020), these aspects include:

1. Personal factors;
2. Leadership factors;
3. Team factors;
4. Systems factors;
5. Contextual (situational) factors.

All human resource management activities within the organization should be aimed at improving performance by gaining and developing competence, motivation and commitment both individually and in work groups.(H et al., 2022). Basically, some individual factors are given, but there are also those that can be fostered and developed optimally so that they have an impact on increasing personal capacity and improving the organization. Skill, knowledge, attitude factors are some examples that can be improved through both formal and informal channels. In essence, these factors, if managed well, will have an impact on the individual's own performance, group performance and overall organizational performance(Istianingsih et al., 2020).

Likewise, leadership factors, both unit leaders and the institution as a whole need to be optimized. How a leader coaches, directs, communicates, or provides support will have an impact on the work behavior of his subordinates. A leader who is democratic or, conversely, authoritarian, will create a certain work climate and produce different attitudes and behavior. Therefore, a leader must know well the characteristics of the organization and the members within it. A leader's leadership style and strategy will have an impact on employee performance(Prameswari et al., 2020).

Meanwhile, an organization also needs to pay close attention to the formation of work groups that can produce optimal performance. In general, organizational goals will be achieved better if work groups represented by work units can coordinate and collaborate in a well-planned manner. Working groups must be used as an opportunity for mutual improvement and increasing competence, healthy competition, and the realization of ideas that can take the organization in a more advanced direction.(Alrowwad et al., 2020).

Other performance determinant factors such as system factors include work facilities, work procedures and job design. Work facilities that are sufficient in terms of quantity and adequate in terms of technology really support efforts to achieve organizational goals(Y. Zhang et al., 2019). Currently, efforts to design work facilities that meet ergonomic criteria have become increasingly popular in the community. With ergonomic work facilities, everyone can work comfortably and safely, which is expected to improve performance. Likewise, with the availability of work procedures, procedures can be used as work guidelines that guide everyone to complete work in accordance with existing standards. The absence of work procedures can have an impact on overlapping work, or inefficiency in achieving goals. Another thing, work design needs to be made in such a way because it can create job context, regulations and work relationships, increase productivity, operational efficiency and quality of products and services and make it easier for each individual to achieve their work. All of these goals will ultimately have a direct effect on overall performance(Virgana, 2021).

Situational factors relate to internal and external factors of the organization. These two factors will directly or indirectly influence organizational performance(J. Zhang et al., 2018). Internally, the existence of a work culture can be thought of as the glue that unites the organization together with performance management. Culture which is influenced by structure, size, work habits, the climate of people's working relationships and the type of employee will influence the internal environment of the organization which will ultimately have an impact on the overall performance of the organization. On the other hand, as we know, organizations

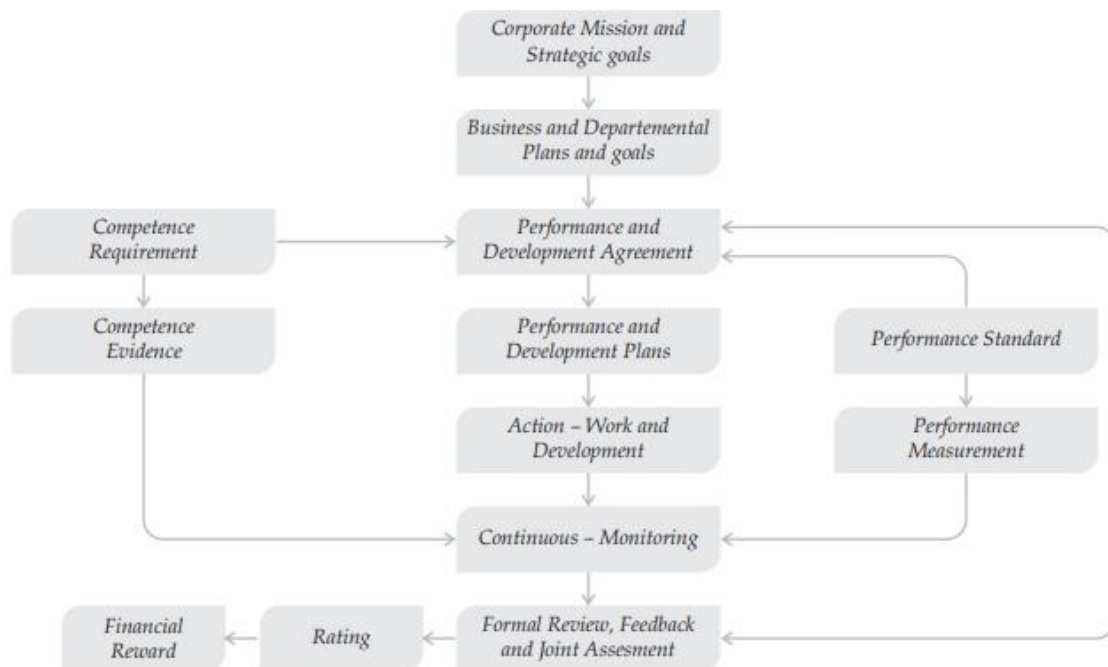
are open systems that are continuously dependent on and influenced by their environment. With problems changing rapidly, it requires every organization to be able to adapt to change. In this case, good performance management is expected to help the organization overcome the changes it faces (Costanza et al., 2016).

From the previous explanation, it can be seen that performance management in an organization is directed at various efforts to fulfill organizational goals effectively. Furthermore (Veh, 2019) put forward 3 performance management objectives, namely: 1) Strategic Objectives; Performance management must link employee activities to organizational goals. Implementing this strategy requires defining the results to be achieved, behavior, employee characteristics needed to implement the strategy, developing a measurement and feedback system for employee performance. 2) Administrative Objectives;

Most organizations use performance management information, especially performance evaluation for the purposes of administrative decisions, such as: salaries, promotions, employee dismissals, etc. 3) Development Goals; Performance management aims to develop the capacity of employees who are successful in their field of work. Employees who do not perform well need to be empowered through training, more suitable placements and so on. Management needs to understand what causes employees to not perform well so that steps can be taken to improve their performance.

The general aim of performance management is to create a culture of individuals and groups assuming responsibility for efforts to continuously improve work processes and capabilities. In its application, the performance management process can be used to communicate and strengthen organizational strategies, values and norms and integrate individual and organizational goals. The performance management process is a series of activities carried out sequentially in order to achieve the expected results (Widyanty et al., 2020).

Sequence of performance management activities according to Armstrong and Baron (1998) can be seen in Figure 1.



**Figure 1.**  
**Performance Management Sequence**  
Source: Armstrong and Baron, 1998

From this figure it appears that the organizational mission and strategic goals of the organization are the starting point of the performance management process. The mission and strategic objectives are used as a reference for lower management levels. The formulation of the organization's mission and strategic goals is aimed at ensuring that every subsequent activity is in line with these goals and is expected to contribute to achievement (Sabuhari et al., 2020).

Business and departmental plans and objectives are an elaboration of the mission and strategic objectives. Business plans and objectives are the sum of departmental plans and objectives. Furthermore, a performance agreement is an agreement reached between an individual and his manager regarding targets and accountability. The agreement process is easy if both parties prepare for the meeting by reviewing progress against agreed goals. The employment contract is the basis for considering plans that must be made to improve performance. Performance contracts are also the basis for assessing subordinate performance (Qamruzzaman & Karim, 2020).

Work and development plans are primarily a joint exploration of what individuals need to do and know to improve their performance and develop their skills and competencies, and how managers can provide the support and guidance they need. Furthermore, performance management helps people to be ready to act so that they can achieve the results as planned. Thus,

performance management is work that is related to people's activities in carrying out work and the methods used to achieve this. If necessary, training and development of human resources is carried out (Author et al., 2017).

The most important concept of performance management is the process of managing and developing performance standards that reflect normal good practice of setting direction, monitoring and measuring performance, seeking feedback, and taking action. The next activity in the performance management process is conducting a review. The review includes achievement of goals, level of competency achieved, contribution to core values, achievement of implementation of personal development plans, considerations about the future, aspirations about work, and comments on manager support. The results of the review become feedback for the performance contract (Özçelik et al., 2016).

In the end, by paying attention to work results or achievements, a performance assessment can be determined. The appropriate method to use will depend on the type of organization and work being performed.

### **III. ORGANIZATIONAL PERFORMANCE CONCEPT**

The success or failure of an organization is largely determined by the leadership. If leaders do their job well, the organization may be able to achieve its goals. Performance management can be a measure of how efficiently and effectively a leader considers and achieves the right goals (Gębczyńska & Brajer-Marczak, 2020).

From the performance determinant factors that have been explained, it appears that the success or failure of an organization in achieving or realizing its goals can be seen from the behavior of the individuals and work teams involved in it, as well as situational factors which include the organization's internal and external environment. This is as stated by Pierce and Gardner (Colnar & Dimovski, 2017) in the following equation function:  $\text{Behavior} = f[(\text{Person})(\text{Situation})]$

From this equation, behavior represents the level of performance and involvement in the organization. Meanwhile, people are attitudes, traits, knowledge and values possessed. Meanwhile, situations include limited time, work equipment, and social pressure. By referring to this equation, it can be concluded that whether a person's performance is good or bad, apart from being influenced by the abilities, attitudes and values embedded within a person, it is also influenced by internal and external factors of the organization.

Because performance is important for an organization, to determine organizational performance it is necessary to measure various characteristics of the employees involved in it, such as: skills, knowledge, attitudes, traits, motivation. Share something In organizations, employee performance is the basis of other resource activities, because it can be used as a reference for employee self-development, providing rewards, or even dismissing an employee.

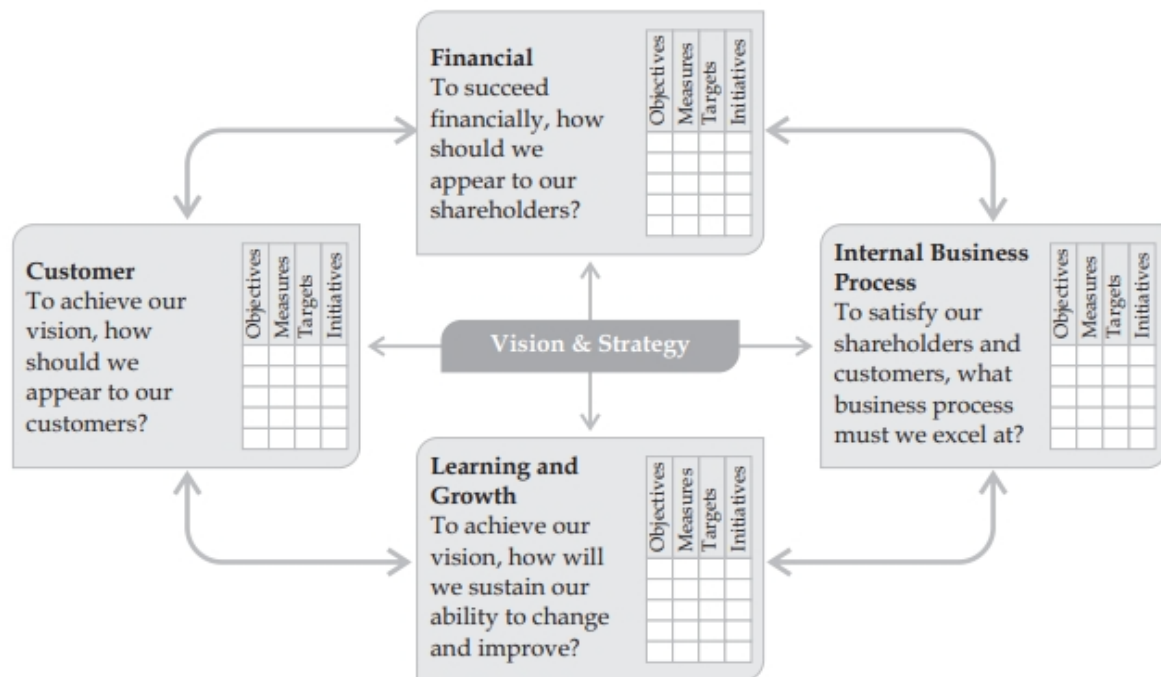
Performance is a condition that must be known and communicated to certain parties to determine the level of achievement of an agency's results in relation to the vision carried out by an organization as well as knowing the positive and negative impacts of operational policies taken. This performance can be used by management to carry out periodic assessments regarding the operational effectiveness of an organization, organizational divisions and employees based on previously established targets, standards and criteria. Furthermore, the performance assessment should contain performance indicators, namely:

1. pay attention to every activity of the organization and emphasize the customer perspective,
2. rate each activities using performance measurement tools that provide an impression on customers,
3. comprehensively pay attention to all aspects of performance activities that affect customers, and
4. providing information in the form of feedback to help organizational members recognize problems and opportunities for improvement.

The balanced scorecard complements a set of financial measures of past performance with measures of future performance drivers. The balanced scorecard translates mission and strategy into various goals and measures, which are organized into four perspectives, namely: financial, customer, internal business processes, and learning and growth (Rafiq et al., 2020). The four perspectives of the balanced scorecard provide a balance between short-term and long-term goals, between the desired results and the driving factors for achieving these results. More clearly the relationship between these four perspectives can be seen in Figure 2.

Based on the explanation, performance appraisal contains tasks to measure various organizational level activities so as to produce feedback information to make organizational improvements. Organizational improvement implies improving organizational management which includes; (a) planning improvements, (b) process improvements, and

(c) improved evaluation. The results of the subsequent evaluation provide information for further "planning-process-evaluation" improvements. The "planning-process-evaluation" process must be carried out continuously (continuous process improvement) so that strategic factors (competitive advantage) can be achieved.



**Figure 2.**  
**Vision and Strategy in the Balanced Scorecard**  
 Source: Norton and Kaplan, 2000(Muravu, 2021)

With regard to the purpose of performance measurement, Kaplan and Norton (2000) argue that the purpose of any measurement system should be to motivate all managers and workers to implement organizational strategies successfully. Organizations that can translate strategy into a measurement system will be much better able to implement strategy because they can communicate their goals and objectives. This communication focuses managers and employees on critical drivers, enabling the alignment of investments, initiatives, and actions with the achievement of strategic goals(Nakruang et al., 2020).

#### IV. SERVICE QUALITY CONCEPT

Quoting a source, it is stated that the concept of quality has become a universal understanding and has become a dominant factor in the success of an organization. In connection with this, every organization must always make improvements in its activities and performance in order to achieve the expected goals. This ultimately gave birth to the concept of total quality management, which aims to make improvements in all areas of work with an orientation towards user satisfaction.

Quality is defined as meeting or exceeding customer expectations. Heizer and Render (2001) in(M et al., 2020)defines quality as product capabilityor services meet customer needs. Meanwhile, according to Russell and Taylor (2000) in(Setyaningrum, 2017), as the totality of appearance and characteristics of a product or service that strives to satisfy certain needs.

Meanwhile(Ibrahim et al., 2018), believes that the quality of a service is perceived into two main dimensions: 1) Technical Quality (outcome dimension), including search quality, experience quality, and credibility quality; 2) Functional Quality (process-related dimension). In the first dimension, there is an understanding that each service user will assess whether a service is good or not based on the aspect of service output, while for the second dimension, this means that each service user assesses the quality of the service based on how the service is delivered, the transfer of technical quality or output. services to them.

From a service quality perspective,(Kotler, Philip & Armstrong, 2016)classifies five approaches, namely: 1) Transcendental approach, 2) Product-based approach, 3) User-based approach, 4) Manufacturing-based approach, 5) Value-based approach. In the transcendental approach, quality is seen as innate excellence, namely something that can be felt but is difficult to define or formulate. Based on this approach, each person can only understand quality through repeated experiences. Meanwhile, in the second approach, it is assumed that quality is a characteristic or attribute of an object that can be measured. In other words, quality reflects the differences in the number of several attributes that a product or service has. In the third approach, quality is based on how users rate it so that the product/service that best satisfies a person's preferences is the highest quality product. Meanwhile, in the next approach, this perspective emphasizes quality on standards set by an organization, not by users. This is often caused by the organization's desire to increase productivity but at minimal cost. In the final approach, quality is viewed from the aspects of value and price. Quality in this perspective is relative, the one with the highest quality is not necessarily the most valuable, but the most valuable is the most appropriate purchase (best-buy).

Judging from its dimensions, there are several opinions, such as the TERRA concept put forward by(Kotler, Philip & Armstrong, 2016). This concept includes the dimensions of Tangible-Emphaty- Responsiveness-Reliability-Assurance. The

tangible dimension, relates to the availability and attractiveness of physical facilities, equipment and employee appearance. The empathy dimension means that an organization understands the problems of service users and acts in their interests. The responsiveness dimension relates to the ability of employees to help service users and respond to their requests, and provide services quickly. The reliability dimension concerns the ability to provide accurate services and deliver services on time. Assurance dimension, namely employee behavior that is able to foster trust and a sense of security for service users.

TemporaryThat's another opinion, namely according to Krajewski and Ritzman (1999)(Hammerschmid et al., 2019), quality has five dimensions: conformance to specification, value, fitness for use, support, psychological impression.

- a. Conformance to specification, quality is determined by the level of conformity with the specifications of the goods or services offered.
- b. Value, shows how well a product or service achieves its intended goals at the price that users are willing to pay.
- c. Fitness for use shows how well a product or service can realize its intended purpose or use. Other aspects include appearance, style, durability and reliability.
- d. Support,The support provided by the company for products or services is very important for users. Support can be provided in the form of after sales, response to claims.
- e. Psychological impression, qualitycan also be reflected through psychological impressions such as image or aesthetics. In services where there is direct contact with the service provider, aspects of the worker's appearance, politeness, friendliness and sympathy can influence customer perceptions of service quality.

Based on these two opinions,It appears that the dimensions of service quality focus on fulfilling the needs and desires of each user, seen from elements related to the service process itself and the output produced from a service.

## V. THE RELATIONSHIP BETWEEN PERFORMANCE MANAGEMENT, ORGANIZATIONAL PERFORMANCE AND SERVICE QUALITY

The main task ofEvery government organization is to provide services or provide public services in order to realize welfare for society (public welfare). The government's success in providing the best service is influenced by the extent of the organization's ability to manage the various resources it has, or how the organization carries out its performance management. It is hoped that the organization's ability to carry out performance management will be able to improve organizational performance(Hammerschmid et al., 2019).

To measure organizational performance, there are various approaches that can be used, such as measuring the level of efficiency, effectiveness or productivity. However, the author believes that there is another, more comprehensive approach to measuring organizational performance, namely the Balance Scorecard approach. Through the balanced scorecard, organizational performance is measured through four perspectives, namely financial aspects, internal processes, growth and learning. From the results of measuring organizational performance, it can then be seen whether this is able to improve service delivery to the community(AGWANDA, 2019).

In this regard, to see the relationship between performance management, organizational performance and the quality of public services, the author illustrates it in Figure 3.





Figure 3. Relationship between Performance Management, Performance and Service Quality

Based on Figure 3, the author will try to carry out a systematic study based on flow, with the target object being the condition of public organizations. The first concerns performance management. Performance management is a strategy and continuous improvement effort, which is expected to be able to manage the performance of individuals, teams and the organization as a whole. To ensure that public organization performance management can run optimally, there are determining factors, including personal factors (AGWANDA, 2019).

The level of knowledge and skills a person has will have an impact on their ability to complete the workload they carry out. With a level of knowledge and skills that is appropriate to the needs or in accordance with the work that must be completed, the performance achievements as expected will be realized. Likewise, a person's work attitudes and behavior towards work conditions and environment will have an impact on achieving optimal performance. A reflection of work attitudes and behavior can be seen from how someone complies with work rules, is disciplined, and is committed

towards work or being cooperative with other employees in completing various jobs (Khemesh, 2019) (Abubakar et al., 2019).

If we look closely, in general the quality of human resources, especially in the regions, in terms of educational background, knowledge, insight and skills, is still relatively low. Thus, when recruiting and selecting employees, local government organizations are less able to meet the needs of their employees optimally or meet the expected criteria. This condition results in the availability of competent employees in government organizations being inadequate (Garaika, 2020).

Another determinant of performance management is the leadership factor. Leadership is the art of influencing other people and directing attitudes and behavior so that they can produce good performance and be in line with organizational goals. In an organization a leader must be able to carry out leadership functions which include efforts to guide, coach, direct, motivate and carry out effective communication (Eva et al., 2019). The leadership style that tends to be applied in public organizations does not reflect a participative or transformational leadership style (Belrhiti et al., 2020).

Likewise, system factors which include job design, work methods, work procedures, and ergonomic work facilities really support the completion of work efficiently and effectively. With ergonomic work facilities, it is hoped that every employee will feel comfortable and safe at work so that their performance will increase. However, in reality the system factors are still inadequate. As an illustration in general, work systems have not been designed which have an impact on increasing work efficiency and effectiveness. Likewise, judging from the availability of facilities and infrastructure, or the arrangement of work spaces, it is still far from an ergonomic working environment (do Adro & Leitão, 2020).

From the description above, it is clear that performance management is strongly influenced by human resource factors and the work environment. The organization's ability to manage these determinant factors in a sustainable manner will improve the level of individual, group and organizational performance.

To measure individual performance, indicators that can be used can be seen from results, processes or work behavior, including:

- a. A person's level of success in achieve work targets, seen from quantity and quality. For example, how much work can be completed without making many mistakes.
- b. The level of work completion is in accordance with the target time. For example, whether the work can be completed more quickly than the target that has been set, or at least on time.
- c. Initiative and creativity. How many ideas are generated, for example ideas to improve work systems.
- d. Communication process, how someone is able to communicate well with superiors or colleagues.

To determine whether an individual's performance is good or bad, it is necessary to assess performance through various appropriate methods or in accordance with the characteristics of the organization.

Apart from assessing individual performance, which is not what's less important is measuring performance organization (H et al., 2022).



Indicators of the success or failure of an organization in achieving or realizing its goals can be measured using various approaches. In general, what is used is to look at the level of efficiency and effectiveness in utilizing the resources or potential available within the organization. However, now there is another measuring tool, namely the Balance Scorecard. For public organizations, this measuring tool is quite comprehensive and representative in reflecting actual organizational performance, because this measuring tool covers financial perspectives, users, internal business processes, and growth and learning (Djaing et al., 2019).

Through the Balance Scorecard, it is hoped that a good and bad picture of financial performance can be known accurately. As stated at the beginning of the article, the government's financial performance plays a very important role in helping the government provide quality services to its people (Farhan et al., 2018).

## VI. CONCLUSION

Based on the previous explanation, it can be concluded that performance management is a strategic approach that can improve individual, team and organizational performance as a whole. Performance management that is less than optimal can be caused by human resource factors that are less qualified, such as the level of education, skills or competencies that are possessed do not match the demands or needs of the organization. Work environmental factors that are less supportive, for example in terms of work culture, limited availability of adequate facilities and infrastructure. The good and bad of organizational performance will have an impact on the good and bad of providing quality services to the public.

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