

STRATEGIES FOR IMPROVING BUREAUCRATIC EFFICIENCY AND EMPLOYEE PERFORMANCE

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Abstract - This research investigates the strategies implemented by the Surabaya City Regional Revenue Agency (Bapenda) in improving employee performance. The main focus of this research is on developing human resources and improving performance to optimize public services and bureaucratic efficiency. Qualitative research methods with a managerial approach are used to explore strategy implementation and its impact on the organization. The results show that Bapenda has implemented HR development policies, appropriate personnel systems and effective performance management. This research also highlights aspects of work-life balance, rewards and recognition, as well as collaboration between employees as important elements in improving performance. Current public service management includes providing responsible services in managing local taxes which is supported by the capabilities of its employees. In its implementation, it is also managed according to valid data, clear written information and during the administration process it is also coherent and systematic. By strengthening effective human resource management, the contribution of this research is expected to provide benefits for the development of HR management strategies in the public bureaucratic environment.

Keywords: performance management, work quality, human resource development, performance management, public services, bureaucratic efficiency

INTRODUCTION

Facing the challenges of globalization, institutions need management and human resource strategies as well as new formulations in order to increase the work productivity of employees and especially structural officials so that society as consumers and organizational groups can feel the benefits. In essence, administration at the Regional Revenue Agency Office is part of the State administration system whose role is important for governance and development and implementation of regional revenues through taxes. Apart from that, in line with the implementation of administration at the Regional Revenue Agency (Bapenda) Office which is a pillar in terms of regional income, good governance must be realized so that in terms of government development and development the benefits can be felt. Realizing services that are not monotonous and continue to progress certainly requires appropriate methods so that people are served well (Samsudin, 2021; Sari, 2021). Human resources are the most important driving element in achieving these goals (Darmawan et al., 2020; Irawan, 2021).

The purpose of forming an organization is to achieve common goals and the survival of an organization is determined by its success in achieving these goals. The agreed goals can be successful if good and correct management has been implemented and resources are managed following developments (Darmawan, 2012; Pasban & Nojedeh, 2016). Competitive resources will also be owned by every organization if these resources have the capacity to complete their work targets and are willing to develop themselves as best as possible (Jackson & Schuler, 1995; Darmawan et al., 2018; Arifin et al., 2022). This shows that organizational development will be realized if its resources have quality. Simply put, all members in the organization must be empowered continuously and with quality. A phenomenon that is often in the spotlight in an organization and becomes a challenge that must be faced and resolved is the productivity of its members (Caliendo et al., 2020). This is because it is related to motivation, level of discipline, inadequate abilities so that if it is not resolved immediately it will disrupt performance (Lestari & Darmawan, 2014; Munir et al., 2022). Employees cannot work professionally, cannot master their work even though employees must be able to work professionally, understand their work area so that the goals to be achieved through collective agreements can be realized easily. This shows that quality work is really needed, because quality employees are certainly more responsive to technological developments and advances (Men & Jiang, 2016; Retnowati & Darmawan, 2022). They are a crucial factor in developing and advancing a successful nation and this is also beneficial for organizations because their activeness in developing their organizations is also beyond doubt. Employees like this will have maximum performance. The meaning of performance is indeed broad because it not only discusses work results, but also the work process (Brayfield & Crockett, 1995; Putra & Mardikaningsih, 2022). For this reason, employee performance also requires regulation in the form of performance management. The implementation of performance management is based on formulated goals, agreed opinions, two-way communication and constructive feedback. With performance management, the overall goals of the organization can be more focused and monitored because it is also related to the work carried out by employees and managers in each work division which is manifested in the quality of work. This is also relevant to the findings of research conducted by Ariani (2017); Nxumalo et al. (2018); Hannan (2019); Amelia & Setyawati (2023).

Performance management is becoming an increasingly urgent need for organizations because between leaders and subordinates there must be integrated and harmonious cooperation for the sake of successful organizational goals (Den Hartog et al., 2004). The beginning of performance management is the formulation and setting of goals considering that the performance process is very important because the key to achieving goals as expected is increasing employee performance. This of course requires precise management to manage it. Therefore, as an institution that grows and develops to serve the community, the organization must be able to carry out performance management according to needs and developments. For this reason, performance management is a preventive effort so that work quality can be improved. The performance management carried out includes administration, personnel management, employees are empowered with quality, assigned to areas of control so that efforts to create employees with superior quality can be achieved, especially at the Surabaya City Regional Revenue Agency (Bapenda) Office.

RESEARCH METHODS

This research focuses on the strategies implemented by the Surabaya City Regional Revenue Agency (Bapenda) to improve the performance of its employees. Using qualitative research methods with a descriptive approach, this research aims to present a comprehensive picture regarding the implementation of human resource management strategies at the institution. The research location chosen was Bapenda Kota Surabaya, allowing researchers to collect relevant and contextual data. The managerial approach provides a theoretical basis, providing a powerful framework for analyzing strategy holistically.

In collecting data, this research used a comprehensive approach. Primary data was obtained through in-depth interviews with three key informants, who have a deep understanding of human resource development and performance improvement strategies at Bapenda. Observation steps are also involved to gain a better contextual understanding. Meanwhile, secondary data that supports research findings comes from related scientific articles that have been carefully reviewed.

This cross-method approach is expected to make a significant contribution to the understanding of management practices in the public sector, especially in the context of improving employee performance and bureaucratic efficiency. This entire research is directed at providing a comprehensive and in-depth overview of the strategies implemented by the Surabaya City Bapenda, with the ultimate aim of increasing understanding and implementation of similar strategies in similar institutions as well as providing a basis for improving employee performance and bureaucratic efficiency more broadly in the public sector.

RESULTS AND DISCUSSIONS

Regional government is a part or subsystem of the central government framework. The utilitarian relationship between central and regional government concerns the division of tasks and specialists that must be carried out in connection with major administration. Regional governments have the responsibility to carry out development practices in their regions by utilizing financial resources, and are expected to be able to explore the potential that exists in their regions so that sources of revenue can be increased.

Original Regional Income includes sources of income claimed by regional governments. The amount of regional income is quite large, one source of which is regional taxes. Regional tax is a mandatory commitment to the region by people who are forceful according to regulations without receiving direct installments and is used for provincial needs for the most developed individuals. The task of revenue assessment is very important for a country, in this way public authorities consistently take revenues in expenditure areas to increase.

Bapenda of the City of Surabaya is a body that functions to manage and regulate regional income from the tax and regional finance sectors of the City of Surabaya. The existence of the Surabaya City Bapenda in its development is required to describe the various capabilities and functions it has. As an organization that has human resources as a driving force, Bapenda must maximize employee competence in order to achieve results that are in line with organizational goals (Arifin et al., 2017).

For organizations, the benefits of performance management are not only felt by the organization but its leaders and members also feel it (Al Hakim & Hariani, 2021). From an organizational perspective, performance management is useful for harmonizing the goals of the organization and its members, improving performance, employees are more motivated, employee commitment is stronger, values in the organization can be helped, training and development processes can be improved, employee basic skills are more developed, support continuous improvement and development, assisting employee career planning efforts, improving cultural changes, employees who have skills are also more loyal, supporting quality customer service (Sulaksono & Mardikaningsih, 2021; Darmawan, 2022). Apart from that, from the individual side, their goals and roles are clearer, provide support to show better performance from time to time, work time is also of higher quality, employee performance can be measured objectively and honestly, goals and improvement plans are more accumulated so that can be managed and implemented well.

Performance management is a systematic application so that employee performance can be continuously improved based on agreed performance targets, performance is more measurable, can be grouped, analyzed, reported so as to provide real benefits in terms of improving performance (Bangsu et al., 2023; Ojiako et al., 2023). The Surabaya City Bapenda Office has performance management which is grouped into two, the first is public service management and the second is administrative management. Public service management is a set of special organizational capabilities in providing results to society which are realized in the form of public services. Specifically, these organizational capabilities include the processes, activities, functions and roles that service providers use in providing services to their communities, as well as the ability to build appropriate organizational structures, to manage knowledge and understand how to facilitate outcomes that create value. For this reason, public service is one of the important things that cannot be ignored in business or service activities. With good public services, user or community satisfaction and loyalty can be maintained and improved (Retnowati et al., 2021; Darmawan, 2022; Kim et al., 2023).

The role of service will be maximized if in all service activities provided to the community there are challenges which will later be used to achieve effectiveness and efficiency in carrying out organizational or government tasks. The challenges are not only from the quality and quantity aspects but also the form of service provided (Handayani & Khairi, 2022). Good service is demonstrated by the needs of the community being met, the community is satisfied because for the community this is really important. Therefore, it is not surprising that the public pays greater attention to the services received or organizational management because in an organization this is related to existing performance management (Chasanah & Mardikaningsih, 2023). The public services provided are complete and the services provided are running well. Therefore, by knowing the function of public services, the public services implemented by the Surabaya City Bapenda Office, employees can perform well in accordance with their functions, although there are some employees who are still negligent in carrying out their duties, but this does not become an obstacle for employees in carrying out services because the employees help each other.

Managerially, the Surabaya City Bapenda Office must provide the best service to fulfill the wishes of the community. Administrative management at the Bapenda Office is the management section which contains information on administrative services needed so that effective activities can be carried out and make things easier in other fields. Judging from the administration at the Bapenda Office to provide community services, it has been carried out well because each employee has carried out the service well. This is because it has carried out its duties.

There are many services provided by government institutions, starting from services related to administration related to regional income. Public service is a form of service activity to organizations or individuals. From the forms of public service that have been stated previously, it is clear that most of them have been carried out well in accordance with the principles and dimensions of service that satisfy the community, and that they must be done well. If this is not done or is ignored, it can create a gap between the organization and the community due to differences in their perceptions regarding the form of service provided. The success or failure of the service depends on the ability of the organization or employees to consistently meet the expectations or desires of the community (Boyd & Larson, 2023). Therefore, human resources play an important role in service activities at the Surabaya City Bapenda Office. In this case, what is meant by human resources is the competence of employees in the organization. Likewise, the quality of work results is comparable to performance, where if the service provided is of quality, then performance increases and conversely, if the service provided is not of quality, then performance decreases (Mardikaningsih, 2014). The competency of employees at the Surabaya City Bapenda Office has met the desired expectations and is developing well and the abilities possessed by employees become capital in carrying out their duties and applying their skills and knowledge in each organization.

The strategy used by the Surabaya City Regional Revenue Agency (Bapenda) to improve employee performance is crucial in optimizing public services and bureaucratic efficiency. One approach implemented is to utilize policies related to human resource development that have been implemented previously (Mardikaningsih, 2020). In this case, the Surabaya City Bapenda adopted a series of employee development programs designed to improve employee skills, knowledge and work attitudes (Retnowati & Darmawan, 2022). These programs include various training and courses, both organized internally and externally, with the aim of providing employees with the latest knowledge and skills necessary to carry out their duties.

Apart from that, the Surabaya City Bapenda also implements a staffing system that suits the skills of each employee. This is done by ensuring that employee placement is in accordance with their educational background, work experience and skills. In this way, each employee can work in a field that suits their talents and interests, thereby increasing their motivation and overall performance. Moreover, Bapenda also ensures that each employee has a clear understanding of their duties and responsibilities, and provides the necessary support to carry out these duties as well as possible.

Furthermore, the Surabaya City Bapenda adopted an effective performance management approach as part of their strategy. Good performance management involves setting clear goals, regular performance monitoring, and constructive feedback (Infante & Darmawan, 2022; Johnson et al., 2023; Rožman et al., 2023). By providing regular feedback, employees can identify areas where they have succeeded and where they need to make improvements. This helps in motivating employees to continuously improve their performance and increase their contribution to the overall organizational goals.

The Surabaya City Bapenda also applies an achievement-based approach in managing employee performance. This means that rewards and recognition are given to employees who achieve extraordinary results in carrying out their duties. In this way, Bapenda encourages employees to give their best in their work and increases motivation to achieve even better results in the future.

Apart from that, the Surabaya City Bapenda is also active in creating a work environment that supports and motivates employees. This includes providing social and psychological support to employees, ensuring that they have a healthy work-life balance, and creating a collaborative and inclusive organizational culture (Wulandari et al., 2022; Retnowati et al., 2023). By creating a positive work environment, Bapenda can improve employee welfare and satisfaction, which in turn can improve their overall performance (Mardikaningsih, 2016).

The Surabaya City Bapenda also adopts a sustainable approach in developing human resources and improving employee performance. This means that investment in employee development is not just done once, but on an ongoing basis as organizational needs and demands change. This includes ongoing training and development, recognition and reward programs, as well as regular adjustments and evaluations of existing personnel and performance management systems.

The Surabaya City Bapenda also encourages collaboration and knowledge exchange between employees. This is done through various forums and activities designed to facilitate communication and collaboration between departments and units. By sharing knowledge and experience, employees can learn from each other and improve their skills and knowledge together.

The strategy used by the Surabaya City Bapenda to improve employee performance involves various integrated and sustainable approaches. By maximizing policies related to human resource development, implementing appropriate personnel systems, adopting effective performance management, providing rewards and recognition for achievements, creating a supportive work environment, investing in development.

CONCLUSIONS

The Surabaya City Bapenda has implemented various strategies to improve employee performance in order to optimize public services and bureaucratic efficiency. An integrated and sustainable approach involves human resource development policies, appropriate personnel systems, effective performance management, as well as rewards and recognition for achievements. In addition, creating a supportive work environment, investment in development, and collaboration between employees are also an integral part of the strategy. By implementing this strategy, it is hoped that the Surabaya City Bapenda can achieve optimal public service goals and improve the welfare of employees and society as a whole.

Suggestions that can be given to organizations are to perfect and improve public services by all tax officers in order to increase taxpayer awareness in reporting and paying taxes. The tax apparatus in the city of Surabaya should further improve its performance in carrying out its duties and functions as well as possible so that it can develop local revenue, especially from the tax sector.

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