



## Performance Management Strategy In The Public Works And Spatial Planning Department Of Tanjungpinang City

Saskia Nabila<sup>1</sup>, Delvina Azalia Zalma<sup>2</sup>, Meilita Putri Kheirani<sup>3</sup>, Rangga Renaldi<sup>4</sup>,  
Satriadi<sup>5\*</sup>

<sup>1,2,3,4,5</sup> Management, STIE Pembangunan, Tanjung Pinang, Indonesia

Email : [delvinaazalia560@gmail.com](mailto:delvinaazalia560@gmail.com)<sup>2</sup>, [meilitaputrikheirani@gmail.com](mailto:meilitaputrikheirani@gmail.com)<sup>3</sup>, [renaldira21@gmail.com](mailto:renaldira21@gmail.com)<sup>4</sup>,  
[satriadi@dosen.stie-pembangunan.ac.id](mailto:satriadi@dosen.stie-pembangunan.ac.id)<sup>5</sup>

\*Author correspondence: [satriadi@dosen.stie-pembangunan.ac.id](mailto:satriadi@dosen.stie-pembangunan.ac.id)

**Abstract:** This study aimed to analyze the performance management strategies implemented at the Public Works and Spatial Planning Office of Tanjungpinang City. The research type used was descriptive research with a qualitative approach. Data collection techniques were carried out through observation and interviews. The sample used in this study was purposive sampling, with the informants being human resources supervisors at the relevant office. Data analysis was conducted to identify the strategies applied in performance management. The research findings showed that the Public Works and Spatial Planning Office of Tanjungpinang City had implemented several performance management strategies, such as human resource development, measurement and evaluation, reward and sanction provision, and the implementation of information and technology. However, there were several challenges, such as the lack of quality human resources. This study recommended the need for improvements in the performance evaluation system, ongoing training, and better utilization of information technology. These measures were suggested to support the implementation of more effective performance management strategies.

**Keywords:** Analysis, Strategy, Performance, Management

### 1. INTRODUCTION

Performance management is defined as a way to produce good communication and relationships within the scope of the organization. Performance management includes a series of processes on how a performance is carried out (Fauzi and Nurgoho, 2020: 8). In line with Azizah, (2021: 9), good performance management is able to produce a planned process in the implementation of future performance.

Performance management can be applied both in private agencies and government agencies. As with the Public Works, Spatial Planning and Defense (PUPR) Office, the PUPR Office is one of the government agencies of the Tanjungpinang city of Riau Islands Province. The PUPR Office is tasked with assisting the Mayor in carrying out the duties of Government affairs which are the authority of the Region and the assistance tasks assigned to the City (Dipati et al., 2021: 70).

In Riau Islands Province, especially in Tanjungpinang City, the development of regional infrastructure development continues to change. This is a challenge for Department of Public Works and Spatial Planning. Department of Public Works and Spatial Planning has an important role in infrastructure development and spatial

management in an area, so good performance management is needed to realize a sustainable vision and mission and be able to move forward.

Performance management strategy can be interpreted as a method or plan that is implemented by an institution in order to achieve the expected goals. The performance management strategy can run well if the implementation of the tasks and objectives of the organization can be understood by all components incorporated in it (Sihombing et al, 2023: 191). The importance of relevant strategies to support the achievement of goals. However, in fact, the implementation of performance management in government agencies must have obstacles and challenges that can hinder the achievement of goals.

Thus, further research is needed to obtain findings on effective performance management strategies to improve individual and group performance, so that it can have a positive impact on city development in the future. The problem formulation in this research is “How is an effective performance management strategy in Tanjungpinang City?”. Then, this research aims to “Analyze the performance management strategies implemented in the Department of Public Works and Spatial Planning of Tanjungpinang city”. Later the findings of this study can be a reference for Department of Public Works and Spatial Planning to improve performance within the scope of government agencies.

## **2. LITERATURE REVIEW**

### **Performance Management**

The word Management comes from the English “Manage” which means “Managing”, while the word Performance comes from the English “Performance”. Performance management is defined as a series of activities or actions carried out coherently in the management of an organization such as planning, reviewing, assessing work and establishing a vision and mission which is the main foundation for achieving organizational goals (Utomo, 2023). Performance management is a way to improve performance on an ongoing and periodic basis. Performance management in an organization includes managing all organizational activities in order to achieve organizational goals effectively and efficiently (Astuti, et al, 2021). Then supported by Abuhashesh, M., Aldmour and Masa'deh (2019), there are several factors that affect the quality of employee performance including, work wages, organizational culture, job satisfaction, stress, training, and job security. Therefore, to improve individual and organizational performance, a systematic process known as performance management involves various activities designed to ensure that organizational goals are achieved in an

effective and efficient manner through goal setting, monitoring, and evaluating work results (Purwanto & Hikmah Perkasa, 2021).

### **Performance Management Strategy**

Performance management strategy is defined as an effort to produce optimal performance through several elements such as communication, feedback, development, and direction. In designing a performance management strategy, it is necessary to pay attention to how to plan, act, examine, and control. This is done so that the strategies used can be planned coherently and structured (Moko, et al., 2021). The view of performance management is very complex by an organization as a means of increasing employee motivation to achieve good performance. However, to increase employee motivation, an effective strategy is needed to support this (Chien et al., 2020). In line with (Bolden & Gowsling, 2023), the ability to manage an organization is very important to achieve good performance results, increase productivity, and improve quality in related agencies.

### **3. METHODS**

The type of research used in this study is descriptive research with a qualitative approach. Data collection techniques used through observation and interviews. The sample used in this research is purposive sampling, with the informants being staffing superiors at the relevant agencies. Data analysis was carried out to identify strategies applied in performance management.

### **4. RESULTS AND DISCUSSION**

#### **Department of Public Works and Spatial Planning (PUPR)**

Based on the Tanjungpinang Mayor's regulation on the description of the main tasks, functions, work procedures, and organizational structure of the Tanjungpinang City Public Works and Spatial Planning Office which is regulated in Chapter III, Article 4, related to the Description of Main Duties and Functions. It is explained that the Public Works and Spatial Planning Office has the main task of assisting the Mayor in carrying out Government affairs which are the authority of the Region and the Assistance Tasks assigned to the City in the fields of Highways, Human Settlements, Spatial Planning, Water Resources and Construction Development.

## **Performance Management Strategy at the Public Works and Spatial Planning Office (PUPR)**

Based on the results of this study, it is known that the performance management strategy implemented by the Public Works and Spatial Planning Office (PUPR) of Tanjungpinang City is divided into:

### 1. Human resource development

In Department of Public Works and Spatial Planning, human resources are a very important factor for success in achieving the expected goals. Interviewees stated that the most effective strategy to improve employee performance is to increase and improve the quality of existing human resources. Through the interview results, Department of Public Works and Spatial Planning has a large quality of resources, but in terms of quality it needs to be improved. It is intended that the human resources in Department of Public Works and Spatial Planning have qualified abilities and can compete with the industry and the changing paradigm of the times that continues to develop. The efforts to develop human resources have been carried out by Department of Public Works and Spatial Planning through the following activities, among others:

#### - Technical Guidance (Bimtek)

Based on the results of interviews, technical guidance activities are carried out as an effort to improve and develop the technical competence of employees to carry out all forms of tasks related to infrastructure and development. Then based on the interviewees' statements, besides focusing on technical aspects, technical guidance activities also focus on providing an understanding of policies, regulations, and systems that apply in the Department of Public Works and Spatial Planning sector. Technical guidance activities are carried out in a structured and scheduled manner, where the implementation of technical guidance is held once a month if possible it can be held weekly. Technical guidance activities are one of the effective strategies to support employee performance within the scope of Department of Public Works and Spatial Planning.

#### - Training

Based on the results of interviews, training activities are carried out as one of the strategies to improve employee performance. Similar to technical guidance activities, training activities are carried out regularly and intensely every month, even if possible it can be held every week. This aims to improve employee knowledge and skills, both in terms of construction techniques, project management,

and improving soft skills. By holding training activities, it can ensure that employees have forward-oriented abilities, so that they are able to compete with the growing paradigm of technological and information advances.

- Career Management

Based on the interview results, the career management process at Department of Public Works and Spatial Planning has been carried out in a structured manner by planning a clear career path for each employee. The career management process aims to increase employee motivation, so that if employees have a high level of motivation, this will have a very positive effect on the career achievements of all employees within the scope of Department of Public Works and Spatial Planning. Based on the interviewees' statements, the career management process can be in the form of promotions, job rotations, and long-term career development planning.

2. Measurement and evaluation

In an organization, the provision of measurement and evaluation is very important to improve the quality of performance. Performance measurement and evaluation at the Public Works and Spatial Planning Office is carried out to ensure that every employee and existing program provides optimal results. Based on the results of the interview, there are several aspects that need to be considered when conducting performance measurement and evaluation, namely:

- How to Measure Performance

Based on the interview results, performance measurement is carried out through clear and measurable indicators, such as work targets, completion time, and costs incurred. This method aims to ensure efficiency and effectiveness in each activity. Supporting the above statement, Department of Public Works and Spatial Planning has carried out performance evaluations once a week and at the beginning of each month with the head of the Service. Then a monthly meeting is also held to discuss the progress of the activities that have been carried out as well as review the activities that have met the target or still need evaluation. While in each field, weekly meetings are always held to find out the obstacles as well as to find solutions to these obstacles.

- Performance Achievement

Based on the results of the interview, performance achievement is measured through a comparison between the targets that have been set and the results that will

be achieved. This achievement also includes achievements in terms of quality of work, in accordance with the standards set by Department of Public Works and Spatial Planning.

- Government Agency Performance Accountability Report (LAKIP)

Based on the interview results, LAKIP is an annual report that presents information related to the performance of government agencies. The report contains everything related to the results that have been achieved, analysis of achievements, as well as recommendations and improvement solutions for the future. LAKIP serves as a tool to ensure transparency and accountability in the implementation of tasks within the scope of Department of Public Works and Spatial Planning.

- Work Quantity

Based on the interview results, quantity refers to the amount of work that has been completed within a certain time and period, such as the number of projects completed, the number of documents authorized, or the number of activities carried out in accordance with the planned budget and time.

- Quality of Work

Meanwhile, work quality is the standard of work results that have been achieved. This includes timeliness, compliance with technical specifications, and the level of public satisfaction with the results of the projects implemented.

### 3. Rewards and sanctions

Rewards and sanctions are important to be applied by an organization in order to achieve maximum performance results. Based on the results of the interview, the Public Works and Spatial Planning Office has implemented this as a form of strategy to improve employee performance. In this case the sanctions given consist of several categories. For low categories, it can be in the form of reprimands such as written warnings, postponement of promotions, salary cuts, to high categories in the form of removal from office. This aims to increase employees' sense of responsibility for their duties. Not only sanctions, the Public Works and Spatial Planning Office has also implemented rewards or awards for employees who carry out their duties very well. Rewards such as certificates of appreciation, salary bonuses, public recognition in official events. Both of these can be relevant strategies to increase motivation for employee performance.

#### 4. Application of technology and information

With the development of Science and Technology (IPTEK), technology has become one of the important aspects in improving the quality of employee performance. The following are some aspects of technology that have been implemented by Department of Public Works and Spatial Planning, namely:

- Use of Applications

In its implementation, the Public Works and Spatial Planning Office has used technology as it should through the use of the “SINERGI” and “SIAP” applications and the general public can also access the official Department of Public Works and Spatial Planning website on Google services to see the implementation of activities from Department of Public Works and Spatial Planning and review the performance achievements of Department of Public Works and Spatial Planning.

- Geographic Information System (GIS) Development

Based on the interview results, the use of GIS has an important role in the Department of Public Works and Spatial Planning performance sector. GIS serves to map geographic data related to infrastructure, development planning, and maintenance. The interviewees stated that the development of GIS supports employee performance to plan more accurate, efficient, and integrated development.

- Increased Efficiency

Based on the interview results, the maximum application of technology can encourage increased efficiency in various aspects, such as project management, monitoring work implementation, and budget supervision.

- Evaluation of Technology Implementation

Based on the interview results, evaluation is carried out as an effort to see the extent to which the applied technology can provide benefits to the Department of Public Works and Spatial Planning sector. The interviewees stated that the indicators used in this evaluation consist of the level of technology use by employees, more efficient performance results, and an increase in the quality and accuracy of the work performed.

## **Discussion**

Based on the findings related to the performance management strategy implemented in Department of Public Works and Spatial Planning, it is quite good, but still requires improvement in several aspects. The following is the explanation:

### **Improving the Quality of Human Resources**

Based on the results of the research, Department of Public Works and Spatial Planning Tanjungpinang city has excess human resources, however this is a challenge for Department of Public Works and Spatial Planning in carrying out its duties. Although human resource development has been carried out, these excess human resources do not have the ability to carry out their duties. Therefore, training needs to be held in order to improve the quality of HR performance in Department of Public Works and Spatial Planning. According to Septiani (2022: 12), it is necessary to know that good HR must have three components, namely, credibility, competence, and politeness. HR management is the center that most determines the success of an organization, if HR is not qualified the application of other aspects will not be carried out effectively. In line with Blaga (2020: 288), organizational management strategies play an important role in improving the quality of human resources. Organizational leaders need to know that employees are an important element in improving the quality of performance. Strategies to improve the quality of human resources can be carried out through training and self-development programs tailored to employee needs. In line with Garbarova (2017: 335), employees as human resources are the main source of an organization's success, without human resources an organization will not be able to compete with other more advanced industries.

Based on the results above, Department of Public Works and Spatial Planning's strategy in improving its human resources is carried out through several relevant activities such as technical guidance, training, and career management. This is in line with Amarullah's research (2018) entitled "Competency Development of Planner Apparatus (Case Study at the Regional Planning and Development Agency of West Kalimantan Province)" with the results that several factors that support the development of apparatus competencies in the public sector include the high motivation of employees and the existence of clear career paths through career development mechanisms that are regulated properly.



### Performance Measurement and Evaluation

According to Destiana, (2023) in her research entitled “Leadership and Human Resource Development in the Public Sector”, strategy and performance are two things that cannot be separated. When planning, we usually set the direction of the organization through the preparation of a strategy, known as strategic planning. When running and managing the organization, our goal is to realize the strategic planning that has been set, which is referred to as strategic management. To make the results measurable and well recorded, we conduct performance measurement. However, after achieving the goal and wanting to evaluate the results as input for the next strategic planning, we carry out performance evaluation.

In carrying out its duties, Department of Public Works and Spatial Planning has conducted evaluations consistently as stated in the research results. Evaluation is carried out with the aim of giving full awareness and responsibility to each individual and group in Department of Public Works and Spatial Planning, so that mistakes that have been made before are not repeated in the future. This performance measurement and evaluation activity is important for every organization because it can be a solution to improve performance management strategies within the organization.

In line with Nur'aini, (2021: 31-32) a good organization is an organization that is able to measure the performance of its employees effectively. Performance measurement and evaluation is one of the indicators to determine whether the target given has been achieved or not. This is important because employee performance must have decreased and increased. This performance can be influenced by various factors, therefore if the agency knows the inhibiting factors, the agency can solve it by providing the right solution.

### Rewards and Sanctions

Based on the research results, the relevant agencies still have difficulties in managing their employees. The informant stated that the difficulty in managing employees is due to the lack of awareness of each individual of the duties and responsibilities of their performance. Reviewing this, sanctions are a solution to provide a deterrent effect for the people involved, so that in the future there will be no more problems originating from the internal aspects of each individual. Then do not forget the award, for individuals who have carried out their duties and responsibilities well, it is hoped that the agency can reward

them according to what they have done. This treatment is a strategy in improving the quality of performance management of all employees.

In line with Lusiana et al, (2023: 196) in his research entitled “The Effect of Rewards and Sanctions on Employee Performance” obtained the fact that, there is a significant influence between giving awards and sanctions simultaneously on employee performance. When sanctions and rewards are given comprehensively, employee performance can have a positive impact. This is because the award will generate employee motivation and sanctions can provide a deterrent effect and be able to control employee behavior at work.

#### Implementation of Technology and Information

Based on the research results, Department of Public Works and Spatial Planning has used technology and information through the “SINERGI” and “SIAP” applications and there is also a web page on the internet that can be accessed by the wider community. The application of technology and information is one of the positive impacts for Department of Public Works and Spatial Planning, but at the same time a challenge for Department of Public Works and Spatial Planning in managing and developing existing technology. Back to the previous discussion, to manage existing technology, qualified human resources are needed so that pre-existing technology can be managed properly and can develop even better in the future. This is supported by Primawanti & Ali, (2022: 272) information technology can be a facilitator to support organizational activities online. Information technology is able to provide convenience for its users while giving birth to employees who understand technology.

## **5. CONCLUSION**

Based on the results of the analysis related to performance management strategies, it can be concluded that the Public Works and Spatial Planning Office (Department of Public Works and Spatial Planning) of Tanjungpinang city has implemented a performance management strategy quite well, but improvements and improvements are still needed. Based on the results of the analysis conducted by researchers, Human Resources (HR) is an important aspect to support the success of employee performance. Then followed by other aspects such as sanctions and rewards, work evaluation measurements, and technology and information. These aspects are a series of performance management

strategies that need to be implemented by Department of Public Works and Spatial Planning in order to achieve the expected goals.

Based on the description above, there are several suggestions aimed at the Department of Public Works and Spatial Planning (DPUPR) of Tanjungpinang city in particular. These suggestions can be a solution to improve and improve employee performance management strategies at Department of Public Works and Spatial Planning, among others:

1. Training and development of Human Resources (HR), this is important to support optimal performance. It is necessary to hold training and competency development on a regular and scheduled basis, so that they are able to improve the quality of their resources.
2. Improving the performance evaluation system, providing evaluations should be done more intensely but not become a pressure for employees. This is important to improve and monitor the progress of employee performance.
3. Optimizing the use of technology, the technology that has been applied should continue to be updated so that it is not eroded by the rapid development of information technology along with the times.

## REFERENCES

- Abuhashesh, M., Aldmour, R., & Masa'deh, R. (2019). Factors that affect employees' job satisfaction and performance to increase customer satisfaction. *Journal of Human Resource Management Research*, 1(23), 2166–2184.
- Amarullah, D. (2018). Pengembangan kompetensi aparatur perencana (Studi kasus di Badan Perencanaan dan Pembangunan Daerah Provinsi Kalimantan Barat). *Jurnal Ilmiah Administrasi Publik (JIAP)*, 4(1), 178–183. <http://ejournalfia.ub.ac.id/index.php/jiap>
- Astuti, R. A., Hafcar, M. N., Rifaldi, M., Aditya, D. H., Triswijaya, B. K., Raharjo, D. S., Romdhoni, L., Mahdi, M. W. B., Hasan, M. F., Wijanarko, R. M. I., & Taqiyuddin, A. H. (2021). *Manajemen kinerja*. Purwokerto: CV Nata Karya.
- Azizah, S. N. (2021). *Manajemen kinerja*. Surabaya: PT. Nasya Expanding Management.
- Blaga, P. (2020). The importance of human resources in the continuous improvement of the production quality. *Procedia Manufacturing*, 46, 287–293. <https://doi.org/10.1016/j.promfg.2020.03.042>
- Bolden, G., & Gowsling, H. (2023). *Exploring leadership: Individual, organizational, societal perspectives* (2nd ed.). Oxford University Press.
- Chien, G. C. L., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on

- employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality and Tourism*, 19(4), 473–495. <https://doi.org/10.1080/15332845.2020.1763766>
- Destiana, R. (2023). Kepemimpinan dan pengembangan sumber daya manusia sektor publik. *Dialogue: Jurnal Ilmu Administrasi Publik*, 5(1), 437–460. <https://doi.org/10.14710/dialogue.v5i1.15762>
- Dipati, J., No, U., Bandung, K., & Barat, J. (2021). Sistem registrasi surat perintah tugas (SPT) di Dinas Pekerjaan Umum, Penataan Ruang dan Pertanahan Provinsi Kepulauan Riau. *Komputa: Jurnal Ilmiah Komputer dan Informatika*, 10(2), 70–77.
- Fauzi, A., & Nurgoho, R. H. A. (2020). *Manajemen kinerja*. Airlangga University Press.
- Garbarova, M. (2017). Improving human resources management using the EFQM excellence model. *International Journal of Organizational Leadership*, 6(3), 335–340. <https://doi.org/10.33844/ijol.2017.60268>
- Lusiana, S., Sufri, M., & Modding, B. (2023). Pengaruh penghargaan dan sanksi terhadap kinerja karyawan pendahuluan. *Center of Economic Student Journal*, 6(2), 185–198.
- Moko, W., Basuki, A., & Risanto, Y. (2021). *Manajemen kinerja: Teori dan praktik*. Malang: UB Press.
- Nur'aini, F. D. F. (2021). *Panduan praktis evaluasi kinerja karyawan*. Yogyakarta: Anak Hebat Indonesia.
- Primawanti, E. P., & Ali, H. (2022). Pengaruh teknologi informasi, sistem informasi berbasis web dan knowledge management terhadap kinerja karyawan (literature review executive support system (ESS) for business). *Journal Economy Management Sistem Informasi*, 3(3), 267–285.
- Purwanto, S., & Hikmah Perkasa, D. (2021). The effect of compensation and performance assessment on employee satisfaction through competency as a mediation variable (Case study at PT. Vindo International). *Dinasti International Journal of Digital Business Management*, 2(5), 822–837. <https://doi.org/10.31933/dijdbm.v2i5.971>
- Septiani, E. (2022). Peranan kompetensi sumber daya manusia terhadap profesionalisme pegawai pada Dinas Pekerjaan Umum dan Penataan Ruang (PUPR) Kota Sungai Penuh. *EBISMA: Economics, Business, Management, & Accounting Journal*, 2(2), 9–16.
- Sihombing, S. R., Alfani, R., Sukarni, H., Halim, A. S., & Ningsing, W. (2023). Strategi kepemimpinan dalam manajemen kinerja organisasi di organisasi pelajar Pondok Pesantren Modern Saifullah An-Nahdliyah (OP3M). *Profit: Jurnal Manajemen, Bisnis dan Akuntansi*, 2(1), 190–201.
- Utomo, S. C., Darmawan, A., & Hartono, S. (2023). Implementasi manajemen kinerja administrasi kependudukan sebagai strategi peningkatan mutu sumber daya manusia (Studi di Dinas Kependudukan dan Pencatatan Sipil Kota Surabaya). *Jurnal Inovasi Penelitian*, 3(9), 7455–7466.