The Role of Work Effectiveness, Efficiency, and Timeliness on Administrative Services in Gresik

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Abstract

Public administrative services in Indonesia continue to face concerns over delays, repeated service errors, and low satisfaction among residents accessing administrative services. These challenges reflect underlying issues in employee performance and internal work processes. This study investigates the effects of work effectiveness, efficiency, and timeliness on employee performance within the Integrated Administrative Services Unit of the Gresik Sub-District Office. Using a quantitative method with 80 respondents and structured questionnaires, the analysis was conducted through multiple linear regression. Results show that all three variables significantly and positively influence performance, with effectiveness as the most dominant factor. The model accounts for 96% of the variation in employee performance. These findings suggest that performance improvements can be achieved through better work structuring and time management, without the need for complex or costly interventions. The study offers practical insights for local governments seeking to improve public service delivery through simple, targeted internal reforms.

Keywords: employee performance, public administration, effectiveness, efficiency, timeliness, administrative services.

Abstrak

Layanan administrasi publik di Indonesia masih menghadapi berbagai persoalan, termasuk keterlambatan pelayanan, kesalahan berulang, dan rendahnya kepuasan masyarakat terhadap akses layanan administrasi di tingkat lokal. Masalah ini mencerminkan lemahnya kinerja pegawai dan ketidakteraturan dalam proses kerja internal. Penelitian ini bertujuan untuk mengkaji pengaruh efektivitas kerja, efisiensi, dan ketepatan waktu terhadap kinerja pegawai di Unit Pelayanan Administrasi Terpadu Kecamatan Gresik. Penelitian ini menggunakan pendekatan kuantitatif dengan 80 responden yang mengisi kuesioner terstruktur, dan dianalisis melalui regresi linier berganda. Hasil menunjukkan bahwa ketiga variabel tersebut berpengaruh positif dan signifikan terhadap kinerja pegawai, dengan efektivitas kerja sebagai faktor paling dominan. Model ini menjelaskan 96% variasi kinerja pegawai. Temuan ini menunjukkan bahwa peningkatan kinerja dapat dicapai melalui penataan kerja dan manajemen waktu yang lebih baik, tanpa memerlukan intervensi yang rumit atau mahal. Studi ini memberikan rekomendasi praktis bagi pemerintah daerah untuk meningkatkan kualitas layanan publik melalui perbaikan proses internal yang sederhana dan terukur.

Kata Kunci: *kinerja pegawai, kualitas layanan publik, efektivitas, efisiensi, ketepatan waktu, administrasi.*

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INTRODUCTION

Improving the quality of public service delivery has become a major objective for governments worldwide, especially in developing countries where inefficiencies in local administration are still prevalent (Christensen et al., 2021; Nurmandi & Kim, 2020). In Indonesia, the Integrated Administrative Services (Pelayanan Administrasi Terpadu) were introduced at the sub-district level to streamline bureaucratic procedures and enhance responsiveness. However, numerous challenges persist in their implementation, particularly related to the performance of civil servants tasked with delivering essential administrative services (Harimurti & Riyanto, 2022; Widodo & Ismawan, 2021).

Administrative inefficiencies in sub-district offices often manifest in overlapping tasks, delays in service delivery, limited use of technology, and poor coordination among staff (Aulia & Purwanti, 2021; Sumah & Baidoo, 2019). These issues not only hinder public satisfaction but also negatively affect employee morale and productivity. Citizens seeking basic services—such as issuing identity cards, domicile letters, and permits—frequently encounter slow processes, multiple document submissions, and a lack of service transparency (Safitri & Rahmawati, 2020; Sagala et al., 2023). Such conditions reflect a broader issue of organizational underperformance that requires urgent and focused intervention.

Work effectiveness is a key component of employee performance, defined as the ability to complete tasks according to set goals and responsibilities (Fernandes et al., 2019; Zehir et al., 2022). Efficiency, meanwhile, relates to the prudent use of time, energy, and resources in achieving outcomes with minimal waste (Gupta & Sharma, 2021; Lonti & Woods, 2020). Timeliness—often overlooked in public administration—refers to the adherence to deadlines and speed of task completion, both of which are critical in ensuring service reliability (Meyer-Sahling et al., 2022; Nisar & Rasheed, 2021). When these three factors are mismanaged, they lead to reduced organizational performance and increase the risk of service failure.

In the Gresik Sub-District Office, despite the implementation of integrated services, performance concerns remain. Employees often handle overlapping job roles without clear standard operating procedures, and the lack of basic digital infrastructure contributes to repeated manual work (Ramdhani et al., 2020). Inconsistent supervision, poor feedback mechanisms, and infrequent performance evaluations further complicate efforts to improve service delivery (Pramusinto et al., 2020; Susanti & Fauzan, 2023). This situation underscores the need for empirical research to identify actionable areas for improvement.

This study aims to examine the effect of work effectiveness, efficiency, and timeliness on employee performance in the Integrated Administrative Services at the Gresik Sub-District Office. By focusing on these core dimensions, the study not only addresses an existing gap in the literature on local governance in Indonesia but also proposes concrete, data-driven recommendations for public sector reform. The research findings are intended to inform government policies on employee task management, digital transformation, and accountability mechanisms at the grassroots level.

METHODS

This study employed a quantitative descriptive approach to examine the influence of work effectiveness, efficiency, and timeliness on employee performance at the Integrated Administrative Services Unit in Gresik Sub-District. The population consisted of civil servants working in the unit, with 80 respondents selected through accidental (convenience) sampling, ensuring access to active personnel during the data collection period (Etikan et al., 2016; Taherdoost, 2017).

Data were collected using a structured questionnaire covering four dimensions: effectiveness, efficiency, timeliness, and performance. Each construct was measured using 5-point Likert-scale items, adapted from validated instruments in public sector performance literature (Baird et al., 2020; Diefendorff & Chandler, 2021). A pilot test was conducted with 10 employees to refine clarity and confirm internal consistency. Questionnaire distribution was conducted directly during working hours with administrative approval, ensuring informed consent, anonymity, and voluntary participation.

All data were processed using SPSS v26. Descriptive statistics described respondent profiles and response trends, while multiple linear regression was applied to test the effect of each independent variable on employee performance. Diagnostic tests confirmed that standard assumptions for linear regression—normality, linearity, multicollinearity, and homoscedasticity—were met (Field, 2013; Hair et al., 2010). The analysis focused on interpreting the direction and significance of the variables' influence in a practical, managerial context.

RESULTS AND DISCUSSION

1. Respondent Characteristics

Understanding the demographic profile of respondents is essential to interpreting the context of employee performance within the Integrated Administrative Services Unit. The characteristics of civil servants—such as gender, age, and job tenure—can influence attitudes toward work, adaptability to change, and responsiveness to administrative procedures. The following charts present a summary of the workforce profile based on the survey results.
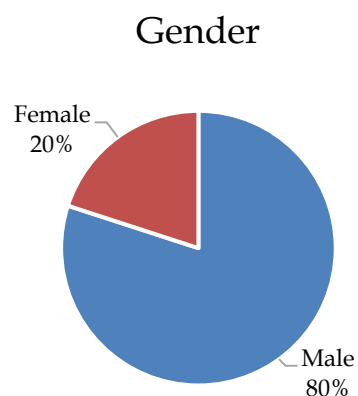
Gender

Figure 1. Gender Distribution (n=80)

The gender distribution of respondents was 80% male and 20% female, reflecting a male-dominated administrative environment often observed in regional public service institutions.
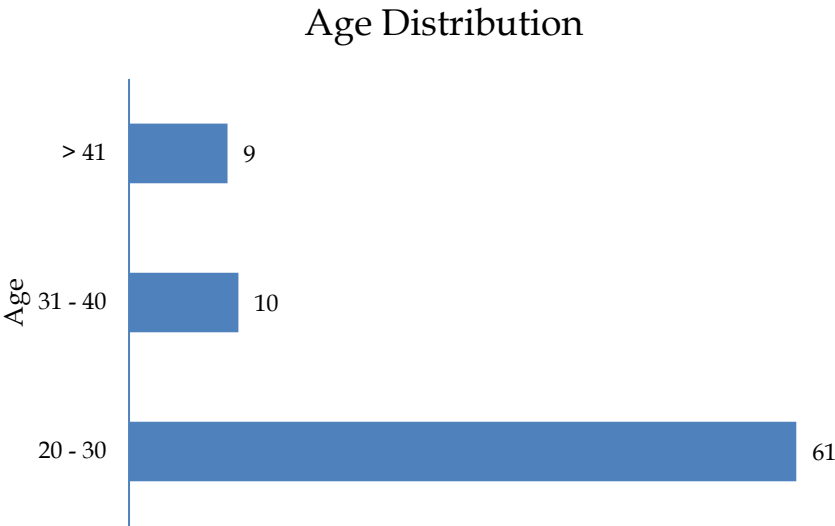
Age Distribution

Figure 2. Age Distribution (n=80)

Regarding age, approximately 75% of the workforce was between 20 and 30 years old, indicating a predominantly young staff composition. About 13% were in the 31–40 age group, while 11% were aged over 41, suggesting a small proportion of senior personnel within the unit.
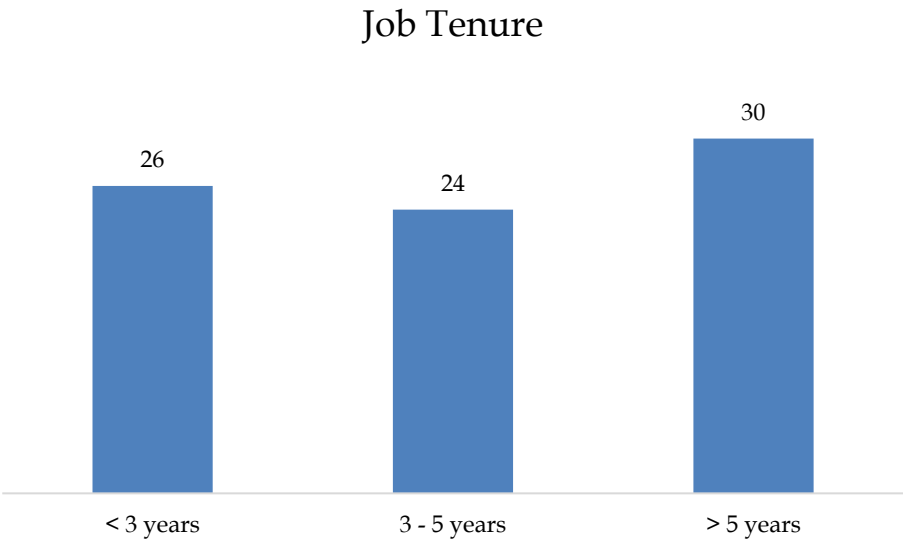
Job Tenure

Figure 3. Job Tenure (n=80)

For job tenure, around 33% of respondents had worked for less than three years, 30% had between three and five years of service, and about 38% had more than five years of experience. This distribution highlights a balanced team with a mix of early-career and experienced employees, supporting both renewal and continuity in administrative operations.

2. Preliminary Tests

Before running the regression analysis, several preliminary checks were conducted to ensure data quality and model validity. As shown in Table 1, all measurement constructs—effectiveness, efficiency, timeliness, and performance—met

the required standards of validity and reliability. Item-total correlation values exceeded 0.49, and Cronbach's Alpha coefficients ranged from 0.80 to 0.85, indicating strong internal consistency.

Table 1. Instrument Validity and Reliability

Construct	Min Item-Total Correlation	Max Item-Total Correlation	Cronbach's Alpha
Effectiveness	0.52	0.78	0.83
Efficiency	0.49	0.75	0.81
Timeliness	0.5	0.76	0.8
Performance	0.53	0.79	0.85

Standard assumptions for multiple linear regression were also tested. A normal probability plot of the standardized residuals confirmed that the data were approximately normally distributed. Multicollinearity was within acceptable limits, with all predictor variables showing VIF values below the critical threshold of 10 and Tolerance values above 0.10. Visual inspection of scatterplots further supported the assumption of linearity. These results validate the dataset's suitability for regression analysis.

3. Regression Analisis

The multiple linear regression analysis was conducted to examine the effect of work effectiveness, efficiency, and timeliness on employee performance in the Integrated Administrative Services Unit at the Gresik Sub-District Office. The regression model was found to be statistically significant and demonstrated strong explanatory power, with an R^2 value of 0.961. This means that approximately 96.1% of the variance in employee performance can be explained by the combined effect of the three predictor variables.

Table 2. Regression Coefficients of Predictors on Employee Performance

Variable	Unstandardized Coefficient (B)	Standard Error	t-Value	Significance (p-value)
Effectiveness	0.42	0.07	6	0.00
Efficiency	0.31	0.06	5.17	0.00
Timeliness	0.28	0.05	5.6	0.00

As shown in Table 2, work effectiveness had the strongest influence on performance, with a standardized coefficient (B) of 0.42 and a significant p-value ($p < 0.001$). This indicates that employees who perform tasks clearly aligned with goals and expectations tend to exhibit higher overall performance. Efficiency was the second most influential variable, with a coefficient of 0.31 ($p < 0.001$), suggesting that effective use of time and resources is a key determinant of employee productivity. Timeliness, with a coefficient of 0.28 ($p < 0.001$), also significantly contributed to performance, underscoring the importance of meeting deadlines and delivering services promptly.

The results confirm that all three independent variables positively and significantly affect employee performance. The strength of these relationships supports the view that performance in public administrative contexts depends not only on individual competency but also on structured work processes and discipline.

These findings provide a strong foundation for managerial interventions aimed at optimizing work routines and monitoring systems in public service institutions.

4. Discussion

The findings of this study reinforce the significant influence of work effectiveness, efficiency, and timeliness on employee performance in public administrative services. The regression model demonstrated that these three factors jointly explain over 96% of the variance in performance, confirming that technical and procedural work behaviors are critical drivers of output quality in government institutions.

First, the strongest influence was observed in work effectiveness. This confirms earlier studies, which argue that employee performance improves when workers clearly understand their tasks and objectives (Fernandez & Moldogaziev, 2015; Zehir et al., 2022). When employees have structured tasks, well-communicated goals, and adequate resources, they are more likely to exhibit goal-oriented behavior and reduce task ambiguity. From a theoretical standpoint, this aligns with goal-setting theory, which emphasizes the importance of clear expectations and feedback loops in enhancing job outcomes (Locke & Latham, 2019; Tubbs, 2020). Practically, this implies that supervisors in sub-district offices must focus on providing employees with precise standard operating procedures (SOPs), regular task evaluations, and performance-based feedback to foster clarity and accountability in daily operations.

Second, efficiency emerged as a critical determinant of performance, validating the argument that productive use of time and resources is central to public service delivery (Gupta & Sharma, 2021; Lonti & Woods, 2020). According to resource-based theory, organizations that optimize internal processes gain performance advantages, even in routine administrative environments (Barney, 2021; Kull et al., 2016). In this case, when civil servants can handle administrative tasks with minimal duplication, lower waiting times, and coordinated workflows, they are more likely to meet service benchmarks and increase user satisfaction. Practical implementation might include integrating digital filing systems, cross-departmental coordination platforms, and basic workflow automation—tools that have already improved service speed and transparency in similar district-level offices in regions like Yogyakarta and Surabaya (Hidayat et al., 2023; Winarno & Purwanto, 2022).

Third, timeliness was found to significantly impact employee performance, reinforcing the importance of time discipline in bureaucratic functions (Meyer-Sahling et al., 2022; Nisar & Rasheed, 2021). From a contingency theory perspective, public agencies must adapt to contextual factors—such as service deadlines and public demand—which makes adherence to task schedules a key organizational competency (Donaldson, 2006; van der Voet, 2016). Empirically, delays in issuing population documents or business permits can damage public trust and fuel perceptions of inefficiency. Addressing this requires strict internal deadlines, timestamped task tracking, and enforcement of punctuality standards—interventions proven effective in reform-oriented agencies across Southeast Asia (Nguyen & Choi, 2022; Rahman & Naz, 2020).

These findings also carry broader policy implications. Many administrative units, including Gresik's, often invest in training programs focused solely on ethics or communication, while neglecting the operational skills necessary for measurable performance improvement. However, performance-oriented training that targets

work planning, time management, and efficiency techniques may yield greater returns. Embedding these priorities in performance appraisals, incentive structures, and managerial KPIs is essential to institutionalize reform.

In summary, this study affirms that improving employee performance in public administration requires more than motivation or hierarchical control. Instead, it demands well-structured workflows, efficient processes, and a culture of timeliness. By emphasizing these three elements, public service institutions can reduce inefficiencies, improve accountability, and better serve their communities.

CONCLUSION

This study shows that employee performance in sub-district offices is strongly influenced by three key factors: how clearly employees understand their tasks (effectiveness), how well they manage their time and resources (efficiency), and how well they meet deadlines (timeliness). Among these, effectiveness turned out to be the most important. When employees know exactly what is expected of them and are given clear work guidelines, their performance improves significantly.

The results also suggest that improving public services does not always require big investments or complicated reforms. Instead, simple steps like organizing work better, using time wisely, and making sure employees stick to deadlines can make a big difference. By focusing on these areas, government offices can deliver services more quickly, accurately, and consistently to the public.

RECOMMENDATIONS

Based on the research findings, the following practical steps are recommended for improving employee performance in sub-district administrative units:

1. Standardize and Socialize SOPs
   Develop clear and accessible standard operating procedures (SOPs) for each service function. These should be reviewed periodically and communicated across departments to reduce task ambiguity and overlapping responsibilities.
2. Introduce Digital Workflow Tools
   Adopt basic digital tools for internal documentation, task tracking, and time stamping to improve efficiency. Even low-cost platforms like Google Workspace or Trello can significantly reduce manual redundancy and streamline approvals.
3. Implement Performance Dashboards
   Design simple dashboards that track progress on service delivery metrics (e.g., number of documents processed per week, average service time per request). This data can be used for both evaluation and feedback purposes.
4. Enforce Timeliness Through Policy
   Institutionalize task deadlines with clear consequences for delays and recognition for punctuality. Incorporate these metrics into routine evaluations and use them to set performance expectations across job levels.
5. Conduct Efficiency-Oriented Training
   Provide targeted training sessions on time management, process mapping, and lean administration techniques. Prioritize training that improves practical skills rather than abstract competency frameworks.
6. Strengthen Supervisory Functions

Assign supervisors with the responsibility not only to oversee but to coach staff in task prioritization, work planning, and self-monitoring. Supervisory roles should be evaluated based on their ability to facilitate team effectiveness.

7. Encourage Feedback Loops

   Create mechanisms (suggestion boxes, monthly review meetings) for employees to share process improvement ideas based on their day-to-day experience. Bottom-up input can help refine procedures and increase ownership.

8. Benchmark Against High-Performing Units

   Compare service delivery indicators with better-performing districts. Use these comparisons to inspire peer learning and foster a culture of continuous improvement.

By implementing these recommendations, local government offices can achieve higher levels of employee performance, operational consistency, and public trust. These interventions are not only cost-effective but also directly aligned with the internal factors identified as performance drivers in this study.

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