



The Performance Analysis of Public Works and Spatial Arrangement Employees in Seruyan District

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Abstract

This research aims to analyze the performance of employees at the Public Works and Spatial Planning (PUPR) Department of Seruyan Regency. Employee performance plays a crucial role in ensuring that organizational objectives are achieved efficiently and effectively. In the context of public services, particularly at the PUPR Department, employees are expected to perform their duties with a high degree of responsibility and accountability. Leadership support, motivation, and a conducive work environment are essential to foster better performance outcomes. The assessment of employee performance in this study focuses on two primary aspects: the level of responsibility demonstrated by employees in carrying out their tasks and the extent to which they meet predetermined performance targets. The findings indicate that employee performance is significantly influenced by several factors, including the ability to complete tasks efficiently, the quality of output produced, proficiency in using relevant tools and equipment, and consistency in adhering to working hours. Furthermore, this research highlights the importance of improving employee motivation and commitment through strategic interventions such as training programs, clear career development paths, and regular performance evaluations. Enhancing professional competence and fostering a culture of continuous improvement are deemed necessary to increase the overall effectiveness of public services delivered by the PUPR Department in Seruyan Regency.



INTRODUCTION

Human resources (HR) are a crucial element that significantly influences the success of an organization. To achieve organizational goals, it is essential to have employees who are not only qualified but also capable of performing their duties effectively. A successful organization is one that continually strives to improve employee performance to ensure the achievement of its objectives. High employee performance is closely linked to both motivation and competence, highlighting the importance for organizations to identify the right strategies to enhance performance.

However, limited resources often impact employee well-being and performance, especially among individuals with extroverted tendencies. Conflicts between work and personal life can lead to stress, which negatively affects employee productivity and mental health, requiring special attention in human resource management. Effective HR management can be measured by employees' ability to complete tasks and contribute to organizational goals. The application of knowledge and technology plays an important role in boosting organizational productivity.

Job performance is a critical aspect of industrial management and organizational behavior, encompassing actions that generate added value. Employee performance must be assessed based on how well individuals

meet the organization's expectations. However, studies on employee performance in public institutions have shown fluctuations, with significant declines observed during certain periods. For instance, performance appraisals between 2010 and 2013 revealed a sharp decrease in 2012–2013.

The Public Works and Spatial Planning Office (PUPR) of Seruyan Regency plays a vital role in providing public infrastructure such as roads and bridges. Fulfilling these responsibilities requires skilled and professional personnel. Literature indicates that managerial control affects employee performance through both operational and motivational channels. Enabling managerial control can improve performance by supporting responsive actions and motivating managers.

Regional development in Indonesia, including in Seruyan Regency, aims to support effective governance and public service delivery. Employees at the Department of Public Works are expected to perform at the highest level to meet organizational standards. Therefore, this research focuses on analyzing employee performance at the Department of Public Works and Spatial Planning in Seruyan Regency to understand the impact of HR management and to identify key factors influencing their performance.

Therefore, strengthening employee performance within the Public Works and Spatial Planning Office of Seruyan Regency is not only a matter of fulfilling institutional responsibilities but also a strategic step to ensure the sustainability of public service delivery and regional development. Improving performance requires not only technical competencies but also a supportive organizational culture, clear performance standards, and continuous feedback mechanisms. Through structured efforts in performance evaluation, capacity building, and employee motivation, government institutions can create a more accountable, effective, and responsive workforce that meets the expectations of the community they serve.

THEORETICAL FRAMEWORK

This study is grounded in several key theoretical concepts related to performance evaluation, employee performance, performance indicators, service quality, and performance-influencing factors.

Concept of Evaluation

Evaluation is a systematic process used to measure and assess the effectiveness and accountability of an organization in delivering public services. Cross (as cited in Sukardi, 2005) equates evaluation with appraisal, rating, and assessment. In public institutions, performance evaluation serves not only to assess how public funds are spent but also to ensure spending is conducted in an economic, efficient, and effective manner. According to William N. Dunn, evaluation involves efforts to analyze the outcomes of policies in terms of their value and usefulness.

Government Regulation No. 39 of 2006 defines evaluation as a series of activities comparing input, output, and outcome realizations with planned objectives and standards. Performance refers to the degree to which a program, activity, or policy achieves the goals and mission of an organization.

Evaluation is essential for improving organizational performance and is often applied in assessing human resource management. Its functions include clarifying performance expectations, recognizing employee achievements, facilitating employee feedback, and helping define future targets.

Definition of Performance

Performance is generally seen as a function of motivation and ability. As proposed by Hersey and Blanchard (1993), completing a task effectively requires both willingness and the right skill set. Xu and Wang (2010) define performance as the outcome of organizational efforts measured against predefined targets and goals. Performance includes knowledge, skills, and motivation directed toward productive behavior. Robbins (2006) also emphasizes that performance is the interaction between ability and motivation, and is foundational to productivity and organizational success.

Performance Indicators

Performance indicators are tools used to measure and monitor the extent to which goals are achieved. Robbins (2016) distinguishes between performance measures (quantitative, retrospective) and performance indicators (qualitative, prospective). Bastian (2006) explains that indicators may reflect input, output, outcome, benefit, or impact. A widely used model is the Logic Model, which maps the link between resources, activities, and outcomes to assess program effectiveness.

Key performance indicators include:

1. **Quality of Work:** Reflects the value and impact of work output.
2. **Quantity of Results:** Refers to the measurable volume of tasks completed.
3. **Service Quality:** Encompasses the delivery of services that meet customer expectations.

Dimensions of Service Quality

Kotler (2008) defines service quality as the performance offered by one party to another, often intangible and not resulting in ownership. Good service enhances customer satisfaction, loyalty, and organizational reputation. The SERVQUAL model includes five dimensions:

1. **Reliability** – Ability to provide promised service accurately and consistently.
2. **Tangibles** – Physical facilities, appearance of personnel, and equipment.
3. **Responsiveness** – Willingness to help and provide prompt service.
4. **Assurance** – Employees' competence and courtesy, and the ability to inspire trust.
5. **Empathy** – Providing individualized care and attention to customers.

Factors Influencing Employee Performance

Sedarmayanti (2017) identifies several internal factors that influence employee performance:

1. **Ability and Skills** – The technical competence needed to perform tasks.
2. **Knowledge** – Understanding of the job and relevant organizational functions.
3. **Work Design** – Job structure that facilitates goal achievement.
4. **Personality** – Individual traits that influence work ethic, responsibility, and output.

METHOD

This study employs a qualitative descriptive approach, which aims to portray existing phenomena and to describe real conditions as they are observed in the field (Saadati, 2019, p. 154). This method is chosen to understand in depth the actual situations experienced by subjects within the Department of Public Works and

Spatial Planning (PUPR) of Seruyan Regency. Qualitative research is appropriate for exploring complex social dynamics, institutional behavior, and organizational performance that are not easily quantifiable.

Data sources in this research consist of both primary and secondary data. Primary data were obtained directly through in-depth interviews with relevant individuals at the PUPR office, including key officials and staff members involved in policy implementation. Secondary data were collected from existing records, reports, archives, and written documents that are relevant to the research topic. These data provide contextual background and support the interpretation of primary data.

Data collection techniques were conducted through direct field research using several methods. First, interviews were carried out through direct communication and personal interaction between the researcher and respondents, which included the Head of the PUPR Department and several employees. Second, observations were made to supplement the interview data and to gain a deeper understanding of the context and environment surrounding the subjects. Third, document analysis was performed to gather data from records and written sources available at the research site or related institutions. Lastly, a literature review was conducted to obtain theoretical insights by referring to scientific publications, books, and expert opinions relevant to the research problem.

Data analysis in this study uses the interactive model by Miles and Huberman, as cited in Sugiyono (2014, p. 246). The analysis consists of four stages. The first stage is data collection, where information gathered through interviews, observations, and documentation is compiled and used for triangulation to ensure validity and reliability. The second stage is data condensation, which involves selecting, simplifying, abstracting, and transforming raw data from field notes, transcripts, and documents into concise and meaningful formats. The third stage is data display, in which the information is presented in narrative form, as well as through matrices, diagrams, and charts, to assist in the formulation of conclusions. Finally, the fourth stage is conclusion drawing and verification, where the researcher seeks patterns, causal relationships, and meaningful interpretations that can form the basis of the study's conclusions, while remaining open to final verification and refinement.

RESULTS AND DISCUSSION

Table of Performance Realization from 2018 to 2023

No.	Strategic Objective	Performance Indicator	Baseline Data 2018	Performance Realization				
				2019	2020	2021	2022	2023
1	Improved quality of irrigation networks	Percentage of district irrigation in good condition	24%	62.19%	60.41%	60.41%	6.31%	48.96%
		Irrigation Network Ratio	19.32%	22.16%	31.59%	31.77%	9.90%	37.43%
2	Increased number of households using clean water	Percentage of households with access to drinking water through piped and protected non-piped SPAM systems in all areas of Seruyan Regency	21.33%	7.50%	9.90%	3.52%	4.47%	7.23%
3	Improved solid waste facilities	Percentage of adequate solid waste facilities in the district	-	-	-	48.99%	73%	0%
4	Increased rural community access to wastewater channels	Percentage of households receiving domestic wastewater treatment services (SPM)	30.29%	1.03%	7.84%	15.59%	35.21%	67.70%

No.	Strategic Objective	Performance Indicator	Baseline Data 2018	Performance Realization				
				2019	2020	2021	2022	2023
5	Improved condition of roads, bridges, and drainage	Percentage of district road networks in good condition	16.73%	17.98%	20.27%	21.37%	22.83%	24.57%
		Percentage of functioning primary and secondary drainage/sewers	30.29%	71%	0%	69.63%	73.94%	-
6	Increased access to residential areas accessible by four-wheeled vehicles	Percentage of residential areas not yet accessible by four-wheeled vehicles	-	-	-	49.72%	29.99%	-
7	Improved condition of government buildings	Ratio of buildings with building permits per total buildings	12.05%	N/A	N/A	14.44%	3.63%	-
8	Improved facilities for worship, public cemeteries, and slum areas in Seruyan Regency	Ratio of worship places per population unit	35.78%	2.31%	2.06%	2.04%	2.10%	-
		Ratio of public cemeteries per population unit	0.20%	N/A	N/A	77%	0.61%	-
		Slum area ratio	0.40%	N/A	N/A	2.72%	0.04%	-
9	Improved quality of technical supervision and construction services development	Percentage of certified skilled construction workers	0.20%	45.50%	45.50%	62%	62%	-
10	Improved spatial planning quality for Seruyan Regency	Ratio of green open space per land area with HPL/HGB status	40%	-	-	2.40%	4.62%	-

Employee Performance at the Public Works and Spatial Planning Department of Seruyan Regenc

1. Employee Performance

Employee performance refers to the outcomes generated through a combination of skills, knowledge, and motivation directed toward achieving the objectives of an organization. As proposed by Xu and Wang (2010), performance should be assessed based on how well these elements contribute to achieving predetermined goals. In the context of government institutions, such as the Department of Public Works and Spatial Planning (PUPR) of Seruyan Regency, performance is not only a measurement of individual efficiency but also a reflection of institutional credibility and service quality.

To maintain high performance standards, it is essential that every employee clearly understands their responsibilities and aligns their personal efforts with the organization's strategic goals. This alignment ensures that performance evaluations are not only based on output but also on consistency, accuracy, and the capacity to adapt to changing tasks and public service demands.

a) Competence

Competence is a critical foundation for building a high-performing organization. It refers to a set of knowledge, skills, and behaviors required to perform job tasks effectively and professionally. Employees with high levels of competence are typically more confident and capable in executing complex duties, especially within technical sectors like infrastructure and spatial planning.

At PUPR Seruyan, employee competence is demonstrated through their ability to apply engineering knowledge, manage resources, and adopt innovative technologies. The department encourages continuous learning through formal training programs, workshops, and the use of

technical literature. Employees are expected to remain updated on the latest developments in public infrastructure, which is essential for delivering quality services to the community.

b) Standards

Performance standards are formal benchmarks used to measure the success of employees in meeting job expectations. These standards serve as agreements between supervisors and subordinates, outlining clear targets for performance outcomes. Establishing such benchmarks is vital in public institutions to maintain fairness and accountability in assessing employees.

In the case of PUPR Seruyan, these standards are tailored to each unit's responsibilities, such as road construction, irrigation, and sanitation services. Meeting these standards is considered an indicator of employee success. Moreover, clearly defined standards help minimize ambiguity in work tasks, foster motivation, and guide employees toward continual improvement in their performance.

2. Performance Indicators

Performance indicators offer measurable insights into how effectively employees are carrying out their duties. These indicators are often quantitative and are used to assess both individual and organizational success. They play a central role in identifying areas of improvement, setting future targets, and ensuring alignment with public service objectives.

In public agencies like PUPR Seruyan, the use of performance indicators is especially important to guarantee transparency and accountability to the community. By consistently monitoring these indicators, management can implement timely interventions to enhance workforce productivity and improve service delivery.

a. Quality of Work

The quality of work is one of the primary indicators used to evaluate employee performance. It refers to how well the outcomes of job tasks meet the expectations set by the organization. High-quality work ensures public satisfaction, reduces the need for rework, and reflects the professionalism of the institution.

At PUPR Seruyan, most employees demonstrate acceptable quality in their tasks. However, some require further coaching and mentoring to meet departmental standards. Managers are advised to provide constructive feedback and create mentorship programs that can elevate overall work quality across the department.

b. Quantity of Work

Quantity of work pertains to the number of tasks or projects completed within a given timeframe. It is a direct reflection of employee productivity and time management skills. Consistently achieving work targets indicates that employees are capable of managing workloads effectively, which is crucial for institutions operating under resource constraints.

In PUPR Seruyan, task completion rates are generally commendable, with most assignments being finalized on time. Supervisors also play a key role by offering guidance and removing work-related barriers, allowing staff to focus on their responsibilities and perform efficiently.

Factors Influencing Employee Performance

1. Ability

The ability of an employee encompasses technical knowledge, job-specific skills, and the capability to solve problems effectively. It directly influences the quality and efficiency of work outcomes. Employees with strong abilities are usually proactive in identifying challenges, devising solutions, and adapting to new work environments or procedures.

In a technical department like PUPR Seruyan, the need for skilled personnel is paramount. Projects involving construction, planning, and public infrastructure require employees who can interpret blueprints, manage budgets, and operate specialized tools or systems. Inadequate skills can result in delays, cost overruns, and reduced service quality, highlighting the need for targeted training and development programs.

2. Motivation

Motivation is a driving force behind employee performance. It can be intrinsic – originating from within, such as personal satisfaction – or extrinsic, such as rewards and recognition. Motivated employees are more likely to be productive, engaged, and loyal to the organization.

At PUPR Seruyan, motivation plays a crucial role in daily operations. Employees who perceive their work as meaningful tend to be more committed. On the other hand, lack of motivation – caused by limited career advancement opportunities or absence of feedback – can lead to decreased morale. Therefore, a balanced strategy that includes both intrinsic and extrinsic motivators is essential to maintain high levels of performance.

Performance Influence Indicators

1. Reliability

Reliability reflects the consistency and punctuality of service delivery. It is a critical measure in public service institutions, as it directly impacts public trust and satisfaction. Reliable employees consistently meet deadlines and follow through with their responsibilities.

In PUPR Seruyan, some staff members have displayed exemplary discipline and work ethic, ensuring timely completion of assignments. However, lapses in discipline among others have led to delays, affecting the overall efficiency of the department. This inconsistency highlights the need for improved monitoring and performance-based accountability systems.

2. Assurance

Assurance in public service encompasses trustworthiness, professionalism, and competence. It reassures service users that they are in capable hands. It also involves communication clarity and the ability to address public inquiries with confidence and respect.

Though employees at PUPR Seruyan generally demonstrate adequate knowledge and skills, there are notable issues such as delayed document processing that reduce service satisfaction. These shortcomings suggest inefficiencies within internal workflows, which should be reviewed and optimized to maintain service standards.

3. Tangibles

Tangibles refer to the physical aspects of service delivery – office environment, equipment, and visual cues that contribute to a professional experience. In government offices, adequate physical facilities enhance public comfort and reinforce institutional credibility.

The PUPR office in Seruyan has taken steps to provide proper furniture, air conditioning, and service counters that meet user needs. These improvements create a welcoming atmosphere and reflect positively on the department's commitment to quality service. However, regular maintenance and periodic updates to these facilities are necessary to sustain the positive impression.

4. Empathy

Empathy is the ability of staff to understand and respond sensitively to the concerns of service users. It fosters trust and makes public interactions more personal and respectful. In a bureaucratic setting, empathetic communication can ease public frustration and promote civic engagement.

While many employees at PUPR Seruyan exhibit courteous and respectful behavior, some inconsistencies remain. A few staff members fall short in demonstrating consistent warmth and patience. This indicates a need for ongoing soft skills training to ensure a uniform standard of respectful and empathetic service.

5. Responsiveness

Responsiveness measures how quickly and effectively employees respond to public service requests. It is essential for addressing urgent needs and maintaining a sense of reliability in service provision. Swift responses also prevent backlog and ensure smoother workflow processes.

In PUPR Seruyan, varying levels of responsiveness are observed across different units. While certain employees handle inquiries efficiently, others show slower reaction times. This inconsistency undermines public confidence and highlights the need for better internal coordination, clearer standard operating procedures, and capacity-building efforts.

CONCLUSION

Based on the analysis above, it can be concluded that employee performance at the Public Works and Spatial Planning Department (PUPR) of Seruyan Regency requires significant support and motivation from leadership and direct supervisors to achieve optimal results. Performance is influenced by both organizational responsibility and individual clarity of goals, vision, and mission. The public's perception of government performance is heavily shaped by how well employees fulfill their duties, making it essential that staff demonstrate responsibility, discipline, and skill in executing tasks. Key performance aspects such as output quantity and quality, technical abilities, procedural compliance, and time discipline must be consistently

monitored and improved. To address this, the department has implemented strategic efforts including technical and managerial training programs, reinforced discipline, and regular evaluation of a fair and transparent remuneration system. These initiatives aim to strengthen both employee competence and motivation. Moving forward, employees are expected to continually enhance their performance to support not only institutional advancement but also the broader welfare of the Seruyan community. Sustainable strategies focused on professional development and workplace motivation will significantly contribute to improving the overall effectiveness and efficiency of public service delivery.

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