

ANALYSIS OF THE PERFORMANCE OF WEST JAVA PROVINCIAL DPRD SECRETARIAT EMPLOYEES FOLLOWING THE POLICY OF TRANSFERRING STRUCTURAL POSITIONS TO FUNCTIONAL POSITIONS

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Abstract

This study was motivated by the policy of converting structural positions into functional positions, which had implications for employee performance at the Secretariat of the Regional House of Representatives (DPRD). This study aimed to analyze employee performance after the conversion based on Hersey's performance model, which covers seven dimensions, namely goals, standards, feedback, resources, competence, motive, and opportunity. The research uses a qualitative approach with a descriptive design. Data were obtained through semi-structured interviews, observations, and documentation studies of nine informants selected purposively, then analyzed interactively through data reduction, data presentation, and conclusion drawing. The results showed that employee performance was not yet fully optimal due to imbalances between performance dimensions. Organizational goals were well understood, and employee motive and opportunities to contribute were relatively maintained. However, unstable work standards, administrative evaluations, limited technical competency strengthening, and suboptimal resource support limited the consistency of task implementation. In practical terms, this study recommends strengthening work standards, optimizing tools or means and technological support, implementing a more adaptive evaluation system, developing technical competencies, and designing an integrated reward system. Theoretically, this study reinforces the relevance of Hersey's performance model in explaining the dynamics of public organization performance during the period of job equalization.

Keywords: Functional Positions; Employee Performance; Bureaucratic Reform; Regional Representative Council Secretariat

1. Introduction

The policy of converting structural positions into functional positions has brought about significant changes to government organizations, including the West Java Provincial DPRD Secretariat. These changes are not merely a matter of renaming positions, but also affect work methods, coordination patterns, and how employees understand their roles and responsibilities. As a regional apparatus that supports the DPRD's legislative, supervisory, and budgeting functions, the performance of the secretariat apparatus is strategically important because it directly affects the quality of service in relation to the duties of the council.

Within the West Java Provincial DPRD Secretariat, eleven employees were transferred from structural positions to functional positions. Most of them previously served as sub-division heads and were then equated to junior functional officials, such as policy analysts, legal analysts, legislative clerks, and public relations officers. This shift indicates a change in work orientation,



from one that was previously based on structure and managerial authority to a more professional role that emphasizes technical competence and substantive output. Details of the position equivalencies are presented in Table 1.

Table 1. Equivalence of Structural Positions to Functional Positions in the Secretariat of the West Java Provincial DPRD

No	Initials	Rank	Position Before Equalization	Position After Equalization
1	M.H.	IV/a	Deputy Head of Publications and Information	Junior Public Relations Officer
2	A.I.	IV/a	Deputy Head of Minutes and Legal Documentation	Junior Legislative Expert
3	G.R.	IV/a	Deputy Head of Legal Products	Junior Legal Analyst
4	M.K.	III/d	Head of Subdivision for Aspirations & Inter-Institutional Relations	Junior Policy Analyst
5	M.S.	IV/a	Deputy Head of Planning and Budgeting	Junior Policy Analyst
6	I.M.	III/d	Head of Budgeting Facilitation	Junior Policy Analyst
7	I.R.	IV/a	Deputy Head of Financial Administration	Junior Policy Analyst
8	Y.Y.	IV/a	Head of Household Affairs	Junior Policy Analyst
9	G.K.Y.S.	IV/a	Head of Accounting and Reporting	Junior Policy Analyst
10	I.F.	IV/a	Deputy Head of General Administration	Analisis Kebijakan Ahli Muda
11	S.K.	IV/a	Deputy Head of Programs and Policies	Junior Policy Analyst

Source: West Java Provincial DPRD Secretariat, 2026

Administratively, the job equalization process has been carried out in accordance with regulations. However, in practice, the adaptation process has not always run smoothly. Some employees still face uncertainty regarding the performance dimensions of functional positions, overlapping duties between old and new functions, and the need to adjust to a work system that is more analysis- and credit-based. For employees who previously had structural authority, these changes also have an impact on their perception of responsibility and work motive dynamics.

Interestingly, the organizational performance achievements recorded in the Government Agency Performance Report (LKIP) for the 2021–2024 period show a relatively stable and good category. This raises the question: does this macro-level stability in organizational achievements truly reflect the dynamics of individual performance following changes in job structures? Or are there adjustments to the work system that are not yet fully optimized, but are not yet apparent in the aggregate organizational performance report?



This situation cannot be separated from the national policy of bureaucratic simplification through PANRB Ministerial Regulation No. 25 of 2021, which encourages the transition from structural positions to functional positions. This policy is aimed at creating a more agile, professional, and expertise-based bureaucracy. From a public administration perspective, bureaucratic reform essentially aims to strengthen organizational performance through more adaptive and professional human resource management (Pasolong, 2019). However, changes in job structures require not only administrative adjustments, but also readiness in performance management systems, clarity in work standards, and strengthening of civil servant competencies (Sutrasna, 2023).

Performance is understood as the results achieved by individuals or organizations in accordance with predetermined objectives and standards. (Wibowo, 2016). Hersey et al. (in Wibowo, 2016) explain that performance is influenced by seven main dimensions, namely goals, standards, feedback, resources, competence, motive, and opportunity. This approach views performance as the result of interactions between various elements in an organizational system, so it is not enough to simply assess the end result; it is also necessary to look at the harmony between the components that make it up.

A number of previous studies have shown that job equalization still faces various challenges, ranging from work effectiveness and employee motive to organizational readiness (Ni Putu Shita Listya Dewi et al., 2024; Tumanggor & Wibowo, 2021). Other studies emphasize the importance of adjusting performance management systems and strengthening competencies in support of bureaucratic simplification policies (Handayani, 2023; Permatasari & Fifi Ariani, 2021). However, most of these studies were conducted on regional executive agencies and focused more on aspects of policy implementation or partial work motive.

Studies that specifically examine the dynamics of civil service performance after job equalization in regional legislative secretariats are still relatively limited. In fact, the legislative secretariat has a dynamic and responsive work character towards the council's agenda, so that changes in the position structure have the potential to present different challenges compared to other regional apparatus. Therefore, an analysis is needed that not only looks at performance as an achievement, but as a system formed from the interaction of various organizational dimensions.

The main issue addressed in this study is how the balance between organizational performance dimensions is formed and influences the optimization of civil servant performance after job equalization at the West Java Provincial DPRD Secretariat. Using the Hersey performance model, this study analyzes the alignment between goals, standards, feedback, resources, competencies, motive, and opportunities as a unified performance system.

The novelty of this research lies in its analytical approach, which integrates all seven dimensions within the context of regional legislative secretariats. This study seeks to demonstrate that optimizing performance after bureaucratic simplification is not only determined by individual factors, but also depends heavily on the readiness of the organizational system as a whole.

Based on the above description, this study aims to analyze employee performance after the transfer of structural positions to functional positions in the West Java Provincial DPRD Secretariat using the Hersey performance model as the main analytical framework. This study is



expected to provide empirical contributions to understanding the dynamics of civil servant performance in the context of bureaucratic simplification and to serve as a basis for evaluating performance management strengthening in local government environments.

2. Methods

Methodologically, this study uses a qualitative approach with a descriptive design to analyze employee performance after the policy of transferring structural positions to functional positions in the West Java Provincial DPRD Secretariat. A qualitative approach was chosen because this study aims to gain an in-depth understanding of the dynamics of civil servant performance in terms of bureaucratic structural changes, particularly in relation to role adaptation, work standards, motive, and organizational support after position equalization (Creswell & Creswell, 2023). Through descriptive design, this study attempts to describe phenomena systematically and contextually based on the experiences and perceptions of informants.

Furthermore, the research focused on analyzing employee performance based on the seven dimensions of performance proposed by Hersey et al. (in Wibowo, 2016), namely goals, standards, feedback, means, competence, motive, and opportunity. These seven dimensions were used as an analytical framework to categorize and interpret the research data.

The subjects of the study were employees of the West Java Provincial DPRD Secretariat who were directly affected by the position equalization policy. Informants were selected *purposively* based on the following criteria: (1) having directly experienced the position transfer process, (2) having a role in personnel management, or (3) holding a managerial position related to policy implementation. Based on these criteria, nine informants were obtained, divided into three categories, namely primary informants, key informants, and supporting informants. Details of the informants are presented in Table 2.

Table 2. Research Informants

No	Initials	Position	Informant Category
1	M.H.	Junior Expert Public Relations Officer	Primary Informant
2	A.I.	Junior Expert Legislative Reporter	Primary Informant
3	G.R.	Junior Expert Legal Analyst	Primary Informant
4	M.K.	Junior Expert Policy Analyst	Primary Informant
5	I.R.	Junior Expert Policy Analyst	Primary Informant
6	B.M.	Head of Administration and Personnel Subdivision	Key Informant
7	A.S.	Junior Expert Human Resources Analyst	Key Informant
8	A.J.C.	Acting Head of General Affairs Division	Supporting Informant
9	I.T.	Head of Budget Facilitation and Oversight Division	Supporting Informant

Source: Processed by the Researcher, 2026

In the data collection process, this study used three main techniques, namely semi-structured interviews, documentation studies, and limited observation. In-depth interviews were conducted using a set of questions based on seven performance dimensions. In addition, a documentation study was conducted on internal documents such as personnel data, including infrastructure data and educational qualifications, to reinforce the findings of the interviews. Limited observation was conducted to understand the work situation and service dynamics in the



secretariat environment.

Next, data analysis was conducted interactively as stated by (Miles et al., 2020), which includes three stages: data reduction, data presentation, and conclusion drawing. In the data reduction stage, researchers selected and grouped interview data based on seven performance dimensions as categories of analysis. The next stage was the presentation of data in the form of descriptive analytical descriptions for each dimension. Finally, conclusions were drawn gradually by verifying the findings through comparisons between informants and matching them with documentary data.

As a final step to ensure the validity of the findings, this study applied source triangulation and technique triangulation. Source triangulation was conducted by comparing information from primary, key, and supporting informants, while technique triangulation was conducted by testing the consistency between the results of interviews, documentation, and observations. Thus, the credibility and consistency of the research results can be maintained methodologically (Morgan, 2024).

3. Results and Discussion

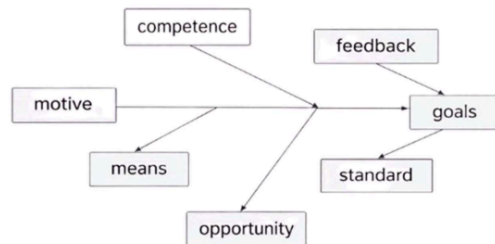


Figure 1. Performance Dimensions
Source: Hersey, et al. (in Wibowo, 2016)

To analyze the performance of officials after job equalization, this study uses the performance analysis model proposed by Hersey et al. (in Wibowo, 2016). This model views performance as the result of systemic interactions between seven main dimensions, namely goals, standards, feedback, means, competence, motive, and opportunity.

Within this framework, performance is not only measured by the final results achieved, but also analyzed through the alignment between the dimensions that form the organization's work system. Thus, the analysis in this study is not merely descriptive, but aims to assess the extent to which the seven dimensions support each other or, conversely, cause inconsistencies in the implementation of job equalization at the West Java Provincial DPRD Secretariat.

a. Goals

Hersey et al. (in Wibowo, 2016) explain that goals are the desired end results and provide



direction for performance. Goals serve as guidelines that direct all work activities and form the basis for assessing the success of individuals and organizations. With clear goals, every work process can be focused on predetermined results so that efforts are not carried out without direction.

Based on this framework, the West Java Provincial DPRD Secretariat has directed its organizational goals toward providing optimal and responsive services to DPRD members. These services are intended to support the smooth implementation of legislative, budgeting, and oversight functions. Thus, the organizational goals are not only administrative in nature, but also serve as a foundation for all employees, including functional officials whose positions have been equalized, in carrying out their roles in supporting the duties of the council.

Normatively, the results of the study show that the organization's objectives have been well understood by the apparatus. This is reflected in interviews with Junior Expert Human Resource Analysts who emphasized that serving DPRD members is a top priority. Consequently, the pace of work demands quick decision-making and intensive cross-functional coordination. In the previous structure, structural officials had the authority to accelerate follow-up on leadership directives. However, after being transferred to functional positions, their authority became more limited, so that the work process had to go through a relatively longer coordination process.

This view is reinforced by a Junior Policy Analyst who states that although the job transfer policy aims to improve professionalism and support the bureaucratic simplification agenda, its implementation has not been fully accompanied by adjustments to work mechanisms. The relatively constant workload while authority undergoes changes ultimately affects the smooth achievement of the final results set by the organization.

Upon closer examination, this condition indicates a mismatch between the organization's objectives and the mechanisms for implementing them after job equalization. From the perspective of Hersey's performance model, clearly formulated objectives should be followed by a work system that enables officials to achieve these results effectively. The fast and dynamic work rhythm of the DPRD is not yet fully in line with the nature of functional positions, which tend to be more technical and procedural. As a result, the achievement of service objectives has not been as optimal as expected.

This finding is consistent with (Hambali & Zahro, 2023) which emphasizes that changes to the work system require comprehensive adjustments so that organizational goals can continue to be achieved effectively. In addition, (Lisda Van Gobel, 2023) also emphasized that limited authority in functional positions can affect operational effectiveness. Meanwhile, (Tumanggor & Wibowo, 2021) emphasizing that the transfer of structural positions to functional ones has an impact on the dynamics of the implementation of tasks by the apparatus in the policy of bureaucratic simplification.

Thus, the objective dimension shows that the direction and final results of the organization have been clearly formulated and understood by the apparatus. However, the alignment between the objectives set and the mechanisms for their implementation is not yet fully optimal. Therefore, the achievement of organizational objectives after job equalization still faces a number of obstacles that need further attention.



b. Standards

Hersey et al. (in Wibowo, 2016) explain that standards are measures or criteria used to assess whether established goals can be achieved. Standards serve as benchmarks in evaluating work results by comparing actual achievements with predetermined targets. In public organizations, the existence of clear standards forms the basis of accountability while ensuring that work processes run in a focused and consistent manner.

In line with this understanding, the West Java Provincial DPRD Secretariat has not fully supported the implementation of the policy of equalizing structural and functional positions with adequate work standards. One of the main issues is the lack of comprehensive and consistent Standard Operating Procedures as guidelines for the implementation of functional positions. This condition has resulted in technical ambiguities in the implementation of tasks, including in the preparation of credit scores and the adjustment of workloads in accordance with the provisions of functional positions.

Findings in the field show that the process of developing these standards faces its own challenges. Interviews with junior public relations officers reveal that the development of SOPs has encountered obstacles due to relatively rapid changes in regulations from the central government. These changes made it difficult for agencies to establish stable and applicable work guidelines. As a result, the implementation of job equivalence proceeded without truly reliable operational references.

A similar view was expressed by a Junior Policy Analyst, who stated that officials resulting from the equalization process still face confusion in implementing the new work system. On the one hand, they are required to fulfill functional duties such as calculating credit scores. On the other hand, they still have to carry out structural tasks. This situation has led to overlapping roles and has complicated the performance evaluation process because the implementation standards have not been fully integrated.

This situation shows that the job equalization policy has not been fully followed by the readiness of the work standardization system. In the perspective of Hersey's performance model, work standards serve as a control tool that ensures every organizational activity runs according to the predetermined targets. Without clear and consistent standards, the performance appraisal process becomes less focused and has the potential to cause uncertainty in the evaluation. Research (Poernomo & Mursyidah, 2023) confirms that clear performance standards play an important role in improving the quality of public administration services.

This finding is also in line with (Mirayanthi et al., 2024) which states that the suboptimal implementation of job equalization has an impact on employee performance due to a lack of communication and support systems. Furthermore, (Nugraha et al., 2024) also found that the conversion of structural positions to functional positions still faces obstacles in the form of low employee understanding of job descriptions and credit point collection procedures.

Thus, the standard dimension shows that the implementation of job equalization is not yet fully supported by stable measures and work guidelines. The lack of clarity in operational standards causes uncertainty in the implementation of tasks and performance evaluations, so that policy implementation does not yet have a truly consistent basis for measurement.



c. Feedback

Hersey et al. (in Wibowo, 2016) explain that feedback is information received by individuals or organizations regarding the results of their work, which is then used as a basis for evaluating and improving performance. Through feedback, organizations can determine the extent to which their goals and standards have been achieved, while ensuring that work processes remain on track.

In public organizations, feedback is not only in the form of administrative assessments. Feedback also includes monitoring, evaluation, and follow-up mechanisms on work results. It can come from supervisory oversight, performance reports, periodic evaluation meetings, and even external responses from the community as service recipients. Therefore, a structured feedback system is important so that performance information is truly used as a basis for improvement, not just a formality.

At the West Java Provincial DPRD Secretariat, the feedback mechanism has been implemented through the setting of performance targets and regular evaluations of task implementation. Interviews with junior legislative assistants revealed that officials carry out their duties based on planned standards and targets, and follow leadership directives at every stage of their activities. Evaluations are conducted through internal coordination and periodic reporting, ensuring that the administrative control system continues to function.

A similar point was made by the Junior Public Relations Officer, who stated that every activity has clear planning and targets, and is evaluated in accordance with central government regulations. However, the ongoing evaluation tends to be procedural in nature and is not yet fully focused on in-depth analysis of the obstacles to work after job equalization.

Further analysis of the feedback dimension shows that formal evaluation mechanisms are indeed in place. However, their effectiveness depends heavily on the extent to which the evaluation results are followed up with adjustments to the work system. Changes in authority and coordination patterns resulting from job equalization require a more adaptive feedback system so that organizations can respond quickly and appropriately to the dynamics of change.

These findings are consistent with research (Afiyah, 2024) which emphasizes that monitoring and evaluation of public sector performance will be effective if the results are followed up with concrete actions in the form of improvements to work systems and organizational decision-making. Evaluations that are not followed up with action only result in administrative compliance without any substantive improvement in performance. In addition, research (Achbraham Abadi Kusuma, 2023) shows that consistency in conducting evaluations in bureaucratic reform is crucial to the effectiveness of civil servant performance and organizational accountability. Inconsistency in utilizing evaluation results has the potential to create a gap between policy planning and implementation in the field.

Thus, the feedback dimension at the West Java Provincial DPRD Secretariat has been implemented through administrative evaluation and internal coordination mechanisms. However, strengthening follow-up aspects and utilizing evaluation information as a basis for continuous improvement is still necessary so that the performance system is truly responsive to the dynamics of job equalization and organizational needs.



d. Tools or Means

Hersey et al. (in Wibowo, 2016) explain that tools or means are resources used to help successfully achieve goals and are factors that support the achievement of goals. Without tools or means, specific tasks cannot be carried out properly and goals cannot be optimally achieved. In public organizations, means of work are important elements because they determine the ability of the apparatus to carry out service functions effectively and accountably.

At the West Java Provincial DPRD Secretariat, tools and means play a role in supporting the implementation of legislative, budgeting, and oversight functions. In general, this agency has an office building with workspaces and meeting rooms, as well as technological equipment and official vehicles to support council operations. Inventory data for 2026 shows the availability of the following equipment:

Table 3. Tools or Means at the West Java Provincial DPRD Secretariat (2026)

No	Type of Equipment	Quantity (Units)
1	Computers	352
2	Work Desks	191
3	Work Chairs	523
4	Printers	240
5	Phones	117
6	Facsimiles	47
7	Four-Wheeled Official Vehicle	71
8	Two-wheeled official vehicle	34
9	Conference Table	191
10	Conference Chair	508
	Total	2,294

Source: Secretariat of the Provincial Parliament of West Java, 2026

Quantitatively, this amount indicates that basic tools and means are available to support the organization's activities. However, the interview results show that the availability in terms of quantity does not fully reflect optimal operational readiness. The Head of the Budgeting and Supervision Facilitation Division stated that the tools and means are basically sufficient to support services and that routine maintenance is carried out continuously.

However, several obstacles remain in its utilization. The Head of General Affairs revealed that there is a dependence on other agencies for internet network provision, a number of pieces of equipment that are outdated and have not been updated, and a procurement process that takes time, meaning that repairs cannot always be carried out quickly. In addition, there are workspaces that are less than ideal in terms of size and air circulation, as well as a number of printers that are not fully commensurate with the high administrative needs.

This situation has a direct impact on employee productivity. Dependence on the internet network can hinder data access, electronic document delivery, and meeting material preparation, thereby slowing down work processes. Limitations in equipment such as printers in intensive administrative situations have the potential to cause queues and prolong the time it takes to



complete documents. Meanwhile, uncomfortable workspaces affect the concentration and endurance of the workforce. Employees ultimately have to make additional adjustments to meet targets, which indirectly increases their workload and reduces time efficiency.

Analytically, these findings indicate that although infrastructure is quantitatively available, the quality, updating, and readiness of tools or means do not yet fully support the demands of fast and responsive work. From the perspective of the performance model proposed by Hersey, these conditions indicate that performance support factors are not yet fully aligned with organizational goals and standards. In this model, tools or means serve as structural support that enables officials to carry out their duties effectively. When this support is not optimal, individual effectiveness in producing output is affected even though employee competence and motive remain available.

This condition relates to the importance of accountability and support facilities in supporting the performance of local government officials (Husein & Ma'mun, 2022). This is in line with research (Hamdi, 2022) which shows that facilities and infrastructure have a positive and significant effect on employee performance at the Secretariat of the North Hulu Sungai Regency DPRD. In addition, (Aula & Nugraha, 2020) also states that office layout and infrastructure have a significant impact on employee performance, where a comfortable working environment and adequate equipment contribute to increased productivity.

Thus, the dimension of tools or means shows that the tools or means at the West Java Provincial DPRD Secretariat are available to support the organization's operations, but are not yet fully optimized to support maximum productivity. Technical limitations, uneven updates, and structural obstacles in procurement have a direct impact on the performance of individual officials in achieving service targets after job equalization.

e. Competence

Hersey et al. (in Wibowo, 2016) explain that competence is a person's ability to carry out the work for which they are responsible. This ability is based on the knowledge and skills possessed by the individual so that they are able to achieve the performance standards set by the organization. Thus, competence is not only related to educational background, but also the actual ability to perform tasks effectively.

In public organizations, the competence of officials plays a direct role in the quality of work output. Officials who have the abilities required for their positions will adapt more quickly, make more accurate decisions, and be more productive in completing tasks. Conversely, a mismatch between abilities and job requirements has the potential to reduce work effectiveness, especially during the transition period after the equalization of structural positions to functional positions.

At the West Java Provincial DPRD Secretariat, functional officials after job equalization are required to have expertise-based competencies in their respective fields. Functional positions emphasize analytical skills, mastery of technical substance, and the ability to prepare documents in accordance with credit standards. Therefore, the suitability of educational background, work experience, and technical training is an important factor in ensuring optimal individual performance. Data from 2026 shows the educational qualifications of functional officials resulting from equalization as follows:



Table 4.
**List of Educational Qualifications and Positions of Employees at the West Java Provincial
 DPRD Secretariat**

No	Functional Position	Educational Qualifications
1	Junior Public Relations Officer	Master's Degree (Master of Management)
2	Junior Legislative Expert	Bachelor's Degree (Political Science)
3	Junior Legal Analyst	Bachelor's Degree (Law)
4	Junior Policy Analyst	Master's Degree (Management)
5	Junior Policy Analyst	Bachelor's Degree (Social Sciences)
6	Junior Policy Analyst	Bachelor's Degree (Political Science)
7	Junior Policy Analyst	Doctorate (Management)
8	Junior Policy Analyst	Master's Degree (Management)
9	Junior Policy Analyst	Bachelor's Degree (Accounting)
10	Junior Policy Analyst	Master's Degree (Management)
11	Junior Policy Analyst	Master's Degree (Management)

Source: Secretariat of the Provincial Parliament of West Java, 2026

Based on the table, the formal educational qualifications of functional officials have met the administrative requirements for junior expert positions. However, interviews with Junior Expert Human Resource Analysts indicate that employee placements have not fully considered the linearity of education with the positions held. Placements are based more on organizational needs due to limited human resources.

In addition, the Head of Administration and Personnel also said that some officials still need to strengthen their technical skills, especially in understanding credit mechanisms, technical regulations for functional positions, and the preparation of policy analysis documents. The training that has been conducted is still general in nature and is not yet fully based on the specific needs of each position.

Analytically, from the perspective of Hersey's performance model, this condition shows a difference between formal competence and operational technical competence. In this model, competence is a factor that determines an individual's ability to meet the performance standards set by the organization. Although educational background meets administrative requirements, it does not fully align with the substantive demands of functional positions that emphasize specific expertise. This mismatch results in the need for a longer adaptation period for employees to achieve optimal proficiency. At the individual level, this can affect the speed of task completion, the quality of analysis, and work productivity during the initial period of job equalization.

The findings of this study are in line with (Sulistiono et al., 2022) which states that competence has a positive and significant effect on employee performance in the government sector. Adequate competence will encourage improvements in work quality and task effectiveness. The results of this study are also in line with (Nurlaili et al., 2023) which confirms that the compatibility between educational background, technical training, and job requirements affects work effectiveness. Competency mismatches can hinder the optimization of organizational functions. In addition, (Yulia et al., 2025) shows that competence has a positive and significant influence on employee work effectiveness, and emphasizes the importance of alignment between individual abilities and job characteristics as determining factors for achieving optimal



performance.

Thus, the competency dimension shows that administratively, the apparatus has met the required educational qualifications. However, strengthening technical competencies based on functional job requirements is still necessary so that the job equalization process is not only administrative but also substantive in improving individual performance and organizational productivity.

f. Motive

Hersey et al. (in Wibowo, 2016) explain that motive is an individual's willingness to exert a high level of effort in achieving organizational goals, which is influenced by needs and perceptions of the rewards received. Thus, motive is related to the intensity and direction of a person's efforts at work, as well as the extent to which the organizational system is able to reinforce this drive through appropriate rewards.

In public organizations, motive is an important factor because it determines the sincerity of officials in carrying out their duties and responsibilities. In post-equalization functional positions, motive plays an increasingly strategic role because individual performance is measured based on personal output and credit scores. Therefore, the West Java Provincial DPRD Secretariat requires a performance management system that not only assesses but also provides fair, transparent, and structured appreciation in order to maintain employee motive.

The results of the study show that internally, employees have relatively good work motive. Based on interviews with the Head of the Budgeting and Supervision Facilitation Division, officials are basically aware of their job responsibilities and support the achievement of the organization's vision and mission. There are even employees who exceed competency standards, as seen in their ability to complete tasks effectively and bring innovation to their work. Leaders have also provided direction and motive, although ultimately motive depends heavily on individual awareness.

However, interviews with Junior Legal Analysts revealed that there is currently no clear and structured reward system in place. Although performance appraisal systems such as MyASN, TRK, K Mob, and Red are available, the implementation of rewards has not fully provided concrete appreciation for performance that exceeds targets. This situation has resulted in no significant difference between employees with standard achievements and those with outstanding performance.

Analytically, from the perspective of Hersey's performance model, the findings show that employees' intrinsic motive is relatively well maintained, but has not been optimally reinforced by extrinsic motive in the form of a structured reward system. In this model, motive is a factor that determines the intensity of an individual's efforts in achieving organizational goals. In the short term, individual awareness is still able to maintain work productivity. However, in the long term, the absence of clear rewards has the potential to reduce the intensity of effort, especially for high-achieving employees who do not receive proportional recognition. At the individual level, this situation can affect performance consistency, creativity, and the willingness to continue to improve the quality of work.

This is in line with research (Weliyanto, 2020) which states that intrinsic work motive is



closely related to the productivity of civil servants and contributes to improved organizational performance. This shows that internal motive remains a major factor in maintaining the quality of employee work. Furthermore, (Fadillah & Mutamimah, 2025) that an appropriate and transparent incentive system is an effective tool for improving employee motive and performance. Without a clear incentive system, the potential for optimal individual performance cannot be fully maximized.

Thus, the motive dimension shows that employees of the West Java Provincial DPRD Secretariat have relatively good internal work motive. However, the absence of a structured and consistent reward system is a factor that limits the strengthening of motive in the long term. To support individual performance improvement after job equalization, policies are needed that can integrate the assessment system with a fair, transparent, and performance-based reward mechanism.

g. Opportunity

Hersey et al. (in Wibowo, 2016) state that workers need to be given the opportunity to demonstrate their work performance. A lack of opportunity to perform well can be caused by time constraints or an inability to meet certain requirements. If workers are not trusted or are avoided by their superiors, this will effectively hinder their ability to meet requirements and demonstrate their work performance.

In public organizations, opportunity is a very important factor. Even if employees have adequate competence and motive, without the space to demonstrate their performance, their potential will not be realized. In post-equivalency functional positions, opportunity is related to the trust of leaders, task priorities, and room for participation in the implementation of work that is worth credit points. Normatively, in the West Java Provincial DPRD Secretariat, functional officials should have proportional opportunities to carry out tasks in accordance with their areas of expertise. The assignment of clear tasks, trust in handling strategic work, and open communication are part of the opportunity to excel.

In public organizations, opportunity is a very important factor. Even if employees have adequate competence and motive, without the space to demonstrate their performance, their potential will not be realized. In post-equivalency functional positions, opportunity is related to the trust of leaders, task priorities, and room for participation in the implementation of work that is worth credit points. Normatively, in the West Java Provincial DPRD Secretariat, functional officials should have proportional opportunities to carry out tasks in accordance with their areas of expertise. The assignment of clear tasks, trust in handling strategic work, and open communication are part of the opportunity to excel.

A similar sentiment was expressed by the Head of Administration and Personnel, who stated that opportunities are provided not only in the form of speaking engagements, but also through the assignment of tasks and responsibilities that reflect management's confidence in the abilities of employees.

Analytically, from the perspective of Hersey's performance model, this condition indicates that opportunities for relative achievement are available. In this model, opportunity is a factor that enables individuals to actualize their competencies and motive into tangible performance.



Employees are not avoided in the execution of tasks and continue to be trusted to carry out their responsibilities. At the individual level, open communication and trust encourage initiative and innovation in completing work. With sufficient opportunity, employees' abilities and motive can be realized in the form of tangible performance.

This finding is consistent with (Hadi et al., 2020) which states that innovative work behavior has a positive effect on employee performance. An environment that provides room for initiative allows individuals to demonstrate their work performance. Furthermore, (Aini & Raharja, 2023) also emphasizes that the perception of organizational support influences performance through the mediation of innovative work behavior. Support and trust from leaders are important factors in encouraging employees to contribute optimally.

Thus, the dimension of opportunity shows that the apparatus of the West Java Provincial DPRD Secretariat has gained sufficient space to demonstrate their work performance. Open communication and the trust given by leaders are factors that support the actualization of individual performance after job equalization. However, the management of opportunities still needs to be maintained consistently in order to continue to encourage continuous improvement in work quality.

Based on an analysis of the seven dimensions of Hersey's performance model, the findings of this study indicate that the performance of officials after the equalization of positions in the West Java Provincial DPRD Secretariat did not decline entirely, but faced imbalances between its constituent elements. Conceptually, the organizational objectives were well understood by the officials, while individual work motive and opportunities remained relatively intact. However, several systemic dimensions such as work standards, technical competencies, tools or means, and the use of feedback have not fully supported the optimal performance of tasks. The mismatch between the fast pace of the DPRD's work and the more technical nature of functional positions, the instability of operational standards, and the limited support tools or means indicate that organizational system adjustments have not fully kept pace with changes in the position structure. This condition indicates that the main challenge of job equalization does not lie in the individual capabilities of the apparatus, but in the readiness of the organizational work system. Therefore, improving performance after the job equalization policy requires strengthening the overall work mechanism so that the seven dimensions of performance can function more synergistically in supporting the achievement of organizational goals as described in Hersey's performance model.

4. Conclusion

This study concludes that the transfer of structural positions to functional positions in the West Java Provincial DPRD Secretariat has not yet fully produced optimal performance when viewed from the dimensions of the Hersey performance model. Although organizational goals are still well understood by employees and individual motives and opportunities to contribute are still maintained, the readiness of the organizational system does not yet fully support these changes. Unstable work standards, evaluations that are still administrative in nature, and suboptimal support tools or means have resulted in the implementation of functional tasks that are not yet consistent and integrated.



These findings indicate that performance in bureaucratic simplification is not determined by a single factor, but rather by the interrelationships between elements in the organizational work system. Unpreparedness in one dimension has an impact on other dimensions, so that the success of job equalization is highly dependent on the alignment between individual readiness and system readiness. In the development of public administration, this study provides empirical evidence that job structure reform in the legislative secretariat requires comprehensive performance management adjustments so that structural changes have a real impact on performance improvement.

Based on these findings, it is necessary to strengthen communication of operational objectives, develop more contextual and integrated work standards, and improve the evaluation system to make it more adaptive and oriented towards continuous improvement. Optimizing technological tools or means and support is also important to support a responsive work rhythm, accompanied by the development of technical competencies and the design of a transparent reward system to maintain the professionalism of the apparatus. On the other hand, open communication and opportunities for employees to contribute, which have been implemented, need to be maintained consistently as factors that support organizational performance. However, this study is still limited to one organization with a qualitative approach, so the findings are contextual. Further research is recommended to expand the locus or use a quantitative approach to obtain a more comprehensive understanding of the performance of the apparatus after job equalization.

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