

## Analysis of Employee Performance Quality Improvement at PT. Pos Indonesia (Persero) Gunungsitoli Branch

Krisfan Hermansyah Mendrofa<sup>1\*</sup>, Meiman Hidayat Waruwu<sup>2</sup>

<sup>1,2</sup> Management Study Program, Nias University, Indonesia

\*Corresponding Author: [krisfanmendrofa1997@gmail.com](mailto:krisfanmendrofa1997@gmail.com)

### Article History

Received: 09-06-2026

Revised: 13-06-2026

Published: 30-06-2026

**Keywords:** *Performance Quality, Employees, Performance Evaluation, Service*

### ABSTRACT

*This research aims to analyze the improvement of employee performance quality at the Office of PT. Pos Indonesia (Persero) Gunungsitoli Branch. The problems underlying this research are the persistence of employee indiscipline in complying with working hours, delays in data entry for goods, and performance inconsistencies that negatively affect service quality to customers. This research uses a qualitative descriptive method with data collection techniques through observation, in-depth interviews, and documentation. Informants consist of one key informant, namely the Executive Manager, and two supporting informants, namely the Process Supervisor and the UPL Services and Audit Supervisor. The research findings show that the employee performance quality improvement program has been implemented through performance target-setting, routine briefings and evaluations, supervisory oversight, internal audits, and the enforcement of Standard Operating Procedures (SOP). Employee performance quality is generally at a fairly good level, though not yet fully consistent, particularly during periods of increased workload volume. The implementation of these programs has had a positive impact on operational stability, inter-unit coordination, and the formation of a more disciplined and accountable work culture. The sustainability of performance improvement requires the strengthening of a measurable indicator-based evaluation system and continuous employee competency development.*

### INTRODUCTION

Every organization or company certainly has targets. These targets will ultimately become the key to the continuity of the organization or company's operations. Targets also serve as the means by which companies can survive amid intense competition arising from the emergence of various competitors (Putri et al., 2024). This means that companies must plan and design their future targets in such a way that the company continues to stand, grow, and achieve its organizational or corporate goals (Pratama, 2023).

One of the indicators of organizational or corporate success is the improvement of employee or workforce performance quality. Such quality improvement will certainly have an impact on the company itself (Sholihah & Wulansari, 2021). Fundamentally, performance refers to what employees do or fail to do (Handayani et al., 2019). Employee performance affects the level of contribution they make to the organization. Each job has certain criteria or work dimensions that identify the most important elements of that job (Taufikurohman & Puspasari, 2025).

Organizations and industries need to understand the various weaknesses and strengths of their employees as a basis for correcting shortcomings and reinforcing advantages in order to increase productivity and employee development (Silitonga & Saraan, 2025). Therefore, employee performance at every institution must be maximized for the advancement of the institution. To support this, periodic performance evaluations oriented toward the future are required (Petrus et al., 2025). These evaluations aim to determine whether employee performance has met the expected work standards or not (Aji et al., 2023).

The Ministry of Manpower (Kemnaker) pays great attention to the quality of Indonesia's workforce, while also focusing on development and training for workers. This is reflected in Kemnaker's budget allocation of 6.9 trillion rupiah, of which 5.2 trillion rupiah is designated for training programs to improve the quality of human resources. This budget is used to carry out various competency and productivity improvement programs for the workforce planned in 2020. The goal is to provide benefits to the community and the industrial sector, thereby enabling the absorption of labor, improving welfare, driving industrial productivity, and strengthening the national economy.

Pos Indonesia has undergone several changes in status, beginning as the Jawatan PTT (Posts, Telegraphs, and Telephones). At that time, this state enterprise was led by a Head of Jawatan, was not profit-oriented, and was more focused on public service. Over time, its status changed to the State Company for Posts and Telecommunications (PN Postel). With the rapid development of the postal and telecommunications sectors, in 1965 it underwent another transformation into the State Company for Posts and Giro (PN Pos dan Giro). Subsequently, in 1978 its status changed to Perum Pos dan Giro, which was affirmed as the sole business entity providing postal and giro services, both for domestic and international connections. After operating as a Perum for 17 years, in June 1995 Pos Indonesia transformed into a limited liability company under the name PT Pos Indonesia (Persero).

At present, in addition to PT. Pos Indonesia, many competitors have emerged, which certainly poses a threat to the sustainability of PT. Pos Indonesia (Persero). PT. Pos Indonesia (Persero) must take the right steps to continue competing and growing amid the onslaught of other competitors by developing a clear plan. One of the plans formulated is to improve the performance quality of PT. Pos Indonesia (Persero)'s employees. By taking this step, the company can certainly create high-quality and capable Human Resources (HR), which in turn can positively influence the company's development (Anggini et al., 2024).

At PT. Pos Indonesia (Persero) Gunungsitoli Branch, the quality of employee performance is still significantly lacking in improving the standard and quality of daily work. For example, in terms of time discipline, some employees are still insufficiently disciplined in complying with working hour regulations. Consequently, their work experiences delays — for instance, in meeting work targets set by the company. This results in failure to achieve work targets, such as delays in inputting data for incoming goods and for goods to be dispatched to customers.

The phenomena occurring at PT. Pos Indonesia (Persero) Gunungsitoli Branch can lead to or result in a poor public image, due to delays in inputting goods data, which in turn causes goods to be late in being sent and received by customers. To address this situation, PT. Pos Indonesia (Persero) Gunungsitoli Branch must have a strategy that enables it to pay closer attention to the quality of employee performance and to consistently monitor employees, so that the existing phenomena can be used as material for evaluation. This will ensure that the company is not negatively perceived by the public due to performance that remains suboptimal in improving employee performance quality at PT. Pos Indonesia (Persero) Gunungsitoli Branch.

## **METHODOLOGY**

### ***Research Approach and Type***

The research approach determines the essence of a study; therefore, using the right and appropriate approach can facilitate the researcher in formulating the problem and establishing the research objectives. In addition, the chosen approach must be adjusted to the needs so that the research can be carried out accurately and directedly. According to Sugiyono (2022), the qualitative research method is an approach used to examine the condition of objects of a natural character, with the researcher serving as the primary instrument.

In this research, the researcher formulates that the type of research used is descriptive with a qualitative approach. The data collection methods used include interviews, observation, and documentation. This qualitative descriptive research aims to obtain a comprehensive picture of the Improvement of Employee Performance Quality at the Office of PT. Pos Indonesia (Persero) Gunungsitoli Branch.

### ***Data Sources and Research Informants***

According to V. Wiratna Sujarweni (2018:25), data sources are the subjects from which research data are obtained. The data sources used by the researcher in this study are as follows: Primary data is data obtained directly from the research object, namely the manager and employees of PT. Pos Indonesia (Persero) Gunungsitoli Branch. This data was collected directly at the research location by the researcher through observation and interviews. Secondary data is data obtained from sources that are already available, such as documents, literature books, relevant internet sources related to the research title, as well as previous research studies. Research informants consist of four people selected :

**Table 1. Research Informants**

No.	Informant Type	Name	Position / Role	Reason for Selection
1	Key Informant	Rido Saputra Situmeang	Executive Manager, PT Pos Indonesia (Persero) Gunungsitoli Branch	Has knowledge, experience, and direct involvement in operational activities and in improving employee performance; primary source of strategic information.
2	Supporting Informant	Elbert Parulian	Process Supervisor	Oversees operational processes and shipment distribution; can provide information on work effectiveness, task timeliness, and inter-unit coordination.
3	Supporting Informant	Ledy Dyana Ampolita Pangaribuan	UPL Services and Audit Supervisor	Monitors service quality and conducts internal audits; provides an objective perspective on procedural compliance and service standards.

Source: Author's compilation, 2026

### ***Research Variable***

Sugiyono (2022) states that a research variable is a characteristic or attribute of an individual or organization that can be measured or observed, has a certain variation, and is determined by the researcher for study, thus enabling the drawing of conclusions. The variable used in this research is a single variable. According to Sugiyono (2022), "a single variable is a stimulus variable, predictor, or antecedent, referred to in Indonesian as an independent variable (*variabel bebas*), which is the variable that influences or causes changes or the emergence of the dependent variable."

### ***Research Location and Schedule***

This research was conducted at PT. Pos Indonesia (Persero) Gunungsitoli Branch, located at Jl. Muhammad Hatta No. 1, Saombo, Gunungsitoli City, North Sumatra Province.

### ***Research Instruments***

According to Rita Fiantika et al (2022), observation is a data collection technique that has special characteristics compared to other techniques. The observation technique is carried out through systematic observation and recording of phenomena occurring in the research object. In conducting observations, the researcher must do and obtain the following:

(1) Gather as complete information as possible about what is to be observed. (2) Understand precisely the purpose of the research being conducted. (3) Determine the object to be observed. (4) Limit the scope or object of observation. (5) Record the results of observation in as much detail as possible. According to Ardiansyah (2023), an interview is a data collection method used when the researcher wishes to conduct a preliminary study to identify the problem to be researched, as well as when the researcher wishes to obtain more in-depth information with a relatively small number of respondents. Thus, it can be concluded that an interview is a method of collecting information through direct conversation or question-and-answer sessions with informants, conducted in a planned manner for specific purposes. Interviews are conducted face-to-face between the researcher as data collector and the informant or data source.

### ***Data Collection Technique***

The data collection techniques employed by the researcher in this study are as follows: Observation, which is direct observation to understand what is known by the research subjects related to the themes raised in this research.

Interview is a guide used in the question-and-answer process to ensure that the questions asked are more focused. An interview is a meeting between two people to exchange information and ideas through a question-and-answer process, from which meaning on a discussed topic can be derived. Documentation is a qualitative research method that can be interpreted as a means of collecting data that is obtained.

### ***Data Analysis Technique***

Data analysis is intended as an effort to process information into data, so that the characteristics or properties of that information can be easily understood and useful for addressing issues related to research activities. The data analysis method used in this research is qualitative analysis as employed by the researcher following the approach of Miles et al., as cited by Sugiyono (2017: 204), who states that "qualitative data analysis consists of data collection, data reduction, data presentation, and the final step of conclusion drawing." These steps can be carried out as follows:

Data collection is the initial stage carried out by the researcher in the field. Data reduction is the simplification process carried out through selection, focusing, and simplifying raw data into meaningful information to facilitate the drawing of conclusions. Data presentation commonly used in qualitative data is the narrative form. Such data presentation consists of a collection of information arranged systematically so that it is easy to understand. Conclusion drawing is the final stage of the data analysis technique, carried out by examining the results of data reduction while consistently referring to the research problem formulation and objectives. The organized data is then compared with each other to draw conclusions as answers to the research problems (Rachman et al., 2024).

## RESULTS AND DISCUSSION

### **Organizational Structure of PT. Pos Indonesia (Persero) Gunungsitoli Branch**

The organizational structure of PT. Pos Indonesia (Persero) Gunungsitoli Branch is designed to support the smooth execution of tasks and responsibilities of each division in order to achieve the company's goals. A clear division of tasks within the organizational structure aims to ensure that each employee understands their role, authority, and responsibilities, so that operational activities can run effectively and efficiently.

In general, the organizational structure of PT. Pos Indonesia (Persero) Gunungsitoli Branch is led by a Branch Office Head who bears full responsibility for all operational and service activities within the branch's working area. The Branch Office Head plays a role in coordinating, supervising, and evaluating the performance of all divisions to ensure they are in accordance with the policies and standards established by the company.

In carrying out these duties, the Branch Office Head is assisted by several divisions or work units, each with their own functions. The service division is responsible for providing direct services to customers, both in terms of mail and parcel delivery as well as financial services. This division serves as the company's frontline because it interacts directly with the public and plays a decisive role in the image and quality of PT. Pos Indonesia (Persero)'s services.

### **Job Description of PT. Pos Indonesia (Persero) Gunungsitoli Branch**

A job description is a detailed elaboration of the responsibilities, authority, and functions that must be carried out by each position within the organizational structure. Clarity in the division of tasks is very important in supporting work effectiveness, because each employee has structured role boundaries in accordance with the position they occupy. With a systematic job description, the inter-unit coordination process can run more directedly and avoid overlapping responsibilities.

At PT. Pos Indonesia (Persero) Gunungsitoli Branch, each position has different responsibilities in accordance with operational, service, or administrative functions. This division of tasks aims to ensure that all of the company's activities, particularly in the field of postal and logistics services, can be carried out optimally. Furthermore, clarity in job descriptions also serves as the basis for evaluating employee performance, as performance assessments are carried out based on the alignment between assigned duties and achieved work results.

### **Interview Results Analysis**

The following presents the results of interviews with 3 informants, namely Mr. Rido Saputra Situmeang as Executive Manager of PT. Pos Indonesia (Persero) Gunungsitoli Branch, Mr. Elbert Parulian serving as Process Supervisor, and Ms. Ledy Dyana Ampolita Pangaribuan serving as UPL Services and Audit Supervisor.

---

***How is the technique for assessing employee performance quality in carrying out the current operational process and shipment distribution?***

Employee performance quality is one of the important indicators in assessing the effectiveness of task execution within an organization. According to performance management theory, work quality is related to the level of accuracy, precision, and conformity of work results with established standards. Quality performance reflects employees' ability to carry out tasks professionally, responsibly, and in accordance with applicable operational procedures.

Based on the results of interviews with Mr. Elbert Parulian as Process Supervisor, it was found that in general, the quality of employee performance in carrying out operational processes and shipment distribution is already quite good. Employees are assessed as capable of performing tasks in accordance with the Standard Operating Procedures (SOPs) established by the company. The sorting and distribution processes of shipments proceed in a fairly orderly and coordinated manner, although at certain times obstacles are still encountered, such as delays due to increased shipment volumes.

He also conveyed that the level of employee accuracy in checking data and delivery addresses has improved compared to previous periods. This indicates ongoing improvement efforts in maintaining the quality of operational processes. However, improvements are still needed in terms of consistency and work speed so that shipment distribution can be more optimal, particularly when surges in shipping occur.

When linked to performance quality theory, these findings indicate that employees have fulfilled most of the work quality indicators, particularly in the aspects of procedural compliance and task responsibility. However, the aspects of time effectiveness and performance stability still need to be improved so that performance quality can reach more optimal standards.

Thus, it can be concluded that the quality of employee performance in operational processes and shipment distribution at PT. Pos Indonesia (Persero) Gunungsitoli Branch is quite good, but still requires improvement in the aspects of consistency and work efficiency to support more optimal service delivery.

***Are there frequent obstacles in the execution of work processes that affect the timeliness and effectiveness of operations?***

Based on the results of interviews with Mr. Elbert Parulian as Process Supervisor, it is known that in the execution of work processes there are still several obstacles that affect the timeliness and effectiveness of operations. One of the most frequently occurring obstacles is the increase in shipment volume during certain periods, such as before major holidays or during specific promotional events. This condition causes employee workloads to increase significantly, which can potentially lead to delays in the sorting and distribution of shipments.

In addition, the factor of inter-unit coordination and limited staffing numbers at certain times also constitutes a barrier to maintaining the stability of operational performance.

Although employees have endeavored to carry out tasks in accordance with standard operating procedures, the dynamic work situation demands quick adjustments so that service continues to run optimally. These obstacles are not permanent in nature, but require consistent management and supervision so that they do not significantly impact service quality.

When linked to performance theory, this condition shows that situational factors and workload also influence the achievement of employee performance. According to Mangkunegara (2017), employee performance is influenced by ability and motivation, which in practice is also influenced by work environment conditions and the workload faced. Accordingly, obstacles in the operational process affecting the timeliness and effectiveness of work at PT. Pos Indonesia (Persero) Gunungsitoli Branch can be understood as external factors that need to be managed through more optimal planning and supervision (Yuwana et al., 2025).

***What efforts have been made to improve employee discipline and accuracy in operational processes?***

Discipline and accuracy are important elements of employee performance, particularly in organizations operating in the field of delivery and distribution services. Work discipline reflects employees' compliance with regulations, working hours, and operational procedures, while accuracy relates to the level of precision in carrying out tasks to minimize errors. Both aspects play a major role in maintaining the stability and quality of operational processes.

Based on the results of interviews with Mr. Elbert Parulian as Process Supervisor, it is known that several efforts have been made to improve employee discipline and accuracy. One of these is through routine supervision of task execution and the provision of guidance before operational activities begin. In addition, periodic evaluations of employee work results are conducted, particularly in the sorting and shipment data matching processes, to reduce the potential for distribution errors.

He also conveyed that the consistent application of Standard Operating Procedures (SOPs) and the persuasive issuance of warnings to employees who make errors are part of the coaching strategy. Furthermore, inter-employee coordination is continuously strengthened so that every stage of the work process can proceed systematically and in a mutually supportive manner. These efforts aim to build a work culture that is more disciplined, responsible, and accurate in carrying out duties.

When linked to performance theory, these steps are in line with the view of Robbins & Judge (2018), who state that employee performance is influenced by the supervisory system, evaluation, and the clarity of work standards applied in the organization. The consistent application of supervision and evaluation can encourage improvements in discipline and accuracy, thereby positively impacting the quality of employee work results ((Robbins & Judge, 2018).

***How is the form of inter-unit coordination in supporting the improvement of employee performance quality in the process area?***

Inter-unit coordination is an important factor in supporting the smooth running of work processes within an organization. In the context of operational management, coordination functions to align the tasks and responsibilities of each work unit so that organizational goals can be achieved effectively and efficiently. Without good coordination, the potential for communication errors, work delays, and overlapping duties becomes greater.

Based on the results of interviews with Mr. Elbert Parulian as Process Supervisor, it is known that inter-unit coordination at PT. Pos Indonesia (Persero) Gunungsitoli Branch is carried out through routine communication between the process, service, and administrative divisions. Forms of coordination include briefings before operational activities begin, conveying information regarding shipment volumes, and reporting when there are obstacles in the distribution process. Communication conducted directly or through the internal system aims to ensure that every division understands its respective role in supporting operational continuity.

Furthermore, he explained that when there is an increase in shipment volume or a technical obstacle, units will assist each other to maintain performance stability. This shows the existence of reasonably good teamwork in supporting the achievement of operational targets. Nevertheless, coordination still needs to be improved, particularly in the speed of information delivery, so that responses to obstacles can be made more quickly and accurately.

When linked to performance theory, effective coordination is part of the organizational factors that influence the achievement of employee performance. According to Setianingrum et al (2025), performance is not only influenced by individual capabilities, but also by system and work environment support, including communication patterns and inter-unit cooperation. Thus, the coordination established between units at PT. Pos Indonesia (Persero) Gunungsitoli Branch plays an important role in improving employee performance quality, particularly in the area of operational processes ((Setianingrum et al., 2025).

### ***How is the assessment of employee service quality to customers based on the results of supervision and internal audit?***

Based on the results of interviews with Ms. Ledy Dyana Ampolita Pangaribuan as UPL Services and Audit Supervisor, it is known that in general the quality of employee service to customers is assessed as already quite good and in accordance with the standards established by the company. This is evident from employees' compliance with service procedures, their friendly attitude in serving customers, and their ability to provide clear information regarding products and services. However, in certain situations shortcomings are still found, such as a lack of accuracy in administrative processes or service delays when there is a surge in the number of customers.

Furthermore, she explained that through internal audit activities and routine supervision, the company is able to identify aspects that need to be improved. Audit results are typically used as evaluation material to provide coaching to employees and to improve

ineffective work systems. With such supervision and audits, service quality can continue to be monitored and improved on an ongoing basis.

These findings show that employee service quality is not only determined by individual capabilities, but also by the supervisory system implemented by the organization. From the perspective of performance theory, service quality is one of the work outcome indicators influenced by work standards, evaluation, and feedback provided to employees. Robbins & Judge (2018) state that an effective evaluation and feedback system can improve individual performance because employees understand the standards that must be achieved and the areas that need to be improved. Thus, supervision and internal audits at PT. Pos Indonesia (Persero) Gunungsitoli Branch play an important role in maintaining and improving employee service quality (Robbins & Judge, 2018).

***What indicators are used in assessing the quality of service and employee performance?***

Based on the results of interviews with Ms. Ledy Dyana Ampolita Pangaribuan as UPL Services and Audit Supervisor, it is known that the assessment of service quality and employee performance is carried out using several key indicators, including service timeliness, accuracy in data entry, compliance with Standard Operating Procedures (SOPs), attitude and ethics in serving customers, as well as the level of administrative errors that occur. In addition, internal audit results and customer complaint reports also serve as considerations in evaluating the service quality provided by employees.

She explained that these indicators are used as the basis for conducting periodic supervision and evaluation. If discrepancies with established standards are found, coaching and improvements are conducted to maintain service quality. This assessment does not only focus on the final outcome of service delivery, but also on the work processes carried out by employees in performing their duties.

If linked to performance theory, the indicators used are in line with the performance concept according to Radian et al (2024), who state that employee performance can be measured through work quality, work quantity, responsibility, and timeliness in completing tasks. Indicators of service accuracy, procedural compliance, and minimal administrative errors are part of measuring work quality and effectiveness. Accordingly, the assessment system applied at PT. Pos Indonesia (Persero) Gunungsitoli Branch has reflected the main elements of employee performance theory.

***Are there still discrepancies found with Standard Operating Procedures (SOPs)? If so, what are the follow-up actions?***

Based on the results of interviews with Ms. Ledy Dyana Ampolita Pangaribuan as UPL Services and Audit Supervisor, it is known that in the course of operations some discrepancies with Standard Operating Procedures (SOPs) are still found, although not of a significant nature. Such discrepancies commonly occur in the form of administrative errors, lapses in certain procedural steps, or a lack of accuracy in the service process. However, this condition does not occur continuously and tends to be situational in nature.

She explained that every discrepancy finding obtained through internal audits is promptly followed up through warnings, coaching, and re-direction regarding the correct work procedures. In some cases, a joint evaluation is also conducted to identify the causes of the discrepancy, whether attributable to individual negligence, workload, or insufficient understanding of the procedure. This step aims to prevent the same errors from recurring and to keep service quality maintained in accordance with company standards.

These findings show that SOPs not only function as work guidelines, but also as control tools in maintaining employee performance quality. According to Handayani et al (2019), employee performance is influenced by the clarity of work standards and the supervisory system applied in the organization. If work standards are applied consistently and accompanied by ongoing evaluation, the potential for deviations can be minimized and performance quality can continue to improve. Accordingly, the follow-up on SOP discrepancies at PT. Pos Indonesia (Persero) Gunungsitoli Branch constitutes part of the performance control mechanism that supports the improvement of employee work quality (Putri et al., 2024).

***What policies or strategies are applied to improve employee performance quality at the Office of PT. Pos Indonesia (Persero) Gunungsitoli Branch?***

Based on the results of interviews with Mr. Rido Saputra Situmeang as Executive Manager, it is known that the improvement of employee performance quality at PT. Pos Indonesia (Persero) Gunungsitoli Branch is carried out through several integrated policies and strategies. One of the main strategies applied is the strengthening of the performance evaluation system based on measurable targets and work indicators. Each employee is given an understanding of the work standards and targets that must be achieved, both in operational, service, and administrative aspects. In addition, routine monitoring is conducted through daily performance reports and periodic evaluations to ensure that each unit works in accordance with established plans.

Furthermore, he explained that the company also applies a coaching strategy through direct guidance, motivation provision, and a persuasive approach to improving employee discipline and responsibility. In certain situations, task rotation or workload adjustment is also carried out to keep performance stable and to prevent decline due to burnout or imbalanced work distribution. This strategy aims to create a conducive, structured work environment oriented toward continuous improvement.

In addition to the aspects of supervision and coaching, the performance improvement policy is also directed toward strengthening professional work culture and excellent service. This is done by instilling in employees the awareness that individual performance quality directly affects the company's image and the level of customer satisfaction. Thus, performance improvement is not merely viewed as an administrative obligation, but as part of employees' moral and professional responsibility.

When linked to performance theory, the strategies applied are in line with the view of Pratama (2023), who states that the improvement of employee performance is influenced by clarity of objectives, a structured evaluation system, and sustained motivation and coaching. The combination of supervision, feedback provision, and the formation of a positive work culture will encourage employees to work more effectively and responsibly. Thus, the policies and strategies applied at PT. Pos Indonesia (Persero) Gunungsitoli Branch demonstrate a systematic managerial effort to improve employee performance quality (Pratama, 2023).

***How is the employee performance evaluation and control system currently applied?***

Based on the results of interviews with Mr. Rido Saputra Situmeang as Executive Manager, it is known that the employee performance evaluation and control system at PT. Pos Indonesia (Persero) Gunungsitoli Branch is implemented periodically and in a structured manner. Evaluations are conducted through monitoring of work target achievements, daily operational reports, as well as assessments of employee discipline and compliance with Standard Operating Procedures (SOPs). In addition, the supervision results of each supervisor serve as considerations in assessing overall employee performance.

He explained that performance control does not only focus on the final outcomes, but also on the work processes carried out by employees. If a decline in performance or a discrepancy with established standards is found, coaching, guidance, and further evaluation are conducted to ensure improvement. In certain conditions, internal evaluation meetings are held to discuss operational obstacles and find solutions together. This system aims to create a sustainable control mechanism and to prevent recurring errors.

Furthermore, the evaluation system is also directed toward encouraging improvement in employee work motivation through the provision of constructive feedback. With clear and measurable evaluations, employees can know the level of their performance achievements and the aspects that need to be improved. This shows that performance control is not merely corrective in nature, but also developmental.

If linked to performance theory, the evaluation and control system applied is in line with the view of Robbins & Judge (2018), who state that employee performance will improve when the organization has a clear, measurable assessment system accompanied by ongoing feedback. Systematic evaluations enable the organization to identify performance gaps and carry out corrective actions appropriately. Thus, the performance evaluation and control system at PT. Pos Indonesia (Persero) Gunungsitoli Branch serves as an important instrument in maintaining and improving employee performance quality (Robbins & Judge, 2018).

***What are the supporting and inhibiting factors in the effort to improve employee performance quality?***

Based on the results of interviews with Mr. Rido Saputra Situmeang as Executive Manager, it is known that there are several supporting factors in the effort to improve employee performance quality at PT. Pos Indonesia (Persero) Gunungsitoli Branch. These supporting factors include the existence of a structured supervisory system, the application of

clear Standard Operating Procedures (SOPs), and inter-unit coordination that is running reasonably well. In addition, leadership commitment in providing coaching and regular guidance also constitutes an important factor in encouraging employees to work more disciplinedly and responsibly. Solid teamwork support further strengthens the stability of operational performance.

However, he also revealed the existence of several inhibiting factors that can affect the improvement of performance quality. These factors include increases in workload volume at certain times, limited staffing numbers, and differences in capability and experience levels among employees. These conditions can affect performance consistency, particularly in maintaining timeliness and effectiveness of service delivery. Furthermore, external factors such as policy changes or the dynamics of customer needs also present separate challenges in maintaining employee performance stability.

These findings show that the improvement of employee performance quality is not only influenced by individual internal factors, but also by organizational conditions and the work environment. According to Robbins & Judge (2018), employee performance is influenced by ability, motivation, and situational factors encompassing the work environment and organizational system. If supporting factors are optimally managed and inhibiting factors can be minimized through appropriate strategies, then the improvement of performance quality can be achieved sustainably. Thus, the success of performance improvement at PT. Pos Indonesia (Persero) Gunungsitoli Branch depends greatly on management's ability to manage both factors in a balanced manner (Robbins & Judge, 2018).

## **Discussion**

This discussion will comprehensively present the research findings obtained through in-depth interviews and direct observation at the Office of PT. Pos Indonesia (Persero) Gunungsitoli Branch. The discussion is conducted by integrating empirical field findings with a relevant theoretical framework, thereby providing systematic, objective, and analytical interpretations of the phenomena under study. The main focus of this section is to address the research problem formulations related to the employee performance quality improvement program, the actual state of employee performance quality, and the implications of implementing such improvement efforts. Accordingly, this discussion does not merely describe research findings, but also analyzes their connection to performance management concepts and theories, resulting in a deeper understanding of the effectiveness of employee performance quality improvement strategies applied within the organizational environment.

The employee performance quality improvement program at PT. Pos Indonesia (Persero) Gunungsitoli Branch is implemented through the simultaneous strengthening of managerial and operational functions. Leadership establishes measurable performance targets and conducts routine supervision of shipment distribution processes, service timeliness, and compliance with Standard Operating Procedures (SOPs). Evaluations are conducted periodically through daily briefings and internal meetings to identify operational barriers at an

early stage. On the other hand, internal audits and service quality supervision serve as control instruments to ensure that every stage of work proceeds according to company standards. Although this mechanism is already in place, there remains a need to strengthen the performance evaluation documentation system to be more structured and data-driven, so that the decision-making process is not merely reactive but also preventive.

In addition, the improvement of performance quality is also directed toward the formation of a disciplined and accountable work culture through direct coaching, enforcement of work regulations, and the issuance of warnings for procedural violations. Nevertheless, the effectiveness of the program will be more optimal if accompanied by more systematic competency development, such as periodic technical training, enhancement of customer service capabilities, and the implementation of a reward system based on individual and team performance achievements. Strengthening inter-unit coordination also needs to be improved through a work communication system that is more documented and integrated. With these steps, the performance quality improvement program is not only oriented toward meeting short-term targets, but also toward building organizational capacity in a sustainable and adaptive manner in response to future operational dynamics.

The quality of employee performance at PT. Pos Indonesia (Persero) Gunungsitoli Branch generally shows a fairly good condition, particularly in the aspects of accuracy in operational process execution and customer service delivery. The shipment distribution process has been running in accordance with established workflows, with a relatively low error rate and direct supervision from superiors at every stage of work. Employees are able to carry out tasks according to their respective job assignments and demonstrate responsibility in completing work on time. In the context of service delivery, interactions with customers proceed procedurally and in accordance with the service standards determined by the company.

However, the quality of performance has not yet been fully consistent across all aspects. During certain periods, increases in workload volume can affect the stability of timeliness and work accuracy. Furthermore, variations in discipline levels and capabilities among employees are still found, which impact team work effectiveness. From the quality control perspective, although supervision has been running, a more measurable and systematically documented performance indicator-based evaluation system is needed so that performance quality assessment is not merely administrative, but truly reflects achievements in productivity, effectiveness, and service quality. With strengthening in the aspects of consistency, evaluation standardization, and competency improvement, employee performance quality has the potential to improve more optimally and sustainably.

The implications of implementing employee performance quality improvement at PT. Pos Indonesia (Persero) Gunungsitoli Branch are evident in the improvement of operational stability and increased control over work processes. The strengthening of supervision, the reinforcement of Standard Operating Procedures (SOPs), and periodic evaluations have had

an impact on improved administrative order and the accuracy of shipment distribution workflows. Inter-unit coordination has become more focused because each work unit understands its targets and responsibilities. In addition, regular coaching has further encouraged increased employee awareness of the importance of discipline and accuracy in carrying out duties.

In terms of service delivery, these implications are reflected in improved consistency of service quality to customers, particularly in terms of response speed and procedural certainty. Although the program has not yet fully eliminated operational obstacles, the implementation of the performance improvement program has created a more structured and accountable work culture. Its long-term impact is the formation of a work system that is more adaptive to the dynamics of workload volume and public service demands. With sustained strengthening in the aspects of competency, performance indicator-based evaluation, and a proportional reward system, these positive implications have the potential to increase the competitiveness of the work unit and to strengthen public trust in the services of PT. Pos Indonesia (Persero) Gunungsitoli Branch.

## CONCLUSION

Based on the research findings and discussions, the employee performance quality improvement program at PT. Pos Indonesia (Persero) Gunungsitoli Branch has been implemented through a structured managerial and operational approach—including measurable target-setting, routine briefings and evaluations, strengthened supervisory oversight, internal audits, and reinforced SOPs—demonstrating management's commitment to operational stability and service quality; overall performance is fairly good, with employees generally completing tasks accurately and following procedures, but inconsistencies in discipline, accuracy, and performance arise during higher workloads or limited resources; the program's implementation has positively impacted administrative order, inter-unit coordination, procedural certainty, and workplace discipline, yet sustaining and enhancing these gains requires a more measurable, indicator-based evaluation system, ongoing competency development through documented assessments, technical and service training, and consistent reward and coaching mechanisms to ensure performance improvements become long-term and build organizational capacity.

## REFERENCES

- Aji, A. D., Nurasa, H., & Isnawaty, N. W. (2023). Service Employee Performance at PT Pos Indonesia (Persero) Asia Afrika Bandung. *JANE: Journal of State Administration*, 14(2), 574–580. <https://doi.org/10.24198/jane.v14i2.45094>
- Anggini, M. D., Ratnasari, S. A., & Sholihat, P. P. (2024). Strategies for Improving Employee Performance at the Subang Post Office. *EKOMA: Journal of Economics, Management, and Accounting*, 4(1), 3068–3076. <https://doi.org/10.56799/ekoma.v4i1.6297>

- Ardiansyah. (2023). *Qualitative Research Methodology*. Akademia Publisher.
- Handayani, Y., Butarbutar, M., Wijaya, A., & Chandra, E. (2019). The Influence of Leadership Style on Employee Performance at PT Pos Indonesia (Persero) Pematangsiantar with Motivation as an Intervening Variable. *Maker: Journal of Management*, 5(2), 72–84. <https://doi.org/10.37403/maker.v5i2.120>
- Petrus, S. S., Putera, A., & Damau, U. O. (2025). The Effect of Job Satisfaction and Work Discipline on Employee Performance at PT Pos Indonesia, Lepo-Lepo Branch, Kendari City, Southeast Sulawesi Province. *HOMANIS Journal: Halu Oleo Management and Business*, 2(3), 703–714.
- Pratama, Y. A. (2023). Analysis of the Financial Employees' Performance at PT Pos Indonesia Head Office, Bandung City. *JEMPER (Journal of Economics, Management, and Banking)*, 5(2), 137–147. <https://doi.org/10.32897/jemper.v5i2.2818>
- Putri, Q. M. T., Chayani, A. T., & Casmiwati, D. (2024). Performance Analysis of PT Pos Indonesia at the Keputih Post Office. *Journal of Public Administration Science*, 14(3), 303–309. <http://ejournal.upnjatim.ac.id/index.php/jdg/article/view/1198>
- Radian, Dharma, A. S., & Budiman, A. (2024). Service Performance at PT Pos Indonesia South Amuntai Branch KCP 71452, Hulu Sungai Utara Regency. *Journal of Public Services*, 1(2), 291–297.
- Rita Fiantika, F., Wasil, M., & Jumiati, S. (2022). *Qualitative Research Methodology*. PT Global Eksekutif Teknologi. [www.globaleksekutifteknologi.co.id](http://www.globaleksekutifteknologi.co.id)
- Robbins, S. P., & Judge, T. A. (2018). *Organizational Behavior* (18th ed.). Pearson Education.
- Setianingrum, N., Isfian, N. A., Rahayu, M., & Isnaini, M. F. (2025). Analysis of PT Pos Indonesia Performance (A Case Study of Postal Parcel Delivery Services in Bondowoso City). *Nusantara Research Journal*, 1(6), 582–587.
- Sholihah, D. R., & Wulansari, A. S. (2021). The Influence of Employee Perceptions and Preferences on Decisions to Use Daycare Services in the Workplace. *IKRA-ITH Journal of Economics*, 4(2), 11–19.
- Silitonga, H. A., & Saraan, M. I. K. (2025). Analysis of PT Pos Indonesia's Organizational Culture in Facing Service Digitalization in Medan City. *Scientific Multidisciplinary Journal*, 2(4), 273–287. <https://doi.org/10.69714/ajzz7h31>
- Sugiyono. (2022). *Qualitative Research Methods*. Alfabeta.
- Taufikurohman, A., & Puspasari, A. (2025). The Effect of Compensation and Motivation on Employee Performance at PT Pos Indonesia Banjar Unit. *Journal of Social Sciences Research*, 3(9), 351–356.
- Yuwana, S. I. P., Rahayu, M., Nurnafi'ah, E., & Ramadani, M. U. (2025). A Study on Efforts to Improve the Service Quality of PT Pos Indonesia (Persero) at Bondowoso Post Office 68200. *Nusantara Research Journal*, 1, 127–131.