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Effectiveness of Proposing Work Period Review (PMK) for Employes in Tabalong Regency Government, South Kalimantan

Efeika yesi Mayangsari, Reno Affrian

Public Administration Study Program, Amuntai College of Administrative Sciences, Indonesia

Email : efika.yesi@gmail.com, renoaffrian@gmail.com

Abstract: Work Period Review (WPR) is an administrative personnel mechanism that functions to ensure the accuracy of an employee's work period as the basis for calculating financial and career rights, particularly periodic salary increases, promotions, and the orderly management of personnel records. In the practice of local government, the effectiveness of proposing PMK is often influenced by the quality of documents, inter-unit coordination, the capacity of personnel management staff, and information system support. This research aims to analyze the effectiveness of proposing employe PMK in the Tabalong Regency Government and to identify hindering factors and improvement strategies. The research method uses a descriptive qualitative approach with data collection techniques including in-depth interviews, service process observation, and document study at the regional apparatus personnel management unit and the supervising agency. Data analysis was conducted using the interactive model of Miles, Huberman, and Saldaña. The research results indicate that the process of proposing PMK has been carried out according to procedure, but its effectiveness is not yet optimal in terms of timeliness, consistency of requirements, and standardization of verification. The main obstacles include incomplete files, variations in technical understanding among operators, a non-streamlined coordination flow, and reliance on manual verification. The research recommends standardizing SOPs and document checklists, strengthening the capacity of management human resources, digitizing the verification process, and establishing a service performance monitoring mechanism to improve the effectiveness of PMK proposal submissions in Tabalong Regency Government.

Keywords: effectiveness, service review, personnel administration, personnel services, local government.



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1. Introduction

The management of state apparatus human resources is the main foundation for effective, accountable, and public service-oriented governance [4]. In the context of modern bureaucracy, the quality of governance is not only determined by strategic policies such as bureaucratic reform, the merit system, and performance management, but also by the orderliness and accuracy of personnel administration as the basis for managing employe rights and obligations [8]. Accurate and consistent personnel administration is a prerequisite for creating internal justice, legal certainty, and the trust of the bureaucracy in the system [9].

One crucial aspect of personnel administration is determining employe tenure. Length of service has direct implications for various employment rights, ranging from periodic salary increases

and promotions to pension calculations [3]. Inaccurate recording of length of service not only has the potential to cause administrative losses but also impacts employee motivation and perceptions of fairness [4]. In this context, the Review of Work Period (PMK) serves as an administrative mechanism aimed at correcting and adjusting employees' work periods to align with the provisions of applicable laws and regulations [1].

Although PMK plays a strategic role in ensuring administrative order and personnel justice, in local government practice the process of proposing PMK is often positioned as a routine administrative activity that is technical and reactive [6]. PMK is generally only processed when specific issues or requests arise, rather than as part of a proactive and sustainable personnel data management system. This perspective causes the PMK process to receive less attention from a managerial perspective, both in workflow design, strengthening the capacity of managing human resources, and the use of information technology [5].

In the context of government decentralization, local governments have significant authority and responsibility in independently managing personnel administration. However, various studies show that differences in bureaucratic capacity between regions, human resource limitations, and the high workload of personnel have the potential to affect the effectiveness of personnel services [2]. Organizational fragmentation between regional agencies also frequently leads to a lack of synchronization in service standards and variations in the quality of administrative inputs, which ultimately impacts the uncertainty of PMK service completion times [6].

Tabalong Regency Government, as one of the local governments with continuously evolving bureaucratic management dynamics, faces similar challenges in proposing employee PMK. The process of proposing a PMK involves various actors and stages, starting from document collection by employees, proposal submission through the Employee Information System Application (SIMPEG), verification at the regional device level, and finally processing at the Kabupaten level. For the next step, the PMK proposals that have been verified and meet the requirements will be entered and submitted to the BKN SIASN Application for verification and processing by the BKN PIC until the issuance of Technical Approval (Pertek) as the basis for the issuance of the Work Period Review Decree (PMK) by the personnel management unit. However, if there are incomplete documents or if the requirements for submitting the PMK are not met during the proposal process, the proposal will be returned to the proposing agency for completion of the missing documents, and the document improvement can then be continued in SIASN again. The complexity of this process creates room for inefficiencies, duplication of work, and delays if not supported by a strong work system and operational standards [5].

From the perspective of public sector human resource management, the effectiveness of proposing PMK cannot be measured solely by adherence to formal procedures or the completion of administrative determinations [4]. True effectiveness encompasses the civil service system's ability to ensure timeliness, consistency of standards, accuracy of results, and service certainty for employees [8]. When the PMK process is slow or inconsistent, the impact is not only administrative but also affects employee motivation and trust in the professionalism of civil service human resource management [9].

Various public administration studies show that the ineffectiveness of administrative services often stems from weak process control, low input quality, and reliance on individual, non-standardized work practices [1]. In the context of PMK, this condition is reflected in incomplete proposal files, differences in technical interpretation among operators, and a lack of organizational learning mechanisms [10]. This indicates a gap between the normative policy design and the reality of personnel administration implementation at the local government level [6].

Based on the description, research on the effectiveness of proposing a review of employee work periods in the Tabalong District Government becomes relevant and important to conduct. This research not only aims to describe the ongoing PMK process but also to deeply analyze the managerial and institutional factors that influence its effectiveness as an integral part of the apparatus human resource management system [4], [10]. Thus, this research is expected to contribute theoretically and practically to strengthening more professional, fair, and sustainable personnel administration governance.

2. Literature Review

The effectiveness of public organizations essentially refers to the degree of achieving the established goals [3]. In the context of public administration, effectiveness is not only measured by adherence to procedures, but also by the organization's ability to produce timely, accurate outputs that meet the needs of stakeholders [8]. In personnel services, effectiveness encompasses the dimensions of process effectiveness and outcome effectiveness.

From a public sector human resource management perspective, personnel administration is the foundation for other HR functions, such as performance management and career development [4]. Armstrong asserts that a reliable human resource administration system is a prerequisite for internal justice and the legitimacy of compensation policies [4]. Therefore, inaccuracies in the administration of work tenure have the potential to cause injustice and reduce employee trust in the organization.

From the perspective of organizational process theory, the proposal of the PMK can be understood as an administrative business process involving inputs, processes, and outputs [6]. The quality of the input, in terms of document completeness and accuracy, is crucial for the effectiveness of the verification process. Without clear input standards, the process tends to experience repetition and delays, thereby reducing the effectiveness of the service [9].

Bureaucratic capacity theory emphasizes that the effectiveness of administrative services is significantly influenced by the competence of the apparatus, workload, and information system support [5]. Apparatus with a good understanding of regulations and technical skills are likely to be able to process PMK proposals more quickly and accurately. Conversely, limitations in human resources and an unintegrated system can increase the risk of administrative errors and file backlogs [1].

Coordination between units is also a determining factor in the effectiveness of PMK services. In local government organizations that are hierarchical and fragmented, weak coordination often leads to inconsistencies in service standards and repeated revisions of proposal files [6]. Therefore, the effectiveness of PMK proposal submission needs to be analyzed comprehensively, considering the interaction between regulations, process design, human resource capacity, organizational coordination, and technological support [10].

3. Methodology

This research uses a qualitative approach with a descriptive-analytical design to analyze the effectiveness of proposing a Work Period Review for employees in the Tabalong Regency Government. The qualitative approach was chosen because it allows the researcher to deeply understand the administrative processes, organizational dynamics, and perceptions of the actors involved in personnel services [7].

The research location was determined to be the personnel management unit within the Tabalong Regency Government. The research informants were selected purposively, including personnel management officials, PMK service operators, and employees who had previously applied for PMK. The selection of informants was based on their direct involvement and understanding of the process being studied [7].

Data collection techniques were carried out thru in-depth interviews, observation of the PMK proposal process, and documentation study of regulations, SOPs, and PMK proposal archives [3]. Data validity is maintained thru source and method triangulation. Data analysis was conducted using the interactive model of Miles, Huberman, and Saldaña, which includes data condensation, data presentation, and drawing and verifying conclusions to ensure the sharpness and consistency of the analysis [7].

4. Results and Discussion

The research results indicate that the proposal for Work Period Review (PMK) for employees in the Tabalong Regency Government has normatively been carried out in accordance with the applicable regulatory framework and administrative procedures for civil servants. Each PMK proposal is processed thru stages ranging from submission by regional agencies, administrative verification, to approval by the competent unit. From a procedural compliance perspective, this

mechanism reflects the bureaucracy's awareness of the importance of orderly personnel administration. However, when analyzed from the perspective of service effectiveness and human resource management, the process has not yet fully yielded optimal service performance.

In terms of timeliness, the study found significant variation in the duration of PMK proposal completion across regional apparatus. This variation is not solely due to the capacity of the personnel management units at the district level, but is more influenced by the quality of proposals at the regional apparatus level. Proposals submitted with incomplete documents or inconsistent with technical requirements are likely to be returned repeatedly, which extends the overall processing time. This finding indicates that the effectiveness of proposing PMK is highly dependent on the quality of administrative input, not just the speed of the final stage process.

From an HR management perspective, this condition indicates that the proposal for the PMK has not been positioned as a strategic process requiring quality control from the initial stages. The process is still reactive, meaning errors are corrected after the file is submitted, rather than preventive thru a strong pre-verification mechanism. As a result, the administrative workload increased and service times became uncertain, ultimately impacting employees' perception of the professionalism of managing state civil servant human resources.

In terms of procedural accuracy and standard consistency, the research results indicate differences in technical interpretation among personnel operators, particularly regarding the types of supporting documents and the recognition of certain periods of service. This difference reflects the fact that operational standardization, which is practical in nature, is not yet optimal. Although regulations are available, the translation of regulations into detailed SOPs and case studies is not yet fully uniform. This condition reinforces the finding that the effectiveness of personnel administration is not sufficiently supported by formal rules, but requires uniform and easily understandable working instruments for the implementers.

Inconsistent standards also impact the dimension of administrative justice. Officers with relatively similar FMD cases may experience different resolution times, depending on the quality of support and the understanding of operators in their respective local governments. From a public sector human resource management perspective, this situation has the potential to lower perceptions of internal fairness and employee trust in the civil service system, even tho the final results of the PMK generally comply with regulations. In terms of accuracy of results, the study found that the PMK issued ultimately complied with regulations and was administratively accountable. However, the still predominantly manual verification process increases the risk of administrative errors, especially as the volume of proposals increases. Reliance on the individual accuracy of the apparatus makes the quality of the results highly dependent on personal experience, rather than the strength of the system. This condition strengthens the argument that the effectiveness of PMK is not yet institutionalized, but rather still person-dependent.

The aspect of human resource capacity of personnel management emerged as the main determining factor for effectiveness. Personnel with experience and regulatory knowledge are able to expedite the process thru rapid identification of document deficiencies and the provision of appropriate guidance. However, the research also found that there is no systematic organizational learning mechanism in place to transfer this knowledge. In the context of a dynamic bureaucracy, where employe rotation and transfers are inevitable, reliance on individuals has the potential to weaken the sustainability of PMK service effectiveness. From a coordination perspective, the PMK proposal process still exhibits the characteristics of a multi-layered bureaucracy with largely informal communication. The absence of a standardized proposal status tracking system leads to limited process transparency for proposing regional agencies and employees. As a result, it becomes difficult to objectively control service performance. From a modern human resource management perspective, this condition indicates the need for a shift from file-based administration to process- and data-based administration.

These findings confirm the novelty of this research, namely that the effectiveness of PMK cannot be assessed solely based on procedural compliance or the final outcome of the determination. True effectiveness lies in the system's ability to manage processes consistently, fairly, and sustainably. Thus, PMK must be understood as an integral part of the civil servant human resource management system that directly impacts the motivation, trust, and legitimacy of personnel policies.

Overall, the results and discussion indicate a gap between the normative design of the proposed PMK and its implementation reality. This gap primarily stems from weak input quality control, limited operational standardization, variations in human resource capacity, and minimal information system support. This finding also strengthens the argument that improving the effectiveness of PMK requires a systemic approach that integrates process improvements, human resource strengthening, and reforms to the governance of personnel services [11], [12], [13], [14], [15], [16], [17].

5. Conclusion and Recommendations

This study concludes that the proposal for Work Period Review (PMK) for employees in the Tabalong Regency Government has been normatively implemented in accordance with the applicable regulatory framework and administrative procedures for civil servants. The proposal process ultimately resulted in the establishment of valid and accountable work periods. However, from the perspective of service effectiveness and human resource management for government employees, the process has not yet fully operated optimally.

The effectiveness of proposing PMK still faces obstacles in terms of timeliness, consistency of service standards, and the sustainability of process quality. Variations in completion time among regional devices indicate that the quality of administrative input and the capacity of managing human resources at the proposer level significantly impact overall service performance. The process, which is still reactive, marked by repeated returns of files due to incomplete documentation, reflects weak quality control from the initial proposal stage.

Additionally, reliance on manual verification and individual staff experience means that the effectiveness of the PMK is not yet institutionalized. This condition poses a risk of service inconsistency, especially in the face of employee turnover dynamics and an increasing volume of proposals. From a public sector human resource management perspective, this situation has the potential to affect perceptions of administrative justice and employee trust in the civil service system.

Thus, this research confirms that PMK cannot be understood solely as a technical administrative activity, but rather as a strategic instrument in the management of apparatus human resources. The effectiveness of PMK depends on the organization's ability to build a standardized, adaptive, and sustainable service system that integrates process quality, human resource capacity, and data-driven service governance.

Recommendations

Based on the research findings and analysis that have been conducted, it is recommended that the Tabalong District Government strengthen the effectiveness of PMK proposal submissions thru a systemic and sustainable approach. First, more practical operational standardization is needed thru the development of detailed SOPs and pre-verification checklists for PMK files at the regional device level. This step aims to improve the quality of administrative input and minimize repeated file returns.

Second, strengthening the capacity of human resources managing personnel needs to be done in a structured manner thru continuous technical training, the preparation of work manuals, and knowledge-sharing mechanisms among operators. This effort is important to ensure that the competence of personnel managers does not depend on specific individuals, but becomes an institutional capacity inherent in the organization.

Third, there is a need to improve the design of the PMK proposal process thru the use of information technology, particularly in the form of a proposal status tracking system and the digitalization of verification stages. Digitalization must be directed toward improving the transparency, accountability, and efficiency of processes, and supported by the cleansing and integration of personnel data to reduce the risk of administrative errors.

Fourth, strengthening coordination between proposing units and personnel management units needs to be institutionalized thru formal communication mechanisms and measurable PMK service performance indicators, such as service time standards and file return rates. With clear indicators, PMK service performance can be objectively monitored and evaluated as part of apparatus human resource performance management.

Overall, the implementation of these recommendations is expected not only to improve the effectiveness of proposing PMK but also to strengthen the governance of apparatus human resource management in Tabalong Regency Government in a more professional, fair, and sustainable manner.

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