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Employee Performance Improvement Strategy through Strengthening Management Functions and Digitalization of Administration in the General and Personnel Body Income Area Regency Kampar

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Abstract: This study aims to analyze employee performance and formulate strategies. improvement performance through strengthening function management and digitalization administration in the General and Personnel Section of the Kampar Regency Regional Revenue Agency. The study used a qualitative descriptive approach with **25 informants** selected purposively based on their involvement and knowledge of administrative implementation, management functions, and technology use. Data were obtained through interviews, observation, and documentation, then analyzed use analysis descriptive and SWOT through matrix IFAS and EFAS. Results study show that implementation of administration has walk and utilization technology has implemented on management Employee data, but digitalization has not been evenly implemented across all administrative processes. Correspondence, reporting, and work monitoring still use manual processes, while archiving has not been fully digitized. This situation requires attention. Because still exists work which has not been can completed according to time the results of the SWOT analysis show that the organization has internal strengths and external opportunities that can be utilized to improve performance. The strategy is directed is strengthening planning and distribution task, improvement coordination and supervision, gradual and integrated development of administrative digitalization, improvement competence digital employee, as well as strengthening monitoring work. Study This shows that improving employee performance needs to be done through integration between strengthening management functions and digitalizing administration so that work processes become more focused, effective, and easy to control.

Keywords: employee performance, management function, POAC, administrative digitalization, SWOT analysis.

INTRODUCTION

Performance employee is Wrong One element important in support organizational

success government. Employee sued No only capable finish work in accordance with their duties and responsibilities, but also able to achieve targets and complete work on time. In the implementation of government administration, employee performance is increasingly important because various administrative activities must be carried out in an orderly, directed, and coordinated manner to support the smooth implementation of organizational tasks. Improvement performance employee No let go from implementation function management In an organization, planning, organizing, implementing, and monitoring are necessary to ensure that work is planned according to needs, divided according to responsibilities, executed according to targets, and results monitored. Good management is becoming increasingly important. when volume work experience improvement. If improvement work If not followed by proper management, this condition can affect the timeliness of work completion and employee performance achievement.

This situation is relevant to the General and Personnel Section of the Kampar Regency Regional Revenue Agency, which carries out various administrative activities to support the organization's tasks. Based on preliminary data obtained, there has been an increase in the administrative service target for 2023–2025. In 2023, there were 120 target service administration, with 92 work completed appropriate time and 28 Late jobs. In 2024, the target increased to 135 jobs, with 101 jobs completed on time and 34 jobs late. Furthermore, in 2025, the target was again increased. increase become 150 work, with 113 work completed appropriate time and 37 jobs were late.

Table 1. Burden Service General Administration Section and Personnel Year 2023– 2025

Year	Number of Employees	Job Target	Late Work	% Late
2023	120	92	28	23.33%
2024	135	101	34	25.19%
2025	150	113	37	24.67%

Source: Data Part General and Personnel BAPENDA Regency Kampar, processed writer.

The data shows that the target for administrative services increased from 120 jobs in 2023 to 150 jobs in 2025. The increase in the target was also followed by by increasing amount work Which late, that is from 28 work on the number of jobs increased from 37 in 2023 to 37 in 2025. The percentage of delays ranged from 23.33% to 25.19%. This indicates that some jobs are still not being completed within the stipulated timeframe, necessitating attention in efforts to improve employee performance.

Problems performance the Also need seen from process administration Which used in completing work. Developments in information technology are encouraging government organizations to increase the use of digital systems in various administrative activities. Digitalization administration can support management data and information, correspondence, archiving, reporting, and work monitoring. Appropriate use of technology is expected to help make work processes more organized, easier to monitor, and support timely completion.

Based on preliminary data from the General and Personnel Section of the Kampar Regency Regional Revenue Agency, digitalization has not been implemented evenly across all administrative activities. While personnel data has been digitized, several other activities still use manual processes. This situation can be seen in the digitization of data and information, correspondence, archiving, reporting, and work monitoring.

Table 2. Condition Digitalization Administration on Part General and Personnel

Administration	Condition in the field	Constraint Main
Digitalization data and information	It's digital	Personnel data has been managed use system digital
Digitalization letter-correspondence	Still manual	Process correspondence Not yet fully done through system digital
Digitalization of archiving	Not completely digital	Archive management does not yet entirely use a digital system.
Digitalization reporting	Still manual	Compilation and management report Still done through process manual
Digitalization job monitoring	Still manual	Monitoring work progress Not yet use system digital in an integrated manner

Source: Data Part General and Personnel BAPENDA Regency Kampar, processed writer.

Table the show that digitalization administration has implemented on personnel data management, but does not yet cover all administrative processes. Correspondence, reporting, and work monitoring are still done manually, while archiving is not yet complete. fully use system digital. Condition This show that utilization of technology in process administration Still need strengthened so that can support the entire work process. This digitalization becomes crucial when linked to increased service targets and work delays. While some administrative processes are still performed manually, employees still need to manually complete work steps related to record-keeping, document management, report preparation, and work monitoring. This can be a concern in work management, especially when administrative service targets increase year after year.

However, improving employee performance doesn't solely depend on the use of technology. Digitalization needs to be supported by sound organizational management. Job planning is essential. for determine target and priority, organizing required for arrange distribution task, implementation required for ensure work walk in accordance planning, while monitoring is needed to monitor work progress and results. Therefore, strengthening management functions and digitizing administration should be seen as mutually supportive elements in efforts to improve employee performance.

The issues seen in the General and Personnel Section indicate a need to improve work management and increase the use of technology in administration. The service target is to increase from 120 jobs in 2023 to 120 by 2025. 150 work on year 2025, accompanied by with Still existence work Which The delay and uneven distribution of administrative digitalization constitute an important basis for further study. Research is needed to understand internal and external conditions. organization so that the strategy that formulated No only based on assumptions, but in accordance with the conditions faced by the General and Personnel Section.

Based on these conditions, strategies to improve employee performance need to be directed at two main aspects: strengthening management functions and optimizing administrative digitalization. Strengthening management functions is aimed at improving the planning, task allocation, implementation, and supervision processes. Meanwhile, administrative digitalization is aimed at supporting data management, correspondence, archives, reporting, and monitoring. work so that process administration can done in a way more effective. By Therefore, this research was conducted to analyze employee performance conditions, implementation of management functions, as well as condition digitalization administration on Part General and Personnel Revenue Agency Area Regency Kampar as base

in formulate strategy performance improvement. Based on the description, this study is entitled "Strategies for Improving Employee Performance Through Strengthening Management Functions and Digitalizing Administration in the General and Personnel Section of the Kampar Regency Regional Revenue Agency."

METHOD

This study uses a qualitative descriptive approach with a SWOT analysis to identify employee performance conditions, the implementation of management functions, and administrative digitalization in the General and Personnel Section of the Kampar Regency Regional Revenue Agency, as well as to formulate strategies appropriate to the organizational conditions. The qualitative approach was chosen because the research focuses on understanding the conditions, work processes, constraints, and needs of the organization based on the experience and information from parties directly involved in the implementation of administration.

The research was conducted at the General and Personnel Section of the Kampar Regency Regional Revenue Agency. Research informants were selected using purposive sampling, which involves selecting informants based on their knowledge, experience, and direct involvement with the research object. Twenty-five informants were selected to capture the perspectives of leaders, administrative managers, and employees who carry out daily work.

Table 3. Informant Study

No.	Group Informant	Amount	Consideration Election
1	Head of Section/Official in charge General and Personnel	1 person	Knowing the policies, planning, distribution task, and supervision work
2	Official/person in charge answer related subsection or coordinator	4 people	Know implementation, coordination, and control of administrative work
3	Employee implementer administration	15 people	Directly involved in the implementation of work administration and use system digital
4	Employee Which related with data management, archives, correspondence, reporting, and monitoring	5 people	Give information about process administration, use technology, and work constraints
Total		25 people	

Source: Processed author, 2026.

Election 25 the informant based on on a number of criteria, that is:

1. Have direct involvement in the implementation of administration in the General and Personnel Section
2. Understand process planning, distribution, implementation, or job supervision
3. Own experience in management administration personnel, correspondence, archiving, reporting, or monitoring work
4. Know or use technology in implementation administration
5. Willing to provide the information needed for the research. With these criteria, informants are expected to be able to provide relevant and in-depth information regarding the issues being studied.

The research data consists of primary and secondary data. Primary data was obtained directly from informants through interviews and observations of administrative work processes. done in a way semi-structured so that researchers own guidelines question The same data was used for each informant group, but still provided space for informants to describe their experiences, conditions, and the problems they faced. Primary data included information on

the implementation of management functions, employee performance, workload, technology use, administrative processes, digitalization constraints, and factors that support and hinder performance improvement.

Secondary data was obtained from documents related to administrative implementation in the General and Personnel Division. This data includes administrative service targets, actual work completion, overdue work, data on the state of administrative digitalization, and other documents relevant to the research during the **2023–2025 period**. Secondary data was used to strengthen the information from the interviews and provide an objective picture of the organization's condition.

Data collection techniques were carried out through interviews, observation, and documentation. Interviews were used to obtain in-depth information regarding the implementation of management functions, and digitalization administration. Observation done with observe process work, use of technology, document management, reporting, and work monitoring. Documentation is used to obtain supporting data regarding the burden of administrative services, and condition digitalization. Validity data done through triangulation source and technical triangulation, namely comparing information from several informants and comparing interview results with observation results and documents.

Data analysis was conducted in stages through data reduction, data presentation, and conclusion drawing. Interview data were grouped based on research themes: management functions, employee performance, administrative digitalization, supporting factors, and inhibiting factors. Furthermore, information the served in a way systematic for find patterns and problems related to improving employee performance.

for formulate strategy, study use analysis SWOT with identify factors internal in the form of strength (*strengths*) and weakness (*weaknesses*), as well as factor external in the form of Opportunities and threats. Internal and external factors are obtained from interviews, observations, and documentation, then confirmed with informants who are knowledgeable about the organization's condition. These factors are then compiled into the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis) matrices. Summary). Each factor given weight and rating based on evaluation relevant informants, then a weighted score is calculated to determine the strategic position of the organization.

The results of the IFAS and EFAS were then used to determine the organization's position in the SWOT Matrix, thus identifying appropriate strategic alternatives. These strategies include SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats). Strategic alternatives were then directed at strengthening management functions and optimizing administrative digitization as an effort to improve employee performance and reduce work delays. With this method, the study not only describes the condition of employee performance and administrative digitization, but also produces strategies based on the internal and external conditions of the General and Personnel Section of the Kampar Regency Regional Revenue Agency.

RESULTS AND DISCUSSION

Condition Employee Performance and Implementation Administration

The research results indicate that administrative implementation in the General and Personnel Section of the Kampar Regency Regional Revenue Agency has essentially been running smoothly, but there is still room for improvement in work effectiveness. The problems identified do not stem solely from employee performance, but also from how work is planned, divided, executed, and controlled.

Improvement demands to settlement work cause organization requires a work system that is able to maintain a balance between workload and task completion capabilities. In these conditions, the management function becomes important because it can provide direction

towards implementation work. Planning is needed to set priorities, organization is needed to ensure that the division of tasks is clear, implementation is needed to ensure that work is in accordance with procedures, while supervision is needed to ensure that work can be completed according to targets.

Results interview show that implementation task has own distribution work, but control over work progress still needs to be strengthened. This is especially evident in the need to know the status of work before delays occur. Thus, improving performance cannot be achieved simply by increasing demands to employee, but need followed with repair mechanism work and supervision.

Digitalization of Administration

The research results show that the use of technology in administration has been carried out, but not all administrative activities use digital systems in an integrated manner. Use technology has support management data personnel, Meanwhile, several other administrative processes still rely on manual mechanisms. This situation indicates that digitalization in the General and Personnel Department is still developing gradually. The main problem is not the lack of technology, but rather the uneven application of technology across all administrative processes. As a result, work processes still require switching between digital systems and documents, or manual processes.

From results interview and observation, process manual Still become Wrong One aspect Which Improvements are needed, particularly in correspondence, archiving, reporting, and work monitoring. This situation can complicate work control because information on work progress is not yet fully available in a system that can be easily monitored. Therefore, administrative digitalization needs to be understood as part of a change in work processes, not simply the use of applications. Digital systems will provide benefits if accompanied by a clear workflow structure, division of responsibilities, employee capabilities, and oversight mechanisms.

Function Management in Support Employee Performance

The research results show that the management function plays a crucial role in supporting employee performance. The administrative issues identified indicate the need to strengthen four key functions: planning, organizing, implementing, and supervising.

1. In terms of planning, organizations need to ensure that work targets are translated into realistic work plans with clear priorities. Planning also needs to consider the capabilities of available resources so that increased workloads don't result in backlogs in certain areas.
2. In the aspect of organization, the division of tasks needs to be adjusted to the responsibilities and ability employee. Distribution work Which clear will reduce the possibility of overlapping tasks and helping employees understand their respective responsibilities.
3. In the implementation aspect, work procedures are required that are easy to understand and apply effectively. consistent. Process Work Which clear will help employee finish work with more focus.
4. Meanwhile, supervision is a crucial aspect because it directly relates to efforts to prevent delays. Regular supervision allows management to identify unfinished work and take action before it exceeds its deadline. In this context, digitalization can be used as a supporting tool for supervision.

Identification Factor Internal

Based on interviews, observations, and documentation, several internal factors were identified that influence employee performance improvement. These factors were then grouped into strengths and weaknesses.

Table 4. Factor Internal

Factor Internal	Weight	Rating	Score
Strength			
Implementation administration has walk	0.13	4	0.52
Data personnel has supported system digital	0.12	4	0.48
Has there is target service administration	0.10	4	0.40
Employee involved direct in implementation of administration	0.10	4	0.40
Weakness			
Still there is delay completion of work	0.15	2	0.30
Correspondence Still use process manual	0.12	2	0.24
Reporting Still use process manual	0.10	2	0.20
Monitoring work Not yet digitalized optimally	0.08	2	0.16
Archiving Not yet fully digitalized	0.10	2	0.20
Total	1.00		2.90

Source: Results processing data study.

An IFAS score of **2.90** indicates that the organization's internal conditions are above the average of 2.50. This indicates that internal strengths are relatively capable of supporting the organization in improving performance, although several weaknesses remain that need to be addressed. The main strength lies in the existing administrative processes and the use of digital systems for personnel data management. This indicates that the organization is not starting the transformation process from scratch. Instead, it already has a foundation that can be built upon to expand the implementation of digitalization.

Meanwhile, weaknesses primarily relate to the persistence of late work and uneven digitalization. This situation indicates that performance issues are related to work systems and administrative support, so strategies are needed that focus not only on employees but also on improving organizational processes.

Identification Factor External

In addition to internal factors, improving employee performance is also influenced by external environmental conditions. Research shows that technological advancements and the need for more effective administration present opportunities for organizations, while increasing job demands and the need to adapt to technological changes present challenges.

Table 5. Factor External

Factor External	Weight	Rating	Score
Opportunity			
Development technology administration government	0.15	4	0.60
Opportunity development system administration digital	0.15	4	0.60
Utilization technology for monitoring and reporting	0.10	4	0.40
Demands to administration Which more effective and efficient	0.10	4	0.40
Threat			
Improvement volume and demands administrative work	0.20	2	0.40
Risk delay consequence process Work Which still manual	0.15	2	0.30
Demands adaptation employee to technological development	0.15	2	0.30
Total	1.00		3.00

Source: Processing results research data.

An EFAS score of 3.00 indicates that the organization has a strong capacity to capitalize on external opportunities and address threats. The greatest opportunities come from technological developments that can be leveraged to improve administrative processes. This provides room for the organization to develop digitalization in a way gradually. Development system No must done simultaneously across all activities, but can start from the processes that require the most control, such as work monitoring, reporting, correspondence, and archiving.

Position Organizational Strategy

The IFAS analysis results show an internal value of 2.90, while the EFAS results show an external value of 3.00. The difference between strengths and weaknesses produces a positive internal value, as does the difference between opportunities and threats. mark external positive. With thus, position organization is at on Quadrant I, namely conditions that indicate that the organization has internal strengths and external opportunities. Which relatively Good. Position the direct organization on strategy aggressive (growth-oriented strategy).

Position Quadrant I show that organization own base Which Enough for development. Strategy is not directed at maintaining existing conditions, but at utilizing internal strengths to seize available opportunities, particularly those arising from developments in administrative technology.

Matrix SWOT

Based on the results of identifying internal and external factors, strategies for improving employee performance can be formulated as follows.

Table 4. Matrix SWOT Strategy Improvement Performance Employee

	Opportunity (O)	Threat (T)
Strength (S)	Strategy SO 1. Developing administrative digitalization by utilizing existing digital systems. 2. Leveraging employee capabilities to expand the use of technology in administration. 3. Integrating digitalization with monitoring and reporting processes.	Strategy ST 1. Leveraging existing work systems to address increased work demands. 2. Strengthen coordination and distribution tasks to reduce the risk of delays. 3. Using technology to support work supervision.
Weakness (W)	Strategy WO 1. Reducing manual processes through the development of digitalization of correspondence, archives, reporting, and monitoring. 2. Improve employee capabilities in utilizing technology. 3. Develop a more integrated work monitoring system.	Strategy WT 1. Reorganize administrative workflows to reduce delays. 2. Strengthen supervision of work that has a deadline. 3. Reduce dependence to manual process in stages.

Strategy Priority Improvement Employee Performance

Based on the SWOT analysis, strategies for improving employee performance need to be focused on integrating management strengthening and administrative digitization. This strategy

cannot simply involve increasing the use of technology; it must be accompanied by changes in the way the organization manages work.

1. strengthen planning and distribution work. Every work need own target, guarantor answer, and limits time that clear. Steps the important for prevent work accumulation and help management understand the responsibilities of each employee.
2. Developing administrative digitalization in a phased and integrated manner. Digitization can be directed at activities that still use manual processes, eliminating the siloed nature of physical documents and digital systems.
3. building digital-based job monitoring. The monitoring system can be used to determine job status, work in progress, work that has been completed, as well as the work that approach limit time. With thus, supervision can be carried out more quickly and does not only depend on inspections after the work is completed.
4. improving employee capabilities in utilizing technology. Digitalization will struggle to deliver optimal results if employees do not have adequate capabilities in use system. By Because That, improvement competence need walk along with the implementation of digital systems.
5. strengthen supervision and evaluation performance in a way periodically. Supervision required to ensure that the division of labor, use of technology, and achievement of targets are proceeding according to plan. Periodic evaluations can also be used to identify obstacles. and do repair before problem develop become delay.

Discussion

Findings study show that improvement performance employee need placed From a holistic organizational perspective, delays in work are inappropriate if only understood as a matter of discipline or individual employee ability. The process of completing work is also influenced by how the organization plans work, allocates responsibilities, provides technological support, and conducts supervision.

The analysis also shows that the organization has a sufficient foundation for development. The existence of existing administrative processes and the use of digital systems in some activities provide internal capital that can be developed. On the other hand, the uneven distribution of digitalization is a weakness that needs to be addressed through a targeted strategy.

Technological developments provide opportunities to address these weaknesses. However, technology cannot stand alone. Digitalization needs to be positioned as part of strengthening function management. When system digital used for support planning, distribution work, reporting, and monitoring, technology No only functioning as administrative tools but become part of the organization's control system.

Thus, the research results lead to a **growth-oriented strategy**, namely utilizing strength organization for catch opportunity Which available. Focus mainly is to gradually develop administrative digitalization, strengthen management functions, increase ability employee, as well as build monitoring work more structured.

This strategy is expected to create a more focused administrative process, accelerate work completion, strengthen supervision, and ultimately support improved employee performance in the General and Personnel Section of the Kampar Regency Regional Revenue Agency.

Implications Policy

The results of the study show that there is an increase in employee performance in the General and Personnel Section. Body Income Area Regency Kampar need done through comprehensive work system improvements. The problems identified were not only related to job completion, but also to work management and the uneven use of technology in

administrative activities. Therefore, the policy implications formulated are directed toward policies that can be implemented gradually and appropriately to organizational conditions.

First, leadership need strengthen planning and distribution work. Every Administrative work needs to have clear responsibilities, priorities, and deadlines. Division work Also need consider type and level difficulty work to prevent overburdening of certain employees or departments. This policy is important for maintaining a balance between work demands and task completion capabilities.

Second, it's necessary to strengthen the work monitoring system. Monitoring should not only be conducted after a job is completed, but also throughout the process. Management can establish regular monitoring mechanisms to identify work in progress, work approaching deadlines, and work experiencing obstacles. More regular monitoring can help the organization take swift action on potentially delayed work.

Third, the Kampar Regency Regional Revenue Agency needs to encourage digitalization of administration. in a way gradually and integrated. Digitalization No must direct implemented across all activities, but can begin with processes that still rely heavily on manual methods, particularly correspondence, archiving, reporting, and work monitoring. This development needs to be geared toward interconnected processes so that employees don't have to repeatedly record the same data in different systems.

Fourth, implementation digitalization need accompanied by with improvement ability employee in using technology. Use system new without readiness users can cause problems new in implementation work. By because That, organization need Providing mentoring and training tailored to job requirements. This skill development should be carried out practically using systems and documents used in daily administrative activities.

Fifth, it is necessary to simplify administrative processes before or simultaneously with the implementation of digitalization. Processes that still use manual and repetitive steps need to be identified to identify areas that can be simplified. Thus, technology No only used for move work manual to form digital, but also used to make the administrative process simpler and easier to control.

Sixth, regular performance evaluations are necessary using easily monitored indicators, particularly regarding timeliness of work completion, target achievement, and work progress. These evaluations can serve as a basis for leaders to determine improvements in work allocation, competency strengthening needs, and administrative system development.

Seventh, performance improvement policies need to be implemented consistently. gradual and sustainable. Strengthening management functions and digitalizing administration is a process that requires adjustment from employee and organization. Because That, every change It needs to be accompanied by an evaluation to determine whether the policies implemented really help speed up work and reduce administrative obstacles.

Thus, the policy implications of this research lead to the formation of a work system. Which more planned, measurable, and supported by technology. Strengthening function Management needs to work hand in hand with the digitalization of administration so that performance improvements do not only depend on the individual abilities of employees, but are also supported by an organizational system. capable direct, make things easier, and supervise implementation work. This policy is expected to improve the timeliness of administrative completion while strengthening the effectiveness of the General and Personnel Section of the Kampar Regency Regional Revenue Agency.

CONCLUSION

Based on the results of research on the Strategy for Improving Employee Performance Through Strengthening Management Functions and Digitalizing Administration in the General and Personnel Section of the Kampar Regency Regional Revenue Agency, the following

conclusions can be drawn:

1. The SWOT analysis results indicate that the organization has opportunities to improve performance through strengthening management functions and digitalization. Existing internal strengths can be leveraged to seize opportunities for technological advancements. At the same time, weaknesses such as manual processes and suboptimal monitoring need to be mitigated through improved work systems.
2. Employee performance in administrative implementation still needs to be improved. Implementation of work has walk, However Still there is delay in settlement administrative services. This situation indicates the need for improvements in the work management process, not just in the individual employee aspect.
3. Management functions have an important role in supporting employee performance. Planning, organizing, implementation, and supervision need done in a way More focused. Strengthening is particularly needed in the division of labor and monitoring so that work progress can be identified before delays occur.
4. Administrative digitalization has not been fully integrated. The use of technology has been implemented. on management data personnel, but a number of activity administration still using manual processes. This situation demonstrates the need to expand the use of technology in correspondence, archiving, reporting, and work monitoring.
5. The most relevant strategy is a developmental or aggressive (growth-oriented) strategy. This strategy is aimed at leveraging organizational strengths to optimize opportunities, particularly through the development of administrative digitization, strengthening the division and oversight of work, improving employee competency, and developing a more structured monitoring system.
6. Improving employee performance requires an integrated approach. Digitalization cannot stand alone without strengthening management functions. Conversely, management functions will be more effective when supported by digital systems that can assist with administration, reporting, and work oversight.

Suggestion

Based on conclusion study, suggestion Which can given is as follows:

1. for the leadership of the Kampar Regency Regional Revenue Agency, it is necessary to strengthen planning, distribution task, coordination, and supervision so that every work have clear direction and deadlines.
2. for the General and Personnel Sections, it is necessary to develop digitalization of administration in a comprehensive manner. gradually, especially on activities that Still done in a way manual like correspondence, archiving, reporting, and work monitoring.
3. for employees, it is necessary to improve their skills and readiness in using administrative technology and increase discipline in following the flow and deadlines for completing work.
4. In implementation digitalization, organization should No only focus on providing technology, but also simplifying workflows and providing assistance to employees so that the system that implemented properly used in daily work.
5. Monitoring and evaluation need to be carried out periodically to determine the progress of the work, identify work that has the potential to be late, and determine the necessary corrective actions.
6. for researchers furthermore, study can developed with use quantitative or mixed method approach to further test the relationship between management functions, administrative digitalization, and employee performance with a wider scope of objects and respondents.

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