



Optimizing Civil Servant Performance Monitoring to Enhance Public Service Accountability in Sampang Regency

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Abstract

Purpose: This study aims to analyse the implementation of the civil servant performance monitoring system in Sampang Regency, identify structural, cultural, technological, and geographical barriers, and formulate strategies to strengthen public service accountability.

Research Methodology: This study employed a descriptive qualitative approach with an exploratory case study design. Data were collected through literature review, documentary analysis, and empirical observation of Regional Apparatus Organizations in Sampang Regency. The analysis focused on preventive, repressive, and technology-based supervision dimensions.

Results: The findings indicate that digital monitoring tools have been gradually integrated into employee performance supervision. However, differences in digital literacy, geographical constraints, limited supervisory personnel, weak feedback mechanisms, and administrative compliance continue to reduce monitoring effectiveness. The findings also indicate that performance supervision remains partly focused on administrative reporting rather than substantive performance improvement.

Conclusions: Effective performance monitoring requires integration between digital supervision, direct supervisory leadership, constructive feedback, and consistent accountability mechanisms. A hybrid approach can strengthen employee productivity and public service accountability.

Limitations: The study focuses on the Sampang Regency Government and relies primarily on qualitative documentary and observational data, limiting the generalisability of the findings to other local government contexts.

Contributions: This study contributes a hybrid performance monitoring approach that integrates technology-based supervision with human-centred leadership and accountability mechanisms to support sustainable bureaucratic governance.

Keywords: *Civil Servants, Local Government, Performance Supervision, Public Accountability, Sampang Regency*

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1. Introduction

Bureaucratic reform requires government institutions to develop public administration systems that are transparent, accountable, efficient, and oriented toward measurable results. The transformation of public administration has increasingly shifted government organizations from rigid, procedure-oriented practices toward performance-oriented governance that emphasizes organizational outcomes and public satisfaction. In this context, employee performance management represents an important

component of bureaucratic reform because the quality of public services is closely related to the capacity, discipline, productivity, and accountability of government employees. Performance supervision is therefore not limited to identifying administrative violations but also functions as a preventive and corrective mechanism for ensuring that employees perform their responsibilities in accordance with organizational objectives ([Rahmat, Hartanto, & Hilman, 2024](#); [Lebkhachi, & Chraibi, 2025](#)).

At the local government level, effective performance supervision remains a significant challenge. Government organizations must monitor employee performance across different administrative units while ensuring that performance indicators are aligned with institutional targets. Traditional supervision mechanisms that rely heavily on physical attendance and manual reporting may face limitations in terms of efficiency, coverage, and consistency. The development of digital government systems has consequently created opportunities for local governments to strengthen performance monitoring through electronic attendance, digital performance reporting, and integrated information systems. Such systems can facilitate the collection of performance information, improve monitoring transparency, and support faster managerial evaluation. However, the availability of digital technology does not automatically guarantee effective supervision because its implementation depends on employee competence, organizational commitment, supervisory capacity, and the quality of feedback mechanisms ([Sumampow & Tudus, 2024](#)).

The Government of Sampang Regency has undertaken digital transformation in employee performance management through the implementation of electronic performance assessment and technology-based monitoring mechanisms. Digital systems enable civil servants to establish performance targets, report work activities, and document the achievement of assigned outputs. These mechanisms are intended to strengthen transparency and provide supervisors with more accessible information for evaluating employee performance. Nevertheless, the implementation of digital monitoring continues to face practical challenges. Differences in digital literacy among employees, particularly among senior personnel and employees working in remote areas, may affect the consistency and quality of digital reporting. Geographical conditions within Sampang Regency, including mainland and island areas such as Mandangin Island, also create additional challenges for direct supervision and stable digital connectivity ([Faraby & Karim, 2024](#)).

Another important challenge concerns the quality of the relationship between performance reporting and substantive supervision. Digital performance systems may facilitate administrative documentation, but reporting can become merely a compliance exercise when supervisors do not conduct regular evaluation and provide meaningful feedback. In such circumstances, employees may complete performance reports primarily to fulfil administrative requirements rather than to communicate actual work progress and performance outcomes ([Jyoti & Akter, 2022](#)). Limited supervisory personnel may further restrict the ability of the Inspectorate to conduct comprehensive preventive supervision across government units. Consequently, performance monitoring needs to move beyond attendance and administrative reporting toward a system that combines measurable outputs, continuous evaluation, supervisory guidance, and corrective action ([Nibel & Yunus, 2025](#)).

The cultural and organizational dimensions of supervision also require attention. Effective performance evaluation depends on supervisors' willingness and ability to provide objective assessments and corrective feedback. Informal relationships, seniority, and hierarchical dynamics may create reluctance to evaluate employees objectively or impose appropriate corrective measures. Such conditions can weaken the feedback process and reduce the effectiveness of performance management. Therefore, technological systems should be supported by supervisory leadership, professional accountability, and an organizational culture that encourages objective performance assessment ([Nur & Mashdurohatun, 2024](#)).

From a public governance perspective, performance supervision should balance control with employee development. Excessive emphasis on sanctions may encourage compliance without necessarily improving productivity or service quality, whereas supervision that provides insufficient

control may allow performance problems to persist ([Satori & Ulfa, 2025](#)). An effective system should therefore combine preventive supervision, corrective measures, digital monitoring, and supportive leadership. This approach allows supervisors to identify potential performance problems at an early stage while providing employees with opportunities to improve their competence and achieve organizational targets.

Although digital transformation and performance management have received considerable attention, the practical integration of technology-based monitoring with supervisory leadership and accountability remains an important issue in local government contexts. In particular, there is a need to understand how digital performance monitoring operates under conditions characterized by differences in digital literacy, geographical constraints, limited supervisory capacity, and organizational culture. Examining these conditions is important for identifying whether digital systems function as substantive management instruments or primarily as administrative reporting mechanisms ([Febriyanti, Widianingsih, Sumaryana, & Buchari, 2023](#)).

Against this background, this study examines the implementation of the civil servant performance monitoring system within the Government of Sampang Regency. The study analyses the effectiveness of existing performance supervision mechanisms, identifies structural, cultural, technological, and geographical barriers affecting implementation, and formulates strategies for optimizing performance monitoring. Particular attention is given to the integration of technology-based supervision with supervisory leadership, employee development, feedback mechanisms, and accountability. Through this approach, the study seeks to contribute to the development of a more effective and sustainable performance monitoring system that supports bureaucratic accountability and improves the quality of public services in Sampang Regency.

2. Literature Review and Hypothesis/es Development

2.1 Public Sector Performance Management

Public sector performance management refers to a continuous process through which government organizations plan, implement, monitor, evaluate, and improve employee and organizational performance. Unlike performance management in private organizations, public sector performance management is closely associated with accountability, public value, service quality, and the achievement of government objectives. Effective performance management requires clear performance targets, measurable indicators, regular monitoring, evaluation, and constructive feedback. [Agrawal and Sharma \(2023\)](#) describe performance management as a continuous cycle that connects performance planning, implementation, monitoring, evaluation, and feedback. This process enables government institutions to identify performance gaps and develop appropriate corrective measures.

Performance monitoring represents an important component of this process because it provides information about whether employees and organizational units are achieving predetermined objectives. Effective monitoring should therefore go beyond recording attendance or completing administrative reports. It should assess actual work outputs, achievement of performance targets, quality of service delivery, and the extent to which employee activities contribute to organizational objectives. In this context, performance monitoring functions as both a control mechanism and a managerial instrument for employee development ([Gligović, 2025](#)).

2.2 Good Governance and Public Accountability

Good governance provides an important conceptual foundation for understanding the relationship between employee performance supervision and public accountability. Good governance emphasizes principles such as accountability, transparency, effectiveness, efficiency, participation, and adherence to the rule of law ([Beerli, Uster, & Vigoda-Gadot, 2019](#)). These principles require government institutions to exercise authority responsibly and manage public resources in accordance with

established standards. They also require organisational performance to be assessed through transparent and accountable mechanisms. In this context, good governance provides a framework for ensuring that public institutions operate effectively while remaining responsive to the needs and expectations of citizens.

Employee performance supervision contributes to good governance by establishing mechanisms through which government officials are held responsible for their duties and expected outputs. Effective supervision enables organisations to identify performance gaps, evaluate the achievement of established targets, and implement appropriate corrective measures. Weak supervision may increase the risk of low productivity, administrative inefficiency, and maladministration. Conversely, a transparent and consistent monitoring system can provide reliable information for managerial evaluation and support evidence-based decision-making. Performance supervision should therefore be understood not merely as an internal administrative function but as an important component of public accountability that supports organisational effectiveness and responsible public service delivery ([Murphy, 2020](#)).

2.3 Bureaucratic Reform and Results-Oriented Management

Bureaucratic reform seeks to transform government organisations into institutions that are more effective, responsive, accountable, and oriented toward public outcomes. [Osborne and Gaebler \(1992\)](#) concept of Reinventing Government emphasises the importance of shifting public administration from rigidly rule-driven practices toward approaches that focus more strongly on organisational missions and measurable results. This perspective highlights the need for government institutions to develop management practices that encourage effectiveness, innovation, and responsiveness in public service delivery ([Sedarmayanti, 2019](#)). Government employees should therefore be evaluated not only according to their compliance with administrative procedures but also according to their contribution to organisational objectives. A results-oriented approach can help ensure that bureaucratic reform produces substantive improvements in organisational performance and public service outcomes ([Shanock, Eisenberger, Heggstad, Malone, Clark, Dunn, & Woznyj, 2019](#)).

Within this framework, performance supervision should function as a mechanism for improving organisational results rather than merely controlling employee behaviour. Excessive emphasis on procedural compliance may encourage employees to prioritise administrative completion over substantive performance and organisational outcomes. A results-oriented monitoring system should instead combine clear performance expectations, measurable outputs, continuous evaluation, and managerial feedback. Regular feedback enables employees to understand performance gaps and identify opportunities for improvement while allowing supervisors to align individual performance with organisational objectives. Such an approach can strengthen employee responsibility, encourage continuous improvement, and maintain the accountability required within public institutions ([Lainjo, 2019](#)).

2.4 Digital Performance Monitoring in Local Government

Digital transformation has created new opportunities for local governments to strengthen employee performance monitoring. Electronic performance applications, digital attendance systems, and online reporting platforms enable government organisations to collect, document, and manage performance information more efficiently. These systems also provide supervisors with faster access to employee performance data and facilitate more timely evaluation. Digital monitoring can further strengthen transparency by creating electronic records that can be reviewed, compared, and evaluated over time. The availability of these digital records can support more systematic performance management and provide a basis for managerial decision-making ([Yustini, Wijaya, Ghozali, & Wadud, 2026](#)).

However, the effectiveness of digital performance monitoring depends on more than the availability of technological systems. Differences in digital literacy, technological infrastructure, data quality, organisational commitment, and supervisory capacity may influence how effectively digital monitoring systems are implemented. Employees with limited digital competence may experience

difficulties in completing performance reports accurately and consistently ([Maulida, Andini, & Ramadhan, 2025](#)). Digital reporting may also become a formal administrative requirement when supervisors focus primarily on whether reports have been submitted rather than assessing the substance and accuracy of reported performance. Therefore, digital monitoring systems should be supported by appropriate verification procedures, regular performance feedback, supervisory evaluation, and managerial oversight to ensure that technology contributes to substantive improvements in employee performance ([Ismail & Zaldy, 2025](#)).

2.5 Supervisory Leadership and Feedback Mechanisms

Supervisory leadership plays an important role in translating performance information into meaningful organisational improvement. Digital monitoring systems can provide information regarding employee attendance, work activities, and performance outputs, but supervisors remain responsible for interpreting this information and determining appropriate follow-up actions. Effective supervisors should use performance data as a basis for evaluating employee achievements, identifying performance gaps, and providing relevant guidance. Regular feedback can help employees understand areas that require improvement and align their activities with organisational objectives. Therefore, the effectiveness of digital performance monitoring depends not only on the quality of the information generated by the system but also on the ability of supervisors to use that information effectively ([Rahman, & Hakim, 2026](#); [Sukardi, Indrawan, Friadi, Satriawan, Wibisono, & Yasa, 2025](#)).

A weak feedback mechanism may cause performance monitoring to become a routine administrative process without meaningful organisational learning. When performance reports are reviewed only to fulfil administrative requirements, opportunities to identify problems and improve employee performance may be overlooked. Supervisors should therefore conduct periodic performance evaluations, provide constructive feedback, and follow up on identified performance problems. Such practices position supervision as a developmental process that supports employee improvement rather than merely functioning as a mechanism for detecting violations. Effective supervisory leadership can consequently strengthen the relationship between digital monitoring, employee development, organisational accountability, and improvements in public service performance ([Desriani, Yuliansyah, & Evana, 2026](#)).

2.6 Employee Accountability in Public Administration

Employee accountability is an essential component of effective public administration because government employees are responsible for carrying out public duties and achieving organisational objectives. Accountability requires employees to explain and justify their actions, decisions, and performance outcomes to supervisors and other relevant stakeholders. In the public sector, accountability is closely connected with transparency, responsibility, compliance, and the achievement of public service objectives ([Keegan & Den, 2019](#)). Performance monitoring provides an important mechanism for strengthening accountability because it generates information that can be used to assess whether employees have fulfilled their responsibilities and achieved established performance targets. Effective accountability therefore requires a clear relationship between employee responsibilities, performance expectations, monitoring mechanisms, and managerial evaluation ([Maryani, Gamayuni, & Dewi, 2026](#)).

Effective employee accountability requires clear performance expectations, measurable indicators, reliable documentation, and consistent evaluation. Clearly defined indicators provide employees with a basis for understanding the expected level of performance and enable supervisors to assess achievements using consistent criteria. When performance information is incomplete or inaccurate, supervisors may experience difficulties in determining whether employees have achieved their targets and whether corrective action is required. Digital performance systems can strengthen accountability by providing documented records of attendance, work activities, and performance outputs that can be accessed for monitoring and evaluation. However, digital records should be supported by appropriate

verification and supervisory review to ensure that reported information reflects actual performance. Employee accountability therefore depends on the interaction between reliable performance information, effective supervision, and organisational mechanisms for follow-up and improvement ([Kamalia & Firmansyah, 2024](#)).

2.7 Performance Evaluation and Employee Development

Performance evaluation is an important process for determining the extent to which employees have achieved established objectives and identifying areas that require improvement. In public organisations, performance evaluation should not be limited to assessing administrative compliance but should also consider the quality, relevance, and contribution of employees' work to organisational objectives. A systematic evaluation process enables supervisors to assess performance based on established indicators and identify gaps between expected and actual results. The evaluation findings can then be used to determine appropriate corrective measures and developmental interventions. Performance evaluation therefore functions not only as a control mechanism but also as an important managerial instrument for strengthening employee capacity and organisational performance ([Schleicher, Baumann, Sullivan, & Yim, 2019](#)).

Employee development is closely connected to the quality of performance evaluation and feedback provided by supervisors. When evaluation results are communicated constructively, employees can better understand their strengths, weaknesses, and areas requiring further development. Supervisors can use evaluation results to determine appropriate forms of support, including mentoring, training, task adjustment, and competency development. Continuous feedback also allows employees to respond to performance gaps before they become persistent organisational problems. Conversely, evaluation without meaningful feedback may have limited value because employees may not understand how their performance should be improved. Effective performance management therefore requires continuous interaction between performance measurement, evaluation, feedback, and employee development to support sustainable improvements in individual and organisational performance ([Lee, Idris, & Tuckey, 2019](#)).

2.8 Effectiveness of Performance Monitoring

The effectiveness of performance monitoring can be understood from the extent to which monitoring mechanisms generate accurate and relevant information, identify performance problems, support appropriate corrective action, and contribute to organisational improvement. An effective monitoring system should enable supervisors to identify deviations from established performance targets and respond to them in a timely and appropriate manner. Performance information should also be sufficiently reliable, complete, and relevant to support managerial evaluation and evidence-based decision-making. In addition, monitoring should provide information that allows supervisors to distinguish between administrative compliance and substantive achievement of performance targets. Therefore, the effectiveness of performance monitoring cannot be determined solely by the availability of monitoring instruments or the frequency with which employees submit performance reports ([Vuong & Nguyen, 2022](#)).

Several factors can influence the effectiveness of performance monitoring, including the clarity of performance indicators, quality and reliability of information, supervisory capacity, employee competence, technological infrastructure, and organisational commitment. Clear performance indicators enable employees and supervisors to understand the expected outputs and provide a consistent basis for evaluation ([Vuong & Nguyen, 2022](#)). Digital systems can increase the speed, accessibility, and documentation of performance information, but their effectiveness may be reduced when employees have limited digital competence or when technological infrastructure is inadequate. Similarly, performance information will have limited managerial value when supervisors do not actively use it for evaluation, feedback, and follow-up. Performance monitoring therefore requires an integrated combination of appropriate technology, capable human resources, effective supervisory leadership, reliable information, and organisational controls ([Keegan & Den, 2019](#)). This perspective

is particularly relevant to local governments, where performance management must operate across diverse organisational units, employee characteristics, geographical conditions, and service environments.

2.9 Integrated Performance Monitoring and Public Service Improvement

Performance monitoring should ultimately contribute to improvements in organisational performance and the quality of public service delivery. An effective monitoring system provides information about employee activities, work outputs, target achievement, and areas requiring improvement. This information becomes more meaningful when supervisors consistently evaluate performance and translate the results into appropriate managerial actions. Regular monitoring can help organisations identify inefficiencies, recognise performance gaps, and determine whether individual activities remain aligned with institutional objectives. It can also provide a basis for identifying employee development needs and improving the allocation of organisational resources. When performance information is systematically evaluated and followed by appropriate interventions, performance monitoring can support organisational learning and encourage continuous improvement in public service delivery ([Afiyah, 2024](#)).

An integrated performance monitoring system therefore requires coordination between digital monitoring, supervisory leadership, accountability, performance evaluation, and employee development. Digital technologies can provide timely, accessible, and documented information regarding employee attendance, activities, and performance achievements, while supervisors remain responsible for interpreting the information and determining appropriate responses. Accountability mechanisms ensure that employees remain responsible for fulfilling their duties and achieving established performance targets, while feedback and developmental interventions provide opportunities to address weaknesses and strengthen individual capabilities. The integration of these elements also enables government organisations to balance administrative control with employee development and organisational learning. Such an approach can reduce the risk of performance monitoring becoming merely a reporting requirement and instead position it as an active management instrument. Ultimately, integrated performance monitoring can strengthen the capacity of local governments to move from administrative compliance toward substantive, measurable, and results-oriented public service performance ([Pratama, Taufiqurokhman, & Andriansyah, 2025](#)).

2.10 Conceptual Framework

Based on the preceding literature, this study conceptualises employee performance monitoring as an integrated process involving preventive supervision, corrective supervision, digital monitoring, supervisory leadership, and performance feedback. These dimensions are interconnected because effective monitoring requires both systematic control mechanisms and managerial involvement in interpreting and responding to performance information. Preventive supervision focuses on reducing potential deviations before they occur, while corrective supervision addresses identified performance problems through appropriate follow-up actions. Digital monitoring provides timely performance information, whereas supervisory leadership and feedback ensure that such information is translated into employee development and organisational improvement.

The conceptual relationship can be illustrated as follows:

Digital Performance Monitoring → Performance Information → Supervisory Evaluation and Feedback → Employee Accountability → Improved Public Service Performance

The framework assumes that digital performance monitoring alone is insufficient to improve employee performance. The availability of digital information must be accompanied by effective supervisory evaluation, constructive feedback, and appropriate corrective action. Supervisors therefore play an important role in transforming digital performance data into meaningful managerial decisions and employee development. The integration of preventive supervision, corrective supervision, digital monitoring, supervisory leadership, and feedback is expected to strengthen

employee accountability and organisational performance. Accordingly, the optimisation of performance monitoring in Sampang Regency requires a balanced approach that combines technological capabilities with effective leadership and accountability mechanisms.

3. Research Methodology

This study employed a descriptive qualitative approach with an exploratory case study design to examine the implementation of the civil servant performance monitoring system within the Sampang Regency Government. This approach was selected because the study seeks to understand performance monitoring practices, supervisory mechanisms, implementation challenges, and organisational conditions within their actual institutional context. The case study design enabled an in-depth examination of how performance monitoring is implemented and how technological, managerial, and organisational factors influence its effectiveness ([Siti-Nabiha & Jurnalji, 2020](#)).

The study relied on secondary data obtained through library research and documentary analysis. The documents included the Government Agency Performance Report (*Laporan Kinerja Instansi Pemerintah/LKIP*) of Sampang Regency, personnel data from the Sampang Regency Regional Civil Service and Human Resources Development Agency (*Badan Kepegawaian dan Pengembangan Sumber Daya Manusia/BKPSDM*), relevant local government documents and regulations, and academic literature concerning public policy, performance management, digital governance, and civil servant supervision. The documents were selected purposively based on their relevance to employee performance monitoring, accountability, supervisory practices, digitalisation, and bureaucratic governance. The documentary review was used to identify recurring patterns, implementation gaps, and factors affecting the effectiveness of the performance monitoring system ([Lawson, 2018](#); [Viswambharan, & Priya, 2016](#)).

The analysis was structured around three dimensions. Preventive supervision examined mechanisms designed to prevent performance deviations through regulations, Standard Operating Procedures (SOPs), integrity-oriented work practices, and employees' understanding of Employee Performance Targets (*Sasaran Kinerja Pegawai/SKP*). Corrective supervision examined mechanisms for addressing performance deficiencies, disciplinary violations, absenteeism, and other identified problems through appropriate follow-up measures. Technology-based supervision examined the use of digital performance applications, web or mobile-based monitoring systems, and geolocation-based electronic attendance to support the monitoring of employee attendance, work activities, and productivity.

Data analysis followed a qualitative process involving data reduction, data organisation, interpretation, and conclusion development. Relevant information was identified, categorised according to the three analytical dimensions, and compared across the selected documents to identify consistent patterns and implementation challenges. The findings were subsequently interpreted using the concepts of public sector performance management, good governance, and results-oriented bureaucratic reform. This analytical process provided a basis for assessing the implementation of performance monitoring and formulating strategies to strengthen technology-based supervision, managerial oversight, employee accountability, and public service performance in Sampang Regency ([Siti-Nabiha & Jurnalji, 2020](#)).

4. Results and Discussions

4.1 Implementation of the Performance Monitoring System in Sampang Regency

In recent years, the Government of Sampang Regency has demonstrated a commitment to implementing digitalisation in public administration and civil servant performance management. The adoption of an electronic performance appraisal system represents an effort to strengthen the monitoring, documentation, and evaluation of civil servant performance. Through this system, civil servants are expected to establish Employee Performance Targets (*Sasaran Kinerja Pegawai/SKP*),

translate annual targets into work activities, and report the achievement of their outputs periodically. The availability of digital performance records also provides supervisors with information that can be used to evaluate employee performance and identify areas requiring improvement ([Agrawal, & Sharma, 2023](#); [Sumampow, & Tudus, 2024](#)).

However, the analysis indicates a gap between the formal availability of the digital system and its implementation in practice. The existence of an electronic platform does not automatically ensure effective performance monitoring because its effectiveness depends on the quality of data entry, employee digital competence, and the consistency of supervisory verification. Several implementation challenges were identified. First, differences in digital literacy remain an important concern. Some senior employees and personnel working in areas with limited technological access experience difficulties in using digital performance systems. This situation may result in performance reports being completed primarily for administrative purposes rather than reflecting actual work activities and measurable outputs.

Second, geographical and technological constraints affect the consistency of digital performance monitoring. Sampang Regency includes mainland and island areas, including Mandangin Island, where access to stable telecommunications infrastructure may vary. Limited connectivity can interfere with real-time attendance recording, digital reporting, and communication between employees and supervisors. These conditions demonstrate that digital monitoring requires not only appropriate applications but also adequate infrastructure and organisational support ([Jyoti & Akter, 2022](#)).

4.2 Structural and Cultural Barriers to Performance Monitoring

The implementation of the performance monitoring system is also influenced by structural and cultural factors within government organizations. One of the main structural challenges is the weakness of the performance feedback mechanism. Performance monitoring in some Regional Apparatus Organizations (*Organisasi Perangkat Daerah/OPD*) tends to focus on the completion of administrative requirements rather than substantive evaluation. The electronic performance reporting system may consequently be perceived primarily as an administrative requirement associated with performance allowances rather than as a mechanism for continuous dialogue between supervisors and employees. When regular evaluations and constructive feedback are limited, performance monitoring becomes less effective as an instrument for employee development and organizational improvement ([Gligović, 2025](#)).

Another challenge concerns the limited availability of Government Internal Supervisory Apparatus (*Aparat Pengawasan Intern Pemerintah/APIP*) in relation to the scope of government activities that require supervision. The number of auditors and other supervisory personnel may limit the extent to which preventive monitoring can be conducted across different organizational units. As a result, supervision may become more reactive, focusing on identified problems, complaints, or administrative findings rather than detecting potential performance issues at an early stage. Strengthening internal supervisory capacity is therefore important to ensure that monitoring can be conducted more systematically and continuously ([Nibel & Yunus, 2025](#)).

The findings also indicate the importance of organizational culture and interpersonal relationships in performance supervision. In environments where seniority and informal relationships are influential, supervisors may experience difficulties in providing objective evaluations or delivering corrective feedback to employees with whom they have close personal relationships. Such conditions may reduce the consistency of performance assessment and weaken the corrective function of supervision. Performance management therefore requires not only technological systems and formal procedures but also an organisational culture that supports objectivity, professional responsibility, and constructive feedback.

4.3 Performance Monitoring Optimisation Strategy

The identified implementation gaps, together with structural, technological, and cultural barriers, indicate the need for an integrated strategy to strengthen the performance monitoring system in Sampang Regency. The optimisation strategy should combine technology-based monitoring with effective supervisory leadership, participatory oversight, continuous evaluation, and objective performance management. Digital systems can provide timely information regarding employee attendance, work activities, and performance achievements, but the information generated by these systems needs to be interpreted and followed up by supervisors. Supervisors therefore remain responsible for ensuring that reported performance reflects actual work activities and contributes to organisational objectives. An integrated approach is expected to reduce the gap between administrative reporting and substantive performance improvement while strengthening employee accountability and public service quality ([Shanock, Eisenberger, Heggstad, Malone, Clark, Dunn, & Woznyj, 2019](#)).

First, the strategic role of direct supervisors should be strengthened. Supervisors and administrative officials should not rely solely on electronic performance reports as evidence of employee performance but should use the available information as a basis for regular performance discussions, mentoring, evaluation, and follow-up. Monthly performance reviews can provide opportunities to assess the achievement of individual targets, identify performance gaps, discuss obstacles, and determine appropriate improvement measures. Supervisors should also provide constructive feedback that helps employees understand their responsibilities and develop the competencies required to achieve organisational targets ([Lee, Idris, & Tuckey, 2019](#)). This approach can transform digital performance monitoring from a routine administrative reporting mechanism into a continuous managerial process that supports employee development and organisational improvement.

Second, the integration of participatory and public supervision mechanisms should be strengthened. Internal performance monitoring can be complemented by transparent public complaint and feedback channels that provide additional information regarding the quality of public services and employee performance. Public participation can help government institutions identify service problems that may not be visible through internal performance reports and can strengthen accountability toward service users. However, information received from public complaints should be managed through clear verification, documentation, and follow-up procedures to ensure that assessments are objective and based on reliable evidence. The integration of internal monitoring with appropriate public feedback mechanisms can therefore create a broader accountability system while maintaining fairness and responsible administrative processes ([Rahmat, Hartanto, & Hilman, 2024](#)).

Third, reward and corrective mechanisms should be implemented consistently and objectively. Performance monitoring will have limited impact if identified performance problems are not followed by appropriate corrective action or if employees who demonstrate strong performance receive no meaningful recognition. Performance evaluation should therefore be based on measurable outputs, documented evidence, established performance indicators, and consistent assessment criteria. Appropriate recognition can encourage employees to maintain and improve their performance, while corrective measures should be applied proportionally and consistently when performance deficiencies or violations are identified. The implementation of these mechanisms should also avoid discrimination and ensure that employees are evaluated according to transparent standards ([Gligović, 2025](#)). Through the integration of digital monitoring, supervisory leadership, participatory oversight, and objective performance management, the Sampang Regency Government can develop a more accountable, sustainable, and results-oriented performance monitoring system.

5. Conclusions

The employee performance monitoring system within the Sampang Regency Government has demonstrated progress through the adoption of digital performance appraisal and monitoring mechanisms. However, its effectiveness continues to be influenced by differences in digital literacy,

geographical constraints, limited supervisory capacity, and weaknesses in performance feedback. These findings indicate that digital monitoring should not operate as a stand-alone administrative mechanism but should be integrated with effective supervisory leadership, regular performance evaluation, and appropriate corrective measures. A hybrid monitoring model that combines digital supervision with direct managerial oversight, constructive feedback, and consistent reward and corrective mechanisms can strengthen employee accountability and support continuous performance improvement. Such an approach can contribute to more effective bureaucratic governance and improve the quality, accountability, and responsiveness of public services in Sampang Regency.

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Conflict of Interest

The authors declare that there is no conflict of interest related to the research, authorship, or publication of this article. The study was conducted independently, and no financial, personal, or institutional interests influenced the research process, analysis, interpretation of findings, or conclusions.

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