



PERFORMANCE MANAGEMENT STRATEGY FOR RECTORATE ADMINISTRATIVE EMPLOYEES IN IMPROVING THE QUALITY OF ADMINISTRATIVE SERVICES IN THE DIGITAL ERA AT UIN SYARIF HIDAYATULLAH JAKARTA

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Abstract

This study aims to analyze the performance management strategy of rectorate administrative employees in improving the quality of administrative services in the digital era at UIN Syarif Hidayatullah Jakarta. The research uses a qualitative method with a descriptive approach. Data was obtained through interviews and literature studies, then analyzed descriptively to identify the performance management strategies applied. The results of the study show that performance management strategies are implemented through performance planning, monitoring and evaluation, digital competency development, providing feedback by leaders, and the use of information technology in administrative services. The implementation of this strategy is able to increase the effectiveness of employee work so that services become faster, more accurate, transparent, and responsive to the needs of service users. The success of improving service quality is also supported by employee digital competence, effective leadership, cooperation between employees, and the consistent application of standard operating procedures. The obstacles that are still faced include internet network disruptions, the process of adaptation of some employees to new technologies, and the high workload in certain periods. Therefore, it is necessary to strengthen digital infrastructure, continuously improve the competence of human resources, and evaluate the system so that the quality of administrative services continues to improve according to the demands of digital transformation.

Keywords: *performance management, administrative employees, administrative services, digital transformation, higher education*

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INTRODUCTION

The development of information and communication technology has encouraged digital transformation in various sectors, including the higher education sector. Digital transformation is no longer understood as limited to the use of technology in organizational activities, but rather as a comprehensive change that includes work processes, organizational governance, work culture, leadership, and data-driven decision-making (Nahuway et al., 2026). Universities are required to be able to adapt to these changes in order to improve organizational effectiveness, operational efficiency, service transparency, and service quality to stakeholders.

In the context of higher education, digital transformation has become a strategic need to answer the demands of services that are increasingly faster, accurate, and responsive. The implementation of academic information systems, online-based administrative services, and digitization of administrative documents has been proven to speed up bureaucratic processes, increase transparency, and support more effective decision-making (Rohayati et al., 2026). The existence of digital technology allows universities to provide services that are more accessible to students, lecturers, education staff, and the wider community.

However, the success of digital transformation is not only determined by the sophistication of the technology used. Various studies show that the human resource factor is a key element that determines the effectiveness of the implementation of digital transformation in organizations. Employee competence, readiness to adapt to change, ability to utilize technology, and innovative work culture have a significant influence on the success of digitizing administrative services (Nahuway et al., 2026).

In the university environment, administrative employees are one of the main actors who play a role in the implementation of administrative services. Administrative employees are responsible for various administrative services such as correspondence management, document archiving, academic administration, personnel administration, information services, and institutional data management. Therefore, the quality of administrative services received by service users is greatly influenced by the quality of performance of administrative employees who carry out these functions.

The performance of administrative employees in the digital era is no longer only



measured by the ability to complete administrative work manually, but is also required to have adequate digital competence. Digital transformation in higher education requires education personnel to master various applications and information systems used in the administrative process. Research (Sarifudin et al., 2025) shows that digital competence and continuous digital training have a positive effect on improving the performance of education personnel in carrying out administrative tasks.

In addition to digital competence, performance management strategies are also an important factor in supporting the quality of administrative services. Effective performance management includes performance planning, setting work targets, monitoring task implementation, performance evaluation, providing feedback, and continuous employee competency development. This strategy is needed so that employees are able to adapt to changes in the increasingly digitized work environment and remain able to provide quality service to service users.

UIN Syarif Hidayatullah Jakarta as one of the leading state Islamic religious universities in Indonesia also faces demands to improve the quality of administrative services through the use of digital technology. Various information systems and electronic-based services have been implemented to support the effectiveness of services to the academic community. However, the success of the implementation of these various systems does not only depend on the technology used, but also on the ability of the organization to manage the performance of administrative employees as the main implementers of administrative services.

Based on these conditions, a more in-depth study is needed on how the performance management strategy of rectorate administrative employees is applied to support the improvement of the quality of administrative services in the digital era. This research is important because it can provide an overview of the strategies used by organizations in optimizing employee performance as well as identifying various factors that support and hinder the improvement of the quality of administrative services. In addition, this research is expected to contribute to the development of public sector performance management studies, especially in higher education institutions that are facing digital transformation challenges.



LITERATURE REVIEW

2.1 Performance Management Strategy for Administrative Employees

Performance management is a systematic process carried out by organizations to ensure that employees are able to achieve organizational goals through sustainable planning, implementation, monitoring, evaluation, and performance development (Maulidiyah, 2025). In public sector organizations, performance management is not only directed at achieving employee work targets, but also at improving the quality of services provided to service users (Lestari & Hadijah, 2026).

In the era of digital transformation, organizations are required to implement performance management strategies that are more adaptive to technological developments and changes in the work environment. An effective performance management strategy includes the preparation of clear work targets, strengthening employee competencies, utilizing information technology in performance monitoring, and providing continuous feedback to support employee productivity improvement.

In the context of higher education, administrative employees have a strategic role in supporting the implementation of various academic and non-academic administrative services. Therefore, the performance management of administrative employees needs to be carried out in a planned manner in order to be able to produce services that are effective, efficient, responsive, and in accordance with the needs of the academic community (Sarifudin et al., 2025).

Improving the performance of administrative employees in the digital era does not only depend on administrative skills, but is also influenced by the digital competencies possessed by employees. Digital competencies allow employees to optimally utilize information systems, administrative applications, and other supporting technologies in carrying out their duties and responsibilities (Nahuway et al., 2026)

2.2 Quality of Higher Education Administration Services

Service quality is the level of an organization's ability to meet the needs and



expectations of service users through effective, fast, precise, and satisfactory service (Hidayatullah et al., 2024). In the context of higher education, the quality of administrative services is one of the important factors that affect the satisfaction of students, lecturers, education staff, and other stakeholders towards higher education institutions.

Quality administrative services are characterized by the availability of clear service procedures, timeliness of service, accuracy of information, ease of access to services, and the ability of employees to provide solutions to the needs of service users (Ramadhan & Selvia, 2025a) The better the quality of administrative services provided, the higher the level of satisfaction and trust of service users in the organization.

The SERVQUAL model developed by Parasuraman, Zeithaml, and Berry is still one of the widely used approaches in measuring service quality. This model consists of five main dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy which are generally used in evaluating the quality of public sector services and higher education.

In the digital era, the quality of administrative services is also influenced by the organization's ability to provide technology-based services that are easily accessible, fast, transparent, and integrated. Therefore, improving the quality of administrative services cannot be separated from efforts to digitize service processes and improve the competence of human resources who manage them (Nahuway et al., 2026)

2.3 Digital Transformation in Higher Education Administration Services

Digital transformation is a process of organizational change through the use of digital technology to improve the effectiveness, efficiency, and quality of services provided to service users (Ramadania et al., 2024) In the university environment, digital transformation is realized through the implementation of academic information systems, online administrative services, electronic archives, digital signatures, and various information technology-based service platforms.

The implementation of digital transformation provides various benefits for universities, including accelerating the service process, reducing convoluted bureaucracy, increasing service transparency, and facilitating access to information for the academic community. In addition, digitalization also supports more accurate data management and



faster decision-making based on real-time available information.

Nonetheless, the success of digital transformation is not only determined by the availability of technology, but also influenced by the readiness of the human resources who operate the technology. Employee digital competence, innovative organizational culture, leadership support, and change management strategies are important factors in the successful implementation of digital transformation in higher education organizations (Sarifudin et al., 2025).

Therefore, an employee performance management strategy that is integrated with digital competency development is an important need for universities to ensure that digital transformation is able to have a positive impact on improving the quality of administrative services.

2.4 Conceptual Framework of Research

Based on various previous studies, employee performance management strategies have a close relationship with improving the quality of organizational administrative services. Performance management carried out through performance planning, performance monitoring, performance evaluation, competency development, and awarding will encourage employees to work more effectively and professionally (Maulidiyah, 2025).

In the context of higher education, administrative employees who have good performance and adequate digital competence will be able to manage administrative services more quickly, accurately, and responsively to the needs of the academic community. This condition will ultimately improve the quality of administrative services as shown through increasing service reliability, employee responsiveness, service certainty, empathy, and ease of access to services.



RESEARCH METHODOLOGY

This study uses a qualitative research method with a descriptive approach. This method is used to describe and analyze the performance management strategy of rectorate administrative employees in improving the quality of administrative services in the digital era at UIN Syarif Hidayatullah Jakarta. The qualitative approach was chosen because it was able to provide a deep understanding of the conditions that occur in the implementation of administrative services and employee performance management.

The location of the research was carried out at the Rectorate of UIN Syarif Hidayatullah Jakarta. The focus of the research is directed at the performance management strategy of administrative employees which includes work planning, task implementation, digital competency development, and efforts to improve the quality of administrative services.

Data collection techniques are carried out through literature studies by reviewing various scientific journals, books, articles, and documents relevant to the research theme. The data obtained was then analyzed to understand the relationship between employee performance management strategies and the quality of administrative services in the digital era.

Data analysis is carried out by collecting, grouping, and interpreting various information obtained from literature sources. Furthermore, the data is presented in the form of a descriptive description to explain how the performance management strategy of administrative employees can support the improvement of the quality of administrative services in the university environment.

Through this method, this research is expected to provide an overview of the importance of employee performance management in supporting effective, efficient, and in accordance with the demands of digital transformation in higher education.



RESEARCH METHODOLOGY

Based on the results of interviews with employees of the General Administration and Personnel Bureau (BAUK) of UIN Syarif Hidayatullah Jakarta, the performance management strategy of administrative employees begins with the determination of work targets through Individual Performance Indicators (IKI) which are adjusted to the main tasks and functions of each employee. The determination of these targets becomes a guideline in the implementation of work so that each employee has a clear responsibility for their performance achievements. In addition, work plans are also prepared to avoid overlapping work and determine the priorities of administrative services in the digital era. These findings show that planning is an important initial stage in a performance management strategy because it is the basis for the implementation of tasks and the achievement of organizational goals. In line with research Ningsih et al., (2025), digital-based performance management starts from setting clear work goals, implementation, monitoring, evaluation, and continuous employee competency development. In addition, Ningsih et al., (2025) It also states that clarity of performance targets can increase organizational effectiveness because each employee understands the success indicators that must be achieved.

The implementation of the performance management strategy is further realized through periodic monitoring and evaluation activities. Based on the interview results, monitoring is carried out by direct supervisors through work reports, daily coordination, and the use of administrative applications and electronic attendance to monitor discipline and progress of employee work. Meanwhile, the evaluation is carried out at the end of each assessment period by paying attention to the results of work, discipline, responsibility, cooperation, and quality of service to users. The results of the evaluation are then used as material for improvement through providing direction and coaching to employees who are still experiencing shortages. These findings show that monitoring and evaluation not only function as a supervisory tool, but also as a means of improving the quality of administrative services. This is in line with research Ningsih et al., (2025) which explains that the implementation of a digital-based performance management system makes it easier for organizations to monitor and evaluate employee performance



more effectively. In line with that, Ramadania et al., (2024) stated that evaluations carried out continuously through the use of digital technology are able to increase organizational effectiveness and the quality of administrative services.

The results of the interviews also show that competency development is one of the important strategies in improving the performance of administrative employees. The organization routinely encourages employees to participate in training, seminars, and workshops related to administrative services and the use of digital technology. When there is a new application or system, all employees are given assistance to be able to operate the system properly so that they do not experience obstacles in providing services. In addition to formal training, the process of sharing experiences between employees is also part of efforts to improve competence. These findings show that improving the quality of administrative services does not only depend on work experience, but also on the ability of employees to keep up with technological developments. Sarifudin et al., (2025) Explained that continuous digital training plays an important role in improving the competence of education personnel so that they are able to adapt to technological developments. In addition, Stuart et al., (2026). stated that the digital competence of human resources is the main factor that affects the quality of administrative services in higher education.

The role of leadership is also an integral part of the employee performance management strategy. Based on the results of the interview, the leadership actively provides feedback on the results of the employee's work through direct direction if deficiencies are found, as well as giving appreciation to employees who show good performance. The provision of feedback aims to motivate employees to continue to improve the quality of their work while building a more productive work culture. In addition, the implementation of digital-based administrative services through the Paperless Office application has a positive impact on the service process because documents can be processed, tracked, and managed faster and more efficiently. Employees also admitted that they are increasingly adapting to digital systems after receiving training and getting used to using the application in their daily work. This condition shows that the success of digital transformation is influenced by the synergy between leadership, competency development, and the use of information technology.



Adie et al., (2024) stated that the digitization of administrative processes is able to increase the effectiveness of services through the acceleration of work processes and electronic document management. Meanwhile, Sunaengsih et al., (2025) Explaining that transformational leadership that provides direction, motivation, and support to employees has a positive effect on improving performance and quality of academic services.

The implementation of administrative services at UIN Syarif Hidayatullah Jakarta shows an improvement in quality after the implementation of the digital system. Based on the results of the interviews, the service became faster, the administrative process was more organized, transparent, and was able to reduce errors in document management. Employees also always refer to the applicable Standard Operating Procedures (SOP) and re-check the documents before processing them to ensure that services run appropriately and accurately. The findings show that the implementation of SOPs supported by digital technology is able to improve the quality of administrative services while strengthening the trust of service users. This is in line with research Ramadhan & Selvia, (2025) which states that the implementation of a clear personnel information system and service procedures contributes to improving the quality of administrative services. This is in line with research Hidayatullah et al., (2024) which states that the use of technology and service quality has a positive effect on the performance of educational institutions and the satisfaction of service users.

Employee responsiveness to the needs of service users is also one of the important indicators in improving the quality of administrative services. Based on the results of the interview, employees try to respond quickly to questions and complaints of service users. If the problem cannot be solved directly, the employee still provides information about the process and estimated completion time so that the user gets certainty of service. In addition, employees provide clear information about the development of the administrative process and show a friendly attitude and help users until the entire process is completed. These results reflect that the service is not only oriented towards administrative completion, but also pays attention to aspects of communication, empathy, and service certainty. These findings are supported by Hidayatullah et al., (2024) which explains that the quality of service supported by the use of technology is



able to increase service user satisfaction and the effectiveness of administrative services. In line with that, Ramadhan & Selvia, (2025) Explained that responsive administrative services supported by the use of information technology are able to increase the satisfaction of service users in the university environment.

Based on the results of the interviews, there are several factors that support the success of the performance management strategy of administrative employees, namely the availability of better digital systems, cooperation between employees, leadership support, adequate work facilities, and the implementation of regular training. The combination of these factors is able to create a work environment that supports increasing employee productivity while increasing the effectiveness of administrative services. However, there are still several obstacles, such as internet network disruptions, the process of adaptation of some employees to new technology, and the increase in service volume in certain periods which causes the workload to be higher. This condition shows that digital transformation still needs improvement, both in terms of infrastructure and human resource competency development. This is in line with research Ramadania et al., (2024) which states that the success of digital transformation is influenced by the organization's readiness to integrate technology, human resources, and work processes. In addition, Stuart et al., (2026). emphasized that improving digital competencies, infrastructure support, and organizational commitment are important factors in improving the performance of higher education administrative services.

Overall, the results of the study show that the performance management strategy of rectorate administrative employees at UIN Syarif Hidayatullah Jakarta has run well through the implementation of work planning, monitoring, evaluation, competency development, providing feedback, and the use of digital technology in the administrative service process. This strategy has been proven to be able to increase the effectiveness of employee work, speed up services, increase transparency, and provide convenience for service users. However, organizations still need to strengthen digital infrastructure, improve employee competencies, and evaluate the system on an ongoing basis so that the quality of administrative services can continue to be improved in accordance with the demands of the digital era. Thus, the performance management strategy not only functions as an instrument for employee supervision, but also becomes a managerial



Journal of Social Transformation, Governance and Public Administration (JSTGPA)

Volume 2 Issue 2-2026

e-ISSN 3116-2916

<https://jstgc.minduraresearch.com/journal/index>

Submitted: | Accepted: | Published

approach that plays an important role in realizing professional, adaptive, and service user satisfaction-oriented administrative services. These findings are in line with Stuart et al., (2026). and Ramadania et al., (2024) which emphasizes that performance management integrated with digital transformation is able to increase organizational effectiveness and the quality of administrative services in higher education.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the research, there are several suggestions that can be



considered. First, UIN Syarif Hidayatullah Jakarta needs to continue to improve the quality of information technology infrastructure, especially in maintaining the stability of the internet network and developing a digital administration system so that services can run optimally. Second, the implementation of training and development of digital competencies for administrative employees needs to be carried out on an ongoing basis so that all employees are able to adapt to technological developments and changes in the work system. Third, performance monitoring and evaluation should be carried out in a more structured manner by utilizing a digital system so that the assessment process becomes more objective, transparent, and accurate.

In addition, leaders are expected to continue to provide guidance, motivation, and constructive feedback to encourage employee performance improvement and the creation of an innovative work culture. For the next researcher, it is recommended to develop research using mixed methods or involve more work units in universities in order to obtain a more comprehensive picture of performance management strategies in supporting the quality of administrative services in the era of digital transformation. This research utilized a quantitative method of research through a descriptive design. The researcher used total enumeration sampling, meaning that all 52 Gay Student Leaders (GSLs) who are affiliated with three different campuses were included for study. The data collection process involved the use of a validated survey instrument. The survey measured demographic data, leadership styles, school involvement, and challenges and opportunities faced by GSLs. The survey used a series of Likert-scale items to measure the level of agreement of different leadership styles, the level of involvement in leadership functions, and challenges and agency in their positionality.

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**Journal of Social Transformation, Governance and Public
Administration (JSTGPA)**

Volume 2 Issue 2-2026

e-ISSN 3116-2916

<https://jstgc.minduraresearch.com/journal/index>

Submitted: | Accepted: | Published