

Performance of Civil Aparature (ASN) In The Government Institute In North Sulawesi Campus

Juliet Rianela Pontoh (17 801 036)

State Administration Study Program
julietrianela@gmail.com

Under the guidance of

Dr. Abdul Rahman Dilapanga, M.Si and Dr. Fitri H. Mamonto, M.AP

DOI: 10.29322/IJSRP.10.07.2020.p10325

<http://dx.doi.org/10.29322/IJSRP.10.07.2020.p10325>

Abstract: This study aims to find out how the performance of employees at the North Sulawesi Campus of State Administration Institute, by analyzing various factors related to the improving employee performance. This research is a qualitative study where data is taken through interviews, observations and documentation. The results showed that the performance of the State Civil Apparatus in the North Sulawesi Campus IPDN environment was considered to be still not optimal. This is because there are still some employees who are often late or do not participate in the morning and evening roll call events as well as the flag ceremony activities. Besides these, the level of performance provided by the apparatus at IPDN North Sulawesi Campus is strongly influenced by several factors including, the condition of supporting facilities and infrastructure, leadership factors, and team work which will then become a driver or inhibitor in the performance results. Therefore efforts to reform must continue to be carried out in order to improve the quality of the performance of the apparatus in the North Sulawesi Campus IPDN in particular, and the effectiveness and efficiency of achieving the overall objectives of IPDN can be achieved.

Keywords: performance, performance appraisal system, achievement of organizational goals.

PRELIMINARY

One aspect that has a big role in improving government bureaucracy is Human Resources. This resource has a strategic position and is important in organizational development as a thinker, planner, mobilizer, and implementer in making effectiveness and maximizing the achievement of organizational goals. Besides that, this resource also manage other resources; In other words, without these resources, other resources will not be able to be utilized and maximized effectively for the achievement of organizational goals because they are passive.

Human Resources in question is the government government aparature or referred to as ASN as the main factor in the administration, especially in the framework of achieving national goals as mandated in the IV paragraph of the 1945 Constitution. This means that the smooth implementation of existing tasks and development will greatly depend to the perfection of the human resources that is reflected by the ASN figure who is able to play its role well, and competent figure as indicated by a high discipline, loyalty to the nation, proper moral and mental value, professional and aware of its responsibilities as public steward. In other words, the quality of self is manifested through the performance and achievement oriented actions.

The Domestic Government Institute or IPDN as one of the official agencies under the auspices of the Ministry of the Interior has contributed in realizing the goals of the country mentioned above. This is in accordance with the Vision of IPDN, namely: "Becoming a reliable civil service Higher Education in producing competent, character and personality cadres of government". In line with this vision, IPDN is placed in an important position for national development because it will produce graduates who will work and serve as State Civil Apparatus (ASN) both at the central and regional levels.

Graduates of IPDN as competent, character and personality cadres of the government will not be able to be produced optimally if the state apparatus whose given the task and mandate to educate, guide and foster Praja (a term for IPDN students), including other supporting aspects not able to carry out their duties and responsibilities as in accordance with the Main Duty and Function (TUPOKSI). In other words, this is in accordance with the previous explanation which is related to the performance aspects that provided for maximizing the achievement of the objectives of IPDN in general, and IPDN of the North Sulawesi Campus in particular as a unity that is inseparable from the central IPDN.

In fact, the performance given by the apparatus in the North Sulawesi Campus IPDN environment is still relatively low. This is because there are some employees who are still indifferent to the responsibilities and rules that apply. One of them is shown through the delay in office hours, which then results in the absence of employees in the implementation of the morning roll call and the flag ceremony as an activity that starts all main duties and functions of employees. In addition, another problem lies in the availability of supporting facilities and infrastructure that are still inadequate, causing disruption of work implementation with the main tasks and functions of each apparatus within the IPDN environment of North Sulawesi Campus.

All of the initial problems that have been described ultimately affect the performance given and produced by the apparatus itself. And impacting indirectly the performance of each State Civil Apparatus in the North Sulawesi Campus IPDN will determine the maximum achievement of IPDN vision.

Research purposes

Based on the problems mentioned above, then the purpose of this study is to describe and analyze the performance of the State Civil Apparatus (ASN) at IPDN North Sulawesi Campus.

LITERATURE REVIEW

a. Definition of Performance

Performance comes from the word performance in English, which means the results of work or work performance. The concept of performance itself is a real behavior that is displayed every person as a work achievement generated by employees in accordance with their role in the company (Rivai, 2005: 309), and therefore performance is a form of active behavior from an employee in an organization. However, it should be understood that the performance itself is not just the result of work or work performance, but also includes how the work process takes place (Wibowo, 2009: 5). Therefore it can be concluded that performance is one of the determinants of success or failure of organizational goals that are set so that efforts need to be improved.

b. Factors that Influence Performance Achievement

In simple terms the factors that affect performance according to Mathis and Jackson (2001: 82), namely their individual abilities, motivation, support, the existence of the work they do, and their relationship with the organization. Furthermore Armstrong and Baron (2005) explain that there are several factors which then affect performance, including:

1. *Personal Factors*, indicated by the level of skills, competencies possessed, motivations, and individual commitments.
2. *Leadership Factors*, is determined by the quality of encouragement, guidance, and support by managers and team leaders.
3. *Team factors*, demonstrated by the quality of support provided by co-workers.
4. *System factors*, indicated by the work system and facilities provided by the organization.
5. *Contextual / situational factors*, shown by the high level of pressure and changes in the internal and external environment.

c. Performance Indicator

Performance indicators are defined as certain values or characteristics that are used to measure the output or outcome of an activity or measuring tool used to determine the degree of success of an organization in achieving its goals (Moehariono, 2012: 108). It is important to measure employee performance by public service agencies. This is because by knowing the weaknesses and strengths, obstacles and encouragement, or various success factors for the performance of employees and institutions, the way is opened for professionalism, namely correcting the mistakes made so far (Keban in Pasolong, 2010: 184).

d. Performance assessment

From the point of performance it is explained that for individuals, performance appraisal serves as feedback about various things such as abilities, fatigue, deficiencies and potential, which in turn is useful to determine the goals, flow, plans and career development (Siagian, 2008: 223- 224). As for organizations, the results of performance research are very important in relation to decision making on various matters such as identifying the needs of education and training programs, recruitment, selection, program

introduction, placement, promotion, remuneration systems, as well as various other aspects in the process of Human Resource management .

e. Definition of Performance of the State Civil Apparatus

The concept of performance can basically be seen from two sides, namely employee performance (which in this case is the individual concerned) and the performance of the organization where the individual works. Previously, several definitions of performance have been explained according to the opinions and views of several experts, which then concluded that performance is general picture of the level of achievement and tasks within an organization, in an effort to realize the goals, objectives, mission and vision. Furthermore, the state apparatus which is the employee itself is a person who does work in return for services, namely in the form of salaries and benefits from the government.

Based on the Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatuses (ASN), especially in Article 1 paragraph (1) it is stated that the State Civil Apparatus, hereinafter abbreviated to ASN is a profession for Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) who works for government agencies. State Civil Apparatus (ASN) produced through ASN management as explained in paragraph (5) are ASN employees who are professional, have basic values, professional ethics, are free from political intervention, free from corrupt practices, collusion and nepotism. As one of the efforts to realize ASN as part of bureaucratic reform, it is necessary to establish ASN as a profession that has the obligation to manage and develop itself and must be responsible for its performance.

RESEARCH METHODS

a. Research Approach

This research was conducted using a qualitative approach, which through this method will obtain rich data and in-depth information about the issues or problems raised and want to be solved, using data collection techniques in the form of interviews, observations and relevant documents. Researchers not only want to know how the level of performance of the State Civil Apparatus in the North Sulawesi Campus IPDN, but also to how the performance was formed and the factors that affect performance. And this certainly can be achieved through a qualitative approach because a work process and complex social interactions, sometimes the expression or behavior shown is different with the result.

b. Research focus

The focus of the research relates to the performance of educational staff and administrative staff in charge of carrying out administrative management and technical services within the IPDN environment of North Sulawesi Campus, especially in the General Administration Section which has the task of carrying out the preparation of administration materials, programs and reporting, finance and assets, personnel affairs, public relations and protocols. Or in other words, this section handles all matters relating to staffing administration.

c. Research sites

The location chosen by researchers in conducting this research is IPDN North Sulawesi Campus located in Tampusu Village, Remboken District, Minahasa Regency. The reason for choosing this location is based on the fact that IPDN as one of the higher education institutions in the Ministry of Internal Affairs of the Republic of Indonesia was formed with the aim of preparing government cadres, both at the regional and central levels.

Therefore, based on this and related to the title of the research that concerns aspects of ASN performance, and then IPDN praja as the focus and object of all implementation activities in the IPDN environment which will also become part of the government apparatus, must be really served and fostered by ASN that has quality performance so that later the cadets produced will also be of good quality, both in terms of knowledge, skills and attitude, and then in the end not only the performance of ASN in the IPDN North Sulawesi campus of quality , but also an IPDN Praja who would later become an ASN had a high performance in carrying out his duties later in the field.

d. Data source

Data sources are subjects from which data can be obtained (Zuldafrial 2012: 46). The data sources in this study are divided into two: humans (human) and not human. In this case the key informants (key informants) is the Head of the General Administration Section in charge of and taking care of staffing affairs, some educators, and administrative staff (ASN who are tasked with carrying out administrative management and technical services). While non-human data sources in the form of documents relevant to research will be examined as a secondary data source.

e. Data collection technique

Data collection techniques are the most strategic step in research, because the main purpose of research is to obtain data. Therefore, in this study researchers used data collection techniques such as observation, interviews and documentation.

a. Interview

The informants who want to be interviewed in this study are the Head of the relevant Section or Subdivision (mainly the General Administration Section which oversees the Personnel Subdivision) and several ASN employees in the North Sulawesi Campus IPDN environment. Through these informants, researchers can get more in-depth information related to the focus of the research they want to study.

b. Documentation

In this study, documentation is needed for data collection by recording or viewing data in any form from the available documents that are closely related to the object of research. The documents or data referred to in this study are closely related to the object of research, including data on the number of employees, attendance of employees during working hours, and employee work recapitulation.

c. Observation

Some information obtained from observations are pace (place), actors, activities, objects, actions, events, time and feelings. In this study, researchers used unstructured observation techniques, which are observation techniques that do not use observation guidelines or in other words unstructured observations are observations that are not prepared systematically about what will be observed (Sugiyono, 2017: 109), so researchers only develop observations based on developments that occur in the field. Researchers make spontaneous observations of the symptoms observed.

f. Data analysis

Data analysis in qualitative research, carried out since before entering the field, during the field, and after completion in the field (Sugiyono, 2017: 131). In this study the researchers used Miles and Huberman Model data analysis, namely Data Reduction, Data Display, and Conclusion Drawing / verification.

RESULTS AND DISCUSSION

The Institute of Domestic Administration (IPDN) is a Civil Service Higher Education within the Ministry of Home Affairs whose aim is to prepare superior government cadres, both at the regional and central levels. This is in accordance with the Vision of IPDN, namely: "Becoming a reliable Civil Service Higher Education in producing competent, character and personality cadres of

government". This education besides being held at the Jatinangor Central IPDN Campus and IPDN Campus in Cilandak Jakarta, was also held at Regional Campuses in several provinces in Indonesia as an inseparable unit, one of which was the IPDN North Sulawesi Campus in the Minahasa Regency of North Sulawesi Province.

North Sulawesi Campus IPDN as an integral part of the central IPDN must also strive to achieve that vision. One aspect that will determine the achievement of the overall IPDN vision is the performance produced by the apparatus in it. Furthermore, in seeing how well the performance produced by ASN in IPDN North Sulawesi Campus the researchers used 5 indicators according to Mangkunegara (2005: 75), namely: Quality of work, quantity of work, responsibility, cooperation, and initiative.

a. Work quality

A quality work of course starts from an understanding between what must be done and what really must be done. This can be interpreted as understanding and mastery of the Main Tasks and Functions (TUPOKSI) of each employee at IPDN of North Sulawesi Campus. Quality cannot be achieved if previously employees did not understand their duties and functions. Based on the results of the study most of the main employees of PNS have understood the main tasks and functions of each because in inputting performance through the performance appraisal system which is referred to as SIKERJA has been adjusted to the job description of each employee in accordance with the responsibilities held. Likewise, most of the Government Employees of Non-Civil Servants already understand their respective duties and functions. However, there are still groups of employees who do not understand correctly what must be done with their respective duties and functions. This then more or less will affect the quality of work achieved by employees.

b. Work quantity

Quantity of work related to the amount produced in a given period for civil servants can be seen in the SIKERJA based on productivity and the realization of work minutes, so that for civil servants for the aspect of the quantity produced can be seen and measured through the SIKERJA (Performance Assessment System) input in the period of 1 month and checked by the direct supervisor before the change of the month (maximum on the last date of the month being inspected). Application SIKERJA itself is very much influenced by the quality of work, where the quality of a job can be observed through the high production output. The higher the achievement of output, the higher the quality of work produced by an employee. The achievement of this output itself is related to the amount of quantity produced by employees. Based on the data obtained, each civil servant always reaches the target of 100%, which means that the target number of work that has been determined can be achieved by every civil servant in the North Sulawesi Campus IPDN.

c. Responsible

Viewed from the aspect of responsibility, most of the employees at IPDN North Sulawesi Campus still do not have a high sense of responsibility for their work. This is indicated by delays in office hours which also results in delays and the absence of the employees concerned in the implementation of morning roll call activities and attendance of employees at the implementation of flag ceremony activities that are still minimal compared to the total number of employees. Besides that, most employees will show high performance if monitored by their leaders. So the independent work culture does not exist in the employee.

d. Cooperation

Related to the aspect of cooperation, the employees in North Sulawesi Campus IPDN showed good cooperation attitude. This was demonstrated through the teams, including the Internal Security Post team, Electric team, Water team, and Care team which requires good cooperation between the teams in maximizing existing tasks, and can be carried out properly.

e. Initiative

Relating to aspects of the initiative which can be interpreted as an initiative from within the employee to carry out work or overcome problems at work without waiting for orders from superiors to be considered still lacking. This is because there are indeed some employees who already have innovation and a high sensitivity to the work to be done, or which are the priorities to be completed. However, most employees must still be ordered first before they can complete the work given by leader. Including the sensitivity of work priorities that must be increased .

Based on the results by studying performance of employees that have been presented previously, the factors in the research will be presented using data collection techniques in the form of interviews, observations and documentation that affect the performance of the apparatus at work, namely:

1. The location of the North Sulawesi Campus IPDN is located in Tampusu Village, Remboken District.

Tampusu Village as the location of the North Sulawesi Campus IPDN is located at an altitude of approximately 700 meters above sea level (above sea level) with average temperatures ranging from 15° C to 23 °C, coupled with average rainfall ranging from 90-130 days per year. This condition affects the level of employee discipline during office hours, especially in the implementation of morning roll call activities, flag ceremonies, including large number of facilities and infrastructure damaged due to bad weather.

2. Conditions of Work Supporting Facilities and Infrastructure.

Work facilities and infrastructure is one of the factors that can be considered a major factor in supporting the work done. Even though the existing work might be completed, in terms of efficiency and effectiveness of work it would be better if there were supporting facilities and infrastructure. Conditions of Facilities and Infrastructure at IPDN North Sulawesi Campus are not

all in decent condition. There are some buildings that were damaged due to bad weather. In addition, the condition of infrastructure is also not in the proper condition. This is still an obstacle in the maximum performance of employees, such as the availability of adequate work space,

3. Leadership and Teamwork

In addition to these problems, researchers explore more deeply about the factors that affect employees in this case staff as executors related to the performance. The researcher then found that apart from the factors previously explained, there were other things that also contributed to employee performance, namely leadership and teamwork. Both of these have a big contribution to the performance. The leadership will affect its relation to the reward and punishment system for employees, the technical implementation of employee duties in accordance with the employee's job description, motivation and work enthusiasm.

CONCLUSIONS AND RECOMMENDATIONS

a. Conclusion

Based on the results of research and discussion that have been presented previously, then some conclusions can be drawn as follows:

1. In seeing how well the performance produced by ASN at IPDN North Sulawesi Campus, researchers used 5 indicators: Quality of work, quantity of work, responsibility, cooperation, and initiative. The results showed that in several aspects including the quality of work, responsibility and initiative of some ASNs were considered not good enough, which was shown through employee indiscipline in the applicable provisions, such as the implementation of morning roll call, events and flag ceremonies.
2. The factors that influence the performance of ASN in IPDN North Sulawesi Campus are as follows:
 - a. The location of the North Sulawesi Campus IPDN is located in Tampusu Village, Remboken District.
 - b. Conditions of Work Supporting Facilities and Infrastructure inadequate.
 - c. Leadership Factors and Teamwork
3. The efforts made in terms of improving employee performance:
 - a. Accelerate the process of asset write-off through the Assets and Financial Subdivision so that the procurement of office facilities and infrastructure can be carried out immediately;
 - b. Mental guidance and attitude of ASN by the authorities through the implementation of meetings and in forums and ceremonies;
 - c. Increase employees salary of Government Employees Non-Civil Servants in 2019.

b. Suggestion

North Sulawesi Campus IPDN as a service agency that will later produce government cadres (both at central and regional levels) must continue to improve itself in order to improve the quality and quality of achieving the goals set. There are several important things to note,

1. Improve communication and good coordination between leaders and employees and among fellow employees so as to create a family relationship that will affect the quality of problem solving (solve problem).
2. Repairing facilities and infrastructure to support the work of employees.

BIBLIOGRAPHY

The 1945 Constitution of the Republic of Indonesia.

Undang-Undang Dasar Negara Republik Indonesia Tahun 1945.

Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara.

Armstrong dan Baron. 2005. *Managing Performance: Performance Management in Action*. UK: CIPD Publishing.

Mangkunegara. 2005. *Evaluasi Kinerja Sumber Daya Manusia*. Bandung : Refika Aditama.

Mathis dan Jackson. 2001. *Human Resource Management*. Jakarta : Salemba Empat.

Moehariono. 2012. *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: Raja Grafindo Persada.

Pasolong, Harbani. 2010. *Teori Administrasi Publik*. Bandung : Alfabeta.

Rivai, Veithzal. 2005. *Manajemen Sumber Daya Manusia Untuk Perusahaan dari Teori ke Praktek*. Jakarta : PT. Raja Grafindo Persada.

Siagian, Sondang P. 2008. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.

Sugiyono. 2017. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabeta.

Wibowo. 2009, *Manajemen Kinerja*. Jakarta : PT. Raja Grafindo Persada.