Analysis of Employee Performance in the Regional Secretariat of Sorong District

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Abstract

This research was conducted by the author with the aim to know employee performance at the Regional Secretariat of Sorong Regency seen in aspects on aspects inputs (input), process (process), outputs (output), outcomes (results), benefits (benefits), and impacts (impact). The research method is a descriptive method with a qualitative approach. Data collection techniques, namely interviews, observation, and documentation using the inductive model. The results of this study indicate the performance of employees at the Regional Secretariat of Sorong Regency is considered to be carried out well, this is indicated by the success of the objectives that have been planned by the Sorong Regency regional government by ensuring all inputs, starting from reliable and competent human resources for all their duties and functions, the existence of adequate facilities and infrastructure and adequacy of the budget. From the main tasks and functions and work programs can be realized maximally and provide benefits and positive impacts for the needs of community services and also increase regional development. The performance of employees at the Regional Secretariat of Sorong Regency which is considered good is also inseparable from the work process of employees being able to utilize all resources optimally.

Keywords: Performance, Regional Secretariat, Sorong Regency

INTRODUCTION

Employee resources are one of the important organs for the sustainability of a country because of their function as state servants and public servants, therefore it is very necessary for the management of the State Civil Apparatus (ASN) to build ASN that has integrity, is professional neutral and is free from political intervention. Clean from corruption, collusion and nepotism and able to provide public services for the community, as explained in Indonesia, Law number 5 of 2014 concerning the State Civil Apparatus concerning State Civil Servants in Article 1 paragraph (5) that ASN management is "management to produce ASN employees who are professional, have basic values, professional ethics, free from political intervention, and free from corruption, collusion and nepotism".

Employee performance problems in an agency generally cannot be separated from the process, results and efficiency, seen from the perspective of the community and performance evaluation. The community views that employee performance is still low. This view emerged because the public began to be critical in monitoring and evaluating the services of government agencies. On the other hand, measuring the success and failure of government agencies in carrying out their main tasks and functions is difficult to do in a straightforward manner objective. In terms of service orientation, it tends not to fully devote its time and energy to serving the community, unfriendly, convoluted, non-transparent services are uncertain, arrogant, indifferent and various bad
behaviors always occur in the bureaucracy in Indonesia.

Regarding performance problems, Lumentah et al. (2015) also stated that there are still many complaints and complaints from the public, both directly and through the mass media, such as: convoluted procedures, no certainty in the time frame for completion, costs to be incurred, non-transparent requirements, unresponsive attitude of officers. The State Apparatus, in this case, focuses on the government apparatus to provide the best possible service, oriented to the needs and satisfaction of service recipients, so as to increase competitiveness in providing goods and services. With the behavior of civil servants who often skip or leave certain offices, this is an assessment for the community, which in the end assesses civil servants who are not qualified, seen from the number of civil servants who do not have the will of their own to work well. These civil servants are not doing their job properly and seriously. Likewise with undisciplined actions that are often carried out by civil servants such as arriving late, leaving early (not according to working hours).

The visible performance of employees, especially employees at the Regional Secretariat of Sorong Regency, must be prepared to at least have mental endurance, knowledge, and are able to carry out their main tasks and functions. In the sense of mastering the areas of duty that are the responsibility, so that the implementation of government programs in the development sector in Sorong Regency can be realized as expected. Therefore, it is necessary to fix the employee performance problems that occur at the Regional Secretariat of Sorong Regency.

LITERATURE REVIEW

Human Resource Management

Human resource management (HRM) is equivalent to the terms personnel management, human resource management, personnel management, labor management, labor management, personnel administration, personnel administration, and various other terms. HRM is "the science and art of regulating the relationship and role of the workforce in order to be effective and efficient in helping the realization of the goals of the company, employees and society". Hasibuan (2016) and Robins (as cited in Mangkunegara, 2015) HRM is "A management and utilization of existing resources in individuals. This management and utilization is maximally developed in the world of work to achieve organizational goals and individual employee development ". Both of these opinions can be understood that human resource management is a management of human resources in an organization effectively and efficiently in order to help the realization of the goals of the organization. Schuler, et al. (as cited in Sutrisno, 2016) HRM is an acknowledgment of the importance of an organizational workforce as a very important human resource in contributing to organizational goals, and uses several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations, and society.

Performance

Bernardin (as cited in Sudarmanto, 2015) states that "performance is a record of the results produced (produced) or certain job functions or activities during a certain period of time, excluding the personal characteristics and behavior of the apparatus being assessed". As for performance in the sense of behavior put forward by Murphy and Cleveland (1995) (as cited in Sudarmanto, 2015) states "performance is a set of behaviors that are relevant to the goals of the organization or organizational unit where people work". Another definition is also explained about performance as behavior by Cambell (1993), Cardy and Dobbins (1994), Waldman (1994) (as cited in Sudarmanto, 2015), namely "performance is synonymous with behavior, performance which people actually do and can be observed". This understanding, performance includes actions and behaviors that are relevant to organizational goals. Performance is not a consequence or result of an action, but the action itself. Regarding a person's ability to work, it was also explained by Wibowo (2016) who argued that "human resource performance problems can occur at several levels, namely individuals,
teams (groups), and organizations”.

**The Objectives of Measurement, Assessment, Performance Appraisal**

The level of success achieved by employees, it is necessary for performance as stated by (Dharma, 2014) that almost all performance measurements consider the following matters "1) Quantity, related to the amount that must be completed or achieved, 2) Quality, related to The resulting quality is in the form of work neatness and accuracy of work or the level of errors committed by employees, and 3) Time management, that is, according to the planned time. Meanwhile, (Winarsih, 2012) concluded that "to measure performance, two types of measures must be used, namely; process-oriented measures and results-oriented measures. Kreitner and Kinicki (as cited in Hidayati, 2014) state that "performance evaluation is an evaluative opinion on the nature, behavior of a person, or performance as the basis for personnel development decisions and plans. The purpose of performance evaluation is carried out on the process of appraisal, review, and performance measurement to provide feedback on performance goals and targets which can then be taken steps to make performance improvements in the future.

**Factor Affecting Performance**

Performance is a multidimensional construct that includes many factors that influence it, (Prawirosentono, 2011) suggests that there are four factors that affect employee performance, namely: "1. Effectiveness and efficiency, 2. Authority and Responsibility, 3. Discipline, and 4. Initiative ". Furthermore, according to Rivai (2014) that "individual performance is basically influenced by factors, namely 1. Expectations regarding rewards, 2. Encouragement, 3. Capabilities, needs and characteristics, 4. Perception of duties, 5. Internal rewards and external, 6. Perceptions of the level of reward and job satisfaction. Thus it is understood that to produce more productive employee performance, there are things that have an influence on improving employee performance in an effort to achieve organizational goals that have been mutually determined and agreed upon.

**Performance Indicators**

To assess the performance of this organization, of course, indicators are needed to measure it clearly. According to Hersey, Blanchard and Johnson (as cited in Wibowo, 2016) there are seven performance indicators, namely "1. Objectives, 2. Standards, 3. Feedback, 4. Tools or means, 5. Competencies, 6. Motives, and 7. Opportunities. The fact that the public bureaucracy has many stakeholders and interests that often clash with one another makes it difficult for the public bureaucracy to formulate a clear mission. As a result, the performance measures of public organizations in the eyes of stakeholders also vary.

Adisasmita (2011) classifies performance indicators, namely: indicators of inputs (inputs), processes (processes), outputs (outputs), outcomes (results), benefits (benefits), and in pacts (impacts). The above indicators can directly or indirectly indicate the extent to which the goals have been achieved. In this connection, the determination of activity performance indicators is a process of identifying, developing, selecting and consulting on performance indicators or performance measures or measures of the success of agency activities and programs. This performance indicator plays a role in providing information as a consideration for decision making. Performance indicators are ultimately used as control as well as information in order to measure the level of public accountability.

**Conceptual Model**

The conceptual model in this study refers to Law number 5 of 2014 concerning State Civil Servants and the theory put forward by Adisasmita (2011) which classifies performance indicators, namely: indicators of inputs, processes, outputs, outcomes (results), benefits, and impacts (impact) ”. The conceptual model scheme is described as follows.
RESEARCH METHOD

Research Design and Time

This type of research is a descriptive study with a qualitative approach. The main objective of research is to describe, understand (to understand) and explain (to explain) in the field of management, especially in employee performance. The research was conducted at the Regional Secretariat of Sorong Regency for 8 months.

Source and Data Collection Technique

According to Lofland (as cited in Moleong, 2013) that "the main data source in qualitative research is words, and the rest of the actions are additional data". The data sources extracted in this study consisted of the main data sources in the form of words and actions, as well as additional data sources in the form of documents and others. Data collection techniques are carried out in natural settings (natural conditions), primary data sources and data collection techniques are more on participant observation, in-depth interviews and documentation.

Data Analysis Method

The data analysis technique used in this research is with analysis carried out continuously both in the data collection process and after the data collection is complete. The data analysis process used in this study is an interactive model from Miles et al. (2014) to analyze the research.
data. Activities in qualitative data analysis are carried out interactively and take place continuously until completion, so that the data is saturated.

RESEARCH RESULTS

Employee Performance in terms of Input Aspects

One form of input (input) from the performance of employees in carrying out all the duties and functions of each division in the Regional Secretariat of Sorong Regency can be seen from the quality of human resources that are considered good, this was conveyed by Samuel Jones Kalay as Head of the Organization Division (Interview on 4 February 2020) said that "The quality of employees in this office is fairly good, because employees are often included and given training for the development of knowledge and expertise such as attending technical guidance training on agency performance accountability systems". To produce productive employee performance, a reference is also needed that is used as a guide for employees to carry out all their duties.

Based on the explanation above regarding the performance of employees at the Regional Secretariat of Sorong Regency, it is seen from the input aspect, starting from human resources, information (policies and regulations), facilities and infrastructure which are considered to be quite good, although there is one sub aspect, namely HR which are considered poor in quality and quantity, but the limited human resources at the Regional Secretariat of Sorong Regency do not reduce the work performance that has been generated by employees from the number of main tasks and functions that are their burdens and responsibilities.

Employee Performance in terms of Process Aspects

The success of an organization is inseparable from the aspects of the process carried out by employees to produce work targets that have been planned beforehand, and to achieve maximum organizational goals, the work processes within the organization must be of effectiveness and efficiency. Chris Janes Tupamahu (interviewed 22 January 2020) explained that “With the support of adequate facilities in this office, employees can carry out each task properly and on time according to the previous target plan. Apart from that, employees have also demonstrated their ability to work quickly, whether related to computers or doing technical jobs ”.

To ensure the performance of employees in implementing the SOPs that have been designed in each section of the Regional Secretariat of Sorong Regency, as expressed by Indra Mulyana and Agustina M Pigai (Interviews on 4 and 19 February 2020) said that "We are required to be careful in doing our work. so that there are no mistakes that make the work less optimal. Time to turn a job in my field sometimes has to be fast and sometimes it's not. Because usually there is work that is given by the leadership to be done for a long time but there is indeed work that must be done quickly ".

Based on the results of the research above, it can be concluded that the performance of employees at the Regional Secretariat of Sorong Regency is seen from the aspect of the process, the results are considered to be running well, this is due to the ability of employees to utilize all facilities and budget resources properly, and to take into account all the time and costs involved. Always strive for a program of activities or routine work to be completed according to the work plan and can also minimize errors or waste costs.

Employee Performance in terms of Output (Output)

Seeing the extent of the implementation of work carried out by the regional secretariat employees of Sorong Regency in 2016 to 2019 which have produced good output, as can be seen in the results of the percentage realization of the work program plans that have been compiled by the Sorong Regency Regional Secretariat employees from 2016 to 2019, as follows:
With respect to data collection, Chris Janes Tupamahu (interview on 22 January 2020) that "the output of employee performance is quite good because of the entire workload in each section in this office, it can be done thoroughly even though there are still one or two work programs that sometimes cannot be completed in the year which has been targeted ". Furthermore, Samuel Jones Kalay (dated February 4, 2020) explained that "employees who serve in the service sector in local government can always be completed properly, and what employees have done always gives satisfaction to the people they serve".

The work performance produced by the employees of the Sorong Regency regional secretariat has been assessed from the aspect of the process that has been running well, because it can be seen from each task force that is the burden and responsibility of employees can always be done immediately so that the work can be completed within the planned time.

**Employee Performance in terms of Results (Outcome)**

As to improve the performance of a government agency towards professionalism and to support the creation of good governance, it is necessary to discipline employees. Discipline of employees is the most important thing, considering that governance and implementation of development depend on the performance of civil servants. Indra Mulyana and Laode (4 and 21 February 2020) both have the same view that "I do not close my eyes that there are still employees who do not comply with these disciplinary regulations, and the Regent is always making continuous efforts to improve employee discipline"

The same thing was stated by Yohana Sophya Tuhumena (Interview on February 21) explaining that every employee here is able to think in completing every job assigned to him, where the tasks assigned to him are able to complete because they are equipped with knowledge and work on directions from me as the head of the subdivision. Based on the information above, it can be understood that even though the initiative comes from each individual, from the results of the interview, it can be seen that the level of employee initiative is still classified as less than optimal in solving problems faced at work. Employee performance seen from the outcome aspect is considered quite good, this can be due to seeing the level of productivity and quality of discipline,

**Employee performance in terms of benefits (Benefit)**

Regarding the benefits of the work of employees at the Regional Secretariat of Sorong Regency, it can be seen from the level of community satisfaction with what employees have done, both from administrative services and implementation of development activities programs that have been planned by the regional government of Sorong district. Chris Janes Tupamahu (interview on January 22, 2020) that "The service process that employees have provided has always been a priority to provide fun for the community, such as by providing waiting room facilities, good seating and we also always communicate interactively so that people who are waiting the solution to his needs does not feel bored or bored ".

Further information by Yohana Sophya Tuhumena (interview on 21 February 2020) that "Currently, access to information services related to community needs has been provided with the aim of making it easier for the public to receive information, such as at the Secretariat office where
there are already several information boards and even loudspeakers installed, can be seen and heard by the people who are doing the management in the office”. The realization of each activity program carried out by the regional government of Sorong Regency has provided various benefits that can already be felt by the local community and also for the progress of the Sorong Regency area both in the long term.

**Employee Performance in terms of Impact Indicators (Impact)**

In terms of quantity, seeing from the total duties and duties and work program plans contained in the Regional Secretariat of Sorong Regency, it has previously been described that most of the work programs planned by the local government in 2019 have been implemented, although there are still some activity programs that have not implemented. From everything that the employees of the regional secretariat of Sorong district do, of course this has an impact that is logically generated (interview result from Samuel Jones Kalay).

In addition to the above opinion, this was also confirmed by Mr. Chris Janes Tupamahu (interview on 22 January 2020) stating that "every job done by employees has provided the best for all the interests of society and so far the community also seems satisfied with the services we provide". This information is reinforced by the statement of Yohana Sophya Tuhumena (interview on 21 February 2020) which explained that "we are happy that the service process provided by employees to us is always done quickly, and also all the information we need can be explained very well by employees".

The performance of the employees of the Regional Secretariat of Sorong Regency is seen from the aspect of impact which is considered good and positive, meaning that everything that has been done by local government employees has provided satisfaction for the community and the creation of regional development progress, both in the economic, social, political and cultural sectors. Seeing the results of research found from all aspects in this study indicate that the performance of employees at the Regional Secretariat of Sorong Regency is considered to be well done, this is inseparable from all the indicators in this study that have been fulfilled properly.

**DISCUSSION**

Employee performance in an organization is the answer to the success or failure of the set organizational goals. Bosses or managers often don't pay attention to the situation or circumstances of their subordinates unless it gets really bad or things go awry. Performance appraisal for apparatus is useful for assessing the quantity, quality and efficiency of services, motivation and for preparing the organization's budget. The most fundamental thing in the success of the goals that have been planned by the regional government of Sorong Regency is to ensure that the input in the organization is well available, starting from reliable and competent human resources to the tasks that will be assigned to it, the existence of adequate facilities and infrastructure and adequate budget. which will be used in the implementation of all work that has been formulated.

In terms of quantity, the number of employees available in each division at the Regional Secretariat of Sorong Regency is sufficient for the main tasks and functions contained in each section. While the quality of employee resources at the Regional Secretariat office of Sorong Regency can also be seen from the scientific competence of employees. Human resources are one of the key factors to get the best performance, because the success of individual performance greatly affects the work of the organization. The factors that influence employee performance are education and training. Education is not something foreign to Indonesian society.

Apart from the availability of facilities and budget, there are also policies or regulations at the Regional Secretariat of Sorong Regency, such as employee discipline rules, policy rules for the implementation of each activity, and standard operational procedures (SOP) for each administrative activity process and service activity that serve as guidelines for the employees. employees to carry out all their obligations and responsibilities as a state apparatus that provides the best service to the
community and to the region. The use of these facilities is certainly understood to be a feature of the efficiency value which will also be able to produce an effective job.

Referring to the opinion of Mangkunegara (2015) and Hasibuan (2016) regarding work performance assessments carried out by organizational leaders systematically based on the results of observations made by researchers where it is seen that the work assigned to them, the local government of Sorong Regency is quite optimal in doing employee performance appraisal. The success of the Sorong Regency regional government in achieving sustainable development, of course, is also seen from the work produced by Regional Secretariat employees and the benefits obtained from these results. From the research results obtained that each work program activities and main tasks and functions that have been compiled in each section where all of these things can be done and realized according to the target plan formulated in the regional strategic plan

The results of work that have been shown by Regional Secretariat employees will have positive benefits and impacts depending on the level of community satisfaction and the progress of regional development. As indicated by the results achieved by the regional government of Sorong Regency for the performance that they have implemented have shown great benefits and impacts for regional progress, as is known currently development in the infrastructure sector, the economic and cultural sector which continues to grow and develop with the implementation of programs. activities carried out by local government officials.

CONCLUSION

Based on the results of the study, it is concluded that from every aspect, from input, process, output, outcome, benefits and impact, the overall result shows good results, so it is concluded that the performance of employees at the Regional Secretariat of Sorong Regency is carried out well, so that employee performance is more productive in carrying out tasks and function. From the results of this study, there are several recommended suggestions, namely; 1) it is very necessary to improve the competence of employees who still have low levels of education, especially those with only elementary, junior high and high school graduates) and regional heads can further optimize the employees to participate in training activities that can support their technical knowledge and abilities. 2) More inherent supervision is needed to monitor and evaluate the way of working and the utilization of the facilities used by employees to complete each job easily and quickly, 3) It is hoped that regional heads and other leaders will always foster a high sense of enthusiasm in employees, in order to create. The outcome achieved gave satisfaction to the community and also the Sorong Regency area

REFERENCE

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