Regional secretariat service appliance performance analysis

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Abstract
Regional Secretariat as an organization that carries out the function of coordination and technical services administration has a very important meaning, especially in the efforts to make improvements in the future. The research method used quantitative type is descriptive, with non-probability and accidental sample populations, and descriptive statistical data analysis. Analysis of the performance of apparatus in providing services in the General Section of the Regional Secretariat of North Hulu Sungai Regency includes an understanding of the task of function, innovation, speed of work, accuracy of work and cooperation in providing services in the General Section of the Secretariat of North Hulu Sungai Regency is considered quite good because of the 5 indicators used as many as 3 indicators showed a fairly good category and 2 indicators showed the category is not good enough.

Keywords: performance analysis, regional secretariat apparatus, administrative services

Introduction
Analysis of the performance of public bureaucracy becomes very important or in other words, has a very strategic value. Information about the performance of apparatus and factors that contribute to the performance of the apparatus is very important to know, so that the measurement of the performance of the apparatus should be translated as an evaluation activity to assess or see the success and failure of the implementation of tasks and functions charged to him (Wahju Krisnanto and Nany Suryawati, 2019) [1].

Regional Secretariat of Hulu Sungai Utara Regency as a public organization that has the main task and coordination function and provide administrative services requires information about the performance of apparatus in the organization, so that an assessment of how far the services provided by the organization can meet the expectations and satisfy service users (Muhlis Madani, 2011) [2].

Government apparatus is very determining the course of implementation of development in various fields. Therefore, in a government, there is a need for an apparatus that has the ability to carry out the tasks assigned to it so as to create better service (Ernayati *et al*, 2021) [3].

The primary criteria for measuring performance, according to H.J. Bernardin and J.E.A Russel (1993) [4], namely: quality, quantity, timeliness, cost effectiveness, need for supervision. Fadel Muhammad (2009) [5], presented employee performance indicators in measuring employee performance, as follows:

1. Understanding of functional tasks. In carrying out function duties, subordinates must first understand the main tasks and functions of each and perform the tasks in accordance with what is their responsibility;
2. Innovation. Have positive innovations and communicate with superiors and discuss them with colleagues about work;
3. Speed of work. In carrying out work speed tasks should be considered by using following existing working methods;
4. Accuracy of work. Not only fast, but in completing the task employees must also be disciplined in doing the task carefully in working and reducing;
5. Cooperation. Ability to cooperate with other colleagues such as being able to accept and appreciate the opinions of others.

Based on the initial observations related to the performance of apparatus in providing services in the General Section of the Regional Secretariat of North Hulu Sungai Regency, there are still problems faced, including the following:

1. Understanding of function tasks is relatively low as seen from the division of work that is less effective and not in accordance with the main tasks and functions such as tasks in other parts carried out and charged to someone who is not the responsibility of his work (Performance Accountability Report of Government Agencies Secretariat of North Hulu Sungai Regency in 2019) [6];
2. Employee innovation is relatively low in conveying opinions or suggestions to leaders in the implementation of a job;
3. The speed of work of employees is relatively poor judging by the completion of work that is often not on time;
4. The accuracy of the work is not good judging by the still errors in the implementation of the work such as the form of the report prepared and the procedure of minimization (Performance Accountability Report of Government Agencies Secretariat of North Hulu Sungai Regency in 2019) [6];
5. Low coordination and cooperation between employees in completing the work in accordance with the specified

time (Performance Accountability Report of Government Agencies Secretariat of North Hulu Sungai Regency in 2019) [6].

In the industrial era, it takes the development of bureaucracy and public policy performance of government officials, especially the role of Subdistrict head, to influence bureaucratic policy in the perspective of public policy, improve the performance capability of the public service apparatus (Rosa, 2019) [7].
The use of SEM analysis in research shows a partial and the simultaneous significant influence of the role of leaders, organizational commitment and competence in creating a culture of service apparatus in the performance of civil apparatus work in the ministry (Syahrian, 2020) [8].

Materials and Methods
The method in this study uses a quantitative approach. Sugiyono (2016) [9], presented quantitative research method as a research method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally done randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim to test the hypothesis that has been determined.
Quantitative descriptive research, is data obtained from a sample of the research population analyzed in accordance with the statistical methods used. Descriptive research in this study is intended to get an overview and information about the performance of apparatus in providing services in the General Section of the Regional Secretariat of North Hulu Sungai Regency.
The location in this study is in the General Section of the Regional Secretariat of North Hulu Sungai Regency, with the population of this study is the Regional Secretariat of North Hulu Sungai Regency which includes Civil Servants as many as 94 People and Honorer Personnel as many as 48 people totaling 142 people, this research sample as many as 71 people or 50% of the population.
Sampling techniques used are nonprobability sampling as sampling techniques that do not provide equal opportunities or opportunities for each element or member of the population to be selected into a sample and accidental sampling as a sampling technique based on coincidentally meeting, researchers can be used as a sample, when viewed by people who happen to be found suitable as a data source.
The data analysis used is descriptive statistics. Descriptive statistics are used to describe research variables obtained

through measurement results. For data tabulation guidelines used Redi Panuju formula (1995) [10], by taking the average value from the formula of minimum score index value multiplied by the number of statements multiplied by the number of respondents; the maximum score index value multiplied by the number of statements multiplied by the number of respondents; the range of differences between the maximum index values minus the minimum index values; range level divided by the desired level.
The Likert scale used in this study was used to answer questions from 5 indicators of apparatus performance elements developed into 22 items. Each answer has an item score and is associated with a statement form with the following words:
1. Very Good, very high, very agreeable (Score 5);
2. Good, high, agree (Score 4);
3. Good enough, high enough, just agree (Score 3);
4. Less Good, less high, less agreeable (Score 2);
5. No Good, not high, disagree (Score1)
The percentage of answers per indicator formula is as follows:

$$P = \frac{f}{n} \times 100\%$$

Information:
P = Percentage
F = Frequency of Respondents' Answers
n = Number of Samples (30)
100% = Constant

$$TCR = \frac{average\ score}{5} \times 100$$

Where: TCR = the level of answer achievement respondents stated that the criteria of the respondent's achievement level value (TCR) can be classified as follows:
1. 90 % - <100 %: Very Good;
2. 80 % - < 90 %: Good;
3. 65 % - <80 %: Good Enough;
4. 55 % - <65 %: Less Good;
5. 0 % - <55 %: Not Good

Results and Discussion
To analyze the data of this study using the results of the calculation of scores, means, the achievement levels of respondents and categories, which we can clearly see in the following results, namely:

Table 1: Data Analysis

No	Statement	SB 5	B 4	CB 3	KB 2	TB 1	N	Score	Mean	TCR (%)	category
	Understanding Function Tasks										
1	General Officer of The Regional Secretariat of North Hulu Sungai Regency understanding the toxicology in the implementation of the work	5	34	31	1		71	256	3,60	72,11	Good Enough
2	General Officer of The Regional Secretariat of North Hulu Sungai Regency carrying out the work in accordance with the duties of each		4	30	37		71	180	2,53	50,70	Bad
3	General Officer of The Regional Secretariat of North Hulu Sungai Regency always complete work according to function task		10	33	28		71	195	2,74	54,92	Bad
4	General Officer of The Regional Secretariat of North Hulu Sungai Regency always comply with applicable work regulations	39	29	3			71	320	4,50	90,14	Excellent

5	General Officer of The Regional Secretariat of North Hulu Sungai Regency always completes the work in accordance with the direction	27	26	12	6		71	287	4,04	80,84	Good
6	General Officer of The Regional Secretariat of North Hulu Sungai Regency understands the Standard Operating Procedures in working		5	37	29		71	189	2,66	53,23	Bad
7	General Officer of The Regional Secretariat of North Hulu Sungai Regency always follows standard operational procedures in working		13	38	20		71	206	2,90	58,02	Less Good
Innovation											
1	General Officer of The Regional Secretariat of North Hulu Sungai Regency always innovates in the implementation of the work		1	64	6		71	208	2,92	58,59	Less Good
2	General Officer of The Regional Secretariat of North Hulu Sungai Regency always has positive innovations in the completion of tasks		2	42	27		71	188	2,64	52,95	Bad
3	General Officer of The Regional Secretariat of North Hulu Sungai Regency always discuss the latest innovations with other leaders and employees		10	28	33		71	190	2,67	53,52	Bad
4	General Officer of The Regional Secretariat of North Hulu Sungai Regency able to take the initiative in working	39	29	3			71	320	4,50	90,14	Excellent
5	General Officer of The Regional Secretariat of North Hulu Sungai Regency creative in carrying out and completing the work		2	61	8		71	207	2,91	58,30	Less Good
6	General Officer of The Regional Secretariat of North Hulu Sungai Regency always gives ideas for the progress of the organization		2	50	19		71	196	2,76	55,21	Less Good
Working Speed											
1	General Officer of The Regional Secretariat of North Hulu Sungai Regency has a strong drive to do tasks quickly		42	27	2		71	253	3,56	71,26	Good Enough
2	General Officer of The Regional Secretariat of North Hulu Sungai Regency always complete tasks according to a predetermined target		2	42	27		71	188	2,64	52,95	Bad
3	General Officer of The Regional Secretariat of North Hulu Sungai Regency always submits reports of work results to superiors on time		10	28	33		71	190	2,67	53,52	Bad
4	General Officer of The Regional Secretariat of North Hulu Sungai Regency can get the job done quickly	39	29	3			71	320	4,50	90,14	Excellent
5	General Officer of The Regional Secretariat of North Hulu Sungai Regency can finish the job with urgent time	35	36				71	319	4,49	89,85	Good
Work Accuracy											
1	General Officer of The Regional Secretariat of North Hulu Sungai Regency has a strong drive to work on tasks accurately		31	40			71	244	3,43	68,73	Good Enough
2	General Officer of The Regional Secretariat of North Hulu Sungai Regency always finishes the job well given		37	34			71	250	3,52	70,42	Good Enough
3	General Officer of The Regional Secretariat of North Hulu Sungai Regency can take responsibility for the tasks given		8	32	31		71	190	2,67	53,52	Bad
4	General Officer of The Regional Secretariat of North Hulu Sungai Regency always strives to work according to the specified conditions	39	29	3			71	320	4,50	90,14	Excellent
5	General Officer of The Regional Secretariat of North Hulu Sungai Regency can get the job done without errors		16	32	23		71	206	2,90	58,02	Less Good
6	General Officer of The Regional Secretariat of North Hulu Sungai Regency does the job well without any damage		37	34			71	250	3,52	70,42	Good Enough
Collaborate											
1	In carrying out its work Employees work together as a team		4	33	34		71	183	2,57	51,54	Bad
2	General Officer of The Regional Secretariat of North Hulu Sungai Regency able to work with fellow employees		2	43	26		71	189	2,66	53,23	Bad
3	General Officer of The Regional Secretariat of North Hulu Sungai Regency always willing to work with fellow members of the organization		12	15	44		71	181	2,54	50,98	Bad
4	General Officer of The Regional Secretariat of North Hulu Sungai Regency prioritise the interests of the group rather than the personal interests in completing the work		6	36	29		71	190	2,67	53,52	Bad
5	General Officer of The Regional Secretariat of North Hulu Sungai Regency always works with the leadership		36	35			71	249	3,50	70,14	Good Enough

Source: processed, 2020

From the calculation of table 1 above, it can be explained, as follows, namely:

1. Understanding the Task function

a. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency understand the task of function in the implementation of the work with a score of 206, a mean of 3.6056338 and the achievement rate of respondents 72.1% and falls into the category of quite good;

b. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency carry out the work in accordance with their respective functional duties with a score of 180, a mean of 2.5352113 and a respondent achievement rate of 50.7% and fall into the category of bad;

c. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always complete the work in accordance with the duties of the function with a score of 195, a mean of 2.7464789 and the respondent's achievement rate of 54.9% and fall into the category of not good;

d. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always comply with the applicable work regulations with a score of 320, a mean of 4.5070423 and the respondent's achievement rate of 90.1% and fall into the category of excellence;

e. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always complete the work in accordance with the direction of the lead with a score of 287, the mean of 4.0422535 and the respondent's achievement rate of 80.8% and fall into the good category;

f. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency understand the Standard Operational Procedures in working with a score of 189, mean of 2.6619718 and the level of respondent achievement of 53.23% and fall into the category of not good;

g. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always follow the Standard Operational Procedures in working with a score of 206, a mean of 2.9014085 and the respondent's achievement rate of 58.02% and fall into the category of less good.

Based on the results of the study can be seen that from all items on the indicator of understanding of function task can be concluded that with an overall average value of 65.71% and falls into the category of good enough, this is indicated in the aspect of completing the work in accordance with the direction of the leadership, always obeying the applicable work regulations, classified as good, but in the aspect of carrying out the work in accordance with the task of each function, always complete the work according to the task of function, always follow the Standard Operational Procedures in working classified as not good.

This is not in line with the theory put forward by Fadel (2009) [5] suggests several indicators used to measure employee performance, including understanding of function tasks, in carrying out function tasks, subordinates must first understand about the task of their respective functions and perform tasks in accordance with what is their responsibility.

2. Innovation

a. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always innovate in the implementation of work with a score of 208, a mean of 2.9295775 and the achievement rate of respondents 58.59% and fall into the category of less good;

b. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always have positive innovations in the completion of tasks with a score of 188, a mean of 2.6478873 and a respondent achievement rate of 52.95% and fall into the category of bad;

c. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always discuss the latest innovations with other leaders and employees with a score of 190, a mean of 2.6760563 and the respondent's achievement rate of 53.52% and fall into the category of not good;

d. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency are able to take the initiative in working with a score of 320, a mean of 4.5070423 and a respondent achievement rate of 90.1% and fall into the category of excellence;

e. Employees of the General Section of the Regional Secretariat of Hulu Sungai Utara Regency are creative in carrying out and completing the work with a score of 207, a mean of 2.915493 and a respondent achievement rate of 58.3% and fall into the less good category;

f. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always provide ideas for the progress of the organization with a score of 196, a mean of 2.7605634 and a respondent achievement rate of 55.21% and fall into the category of less good.

Based on the results of the research can be seen that from all items on the innovation indicator can be concluded that with an overall average value of 61.45% and fall into the category of less good this is indicated in the aspect of employees lacking innovation and creative in the implementation of work so that ideas in the implementation are not carried out in supporting the implementation of work tasks and responsibilities. This is not in line with the theory put forward by Fadel (2009) presents several indicators used to measure employee performance, including innovation, having positive innovations and conveying to superiors and discussing them with colleagues about work.

3. Working Speed

a. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency have a strong drive to do tasks quickly with a score of 253, a mean of 3.5633803 and the achievement rate of respondents 71.26% and fall into the category of quite good;

b. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always complete tasks in accordance with the target that has been determined by a score of 188, a mean of

2.6478873 and the achievement rate of respondents of 52.95% and fall into the category of not good;

c. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always submit reports of work results to superiors on time with a score of 190, a mean of 2.6760563 and a respondent achievement rate of 53.52% and fall into the category of bad;

d. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency can complete the work quickly with a score of 320, a mean of 4.5070423 and a respondent achievement rate of 90.1% and fall into the category of excellence;

e. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency can complete the work with an urgent time with a score of 319, a mean of 4.4929577 and a respondent achievement rate of 89.85% and fall into the good category.

Based on the results of the study can be seen that from all items on the indicator of work speed can be concluded that with an overall average value of 71.54% and falls into the category of good enough, this is indicated in the employee aspect is classified as not good in completing tasks according to the target that has been determined and not good in delivering reports of work results to superiors on time but in the aspect of strong encouragement to do tasks quickly, get the job done quickly and get the job done with urgent time fall into the good category.

This is in line with the theory put forward by Fadel (2009) [5] suggests several indicators used to measure employee performance, including the speed of work, in carrying out work speed tasks should be considered by following existing working methods.

4. **Work Accuracy**
a. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency have a strong drive to perform tasks accurately with a score of 244, a mean of 3.4366197 and the respondent's achievement rate of 68.7% and fall into the category of good enough;

b. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always complete the work given well with a score of 250, a mean of 3.5211268 and the respondent's achievement rate of 70.42% and fall into the category of good enough;

c. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency can take responsibility for the tasks given with a score of 190, a mean of 2.6760563 and the respondent's achievement rate of 53.52% and fall into the category of not good;

d. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always try to work in accordance with the specified provisions with a score of 320, a mean of 4.5070423 and the achievement rate of respondents of 90.1% and fall into the category of excellence;

e. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency can complete the work without error with a score of 206, a

mean of 2.9014085 and a respondent achievement rate of 58.02% and fall into the category of less good;

f. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency carried out the work well without any damage with a score of 250, a mean of 3.5211268 and the respondent's achievement rate of 70.42% and entered into the category of quite good.

Based on the results of the study can be seen that from all items on the indicators of accuracy in the work can be concluded that with an overall average value of 68.54% and falls into the category of good enough, this is indicated in the aspect of employees cannot take responsibility for the task given and complete the job without errors are still not good, but in the aspect of doing according to the specified provisions is very good.

This is in line with the theory put forward by Fadel (2009) [5] suggests several indicators used to measure employee performance, including accuracy in work, not only fast, but in completing the task employees must also be disciplined in doing the task carefully in work and reducing.

5. **Cooperation**
a. In carrying out its work, employees work together as a team with a score of 183, a mean of 2.5774648 and a respondent achievement rate of 51.5% and fall into the bad category;

b. Employees of the General Section of the Regional Secretariat of Hulu Sungai Utara Regency are able to cooperate with fellow employees with a score of 189, a mean of 2.6619718 and the respondent's achievement rate of 53.23% and fall into the category of not good;

c. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency are always willing to cooperate with fellow members of the organization with a score of 181, a mean of 2.5492958 and the respondent's achievement rate of 50.98% and fall into the category of bad;

d. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency prioritize the interests of the group rather than personal interests in completing the work with a score of 190, a mean of 2.6760563 and the respondent's achievement rate of 53.52% and fall into the category of bad;

e. Employees of the General Section of the Regional Secretariat of North Hulu Sungai Regency always cooperate with the lead with a score of 249, a mean of 3.5070423 and the respondent's achievement rate of 70.14% and fall into the category of quite good.

Based on the results of the study can be seen that from all items on the indicators of cooperation can be concluded that with an overall average value of 55.88% and falls into the category of less good this is indicated in the aspect of employees less able employees to work together as a team, willing to cooperate with fellow members of the organization, putting the interests of the group rather than personal interests in completing the work but good enough in the aspect of cooperating with the leadership.

This is not in line with the theory put forward by Fadel (2009) [5] suggests several indicators used to measure employee performance, including cooperation, ability to cooperate with other colleagues such as being able to accept and appreciate the opinions of others.

Conclusion

Analysis of the performance of apparatus in providing services in the General Section of the Regional Secretariat of North Hulu Sungai Regency includes, namely: understanding the task of the function that is concluded quite well, innovation can be concluded less well, the speed of work can be concluded quite well, accuracy in work can be concluded quite well, cooperation can be concluded less well. From 5 (five) performance indicators of the apparatus, it can be concluded that the performance of the apparatus in providing services in the General Section of the Regional Secretariat of North Hulu Sungai Regency is considered quite good because of the 5 indicators used as many as 3 indicators show a fairly good category and 2 indicators show a less good category.

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