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Strategy For Improving The Performance of State Civil Service In Developing Employee Performance Targets In The Government Environment of Tanah Bumbu District

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Abstract:

This study aims to describe the strategy of improving the State Civil Apparatus (SCA) performance in preparing Employee Performance Targets (EPT) within the Tanah Bumbu Regency Government. This research is motivated by the low ability of SCT in the practice of EPT in the Tanah Bumbu Regency Government. Through this research, it is hoped that strategies that have been carried out can be identified, evaluated, and provide recommendations for systems that can be used. The theory used to answer the problem is the theory of employee performance improvement strategies in EPT preparation. This research method uses a qualitative approach with a descriptive research type. The research subject is the Head of Human Resources Agency of Tanah Bumbu Regency. The research locus, namely Human Resources Agency as the best agency in preparing EPT, and the Health Office as the lowest agency to prepare EP. The data collection type is primary and secondary data, and data collection techniques are carried out through interviews, documentation, and observation. This study indicates that the Human Resources Agency applies a strategy to create a harmonious organizational climate and effective leadership. In contrast, the Health Office involves a pleasant organizational environment, effective leadership, and career development. Based on the comparisons made, the Department of Health needs to optimize the strategies that have been carried out. The suggestions that can be given to the Tanah Bumbu Regency Government are to improve the performance of SCT in the preparation of EPT by optimizing the strategy of creating a harmonious organizational climate, maximizing the role of effective leadership, and developing ASN careers.

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1. INTRODUCTION

Local government agencies are required to show more professionalism in providing services to the community. Every organization generally wants its employees to carry out tasks according to the plan effectively, efficiently, productively, and professionally. The achievement of these expectations is determined by the planning, performance, and effectiveness of employees in carrying out their duties. This aims to ensure that the organization has the capacity, capability, and high competitiveness to produce quality public services and development under community expectations.

The achievement of the objectives of government administration cannot be separated from the quality of the government apparatus. Establishing a quality government apparatus requires continuous management of Human Resources (HR). Employee performance appraisal is an integral part of Human Resources (HR) management. Based on experience in the field, assessments related to the merit system in the Management of the State Civil Apparatus (ASN), employee performance appraisals have not been carried out correctly. Employee performance appraisals tend to be only in assessment content, namely excellent in Regional Work Units (SKPD).

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In the management of Civil Servants (PNS), several assessment policies have been implemented. The assessment policy begins with an assessment based on the Work Implementation Assessment List (DP3) based on Government Regulation Number 10 of 1997. In implementing the evaluation with the DP3, some obstacles and inconsistencies occur, for example, the formulation of Government Regulation Number 46 of 2011 concerning the Assessment of PNS Work Performance. In Government Regulation Number 46 of 2011, the assessment is divided into employee work targets (SKP) and Work Behavior. Along with the way, the internalization of Government Regulation Number 46 of 2011, which is considered immature, coupled with Law Number 5 of 2014 concerning State Civil Apparatus (ASN), and one of the implementing regulations of the law, namely Government Regulation Number 30 of 2019 regarding the Performance Assessment of Civil Servants. This Government Regulation Number 30 of 2019 was prepared to improve the performance appraisal process for civil servants and integrate employee performance appraisals with agency performance.

The preparation of employee performance planning or employee performance targets (SKP) is the first stage of the civil servant performance management system based on agency strategic planning, performance agreements, organization and work procedures, and work targets of direct superiors. The process of preparing employee performance target planning is based on the agency's strategic planning (Renstra) sequentially until it reaches the executive ranks.

Employee Performance Targets (SKP) must be prepared by Civil Servants (PNS) and PNS performance appraisal officials and performance managers compiled in Government Regulation No. 30 of 2019. The regulations concerning PNS Performance Assessment to be later agreed upon by the employee concerned with PNS performance appraisal officials. After obtaining a review by the performance manager. Planning employee performance targets is carried out systematically, and performance appraisal applies to performance and behavior, which cannot be separated from performance guidance and behavioral counseling to maintain and improve employee performance.

The DP3 era is based on Government Regulation Number 10 of 1997, Government Regulation Number 46 of 2011 concerning the Assessment of PNS Work Performance. In general, structural leaders or officials within the Tanah Bumbu Regency Government do not understand the rules of performance appraisal, even though leaders or officials have a central role in managing employees under his leadership.

In the Work Unit in Tanah Bumbu Regency, there are problems with the performance of ASN, namely related to the preparation of the SKP. This problem is based on the results of the evaluation of the Regional Personnel Agency (BKD) of Tanah Bumbu Regency, namely, the preparation of Employee Performance Targets (SKP) is not appropriate. Of the 40 Work Units in the Tanah Bumbu Regency Government, the Health Office is the local government agency with the most performance appraisal problems, primarily through the Employee Performance Target (SKP). The problem is the performance assessment is "The Health Office has never conducted an evaluation, but only in the form of observations when the person concerned wants to be promoted." (Head of BKD Tanah Bumbu Regency: 2021) This condition shows that the preparation of the SKP at the Health Office is only under the needs of employees but is not in line with the regional government's strategic plan, which in its implementation is prepared according to the stages.

The Health Office is a local government agency that must receive special attention. This is related to their problems and the number of employees in this agency, including the second largest in Tanah Bumbu Regency. There are 663 employees at the Health Service who are civil servants/CPNS with 521 contract employees. This number is large compared to other agencies. On the other hand, there are Work Units that are considered the best in preparing SKP. The work unit is the Regional Personnel Agency (BKD). (Head of BKD Tanah Bumbu Regency, 2021) As the Regional Work Unit for the Organizing of Mandatory Affairs for the Personnel Sector, the Regional Personnel Agency has the main task of carrying out the preparation and implementation of regional policies in regional personnel management. This agency must be a model and comparison for other government agencies.

Within the Tanah Bumbu Regency Government. The Regional Personnel Agency (BKD), as the Regional Work Unit for Organizing Mandatory Affairs for the Personnel Sector, has the main task of carrying out the preparation and implementation of regional policies in regional personnel management. In carrying out these main tasks, it leads to creating Regional State Civil Apparatus (ASN) resources who can carry out their duties professionally, both in government administration, development, and services. Therefore, based on the existing problems, it is crucial to know the strategy to improve the performance of ASN in the preparation of Employee Performance Targets (SKP) in the Tanah Bumbu Regency. This research was conducted to analyze the process for improving the performance of the State Civil Apparatus (ASN) in the Preparation of Employee Performance Targets (SKP) within the Tanah Bumbu Regency Government and producing recommendations for strategies for improving the performance of the State Civil Apparatus (ASN) in the Preparation of Employee Performance Targets (SKP).

2. METHOD

This study uses a qualitative approach. Qualitative research is research that uses in-depth analysis. Process and meaning (subject perspective) are more detailed in qualitative research. This theoretical basis is used as a guide so that the research focus. The type of research is descriptive qualitative.

This method is used to consider the relevance of the research material. Namely, the research carried out is descriptive. In comparison, the types of data in this study are primary and secondary data. They describe the reality of the events being studied to make it easier for the author to obtain objective data to know and understand the factors that affect the ability of employees to prepare the SKP of the Tanah Bumbu Regency Government. , then through the identification of these factors can be formulated the right strategy.

This research is in the Tanah Bumbu Regency Government, focusing on research on the Tanah Bumbu Regency Health Office, the most problematic government agency in preparing Employee Performance Targets (SKP). The informant of this research is the Head of the Regional Personnel Agency (BKD) of Tanah Bumbu Regency. Research informants are sources that can provide information related to facts related to human resource development at the Tanah Bumbu District Health Office and the Regional Personnel Agency. In addition, as a comparison, the Regional Personnel Agency is a work unit with the best qualifications in the preparation of SKP.

3. FINDINGS AND DISCUSSION

3.1 Health Office

The Performance Unit, a local government agency in Tanah Bumbu Regency with the lowest ability to prepare SKP, is the Health Office. The health office has 663 civil servants and 521 contract employees, so they need more attention. The following are the steps of BKD in improving the performance of ASN in the context of preparing SKP at the Health Office.

Based on the theory of strategies to improve the performance of ASN in the preparation of SKP at the Health Service Office, the following data were obtained. Based on indicators of increasing work motivation, the Head of BKD Tanah Bumbu Regency explained that "There is no program to increase employee motivation in preparing SKP." Through this explanation, it is known that in encouraging employee performance, there is no specific support to improve the ability to prepare SKP. Based on the researchers' observations, there was no motivation given to employees related to the preparation of the SKP.

Based on the indicators of improving employee welfare, it is explained that "so far there has been no program to improve employee welfare to improve the ability to prepare SKP or there are no rewards." Based on the results of these interviews, so far in the Department of Health, the management of employees is not carried out with an orientation to improve employee welfare.

Based on the indicators of creating a harmonious organizational climate, the Head of BKD Tanah Bumbu Regency explained that "The program of activities carried out for the Health Office in creating a harmonious organizational climate includes conducting evaluation meetings to find out obstacles and follow up." Based on the results of interviews obtained, evaluation becomes a strategy in creating a harmonious organizational climate. This shows that in performance management, assessing the performance that has been carried out has received attention. In line with this, through researchers' observations, to create harmonious conditions, evaluations related to the performance and state of the work institution are carried out.

Based on the indicators of effective leadership, explained by the Head of BKD, his role as a leader is "Forming a Technical Standard Preparation Team for Employee Performance Target Activities consisting of Ess Officers. II and Ess. III at the Health Office.

Based on the researcher's observations, the leadership process does not run effectively. This is seen through the lack of top leadership in coordinating employees structurally. This condition resulted in communication not running smoothly, including directions related to the preparation of the SKP. It explained that the career development strategy in improving performance is carried out through tiering training for several available positions, competency testing, and practical training. It was also added that the SKP had been prepared during the management of promotions.

3.2 Regional Personnel Agency (BKD)

Agency Tanah Bumbu Regional Personnel Agency (BKD) is responsible for managing personnel within the Regional Government Work Unit (SKPD) of Tanah Bumbu Regency. This authority also applies to personnel management in the BKD agency itself in increasing the ability of ASN in the preparation of Employee Performance Targets (SKP). The Tanah Bumbu BKD is considered the best Regional Government Work Unit in preparing the SKP in 2020.

Based on the theory of strategies to improve the performance of ASN in the preparation of the SKP. The following data are obtained, based on the indicators of increasing work motivation, the Head of BKD Tanah Bumbu explained that:

"There is no special program in increasing employee motivation in preparing SKP, but employees are given opportunities for assignments outside the region and the region in the form of SPPD."

Based on this explanation, it is known that in motivating to improve performance, employees are given the right to develop themselves outside the agency by providing official travel permits in SPPD. Based on the researcher's observations, the self-development program given to employees encourages them to work better. Based on indicators of improving employee welfare, the Head of BKD Tanah Bumbu explained that:

"So far, there has been no reward program in preparing SKP or best work performance. Moreover, making SKP as the main program succeeds in getting certain rewards, but there is a regional performance allowance for each employee, which is a step by the government to ensure the welfare of employees".

Based on the indicators of creating a harmonious organizational climate, the Head of BKD Tanah Bumbu explained that "The preparation of SKP in BKD is done by building a performance dialogue together from superiors to implementers." Based on this explanation, it is known that the BKD strategy in improving employee performance is through performance dialogue. The Head of Employee Development Division further explained that:

"Organizational Performance Dialogue is a management practice that brings together superiors and direct subordinates, is organized, structured, and planned, and uses performance data to review the performance of each unit. Also, it understands the root causes of performance gaps, then decides how to deal with it and agree on a plan of action."

According to this explanation, it can be interpreted that the performance dialogue is a forum for meeting layers of employee elements within the scope of work of the BKD and becomes a space for exchanging ideas and distributing information with two-way communication.

Based on the observations of the researchers, a harmonious work climate was built in the BKD work environment. This is seen through the work ethic and synergy that has been built. The researcher saw that several efforts were made to create this climate, including building good communication between employees vertically and horizontally, providing clear and comprehensive directions to subordinates, conducting and evaluating each performance.

In this case, it is known that the leader has a vital role in the success of the SKP preparation program. Based on indicators of effective leadership, the Head of the Tanah Bumbu Regency BKD explained that "The role of the BKD Head is central in improving employee performance in the BKD work environment."

Through the interview results, it was explained that the central role was carried out by directing and evaluating the results of the SKP with the team and ensuring that the vision carried it out, mission, strategic plan, and work agreement. In addition, leadership functions to coordinate so that elements of employees from various career levels can run synergistically. An example technically by the Head of BKD Tanah Bumbu Regency explained that:

"for example, in a dialogue, performance is carried out by delegation of duties and authorities from Ess. II to the executor has gone well so that the SKP is arranged to cascade from top to bottom. Cascading itself is the process of elaboration of strategic objectives, key performance indicators, and performance targets the organization vertically and horizontally which aims to create harmony within the organization

"These examples illustrate that the leaders in the dialogue performance are done, directing an employee from a high level to the executive to prepare an SKP basis of cascading, namely the synergy between the main performance targets and performance targets.

The next step taken by the Head of BKD in improving the ability of employees in preparing SKP is to form a drafting team, namely "SKPD forms a Technical Standard Preparation Team for Employee Performance Target Activities." It was further explained that the team for drafting the technical standard consisted of "Ess. II and Ess. III on BKD". Regarding the task of the group, he explained that:

"Compile and analyze all data and information needed in the implementation of the preparation of technical standards for employee work target activities; Identifying job duties activities by interviewing incumbents; Validating the preparation of technical standards for the work target activities of employees of each position by confirming the identification results to their direct superiors, and being able to receive opinions from officials/employees who have held positions/appointed employees or experts/experts in their field; Develop technical standards for employee work target activities

Concerning these tasks, the activities carried out include "Gathering data and information, identifying and validating." Furthermore, regarding the obstacles in preparing SKP, he explained that "There are still some employees who have not fully understood the main tasks and functions, causing several activities that are not included in the performance targets.

Based on career development indicators in improving performance, the Head of BKD Tanah Bumbu explained that "Because the reward program for employees who excel in their performance has not yet been implemented, SKP has not become the main consideration in employee career development." Through this explanation, it is known that the success of the preparation of the SKP has not been synergistic with the career development of employees because the career development strategy has not been realized. Based on researchers' observations, leadership has been going well, and this is done with good coordination between leaders and subordinates in the direction of performance.

It is reviewing the performance of employees in preparing SKP at the Health Office and BKD of Tanah Bumbu Regency. The Head of BKD explained that "The team for preparing technical standards for employee performance target activities at BKD runs according to their duties and functions while at the Health Office it is not optimal under their duties and functions. Has a Technical Team for Compiling Technical Standards for Employee Performance Target Activities which has the task of directing and evaluating in the preparation of SKP so that it cannot be separated from the vision, mission, strategic plan, and work agreement of the BKD itself".

Based on this explanation, it can be seen that the Health Office has been less than optimal in implementing strategies for improving the performance of ASN employees related to the preparation of SKP. This is different from BKD, which is considered to have more mature efforts in improving employee performance.

Based on the research results obtained in the Tanah Bumbu Regency Government, with the research locus at the Health Service and Regional Personnel Agency (BKD), then an analysis of the research results obtained was based on the theory of strategies for improving the performance of ASN in the preparation of the SKP used.

A. Providing Motivation

In the Health Service Work Unit, no motivation was found to encourage good SKP preparation. This is evidenced by the absence of a motivational program either through training, socialization, or rewards. In the BKD Work Unit, it is known that there is no specific program, but employees are allowed to develop themselves, so they are allowed to take official trips with an introduction in the form of SPPD. This self-development effort is considered effective in increasing employee morale at work.

B. Providing Employee Welfare

In the Health Service Work Unit, there was no attempt to provide employee welfare related to SKP. In the BKD Work Unit, it is known that employee welfare is pursued through regional performance allowances. This regional performance allowance is an effort to improve employee welfare which is expected to be correlated with employee performance in preparing SKP.

C. Creating a Harmonious Climate

Creating a Harmonious Climate in the Health Service Work Unit, BKD in creating a harmonious organizational climate is carried out through evaluation, intended to identify obstacles faced by employees to overcome them. In the Regional Personnel Agency Work Unit of Tanah Bumbu Regency, it can be recognized that the strategies implemented in improving the performance of ASN in the preparation of the SKP include creating a harmonious organizational climate. This can be proven by forming a cooperative work climate, so a performance dialogue builds openness and good communication flow. The performance dialogue itself is carried out between levels of the government hierarchy, namely from superiors to implementers. This is needed to build mutual trust within the scope of government organizations.

D. Effective Leadership

Effective Leadership at the Health Office, effective leadership strategies are carried out by implementing the authority to guide the preparation of SKP to officials and implementing level employees at the Health Office, and forming a Technical Team for Compiling Technical Employee Performance Targets. Still, this team has not run according to its function.

In the BKD Performance Unit, the implementation of the second strategy is through effective leadership. Effective leadership is done by placing the leader in a central position in managing the led. This is manifested through a hierarchical system, i.e., the direction goes well from the top to the bottom level so that the SKP is cascadingly arranged from top to bottom. In addition, the strategic role of the leader can be identified by his position as the Technical Head of the Technical Standard Preparation Team for Employee Performance Target Activities and the optimization of this team's work.

E. Career Development

Career Development at the Health Office, the following strategy is to develop employee careers. This career development is carried out by facilitating functional jobs at the Health Office, such as grading training for several operational positions, competency testing, and other applicable training. Strategies that are not applied to the Health Office include increasing work motivation and improving employee welfare. In this case, it can be seen that the appreciation of SKP as an essential element in employee performance is lacking.

Based on the reviews of the two government agencies, it can be seen that the BKD of Tanah Bumbu Regency is more optimal in the realization of performance improvement strategies. Both use systems to create a harmonious organizational climate and effective leadership. Regarding a balanced organizational environment, BKD applies evaluation and a more effective performance dialogue to improve performance. Regarding effective leadership, the Head of BKD provides direct, hierarchical direction regarding the preparation of SKP to reach all existing employees. In contrast, at the Health Office, leadership is limited to making coaching programs. The result of the implementation of this strategy is that the BKD of Tanah Bumbu Regency has succeeded as the best agency in preparing the SKP. In BKD Agencies, providing motivation is carried out in the form of self-development of employees inside and outside the region by supplying SPD and providing regional performance allowances as a form of strategy to improve employee welfare. The strategy that is not used for BKD in enhancing the performance of ASN is a career development strategy.

Based on this comparison, it is possible to formulate recommendations for strategies to improve the performance of ASN in the preparation of SKP at the Health Office. The recommended approach is optimization in creating a harmonious organizational climate, especially in performance dialogue, optimizing ineffective leadership to run a leadership system that reaches all officials and implementers.

4. CONCLUSION

This research shows differences in the performance improvement strategies applied in the Health Office and the Regional Personnel Agency (BKD) of Tanah Bumbu Regency in the program for preparing Employee Performance Targets (SKP). Effective leadership strategies are applied at the Department of Health, creating a pleasant organizational climate and career development. Regarding effective leadership strategies, the program for establishing a technical team for developing SKP standards in its implementation has not run optimally. Regarding creating a harmonious organizational climate, it is only limited to conducting evaluations. Regarding career development, SKP is only used when the employee is taking care of promotion.

There are differences in the Regional Personnel Agency of Tanah Bumbu Regency. The performance improvement strategy is to create a harmonious organizational climate and effective leadership, motivate and improve welfare. Creating a pleasant organizational environment is carried out by conducting performance dialogues from the top level to the implementer and evaluating to identify the obstacles. This is done by running a hierarchical work system to reach all employees in the work unit in an effective leadership strategy. The Technical Preparation Team for Employee Performance Targets is running well.

Recommendations that can be given technically to the Regional Government Work Units in Tanah Bumbu Regency:

- a. They are optimizing employee performance improvement strategies through creating a harmonious climate by realizing an effective performance dialogue for all levels of employees from top to bottom.
- b. Optimizing employee performance improvement strategies through effective leadership by optimizing the Technical Preparation Team for Employee Performance Targets and optimizing the leadership function in charge of structurally integrating each employee.
- c. Optimizing employee performance improvement strategies through career development and continuous SKP preparation programs.
- d. Implementing performance improvement strategies that have not been carried out include providing motivation and employee welfare.
- e. Technical advice is addressed to the BKD of Tanah Bumbu Regency, namely to implement a performance improvement strategy that has not been carried out, namely career development.

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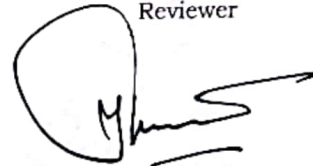
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 g. Terindeks di : **Jurnal Internasional**

Kategori Publikasi Jurnal Ilmiah : Jurnal Ilmiah Internasional/Internasional Bereputasi*)
 (Beri tanda √ pada kategori yang tepat) : Jurnal Ilmiah Nasional Terakreditasi
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Hasil Penilaian *Peer Review*:

Komponen Yang Dinilai:	Nilai Maksimal Jurnal Ilmiah			Nilai Akhir Yang Diperoleh
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a. Kelengkapan unsur isi jurnal ilmiah (10%)	1			1
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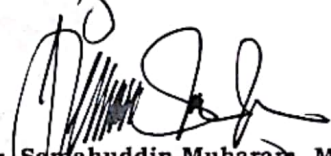
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Banjarmasin, 12 Mei 2023

Reviewer



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Keterangan *): Coret yang tidak perlu