



Analysis of Employee Performance Assessment the Office of Regional Development Planning Agency, Pangandaran, West Java, Indonesia

Andre Ariemansyah^{1*}, Abdul Rosid², Rifqi Khoerul Arifin³
Pasundan University

Corresponding Author: Andre Ariemansyah

andre.ariemansyah@unpas.ac.id

ARTICLE INFO

Keywords: Assessment,
Employee Performance

Received : 10 December

Revised : 11 January

Accepted: 20 February

©2023 Ariemansyah, Rosid, Arifin:

This is an open-access article
distributed under the terms of the

[Creative Commons Atribusi 4.0
Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to determine the Employee Performance Assessment in Bappeda Pangandaran Regency. This type of research is descriptive research using a qualitative approach. The data collection technique used was interviews with informants who were considered to know the research problems. The results of this study show: first, from the dimension of work results where the implementation of the work given by each employee is quite good. Second, from the dimension of work skills from the indicators of responsibility the employees always complete their work on time, from the indicators of good cooperation it can be seen from the establishment of good cooperation between employees and creating conducive conditions. Third, from the dimension of work discipline, compliance with regulations is also quite good but there are some employees who still don't comply with the rules. Fourth, from the potential dimension, in increasing job duties there are still employees who have not been able to complete more difficult tasks. in complying with the rules is also quite good but there are some employees who still do not comply with the rules.

INTRODUCTION

Based on the Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government it is stated that the Regional Government is tasked with carrying out the goal of realizing community welfare quickly and evenly through improving services, community participation and empowerment, as well as increasing regional competitiveness in accordance with the principles of democracy, justice, equity, and the characteristics of a region within the system of the Unitary State of the Republic of Indonesia.

Realizing good governance, improving quality performance and service to the public as well as effective implementation of tasks, it is necessary to make efforts to change and improve in order to improve the quality of the State Civil Apparatus in a directed and systematic manner. One of them is the Pangandaran Regency Government which has implemented an accountable, objective, measurable, transparent and participatory performance evaluation system for the State Civil Apparatus which is determined by work achievements, performance targets, and work behavior of the State Civil Apparatus by utilizing information technology.

The implementation of correct and good management is one of the conditions for the achievement of organizational goals to be effective. Management is an activity or activities aimed at achieving organizational goals carried out by employees by utilizing the resources available within the organization. Therefore, the performance of employees greatly determines the success of the organization in achieving its goals through management.

Rahmadhani R (2016: 1) suggests that performance is a description of the level of achievement of the implementation of a program or activity or policy in order to realize the goals, objectives, and vision and mission of the organization in accordance with the plans that have been set in strategic planning (Strategic Planning).

The Regional Development Planning, Research and Development Agency of Pangandaran Regency as one of the government organizations that supports the implementation of government affairs in the areas of planning, research and development at the regional level, requires the performance of quality employees in the form of good actions and ethics that are carried out consciously based on a sense of compliance to all applicable regulations and the leadership of the leader in the organization that is sheltered.

Performance appraisal, especially for State Civil Servants is a process carried out by organizations to evaluate individuals in carrying out their respective jobs or performance appraisal is a formal system that aims to evaluate and examine repeatedly. Work assessment of State Civil Servants is also carried out to find out the weaknesses and strengths while carrying out their duties as well as being taken into consideration.

But in reality, the phenomena related to the performance of employees at the Regional Development Planning, Research and Development Agency of Pangandaran Regency can still be said to be lacking. This is caused by several factors, including that there is still a lot of work that is not completed on time and the discipline of employees who are still lacking. An example is the

presence of delays in completing tasks that have been given by superiors. In addition, there are still many pending employee jobs, this is due to a lack of checking, inspection or evaluation as well as direction from the leadership. An example is the implementation of tasks that are always carried out in a relaxed manner and not in accordance with expectations, giving rise to a feeling of dissatisfaction from the leader for the work carried out by employees.

Therefore, this research was conducted to find out the Performance Evaluation of Employees at the Regional Development Planning Agency (Bappeda) Office of Pangandaran Regency along with what factors can influence the performance appraisal.

Thus, this research is expected to be able to provide and add information and knowledge, especially regarding employee performance appraisal and can be used as a reference for consideration and input to employees of the Pangandaran Regency Regional Development Planning Agency in overcoming performance-related problems that are being faced.

LITERATURE REVIEWS

Performance is the result and work behavior that has been achieved by someone in carrying out the responsibilities and tasks that have been given for a certain period. Individual performance is one of the elements of a person's ability and motivation to complete his work with the level of willingness and ability possessed.

Mengginson (1981) in Mangkunegara (2005), suggests that employee performance appraisal or performance appraisal is a reference for leaders to determine whether the work carried out by an employee is in accordance with his responsibilities and duties.

The indicators that can be used to determine employee performance (Wungu and Brotoharsojo, 2003) include:

1. Work result
2. Work skills
3. Work discipline
4. Increase in job duties

METHODOLOGY

The research method used in this study is a qualitative method with a descriptive approach. Where the qualitative method with a descriptive approach is research that produces descriptive data in the form of written or spoken words from people and observed behavior (Sugiyono, 2016: 9). The qualitative method of the descriptive approach is research based on postpositivism philosophy used to examine the conditions of natural objects and experiments where the researcher is the key instrument for data collection techniques by triangulation. To obtain data related to the problem under study in full, the data and information obtained using data collection techniques through observation, interviews, and documentation.

RESEARCH RESULTS

Employee performance at Bappeda Pangandaran Regency has major problems, namely tardiness and delays in completing work. Therefore, this research was conducted to examine the problems that exist in the performance of Pangandaran Regency Bappeda employees in carrying out their work along with what factors influence the work evaluation. To find out the performance of Bappeda Pangandaran Regency Employees, it is necessary to evaluate the performance of employees with the dimensions proposed by Wungsu and Brotoharsojo (2003: 58) as performance benchmarks, including Work Results, Work Skills, Work Discipline, and Improved Tasks Position.

DISCUSSION

Employee Performance Assessment in the Dimensions of Work Results

Based on the results of observations, it is known that the quality of the work produced by Bappeda Pangandaran Regency employees is quite good and is in accordance with the wishes and directions that have been notified. Even so, there are still some employees who are not nimble or slow and do not complete the work on time. This is due to obstacles such as facilities and infrastructure that are still lacking, one of which is human resources or employees in the Bappeda of Pangandaran Regency, which of course greatly affects the quality of the work produced.

Based on the results of interviews, it is known that the work results of employees at the Bappeda of Pangandaran Regency in terms of the quantity of employee work based on the results of interviews are known to have not been sufficiently successful in achieving the target. This is due to the number of employees in Bappeda Pangandaran Regency itself is still not enough. Thus, it can be said that there is still overlap in the implementation of work, which results in delays in completing the work. Even though each employee has their main duties and functions, it still comes back to each individual.

The results of the work produced by Bappeda Pangandaran Regency employees can be said to be quite good and in accordance with the wishes and directions that have been conveyed by the leadership. In addition, there were no obstacles experienced by employees in carrying out their duties because employees already knew and understood their respective duties, principals and functions.

Employee Performance Assessment in the Dimensions of Work Skills

Work skills of employees can be determined by indicators of responsibility and cooperation carried out by employees. From the aspect of responsibility, employees must be responsible for the work or tasks that have been given by the leadership will generate a sense of trust from the leadership and maintain a comfortable work environment and maintain work productivity. Based on the results of observations, it is known that employees at Bappeda Pangandaran Regency have carried out their responsibilities for the work given

In the aspect of cooperation, based on the results of interviews, it is known that the Pangandaran Regency Bappeda employees have carried out good cooperation between fellow employees, where employees take turns

helping when carrying out services as well as all activities that are still the agency's business. In addition, the duties and responsibilities of each employee include a statement that is able to carry out orders in accordance with the directions given by the leader and carry out their duties and responsibilities. Leaders also always give advice to their subordinates to be able to help each other at every morning assembly and regular coordination meetings every month.

The results of the analysis from the researchers suggest that work skills are the second important dimension in assessing the performance of Bappeda Pangandaran Regency employees. Among them regarding the responsibilities of the employees in carrying out their duties very well, the employees carry out their duties optimally so as to produce quite good work results. Then the cooperation of employees also helps each other with fellow employees if there is work that is difficult to do individually.

Employee Performance Assessment in the Dimensions of Work Discipline

An indicator of an employee's compliance and adherence to applicable rules and laws by completing the activity level at the predetermined time. Based on the results of observations, it is known that the Pangandaran Regency Bappeda employees cannot be said to be fully disciplined or obedient to the applicable rules. This can be seen from the fact that there are still some employees who are late and don't even carry out the morning assembly. In addition, some employees rarely ask permission to leave from the leadership if there is a need in the middle of office hours.

The Pangandaran Regency Bappeda employees also have a commitment to their respective jobs and responsibilities as well as to agencies. However, improvement is still needed, because there are still some employees who are not disciplined, even though they have been warned by their superiors. Violating applicable regulations certainly greatly affects the commitment of an employee. Therefore, everything again depends on each individual to know and understand their duties as employees.

The results of the analysis of the researchers suggest that work discipline is an important third dimension in assessing the performance of Bappeda Pangandaran Regency employees. Related to the regulations that have been set at the Pangandaran Regency Bappeda office, employees have complied with the regulations that have been set and employees always come on time.

Assessment of Employee Performance in the Dimension of Increasing Job Position

The ability of employees to make decisions. The ability to assist any decision making by others to be more accurate and precise. Based on the results of observations, it is known that Pangandaran Regency Bappeda employees are already able to make decisions by conducting a study of the decisions that will be selected first. However, not every employee is allowed to make decisions directly and must coordinate with superiors in advance.

Employees who are willing to take and bear the risks faced, and are responsible for the results of the decisions taken. However, in general, employees are not brave enough to take the consequences of risk, because every

decision requires permission from the head of the work unit and there are levels of staffing.

Based on the results of interviews, for giving heavy assignments it is only given to certain employees who are able to complete the task. and for the tasks of the employees it will be in accordance with the abilities of the employees themselves in completing the tasks given, because each employee has different potential and characteristics.

Factors Influencing Performance Assessment in Bappeda Pangandaran Regency

The factors that influence employee performance appraisal at the Pangandaran Regency Bappeda office are:

1. Dimensions of work results: work results are one of the factors that can influence the performance appraisal of Bappeda Pangandaran Regency employees. Because if there is encouragement/motivation of employees to complete their work to the fullest, it can be ascertained that the work of employees is quite good.

2. Dimensions of work discipline: Work discipline is one of the factors that can affect the performance appraisal of Bappeda Pangandaran Regency employees. There needs to be work discipline so that employees can be responsible for the work given to them. To achieve good work results, work discipline is needed so that smoothness in carrying out tasks will be guaranteed by itself. In addition, the employee's work atmosphere becomes pleasant if the work discipline is high, and the timeliness of the plans that have been determined so that this prevents time from being used in vain.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion presented in the research Analysis of Employee Performance Assessment in the General Affairs and Personnel Sub-Section at Bappeda Pangandaran Regency, it can be concluded that:

1. Regarding the results of the work at Bappeda, the results of the work produced by the employees of the Pangandaran Regency Bappeda have been quite good, have met expectations and are in line with the directions that have been conveyed by the leadership. And there are no obstacles for employees in carrying out their duties because employees already understand their respective duties, principals and functions. Regarding work skills, Pangandaran Regency Bappeda staff, when viewed from the indicator of responsibility, that every employee always tries to work optimally in order to get good work results. If seen from the cooperation indicator that employees cooperate with each other if there is a difficult job. Regarding work discipline, Bappeda employees are very disciplined in carrying out their work, This can be seen from the employees obeying all the regulations in the Bappeda of Pangandaran Regency. And it can also be seen that every employee always arrives at the office on time to follow the morning assembly. Regarding the increase in job assignments, for giving heavy assignments it is only given to certain employees who are able to complete the task. and for the tasks of the employees it will be in

accordance with the abilities of the employees themselves in completing the tasks given, because each employee has different potential and character. for giving heavy tasks that are only given to certain employees who are able to complete the task. and for the tasks of the employees it will be in accordance with the abilities of the employees themselves in completing the tasks given, because each employee has different potential and character. for giving heavy tasks that are only given to certain employees who are able to complete the task. and for the tasks of the employees it will be in accordance with the abilities of the employees themselves in completing the tasks given, because each employee has different potential and character.

2. Factors that influence the performance appraisal of Bappeda Pangandaran Regency employees are work results and work discipline. Satisfying work results can encourage employees to be enthusiastic in carrying out their duties to produce satisfying work results. While work discipline will ensure the smooth running of tasks so as to obtain good work results.

ADVANCED RESEARCH

Employee training and development programs are needed so that the performance achieved by Bappeda Pangandaran Regency employees can be further improved in all aspects, skills and abilities of employees in carrying out work and recruiting employees who are competent in their fields to lighten the workload.

Improved facilities and infrastructure, especially in the construction of access roads to make it easier to travel to Bappeda Pangandaran Regency.

It is hoped that the leadership of the Bappeda of Pangandaran Regency can further develop the potential of existing human resources, especially in the millennial generation so that they can assist in designing a plan that can change Pangandaran Regency so that it can be more advanced.

REFERENCES

- Ainnisya, RN, & Susilowati, IH (2018). The Effect of Performance Appraisal on Employee Motivation at the Cipta Mampang Hotel, South Jakarta. *Widya Cipta - Journal of Secretary and Management*, II(1), 133-140. Retrieved from <http://ejournal.bsi.ac.id/ejurnal/index.php/widyacipta/article/view/2989>
- Ali, F. (2011). *Theory and Concept of Administration From Paradigmatic Thinking Toward Redefinition*. Jakarta: Raja Grafindo Persada.
- Ariesmansyah, A. (2022). Creativity to innovation: What lesson learned from digital transformation in financial accountability in government practices. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 4(4), 14061-14072.
- Choliq, Abdul, 2011, *Introduction to Management*, Semarang: Rafi Sarana Perkasa

Dewi, Irra Chrisyanti. 2011. Introduction to Administrative Science. Jakarta: PT Prestasi Pustakaraya.

Government agency performance report (LAKIP) for 2021. Website: <https://bappeda.pangandarankab.go.id/public/publikasi/lakip>

Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government

Lestari, W., & Sulandari, S. (2017). Analysis of Employee Performance Assessment at Surabaya Settlement Environmental Sanitation Engineering Center. *Journal of Public Policy and Management Review*, 6(1).

Novia, Syamsuriansyah et al, 2021, Employee Performance, Cet II, Bandung: Widina Bakti Persada Bandung.

Pangandaran Regent Regulation Number 13 of 2022 Concerning Performance Assessment of State Civil Apparatuses.

Sadili, Samsudin. 2006. Human Resource Management. Bandung: Faithful Library.

Strategic plan (RENSTRA) for 2021-2026. Website :<https://bappeda.pangandarankab.go.id/public/publikasi/renstra>

Syaputra, I., & Sahuri, C. (2016). Analysis of Employee Performance Appraisal of the Rokan Hilir District Health Office (Doctoral dissertation, Riau University).

Tangkuman, K., Tewal, B., & Trang, I. (2015). Performance Assessment, Reward, and Punishment on Employee Performance at PT Pertamina (Persero) Suluttenggo Marketing Branch, 3(2), 884-895. Retrieved from <https://fe.ummetro.ac.id/ejournal/index.php/JS/article/view/231Pereview>