



Performance Analysis of the State Civil Apparatus in the Housing and Settlement Area Services of Maluku Province

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ABSTRACT

The phenomenon of lack of employee work discipline, work targets sometimes do not meet standards which occurs because there are delays in completion, minimal communication and cooperation between co-workers hinders work progress. The purpose of this paper is to analyze the performance of state civil servants at the Housing and Settlement Service of Maluku Province. Performance theory is the basis for analyzing this problem through sub-indicators of ability, motivation, knowledge and leadership using qualitative methods to produce a study of a more comprehensive phenomenon on the subject of research. The results of the study show: 1. The aspect of ability in achieving work targets that have been set based on SOPs is not running optimally because various obstacles are encountered, such as being slow in implementing reports and not being in accordance with the targeted time. 2. The motivation aspect needs to be improved because it influences the completion of work or tasks and responsibilities given to each employee

INTRODUCTION

Civil Servants are positioned as elements of the State Civil Apparatus (ASN) and have the rights and obligations to improve their performance. This is done in order to provide services to the community professionally, honestly, fairly, and evenly in carrying out state duties. Employee performance is influenced by many factors such as low levels of education, lack of discipline, and lack of authority and responsibility that affect the quality and competence of performance. Likewise, mentality and integrity are not in accordance with what is expected, so that there is a lot of harsh criticism of the figure of the Civil Servant (Sri Hadiati and Sutrisno, 2014). This certainly requires efforts to be made towards employee performance.

Human resource management is very necessary because it is the subject and object in the implementation of state duties. The performance of ASN of the Maluku Province Housing and Settlement Service has a significant impact on the acceleration of development achievements in Maluku Province.

As observed by the author while working at the Housing and Settlement Area Service of Maluku Province, there was a lack of employee work discipline, for example, work targets did not meet applicable standards because there was a delay in completion, minimal communication and cooperation between colleagues hampered work progress.

In addition, ASN knowledge related to the use of baileo applications and the application of technology and innovation is considered still lacking, even though this application is a support in every employee's work. The phenomenon that has been explained certainly greatly affects the quality of ASN performance which has an impact on the achievement of agency performance.

Based on the description above, the problem formulation is:

1. How is the performance of the state civil apparatus at the Housing and Settlement Service of Maluku Province"?
2. "Does the achievement of the performance results of state civil servants comply with the standards that have been set at the Maluku Province Housing and Settlement Service?"

LITERATURE REVIEW

In general, performance is a work result in terms of quality and quantity that can be achieved by an employee in carrying out his main duties and functions as an employee with the responsibilities assigned or given to him. Performance is carrying out an activity and perfecting it according to its responsibilities with the expected results. Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing targets, objectives, missions, visions and organizations. Basically, the definition of performance is related to the responsibility of individuals or organizations in carrying out what is the authority and responsibility given to them.

Another view of performance is the achievement of tasks carried out by employees in accordance with the work program and carried out as expected to achieve the vision, mission and goals of the organization. This performance is not only related to the results of work achievements, but is supported by a process that is carried out optimally so as to produce employee performance that supports the achievement of organizational goals so that it can affect the increase in employee performance

In the understanding put forward by Robbins, (2006) that employee performance is a unity of interaction between the abilities possessed and motivation to take action to achieve organizational goals. However, in addition, it must be followed by increasing opportunities to maximize work in order to achieve organizational goals. So that employee work achievements can be seen through a combination of abilities, motivations and opportunities to achieve maximum work and achieve an organization's vision and mission. In accordance with what was stated in the research of Wibowo & Saputra, (2017) stated that employee performance is the result or achievement of an employee based on a time period in carrying out tasks and responsibilities with various agreements such as work result standards given, targets that have been determined in advance and through mutual agreement.

METHODOLOGY

The research uses qualitative research methods as an effort to collect specific data information from participants. The reason researchers use qualitative methods is to produce a study of a more comprehensive phenomenon on the research subject.

In determining informants, purposive sampling was used, namely researchers determined informants based on their abilities and knowledge of the problems being studied.

The data analysis technique in this research uses qualitative descriptive analysis to explain in detail the description of the study area. Miles and Huberman in Sugiyono 2010: 337. The data analysis techniques carried out in research on Performance Analysis of Housing and Settlement Area Service Employees are as follows:

- a. Data collection was carried out through three methods of data collection, namely observation, interviews and documentation
- b. Data reduction, collecting and making summaries of the data obtained
- c. Data presentation, analyzing the data obtained and presenting it in descriptive form according to the research object
- d. Conclusion: From the data analysis carried out, conclusions are made as a form of verification of the data obtained from the research subjects.

RESULT AND DISCUSSION

Employee Performance Reviewed From Ability Aspect

Work ability is the expertise and work skills possessed by employees related to their work. Every employee will always be required to have certain work abilities to be able to carry out their work effectively and efficiently. Ability or skill (ability) is the total of all skills needed to achieve accountable results (Hasibuan, 2011).

The findings of the capability aspect in the analysis of employee performance at the Maluku Province PKP Service in terms of work completion and employee placement have not been in accordance with the set targets, because each employee will always be required to have certain work capabilities to be able to carry out their work effectively and efficiently. In achieving the work targets that have been set based on the SOP, it has not run optimally because various obstacles are encountered, such as being slow in carrying out reports and not according to the targeted time.

Employee Performance Reviewed From Motivation Aspect

Employee motivation is the internal and external drive that drives individuals to achieve desired goals within their work environment. This drive involves a combination of factors, including needs, desires, personal goals, and expectations, that drive employees to exert maximum effort, achieve better results, and contribute significantly to the success and goals of the organization where they work.

Employee motivation plays an active role in creating a productive and conducive work environment, where individuals feel involved, excited, and satisfied with their achievements. In essence, motivation is the driving force that drives employees to achieve high performance and make optimal contributions to their organizations. (Hasibuan, 2011).

The findings of the employee motivation sub-indicator can be seen from the discipline in working and being present on time in relation to the sensitivity to the responsibilities given. Motivation is a part that influences employee sensitivity to their responsibilities in working.

Employee motivation in the PKP Service still needs to be improved because it can be seen from the discipline in working and being present on time. Employees in the PKP Service also need to increase work motivation in order to complete the work according to the specified time. There are strategies that are carried out as a way to increase employee performance motivation, including increasing knowledge in terms of education by being given the opportunity to continue school and take training.

Employee Performance Reviewed From Knowledge Aspect

Knowledge is a variety of things obtained by a person through the five senses. Everything known from the learning process is knowledge, the higher the level of employee education, the higher the knowledge they have.

Knowledge is the result of human sensing, or the result of someone knowing an object through the senses they have (eyes, nose, ears, and so on). So knowledge is a variety of things obtained by someone through the five senses. Everything that is known from the learning process is knowledge, the higher the

level of employee education, the higher the knowledge they have. (Notoatmodjo in Yuliana 2017:2).

The findings of this study illustrate that an employee's knowledge can be seen from one of the indicators as an initiative taker related to thinking power, creativity in the form of ideas to plan something related to organizational goals is inadequate.

Employee Performance Reviewed From Leadership Aspects

Leadership is important in an organization because leadership is one of the vital keys to organizational success. All decisions, movements and development rates require leadership. An important reason why leadership is important is as a basis for building a strong team. (Hasibuan, 2011).

Leadership that is carried out well is a manifestation of effective leadership, and effective leadership can contribute to improving employee performance. Leaders provide motivation, vision, and support to employees and employees respond to the same behavior with higher levels of performance (Paarlberg & Lavigna, 2010).

In Mathis and Jackson's (2006) perspective, performance appraisal is the process of evaluating how well employees do their jobs compared to standards, then the evaluation results are conveyed to employees.

The findings through the leadership sub-indicator can be explained that good leadership is very important in improving employee performance because it can: build a strong team, encourage good work spirit, create a positive work culture and ensure that organizational goals are achieved.

The Results of the Performance of State Civil Servants at the Housing and Settlement Service of Maluku Province

Each agency conducts performance appraisals in different periods, but not in a short period of time. The performance appraisal process is usually carried out annually or every semester to provide a more accurate picture of employee contributions over a certain period of time.

The results of a person's performance or an agency or organization in carrying out tasks according to their duties. The results of the performance can be measured by standards that have been measured for a certain period. So, a performance report is a summary of work, both individuals and agencies.

James L. Gibson, John M. Ivancevich, and James H. Donnelly (1994), explain that performance results are a person's level of success in carrying out tasks and the ability to achieve predetermined goals.

Based on the findings achieved by employees in relation to a person's ability and knowledge in innovating by contributing new ideas and developing creative solutions in carrying out tasks and responsibilities. illustrates that an employee's knowledge can be seen from one indicator as an initiative taker related to thinking power, creativity in the form of ideas to plan something related to organizational goals is not adequate in its implementation based on SOP and setting criteria and performance assessment standards. From the various responsibilities given, it can be measured that a person's ability to innovate by contributing new ideas and developing creative solutions in carrying out tasks and responsibilities is not yet optimal. It can be proven that the use of the baileo application and the application of technology and innovation are still

lacking, even though this application is a supporter in every employee's work, especially in the general housing sector, and self-help. Employees still have to improve their ability in using this application as a data center for information in the housing and settlement sector in Maluku Province. This data will later function as the community's needs for Housing and Settlement data.

Likewise, the results achieved by employees in relation to a person's motivation in carrying out tasks and responsibilities do not necessarily meet the target according to the established time standards, sometimes late in submitting employee work reports, for example there is a delay in completion. This is an important part of measuring performance results.

CONCLUSION AND RECOMMENDATION

The achievement of the performance results of state civil servants has not been in accordance with the established standards at the Maluku Province Housing and Settlement Service. There needs to be an award and coaching for employees to increase motivation so that they can form a good worker mentality and can build self-confidence.

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