

ASSESSMENT OF CIVIL SERVANTS WORK ACHIEVEMENT IN HUMAN RESOURCES DEVELOPMENT AGENCY, SOUTH KALIMANTAN PROVINCE

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ABSTRACT:

This scientific paper is motivated by the implementation and results of work performance evaluation of civil servants at the Regional Human Resources Development Agency of South Kalimantan Province which is not yet optimal. This is due to the lack of appraiser's understanding of the procedures for assessing and the appraiser has not been able to make continuous observations of the work behavior of his employees. The formulation of the problem studied is how is the performance evaluation of civil servants working? What factors hinder the implementation of performance appraisal of civil servants? This scientific paper aims to find out and analyze how the performance evaluation of Civil Servants and the inhibiting factors in the implementation of the performance evaluation of Civil Servants in the Regional Human Resources Development Agency of South Kalimantan Province. This scientific paper uses qualitative research methods with a focus of research on the assessment of civil servant work performance. Data collection is done through interviews, observation and documentation.

The results of performance appraisal related to employee work targets obtained by Civil Servants already reflect the actual work performance. In accordance with the work targets achieved based on established work contracts, the realization can be

measured based on quantity, quality, time and cost. However, related to the results of the assessment of the work behavior assessment process it is obtained that it still tends to be subjective and does not reflect the actual behavior of the relevant Civil Servants.

Factors that can hinder the assessment of work performance within the Regional Human Resources Development Agency of South Kalimantan Province include three aspects, namely the appraisal aspect, the aspect of the employee being assessed and the aspect of the appraisal system. The three aspects mentioned above affect the fair assessment of work performance and can increase work productivity. From the aspect of appraisers include: values obtained by employees tend to be the same, appraisers feel sorry if giving a low value and the appraiser does not have the skills needed to conduct an effective work performance appraisal. From the aspects assessed include: employees do not like to be criticized, especially if associated with work performance and performance appraisal is not a big concern for employees. From the aspects of the assessment system include: the assessment system does not affect remuneration, mutation, and promotion. Recommendations to overcome obstacles in the assessment of work performance are expected to assess the need to monitor the work behavior of employees every day to

avoid subjective assessments. Appraisers need to be given training in the form of Ratter Accuracy Training (RAT) so that assessors can provide an appropriate assessment, and performance appraisal is expected to affect remuneration, mutation, and promotion.

KEYWORDS: Assessment, work performance, employee.

INTRODUCTION

Law Number 5 of 2014 in Article 8 states that "Civil Servants (PNS) have the position as elements of the state apparatus who are public servants and public servants who carry out government policies and must be free from the influence of intervention from groups or political parties". Where the Civil Servants function as implementing public policies, providing public services that are professional and quality then as unifying the nation. To achieve this, it is necessary to foster sustainable civil servants that are focused on performance appraisal. Article 55 paragraph (1) letter h states that performance appraisal is a part of the management of civil servants. Performance appraisal is carried out using employment targets or referred to as SKP PNS. The basis for evaluating work performance consists of aspects of quality, quantity, time and cost, and in the implementation of the SKP assessment by comparing the targets set with work realization in the time frame of the assessment. In Article 2 "Evaluation of civil servant work performance aims to guarantee the objectivity of civil servant coaching that is carried out based on work performance systems and career systems that emphasize work performance systems", with the hope that civil servants will be more productive.

The Regional Human Resources Development Agency (BPSDM) of South Kalimantan Province also conducts work

performance appraisal of civil servants within its institutions. In evaluating work performance, refer to Government Regulation Number 46 of 2011 concerning Performance Assessment of Civil Servants, and Regulation of the Head of the Civil Service Agency Number 1 Year 2013 concerning Provisions for Implementation of Government Regulation Number 46 of 2011 concerning Assessment of Civil Servant Work Performance, which is a guideline for officials who value or the Civil Service in implementing the provisions of Job Performance Assessment of Civil Servants. With the issuance of the Minister of PAN-RB Circular Letter Number 2 of 2013 concerning the Implementation of Civil Servant Performance Evaluation dated 15 February 2013. In Article 5, this assessment system takes effect starting in 2014. The SKP assessment is carried out by an appraisal official, namely a direct civil servant who is assessed with the provisions the lowest echelon V structural officials or other designated officials.

Performance Evaluation of Civil Servants' Work Performance at the Regional Human Resources Development Agency of South Kalimantan Province in the last three (3) years, the realization tends to be the same, especially from the aspect of employee work behavior evaluation, where in 2017 ranged from 81.20 (good) to 90, 17 (good), whereas from the aspect of evaluating employee work targets varies from 76.58 (good) to 97.83 (very good), and in 2018 employee performance appraisal from the aspect of evaluating employee work behavior ranges from 80.00 (good) up to 89.83 (good) whereas from the aspect of assessing employee work targets vary from 76.69 (good) to 97.83 (very good), then in 2019 employee performance appraisal from the aspect of work behavior assessment employees ranged from 82.40 (good) to 89.83 (good) whereas in terms of the assessment of employee work targets varied between 80.38

(good) to 102.49 (very well). Based on the results of discussions with structural officials within the South Kalimantan Provincial Human Resources Development Agency, it was concluded that the performance appraisal of civil servants was less than optimal, this was due to: (1) the lack of evaluators' understanding of the procedures for evaluating; (2) appraisers have not been able to make continuous observations of the work behavior of their employees. Based on the background of the problem mentioned above, the writer makes a formulation of the problem how is the implementation of the work performance evaluation of Civil Servants in the Regional Human Resources Development Agency of South Kalimantan Province? And what factors hinder the implementation of performance evaluation of Civil Servants in the Regional Human Resources Development Agency of South Kalimantan Province? Based on the formulation of the problem, Objective of scientific papers are to know and analyze how the implementation of performance appraisal of Civil Servants Agency for Human Resources Development South Kalimantan and for identify and analyze the factors inhibiting the implementation of performance appraisal of Civil Servants Agency Regional Human Resource Development in South Kalimantan Province.

CONCEPTUAL FRAMEWORK:

Concept of Performance:

Sutrisno (2010: 170), said that performance is the work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in the context of efforts to achieve the objectives of the organization concerned legally, not breaking the law and in accordance with morals and ethics. According to Miner (1990), performance is how a person is expected to

function and behave according to the tasks assigned to him. Every expectation of how a person must behave in carrying out the task, means showing a role in the organization. An organization, both a government organization and a private organization in achieving its stated goals must be through means in the form of an organization driven by a group. People who play an active role as actors (actors) in obtaining the objectives of the institution or organization concerned (Prawirosentono, 1999, in Rudi 2006: 4).

Job Performance Assessment:

Mangkuprawira (2003: 223) argues, "Performance appraisal is a process carried out by the company in evaluating one's performance". In line with that opinion, Mathis and Jackson (2002: 81) also stated "that performance appraisal is a process of evaluating how well employees do their work when compared to a standard and then communicating it with employees".

According to Flipppo (1986) in Sariyathi (2003) indicators of performance measurement can be done through assessment; 1) Quality of work, which is related to the accuracy, skill, accuracy and neatness of work implementation; 2) Work quantity, which is related to the implementation of regular and additional tasks; 3) Resilience, which is related to obedience to follow orders, habits to follow regulations, safety, initiative, and timeliness of attendance; and 4) Attitude, which shows how far the responsibility for the implementation of work and how the level of cooperation with friends or superiors in completing work.

According to Sutrisno (2010) Measurement of work performance is directed at six aspects which are key achievement fields for the company concerned. The key achievement areas are:

1. Work output, which is the level of quantity and quality that has been produced;

2. Job knowledge, i.e. the level of knowledge related to work assignments that will directly affect the quantity and quality of work results;
3. Initiative, namely the level of initiative during carrying out work tasks, especially in terms of handling problems that arise;
4. Mental dexterity, namely the level of ability and speed in receiving work instructions and adjusting to the way work and work situations exist;
5. Attitude, namely the level of morale and positive attitude in carrying out work duties; and
6. Discipline of time and attendance, i.e. the level of timeliness and the level of attendance.

In Government Regulation Number 46 Year 2011 article 2, it explains that, "Evaluation of work performance of civil servants aims to guarantee the objectivity of the development of civil servants based on work performance systems and career systems that are focused on work performance systems". Government Regulation of the Republic of Indonesia Number 46 of 2011 in article 1 paragraph 2 states that, "Evaluation of civil servant work performance is a systematic evaluation process carried out by an appraisal official of the Employee Work Targets and Civil Servant Work Behavior". Civil servant performance appraisal is carried out to evaluate the performance of individual civil servants, which can provide guidance for management in order to evaluate the unit's performance and organizational performance.

Article 4 Government Regulation of the Republic of Indonesia Number 46 of 2011 states that, "Civil servant work performance consists of 2 (two) elements, namely Employee Work Targets and Work Behavior". The SKP covers aspects of quantity, quality, time and cost. Whereas work behavior includes aspects of service orientation, integrity, commitment,

discipline, cooperation, and leadership (only carried out for civil servants who occupy structural positions).

Work Performance Assessment Instrument:

Civil servant performance appraisal consisting of assessing Employee Work Targets and Employee Work Behavior. Employee Job Target Employees are assessed by comparing work realization and targets set by the employee concerned. In addition, the Appraisal Officer Checks physical evidence concerning aspects of quantity, quality, time, and cost of job assignment activities that have been compiled in Employee Work Targets. Employee Work Behavior evaluation system in the Regional Human Resources Development Agency of South Kalimantan Province, referring to Article 13 of the Government Regulation of the Republic of Indonesia Number 46 of 2011 concerning the Evaluation of Civil Servants Work Performance, namely through observation by appraisal officials, can consider input from other appraisal officials, and the value of work behavior can be given as high as 100.

Performance Assessment of Civil Servants:

In Government Regulation (PP) Number 30 Year 2019 concerning Performance Evaluation of Civil Servants (Civil Servants), Civil Servants Performance Evaluation aims to guarantee the objectivity of civil servant development based on the achievement of career systems and careers. Assessments are carried out based on performance planning at the individual level at the unit or organization level, taking into account the targets, achievements, results, and benefits achieved, as well as the behavior of civil servants. Article 4 Government Regulation (PP) Number 30 Year 2019 concerning Performance Assessment of Civil Servants (PNS) reads "Performance Evaluation of Civil Servants is based on the

Principle a. objective; b. measured; c. accountable; d. participatory; and e. transparent,".

Performance Evaluation of Civil Servants as intended Government Regulation (PP) Number 30 Year 2019 concerning Performance Evaluation of Civil Servants (Civil Servants), is carried out in a Civil Service Management System which consists of: a. performance planning; b. implementation, monitoring performance, and fostering performance; c. performance assessment; d. follow-up; and e. Civil Service Performance Information System. In Government Regulation (PP) Number 30 Year 2019 concerning Performance Evaluation of Civil Servants (Civil Servants) Work Planning consists of the preparation and determination of SKP (Employee Performance Target) by paying attention to Work Behavior.

RESEARCH METHODS:

This research is descriptive qualitative with focus research on performance appraisal Servants and what factors inhibiting the implementation of the implementation of performance appraisal of Civil Servants on the Human Resources Development Agency Area South Kalimantan Province. Selection of resource persons to use technique purposive sampling, data sources obtained through interviews and documents, data collection techniques through library research and field research (observations and interviews). Technical analysis of data used refers to the qualitative descriptive analysis method of Miles and the subject of data collection, data reduction, data presentation, and withdrawal of conclusions or verification.

RESULT AND DISCUSSION:

Overview of Research Objects:

Regional Human Resource Development Agency (BPSDMD) South Kalimantan Province

is the only accredited competency development institution in the scope of the Regional Government in South Kalimantan Province. South Kalimantan Province BPSDMD has 2 campuses namely Campus I on Jalan Panglima Batur Timur No. 1A, North Banjarbaru, known as Graha Panglima Batur and Campus II on Jalan Ambulung, Banjarbaru Selatan, known as Graha Panglima Datuk Banua Lima. In carrying out its main tasks and functions, the Regional Human Resources Development Agency of South Kalimantan Province is led by a Head of Agency with organizational elements consisting of:

1. The Secretariat consists of Planning, Finance and Asset Subdivisions, & General and Staffing Subdivisions.
2. Sector Competency Certification and an Institutional Management Consist of Sub Division of Certification, the Division of Institutional and Workforce Development and the Division Management Learning Resources and Cooperation
3. The Managerial and Functional Competency Development Division consists of the Competency Position of the High Leadership and Administration, the Sub-Division of Functional Position Competency, the Competency Sub-Division of the Regional Leadership and Position, and the Competency Development Sub-Division of the Regional Leadership and Position
4. The Division of Technical Competence Development consists of Sub Division of Development of General Competence and Choice of Administrative Position, Sub Division of Competency Development of Administrative Position; Sub Division of Core Competencies in Administrative Position of Supporting Regional Apparatus;

5. Functional Group Functional Widyaiswara,
Functional Computer Personnel and
Functional Archivist

with a value of 89.90 (good), from the data the
average SKP value tends to increase.

Civil Servants Work Performance Evaluation Process at BPSDMD:

Based on the results of observations in the field, the Provincial Government of South Kalimantan, since 2014 began to carry out an assessment of the work performance of civil servants. Furthermore, based on the South Kalimantan Governor Regulation Number 063 of 2017 dated August 1, 2017, an online civil servant performance appraisal was carried out, with the aim of ensuring the objectivity of civil servant coaching that was carried out based on the work performance system and career system that was focused on the work performance system.

1. Employee Job Target (SKP):

Based on the results of documentation, observations and interviews it can be concluded that in the preparation of performance appraisal of each civil servant in South Kalimantan BPSDMD South Kalimantan set employee work targets in early 2019. Employee Work Targets contain a description of the duties and work of each and its targets, which are employment contracts between employees who are assessed with superiors as appraisers whose results are evaluated at the end of each year.

Based on the data obtained by the author by conducting a documentation study in BPSDMD of South Kalimantan Province, it can be seen that the SKP assessment for civil servants in the MD BPSD environment in the last three (3) years shows that the target value of employees working in BPSDMD South Kalimantan Province for 2017 is an average of a value of 88.06 (good), for 2018 the average value of 89.39 (good), and for 2019 an average

2. Work Behavior:

From the results of the documentation that the writer obtained shows that the assessment of the work behavior of employees in the BPSDMD environment of South Kalimantan Province for 2017 averaged 85.23 (good), for 2018 the average was 85.50 (good), and for 2019 average with a value of 85.64 (good), from the table the average SKP value tends to increase. However, based on observations made, it was found that the activities carried out related to the process of evaluating the work behavior of civil servants at BPSDMD South Kalimantan Province, there are several things as follows: a. Assessment of civil servant work behavior is subjective; b. Limitations of the assessor in observing the work behavior of civil servants; c Assessors in observing the work behavior of civil servants are not continuously; d. Assessors are very difficult to judge badly. Based on the results of the willingness to document the work behavior and work targets of employees at BPS DMD South Kalimantan Province obtained an assessment of employee performance in the BPSDMD environment of South Kalimantan Province for 2017 with an average value of 86.93 (good), for 2018 on average with the value of 87.83 (good), and for 2019 the average value of 88.19 (good), from the table the average SKP value tends to increase.

Based on the results of field research conducted by using documentation and observations, it was found that in the process of assessing the performance of civil servants at BPSDMD, South Kalimantan Province, it can be seen the factors that support the process of evaluating work performance are as follows:

- a. There is clarity of lawsuits or laws and regulations to make a proper and proper evaluation, namely Government Regulation

Number 46 of 2011 concerning Evaluation of Civil Servant Work Achievement.

- b. There is management that regulates the mechanism of the appraisal system about who assesses, how to assess, when to assess and the assessment criteria used which are regulated based on the Regulation of the Head of State Staff Number 01 of 2013.
- c. The existence of clear assessment standards namely the assessment of civil servant work performance consists of elements of employee work goals and work behavior.

Inhibiting factors in the assessment of work performance several factors that become obstacles in the assessment of work performance. These obstacles include:

1. Assessor aspects:

- a. Appraisers will be very dependent on the impression obtained from employee behavior.
- b. Appraisers give value to the work without looking at employee discipline.
- c. Appraisers provide assessments at the level of discipline and are not affected by the work.
- d. The value obtained by the employee is the average value.
- e. Appraisers sometimes give high grades to employees they like.
- f. Appraisers already have a good perception of employees.
- g. The first impression of the assessment is given at the beginning of meeting employees.
- h. Values obtained by employees tend to be the same.
- i. Assessors feel sorry if they give low scores.
- j. Assessors are influenced by personal prejudice.
- k. Appraisers do not have the skills needed to carry out effective performance appraisals.

- l. Appraisers in assessing work performance are carried out in a hurry because of time constraints.

2. Aspects of employees assessed:

- a. Employees do not like to be criticized, especially when related to their work performance.
- b. Most employees who are reprimanded actually feel uncomfortable with the results of the assessment given to them.
- c. Employees do not understand very well the benefits of implementing work performance assessment. This is due to the lack of socialization of the important role of performance appraisal for organizational success.
- d. Employees do not understand the elements assessed in evaluating work performance such as orientation, integrity, commitment, discipline and cooperation.
- e. Employees consider the work performance appraisal process only a mere routine and is not a big concern for employees.

3. Rating system aspects:

- a. Forms and procedures for assessment are often difficult to understand where the criteria used are unclear or have vague meanings, giving rise to multiple interpretations and convoluted procedures.
- b. The civil service performance appraisal system does not affect the remuneration to be obtained.
- c. The work performance appraisal system process does not provide fair competition for employees to improve work performance.
- d. The civil service performance appraisal system does not affect mutation, promotion, education and training.
- e. The civil service performance appraisal system does not affect civil servants who

create new ideas and / or news in improving performance that benefits organizations or the state

- f. Civil Servants for 2 (two) years, there is no guarantee to be promoted to a higher position
- g. Civil servants who not meet performance targets have never subject to administrative sanctions until termination.

Based on the results of the study it was found that the assessment results related to the work targets of employees obtained by BPSDMD Civil Servants in South Kalimantan Province were objective and reflected the actual work performance of the relevant Civil Servants. In accordance with the target work achieved by the employment contract that has been approved and confirmed by an official appraiser in respective units field and its realization section that can be measured by the quantity, quality, time charge.

Furthermore, based on research results related to the assessment of work behavior assessment process showed that the Civil Service BPSDMD South Kalimantan province still tends to be subjective and have yet to reflect the true behavior of Civil Servants. This is because it is influenced by certain factors which are limited ladies of official's appraiser to assess properly. Besides the lack of understanding from the appraisal officer and the appraised employee regarding the correct procedure or process of evaluation. Resulting in an ineffective evaluation process related to work behavior

CONCLUSION:

Based on the results of the study, it was obtained that the results of work performance appraisal related to employee work targets obtained by the Civil Servants of BPSDMD in South Kalimantan Province already reflected the actual work performance of the relevant

Civil Servants. In accordance with the target work achieved by the employment contract has been defined and measurable realization is based on the quantity, quality, time d a n charge. However, the related assessment work behavior assessment process showed that the Civil Service BPSDMD South Kalimantan province still tends to be subjective and have yet to reflect the true behavior of Civil Servants. This is because it is influenced by certain factors which are limited ladies of official's appraiser to assess properly. Besides the lack of understanding from the appraisal officer and the appraised employee regarding the correct procedure or process of evaluation. Resulting in an ineffective evaluation process related to work behavior.

Factors that can hinder the assessment of work performance within the Regional Human Resources Development Agency of South Kalimantan Province include three aspects, namely the appraisal aspect, the aspect of the employee being assessed and the aspect of the appraisal system. The three aspects mentioned above affect the fair assessment of work performance and can increase work productivity. From the aspect of appraisers include: values obtained by employees tend to be the same, appraisers feel sorry if giving a low value and the appraiser does not have the skills needed to conduct an effective work performance appraisal. From the aspects assessed include: employees do not like to be criticized, especially if associated with work performance and performance appraisal is not a big concern for employees. From the aspects of the assessment system include: the assessment system does not affect remuneration, mutation, and promotion.

To overcome the obstacles in evaluating work performance, the following recommendations are proposed:

1. Appraisers need to monitor the work behavior of employees every day to avoid

- subjective assessments. So that monitoring of employee behavior can be done every day it is necessary to make an application in the form of e-performance, so that the appraisal officer can monitor his subordinates.
2. Appraiser's ability to be able to appraise appropriately and correctly related to employee work performance also determines the success of the performance appraisal. Therefore, assessors need to be given training in the form of Rater Accuracy Training so that appraisers can provide an appropriate rating scale and in accordance with employee performance. Because RAT aims to improve the accuracy of appraisers in providing ratings.
 3. Performance appraisal is expected to affect the remuneration to be obtained, mutation, promotion, education and training. In order for work performance to affect remuneration and promotion there is a need for a governor's regulation which provides an increase in remuneration and promotion for employees who have performed very well two years in a row. Thereby encouraging employees to achieve work targets that have been set and to continue to improve work performance.
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