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The apparatus performance of the Tataaran Satu Urban Village Office, South Tondano Sub-District, Minahasa Regency

Swasti Yogi Winadio, Fitri Mamonto, Selphius Kandouw

Public Administration Study Program, Magister Program, Universitas Negeri Manado

swastiyogiwinadio@gmail.com, fitrimamonto@unima.ac.id,
selphiuskandouw@unima.ac.id

Abstract. This study aims to find out how the performance of the Tataaran Satu Urban Village apparatus, South Tondano Sub-District, Minahasa Regency, especially non-ASN, which includes the Head of the Environment and the Assistant Head of the Environment, is seen from work productivity which has the main dimensions, namely Attitude, Ability and Work Enthusiasm. The method used is a qualitative research method. This research was conducted in the Tataaran Satu Urban Village, South Tondano Sub-District, Minahasa Regency. The focus in this study is related to the performance of the Tataaran Satu Urban Village apparatus which includes the Head of the Neighborhood and the Assistant Head of the Neighborhood in providing services to the people of the Tataaran Satu Urban Village, South Tondano Sub-District, Minahasa Regency. Data collection techniques are observation, interviews and documentation. The data analysis technique used is data reduction, data presentation, and drawing conclusions. The results of the study show that a) the performance of the Urban Village apparatus when viewed from their attitude, they are able to communicate well with the people they lead, are polite, like to greet Satu another. Also there are those who are still shy in giving announcements or in greetings to the public. b) The performance of Urban Village apparatus, when viewed from Capability, can be concluded that the performance of Urban Village apparatus is still lacking in terms of ability, for example in computer operation, how to deliver remarks, announcements and directions that cannot be conveyed properly to the Tataaran Satu Urban Village community. c) The performance of village officials, when viewed from work enthusiasm, it can be concluded that the performance of village officials is still lacking in terms of enthusiasm, such as prioritizing their main work, hard to find when needed and many reasons if given an assignment by the leadership. Factors that impede performance are 1) Lack of work motivation, so that it can affect the community in community involvement in community activities. 2) Did not receive training and development so that the village officials did not know what to do when they were appointed as village officials. 3) The average age of village officials is 50 years. 4) There are no fixed regulations or rules for evaluating the performance of non-ASN Urban Village officials.

Keywords. Performance, Apparatus, Tataaran Satu Urban Village

A. Introduction

With the consideration of implementing the provisions of Article 228 and Article 230 of Law Number 23 of 2014 concerning Regional Government, on May 3 2018, President Joko

Widodo has signed Government Regulation (PP) Number 17 of 2018 concerning Sub-Districts. In this regulation it is stated that a Urban Village or what is referred to by another name is a part of a Sub-District/city area led by a Urban Village head. Urban Village is part of the territory of the Urban Village as a Urban Village apparatus.

In this regard, the Urban Village cannot be separated from the policies taken by the city government. The consequence of this is that the Urban Village government is required to own high ability to answer the challenges of increasingly difficult tasks. Because of this, efforts are needed to improve the ability of the Urban Village government both in terms of taking initiatives, initiatives, planning, implementation and supervision, so that they will obtain good performance of the apparatus. Urban Village is the working area of the urban village head as a Sub-District/city regional apparatus under the Urban Village and is responsible to the Urban Village head. The Urban Village has the duties and functions of carrying out the governmental authority delegated by the Camat and carrying out other governmental tasks in accordance with the applicable laws and regulations. Sub-District working relationship with village is hierarchical. The establishment of the Urban Village is aimed at improve the ability to administer Urban Village government in an efficient, effective and service to the community in accordance with the level of development and progress of development.

Apparatus performance in general can be understood as the amount of contribution given tools for progress and development in the institution where he works. Thus, more intensive and optimal performance is needed from the Urban Village apparatus in order to optimize the tasks they carry out. Because with performance, the level of achievement of results will be seen so that it will be known how far the tasks that have been carried out through the tasks and authority given can be carried out in a real and maximum way. The performance that has been carried out with a certain level of achievement should be in accordance with the mission that has been set as the basis for carrying out the assigned tasks. Thus performance is the level of achievement of results.

The low quality of human resources is an obstacle that agencies have in achieving their goals, because human resources (HR) is one of the main factors in improving the performance of organizations or agencies. Even though an organization has sophisticated equipment but without the active role of its human resources, it will mean nothing, and it is human resources that will determine the ongoing processes or activities carried out by the organization. The higher the quality and competence possessed by Human Resources, the work performance will increase. The better and better quality human resources, the easier it will be for the organization or agency to achieve its goals, and vice versa. Where according to Gomes (in Akhmad Fauzi, Rusdi Hidayat 2020: 2) performance is a result that is achieved as a result of the actions or actions taken[1]. And based on Government Regulation Number 46 of 2011 concerning the Evaluation of Work Performance for Civil Servants article 1 work performance of civil servants is the work achieved by every civil servant in an organization in accordance with employee work goals and work behavior[2]. So employee performance is the extent to which the employee can carry out the task properly in the sense that the implementation is in accordance with the plan, so that satisfactory results are obtained for achieving good employee performance. So organizations and agencies are required to have quality human resources (HR) who are able to carry out their duties as government officials in accordance with the tasks assigned. Therefore, in order to have good performance, a person must have a high desire to do and know his job. In other words, individual performance is influenced by job satisfaction. Job satisfaction itself is an individual's feelings towards his work.

At the present time, the government's performance is under scrutiny from society. With freedom in expressing opinions, there are many scathing criticisms of the government's performance, especially the Tataaran Satu Urban Village government, whether it was delivered directly or indirectly. From the research so far, the services provided by the government of the Tataaran Satu Urban Village, South Tondano Sub-District, show that there are still complaints from the public, both directly and indirectly. This can be seen from the low work productivity and discipline of the Village Officials. Quality services are often difficult to achieve because officials do not always understand how to provide good services, this is due to the low professional ability of the officers seen from the educational background and work ethic of the Urban Village officials and the authority possessed by the apparatus concerned. The public's increasing criticism of the demand for service quality shows the character of our society today, which has an attitude of being independent, open and capable of democracy.

In carrying out performance, the village government must be first first look at all the possible factors that exist, whether it's opportunity, what opportunities and challenges and obstacles exist in this era of autonomy and administration of government must also answer and fulfill the will of the customer, namely the people in the Urban Village who need service optimally in order to create a good condition in Tataaran Satu Urban Village, South Tondano Sub-District.

The performance of the village government apparatus referred to in this study is based on the theory put forward by Bernandin & Russell (1993: 135) is a record resulting from the function of a particular job or activity over a certain period of time, with its measurements and indicators: Work productivity which has a measure main of which are a) The attitude of the apparatus, in carrying out their work duties can be seen through the willingness of the state civil servants to work effectively and efficiently. b) Ability, in which the apparatus has the skills in carrying out its job responsibilities. c) Work enthusiasm, which can be interpreted as the mental attitude of the State Civil Apparatus in carrying out their duties, where this mental attitude is shown by the enthusiasm in carrying out the task[3].

Based on observations made by researchers that the third the indicators mentioned still show weaknesses, so in general it can be temporarily assumed that the Tataaran Satu Urban Village apparatus has not performed optimally.

B. Literature review

Performance Theory

Performance in the organization is the answer to the success or failure of the organizational goals that have been set. Bosses or managers often don't notice unless it's really bad or things are going awry. Too often managers don't know how bad performance has fallen so that the company/agency faces a serious crisis.

Bad organizational impressions result in and ignore the warning signs of poor performance. Performance as follows: "performance is defined as the record of outcomes produced on a specified job function or activity during a time period. Achievement or performance is a record of the results obtained from certain job functions or activities over a certain period of time (Ruky in Diah, 2015)[4].

Furthermore, performance is a result of work that is concrete, observable, and measurable. If we recognize three kinds of goals, namely organizational goals, unit goals, and employee goals, then we also know three kinds of performance, namely organizational performance, unit performance, and employee performance (Irawan in Diah, 2015)[4]. In addition to the opinions above, other opinions are also as follows: Employee performance (work

achievement) is the employee's actual performance compared to the expected performance of the employee. Expected work performance is a standard achievement that is compiled as a reference so that performance can be seen

Employee performance in general is a manifestation of the work done by employees which is usually used as a basis or reference for evaluating employees in an organization. Good performance is a step towards achieving organizational goals. Therefore, performance is also a determining tool in achieving organizational goals, so efforts need to be made to improve employee performance.

According to Rivai (2020) the concept of performance is the real behavior displayed by everyone as work performance produced by employees according to their role in the company[5].

Meanwhile, in the opinion of Ilyas (2022) says that the notion of performance is appearance, the work of personnel both quality and quantity of individual performances and work group personnel, the appearance of the work is not limited to personnel holding functional or structural positions but also to the entire range of personnel within the organization[6].

Based on some of the expert opinions above, it can be concluded that the meaning of performance is the result achieved by a person in carrying out a task or responsibility according to the standards or standards that apply to each organization.

To determine the level of a person's performance, a performance measurement is needed. Performance measurement according to Simamora (2016) is a management tool to improve the quality of decision making and accountability[7].

Performance appraisal is a process through which the management of organizations evaluates or assesses employee performance. This performance can improve personnel decisions and provide good wages for employees in carrying out their work. Evaluation of employee performance does not only assess physical results, but the overall implementation of work involving various fields such as work ability, craft, discipline, work relations or special matters according to the field and level of work. Meanwhile, according to Simanjuntak (2020) the characteristics of performance appraisal include a) Focus on individuals; b) There are expectations and standards of performance; c) Usually involves two sections between employees and appraisers, one establishing standards and the other reviewing performance; d) The appraiser is usually someone who has this management authority over an appraiser; e) The assessment side provides written conclusions regarding the performance of the person being reviewed; f) The consequence of performance appraisal is that organizations directly determine pay for performance and many companies use appraisal as a basis for promoting employees[8].

There are several methods of evaluating employee performance in an organization or company. In the opinion of Rivai (2020) states that the methods that can be used are 1) The past-oriented assessment method; 2) Future-oriented assessment method. The assessment techniques of this past-oriented method include Rating Scale, Checklist, Forced Choice Method, Critical Incident Method, Achievement Record Method, Behaviorally Anchor Rating Scale = BARS, Field Review Method, Comparative Evaluation Approach. while the assessment techniques from future-oriented methods include Self Appraisal, By Objective Management, Psychological Assessment, Assessment Center[5].

Factors affecting performance

The following are several factors that can affect the performance of employees in an organization or company. According to Mangkunegara (2009) there are several factors that affect performance, namely as follows[9]:

a. Ability factor

Psychologically, the ability (ability) consists of Ability potential (IQ) and Reality ability (knowledge + skill). The point is that leaders and employees who have an IQ above the average (IQ 110-120) let a superior, very superior, gifted and genius IQ with adequate education for their position and are skilled in daily work, it will be easier to achieve performance maximum.

b. Motivation Factor (Motivation)

Motivation is defined as an attitude (attitude) of leaders and employees towards work situations (situation) in their organizational environment. Those who have a positive (pro) attitude towards their work situation will show high work motivation and vice versa if they have a negative (con) attitude towards their work situation will show low work motivation. The work situation in question includes, among other things, work relations, work facilities, work climate, leadership policies, work leadership patterns, and working conditions.

Leadership supervision is included in one of the factors that affect employee performance, because by supervising leadership in the form of 1. Continuous coaching; 2. Development of employee professional skills; 3. Improving work situations with the ultimate goal of achieving increased performance for employees.

The purpose of employee/employee performance appraisal is to improve or increase organizational performance through improving the performance of the organization's human resources. According to Mangkunegara (2009) which says that the purpose of evaluating employee performance is to improve or develop job descriptions.

According to Onibala & Sendow (2017) suggests that there are six (6) main criteria for measuring employee performance, namely quality, quantity, timelines, cost-effectiveness, need for supervision, and interpersonal impact[10].

in general which is then translated into a fundamental behavioral assessment according to Hady Sutrisno (2013) includes: a. Work result; b. Job knowledge; c. initiative; d. Mental dexterity; e. attitude and; f. Discipline[11].

Performance itself will have a good impact on an organization or group to be even better. The performance of a leader must be assisted by subordinates or fields that work together to advance an organization. One of the organizations led by a head or leader is a government agency, where the government helps with all state affairs. The highest leadership in government is the President of the Republic of Indonesia, the President is assisted by members from the center to the regions in Indonesia. Leaders in the regions are called Regional Heads who lead a province to include Regencies/Cities and Districts.

Urban Village/Village Administration

According to Government Regulation Number 17 of 2018 concerning Districts in article 1, in this Government Regulation what is meant by: Districts or what are referred to by other names are part of the territory of a district/city area led by a sub-district head. Urban Village is part of the territory of the sub-district as a sub-district apparatus[12].

The characteristics of a Urban Village are: a) It is located in a district/capital city/municipality sub-district, b) It is a regional work unit, c) Funding is one in the APBD, there is no autonomy, there is no democracy in the election of the urban village head, d) the head of the urban village is elected by the regent/mayor through the regional secretary, is administrative in nature, not part of village autonomy.

The function of the existence of urban village is as the implementation of urban village government activities, community empowerment, community service, administration of peace

and public order, maintenance of infrastructure and public service facilities, and fostering social institutions.

The Urban Village consists of the urban village head and sub-district officials. Village apparatus consists of the Village Secretary and Section for a maximum of 4 (four) Sections, namely the Head of the Finance Section, the Head of the Social Welfare Section, the Head of the Peace and Order Section and the Head of the government section and functional positions.

The Urban Village is led by a Urban village head based on a Regent/Mayor Decree based on the proposal from the Camat from Civil Servants. Then the urban village head is responsible to the Regent/Mayor through the sub-district head.

C. Method

The method used is a qualitative research method. With qualitative research, the researcher himself with the help of others is the main data collection tool by using various sources of evidence created by space and time that occur in the field as a whole and in accordance with the reality that has to do with the performance of village officials and analyzing it with the chosen theory and supported by the determinant factors that determine the performance quality of the sub-district apparatus. In general, the results of this research are associated with the locus of an institution or organization, a group of people such as work groups or social groups, communities, events and processes. This research was set because it was to find out and analyze the performance of village officials.

The qualitative research method was chosen because it can present directly the nature of the relationship between researchers and respondents and is more sensitive and can adjust to the value patterns encountered, Moleong (2007)[13]. According to Sugiyono (2008: 37) that qualitative research is to develop concepts that help understand social phenomena in natural settings, by emphasizing understanding, experience and seeing the participants. The two experts above argue that qualitative research methods present researchers and respondents and even provide understanding to participants[14].

This research was conducted in the Tataaran Satu Urban Village, South Tondano Sub-District, Minahasa Regency. The focus in this study is related to the performance of the Tataaran Satu Urban Village apparatus which includes the Head of the Neighborhood and the Assistant Head of the Neighborhood in providing services to the people of the Tataaran Satu Urban Village, South Tondano Sub-District, Minahasa Regency. Data collection techniques are observation, interviews and documentation. The data analysis technique used is data reduction, data presentation, and drawing conclusions.

D. Result and discussion

Performance of non-ASN Village Officials which include the Head of the Environment and assistant heads of the environment in the Tataaran Satu Urban Village, South Tondano Sub-District.

The performance of the village government apparatus referred to in this study is based on the theory put forward by Bernandin & Russell (1993: 135) is a record resulting from the function of a particular job or activity over a certain period of time, with its measurements and indicators: Work productivity which has a measure the main of which are: a) Attitude of the Apparatus, where in carrying out their work duties can be seen through the willingness of the Village Officials to work effectively and efficiently. b) Ability, in which the Urban Village apparatus has skills in carrying out their job responsibilities. c) Work enthusiasm, which can be

interpreted as the mental attitude of the Urban Village apparatus in carrying out their duties, where this mental attitude is shown by the enthusiasm in carrying out the task[3].

1. Attitude

Based on the results of the study there were several problem findings, namely 1) There were those who did not accept when the leadership reprimanded them; 2) There are instruments that are still shy about providing services to the community; 3) Can communicate well with the public; 4) Too many reasons or other words to argue.

Attitudes show judgments, feelings, and actions towards an object. Different attitudes occur because of the understanding, experience, and considerations that have been experienced by someone in an object. Therefore, the results of attitudes towards an object are positive (accepting) and negative (not accepting).

Attitude is an evaluation or feeling reaction. A person's attitude towards an object is a feeling of support or partiality or a feeling of not supporting or not taking sides with the object (Berkowitz in Azwar, 2007)[15]. individual ambivalence towards certain objects, events, people, or ideas. Attitudes are relatively persistent feelings, beliefs, and behavioral tendencies.

According to Meinarn and Sarwono (2008), attitude can be defined as a person's readiness to act in a certain way towards certain things. This attitude can be positive, and can also be negative. In a positive attitude, the tendency of action is to approach, like, expect certain objects. Meanwhile, in the attitude of hate, do not like certain objects. In view of the above attitude categories, a person's attitude towards a certain object can be influenced by the values that are adhered to or that are the background of that person as his life experience. People who have instilled and crystallized certain values in their mentality or personality, of course in dealing with and responding to something that will be colored by the values they believe in[16].

2. Ability

Based on the results of the research, there are several problem findings for the ability category, namely 1) Some can operate computers and some don't know; 2) Delivering the government's speech is still stuttering; 3) Refuse each other when given the task of giving a speech on behalf of the sub-district head.

Individual abilities are often questioned, both in formal and non-formal situations. Derived from the word able, has a deeper meaning about a person's ability to perform an action. Ability or ability is always associated with how well a person can do something. Potential is often a continuous word with the ability itself. Because both are the basis of a person's self to do a job or action. Without the ability and potential we as individuals can do nothing.

Furthermore, Stephen P. Robbins & Timonthy A. Judge (2009: 57-61) states that the overall ability of an individual basically consists of two groups of factors, namely: a. Intellectual Ability (Intellectual Ability), is the ability needed to perform various mental activities (thinking, reasoning and solving problems). Intellectual ability is the ability needed to carry out mental activities. IQ tests, for example, are designed to ascertain a person's general intellectual abilities; b. Physical Ability (Physical Ability), is the ability needed to perform tasks that require stamina, dexterity, strength, and similar skills. While intellectual abilities play a greater role in complex jobs with demanding information processing requirements, specific physical abilities are of greater importance for successfully performing less skilled and more standardized jobs. For example, a job whose success requires stamina, dexterity, and leg strength or similar talents requires management to recognize an employee's physical capabilities[17].

Based on the opinion above, it can be interpreted that ability is a skill or capacity regarding an expertise that is inborn to perform various tasks in a job.

3. Work Enthusiasm

based on research results, several problem findings show that apparatus: 1) More concerned with their main job; 2) Hard to find when needed; 3) Many reasons if given the task by the leadership.

Morale is a mental attitude of individuals or groups that shows enthusiasm for carrying out their work so that they are encouraged to be able to work together and be able to complete tasks on time with a sense of responsibility for the work assigned to them.

Morale is a picture of feelings in the form of desire, ability, interest and enthusiasm shown by a worker in doing work diligently, disciplined and diligently so as to produce more, faster and better work. Companies or agencies will get a lot of benefits if every individual who works has high enthusiasm or enthusiasm for work. High morale can usually be seen from an individual's willingness to work wholeheartedly.

Morale is a condition that arises from within the individual which causes the individual to be able to do work in a happy atmosphere so that they work diligently, quickly and better. Morale is a mental attitude that shows enthusiasm for carrying out work so that it encourages them to be able to work together and be able to complete tasks on time with a sense of responsibility for the work assigned to them.

Morale is very important in any collaborative effort of a group of people in an organization, high morale will result in high work productivity and make it easier for companies/agencies to achieve the goals that have been set. Morale is something that makes people happy to serve their work, where job satisfaction and pleasant family relationships are part of it. According to Maier (2014) someone who has high morale has his own reasons for working, namely he really wants it [18]. Furthermore, according to Nitisemito (1982) morale is doing work more actively by minimizing mistakes in work, strengthening a sense of responsibility, and being able to complete tasks within a predetermined time [19]. Hasibuan (2018) stated that morale is the desire and sincerity of a person to do his job well and be disciplined to achieve maximum work performance [20]. In addition, morale can also be interpreted as a climate or work atmosphere in an organization that shows a sense of enthusiasm in carrying out work and encourages someone to work better and more productively. Employee morale is a description of emotions, satisfaction, and overall attitudes towards the workplace.

Factors that hinder the performance of the Tataaran Satu Urban Village apparatus, South Tondano Sub-District

Based on the results of the study, the factors that impede the performance of the apparatus are 1) work motivation is still lacking, so that it can affect the community in community involvement in community activities; 2). Did not receive training and development so that the village officials did not know what to do when they were appointed as village officials; 3). The average age of village officials is 50 years; 4). There are no fixed regulations or rules for evaluating the performance of non-ASN sub-district officials.

There are many obstacles in the work assessment for the Tataaran Satu Urban Village apparatus. In fact, performance appraisal makes it easier for organizations or regional apparatuses to identify people who will be rewarded for their good and superior performance and those who are not. Nonetheless, performance appraisal can yield erroneous results when the rater or the standards of assessment are not clear.

Errors in performance appraisal that are commonly encountered are as described by Syamsudin (2020) as follows: leniency, strictness, central tendency, halo effect, supervisory bias, recency, organizational effect and standart of evaluation [21].

Motivation is an impulse of the will that causes a person to take action to achieve a goal. Work motivation is a stimulus or stimulation for every employee or device to work in carrying out their duties. With good motivation, employees or apparatus will feel happy and enthusiastic at work resulting in significant development and growth within the organization or regional apparatus. Motivation is carried out not only from superiors, but also from oneself where this motivation is interpreted as a situation in a person's self that encourages the desire to carry out certain activities in order to achieve the expected goals. There is no reason not to have passion at work, whatever the conditions at work.

Training is a process designed to increase knowledge and technical skills, or improve employee or device performance. Development is the process of improving conceptual abilities, decision-making abilities and human relations. Therefore, to create work effectiveness, districts/cities should conduct training and development programs. This is intended so that the village apparatus and apparatus can complete their duties effectively and efficiently, without disturbing other work.

Training as an activity aimed at developing leaders to achieve greater individual job effectiveness and better interpersonal relationships in organizations, as well as adapting leaders to the context of their entire environment.

Another definition of employee training is a short-term educational process, using systematic and organized procedures, in which non-managerial personnel learn skills and technical knowledge for a specific purpose.

Law Number 13 of 2003 concerning Manpower also includes a definition of job training, namely all activities to provide, obtain, improve, and develop work competence, productivity, discipline, attitude, and work ethic at a certain skill and expertise level, according to the level and position or job qualifications[22].

So until now there is no rule that evaluates the performance of the Tataaran Satu Urban village apparatus in the South Tondano sub-district and is different from the ASN, which in Government Regulation Number 30 of 2019 discusses the Performance Assessment of PNS. This is a form of implementing the provisions of Article 78 of Law Number 5 of 2014 concerning State Civil Apparatus. Where on April 26 2019, President Joko Widodo signed Government Regulation (PP) Number 30 of 2019 concerning the Performance Assessment of Civil Servants (PNS) or now known as ASN. Civil Servant Performance Assessment aims to guarantee the objectivity of civil servant development which is based on an achievement system and a career system. The assessment is carried out based on performance planning at the individual level and unit or organizational level, taking into account the targets, achievements, results and benefits achieved, as well as the behavior of civil servants.

Article 4 of Government Regulation (PP) Number 30 of 2019 concerning the Performance Assessment of Civil Servants (PNS) states that the Assessment of Civil Servant Performance is carried out based on the principles of: objective; measurable; accountable; participatory; and transparent.

E. Conclusion

Based on the research description and discussion that the researchers have described in the previous chapter, it can be concluded:

a. the performance of the Urban Village apparatus when viewed from their attitude, they are able to communicate well with the people they lead, are polite, like to greet one another. Also there are those who are still shy in giving announcements or in greetings to the public.

b. The performance of Urban Village apparatus, when viewed from Capability, can be concluded that the performance of Urban Village apparatus is still lacking in terms of ability, for example in computer operation, how to deliver remarks, announcements and directions that cannot be conveyed properly to the Tataaran Satu Urban Village community.

c. The performance of village officials, when viewed from work enthusiasm, it can be concluded that the performance of village officials is still lacking in terms of enthusiasm, such as prioritizing their main work, hard to find when needed and many reasons if given an assignment by the leadership.

Factors that hinder the performance of the Tataaran Satu Urban Village apparatus, South Tondano Sub-District are:

a. Lack of work motivation, so that it can affect the community in community involvement in community activities.

b. Did not receive training and development so that the village officials did not know what to do when they were appointed as village officials.

c. The average age of village officials is 50 years.

d. There are no fixed regulations or rules for evaluating the performance of non-ASN Urban Village officials.

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