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Analysis of Performance Appraisal of State Civil Apparatus in the Regional Office of Education of North Sulawesi Province

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ABSTRACT

The research objective was to examine how the performance evaluation of the state civil apparatus was carried out at the Education Office of North Sulawesi Province. The type and method of research is qualitative field research. Data collection techniques based on observation, interviews, and documentation. From the author's observations led to the conclusion that the performance assessment of the State Civil Apparatus at the North Sulawesi Provincial Education Office with service quality indicators was carried out very well. However, indicators of timeliness that are not implemented properly indicate that regular performance appraisals are needed to improve the performance of the state civil apparatus in the future.

Keywords: *Analysis, Assessment Implementation, State Civil Apparatus Performance*

1. INTRODUCTION

Every organisation cannot be successful without the people behind it. People are critical to the survival and success of the organisation. An organisation's human resources must be organised in such a way that they can support the achievement of strategic plans and be well coordinated. Although some of the work previously done by humans has begun to be done by machines in the workplace, the role of humans in organisations cannot be eliminated.

Human resources play an important role in every company activity and are the main key. The success of the company in preparing plans, carrying out operational activities, and controlling the course of the company in order to achieve predetermined goals will be determined by the quality of its human resources. This relates to how the company monitors employee performance to ensure that employees perform their assigned tasks to the best of their ability.

Government agencies are basically inseparable from human resources which are the most important part of an organisation. employees are an element of the apparatus which is institutionally an important part of government management to carry out its main tasks and functions in government, development, and community

services. Services to the community by the government in all fields are the main tasks that are demanded to be carried out and further improved immediately towards a better direction so as to provide satisfaction to the community. One of the implementations of human resource management, especially the existence of a performance evaluation system known as performance evaluation. Evaluation of employee performance over a period of time (current or past) in relation to company performance standards is known as performance appraisal.

Performance Appraisal or in English called Performance Appraisal is a systematic evaluation of employee performance and to understand the employee's ability so as to plan further career development for the employee concerned. In other words, this Performance Appraisal assesses and evaluates the skills, abilities, achievements and growth of an employee.

Performance Appraisal is a system that evaluates to increase the likelihood of agency success in implementing strategies carried out to determine whether there is a deviation (difference or deviation) between planned progress and reality. Measuring the performance of public organisations is important because it is useful as a reference for improving

organisational performance for the better in the future, public sector assessments are carried out to help improve government performance, allocate resources and make decisions, as well as realise public organisational accountability and improve institutional communication.

An worker need to genuinely display the capacity and overall performance that maximises fantastic behaviour in questioning and appearing for you to produce appropriate overall performance. employee overall performance is one of the efforts in figuring out the success of achieving desires due to the fact the worker agency is an important issue in realising effectiveness and performance within the implementation of the duties and capabilities of the agency.

Overall performance appraisal is basically a key element in growing an employer correctly and efficiently, because of higher regulations or applications for human sources in the corporation. person performance evaluation may be very beneficial for the dynamics of the increase of the organization as a whole because it could monitor the actual situation of employee performance.

Performance is the extent to which a person endeavours to achieve set goals and complete tasks. Employees' abilities and their motivation to work are two key determinants of performance. Employees' capabilities such as their level of education, expertise, and knowledge Leaders, employees, and organisations alike can benefit from performance management. Since it can provide information on employee productivity, performance management requires objective and periodic performance evaluation activities.

A stage of work evaluation known as performance appraisal has the potential to improve the quality of employees and ensure the continuity of company operations. Work results, timeframes, and employee behaviour are all considered in a performance evaluation. Companies have established that a number of components make up a performance review. The production of precise information regarding the behaviour and performance of organisational members is the primary objective of the performance appraisal system. Information from performance evaluation also serves as a foundation for training, development, and planning within the company

Performance evaluation looks at the work of employees over the past year and is carried out between superiors and subordinates. But the most important thing is that a good employee performance appraisal can think rationally and not with emotion.

The results or achievements of employee work are referred to as employee performance, and are measured

in terms of quality and quantity in accordance with organisational work standards. The achievement of organisational goals will be influenced by excellent results or employee performance. Performance evaluation and employee performance are closely related.

Overall performance is a description of the extent of success of the implementation of a program of sports or policies in realising the dreams, goals, imaginative and prescient and undertaking of the agency as mentioned in an company's strategic making plans. overall performance appraisal is an assessment of work effects that can be used to offer records to employees individually.

Performance is work that can be done by a person or group of people in an organisation in accordance with their authority and responsibility to achieve organisational goals.

Performance appraisal is an evaluation of employee performance that occurs now or in the past. It depends on the performance standards set. Examination of execution is a programme to assess the relevance of achieving set goals. On the basis of the organisation's vision, mission and established standards, performance evaluation can also be defined as a periodic evaluation of the effectiveness of the organisation's operations, components and personnel. Since human resources are basically in charge of running the organisation, performance evaluation is actually looking at how people do their jobs.

The first step in the performance evaluation process is to know the organisation's objectives. After that, a performance analysis is conducted to find out what organisational leaders must do to achieve these goals. The appraiser measures and evaluates performance at the end of the period, then compares it with work objectives, discusses and shares the results of the appraisal, and then plans a performance improvement programme.

Organisations can use a variety of different measures for organisational planning, measurement, and evaluation in the performance evaluation process. By providing such information to employees, performance evaluation is the process of assessing employee performance in relation to standards. A common term for performance evaluation is "ranking employees based on review, evaluation, and assessment of work results." Companies and organisations can also use these employee performance evaluations to make future decisions..

Government agencies are basically inseparable from human resources which are the most important part of

an organisation in both government and public agencies. One of the implementations of human resource management is the existence of a performance appraisal system called performance appraisal [1]. One of the HR management coordinated by executives can be realised through measurable employee performance appraisals in supporting the achievement of hierarchy. In this case, employees are considered an asset by the company, so they must be managed and fostered appropriately to produce performance that can support the achievement of organisational goals [2].

Employees are elements of the state civil apparatus which are institutionally an important part of government to carry out its duties and functions in service to the community.

Performance appraisal, additionally known as overall performance evaluate, overall performance evaluation, or employee appraisal, is an attempt to assess the overall performance of personnel and employees with the purpose of increasing employee and employer productiveness. but, this intention is regularly no longer carried out because many businesses conduct poor overall performance appraisal.

Employee performance appraisal is one of the activity functions carried out in personnel management. Performance appraisal can also be interpreted as a periodic determination of the operational effectiveness of an organisation, part of the organisation, and its personnel, based on the vision, mission, and standards of the organisation that have been set. [3]

The process of evaluating organisational performance is known as performance evaluation. Performance measurement is a system that evaluates to increase the likelihood of the institution's success in implementing the strategy carried out to determine whether there are deviations (differences or deviations) between planned and actual progress [4].

Employee performance and the actions of an organisation's members or its employees impact the progress of the organisation by any measure. Exhibit examination capabilities play an important role in determining the quality and behaviour of workers. This employee performance appraisal can be used as a reliable management tool if the appraisal is done correctl [5].

The role and position of the State Civil Apparatus (ASN) is important and decisive, in the implementation of the Government and the development of the nation and State [6].

Country Civil apparatus, hereinafter abbreviated as ASN, is a profession for Civil Servants (PNS) and authorities employees with work Agreements who paintings in government corporations (PPPK) [6].

So overall performance is a condition that ought to be known and showed to positive events to decide the extent of success of the effects of an agency in relation

to the imaginative and prescient performed by an business enterprise or organisation and to determine the nice and bad impacts of an operational coverage [7].

Performance is the first-rate and amount of work done by way of an employee in wearing out his responsibilities in accordance with the obligations given to him [8] ASN performance is the main indicator to improve the results (output) of government agencies in achieving their goals [9]. This employee performance appraisal can be used as a reliable management tool if the appraisal is done correctly. [10]

The role and position of the State Civil Apparatus (ASN) is important and decisive, in the administration of Government and the development of the nation and State [11] . State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for Civil Servants (PNS) and Government Employees with Work Agreements who work in government agencies (PPPK) [12].

Associated with the management of human assets of the equipment, on account that 15 January 2014, law quantity five year 2014 on country Civil apparatus (ASN regulation) has been issued in which it's far said that ASN management is the management of ASN to supply ASN employees who're professional, have primary values, expert values, loose from political intervention, and clean from corrupt practices, collusion, and nepotism [13] Performance is the extent to which a person strives to achieve set goals and complete tasks.

The answer to whether or not an organisation's goals will be achieved is how well its employees perform. "Performance is the implementation of the functions required by a person or company, an achievement, a skill in general," said John Witmore in Coaching for Performance. Meanwhile, according to the interpretation of Robert L. Mathis and John H. Jackson Jimmy Sadel and Bayu Prawira "Stating that basically what is done or not done by a representative". [7]

So performance is a situation that should be recognized and confirmed to sure events to decide the extent of success of an business enterprise's results in terms of the vision achieved via an corporation or company and to decide the fantastic and negative impacts of an operational coverage [7].

Employees' capabilities and their motivation to work are two key determinants of performance. Employee capabilities such as their level of education, expertise, and knowledge Leaders, employees, and organisations alike can benefit from performance management. organisational members are the primary purpose of a performance appraisal system. Information from performance evaluations also serves as a foundation for training, development, and planning within the organisation..

State Civil Apparatus (ASN) is a profession for civil servants (PNS) and government employees with work

agreements (PPPK) who work in government agencies. This research was conducted at the Regional Education Office of North Sulawesi Province. The Regional Education Office of North Sulawesi Province uses a performance appraisal system like other government agencies, such as attendance (morning and afternoon), applies every working day (and or national holidays) and making activity journals that will be assessed every month. At the Regional Education Office of North Sulawesi Province, working hours start at 08.00 - 16.00 (Monday-Thursday), and 06.00 - 11.30 (Friday).

The attendance system is limited to 07.45 but every day there are still state civil apparatus who are not disciplined in time, such as not being on time and also during working hours many ASNs are not in the office environment not for office interests or tasks but because of personal interests. Therefore, it is expected that every state civil apparatus is able to show maximum performance, with discipline and high commitment to the agency. However, not all state civil apparatus (ASN) are able to carry out this commitment, based on observations made at the Regional Education Office of North Sulawesi Province, there are still many casual daily workers who are unable to use work time properly.

Based on the background of the problem above, the researcher is interested in conducting research with the title, "Analysis of Performance Appraisal of State Civil Apparatus at the Regional Education Office of North Sulawesi Province".

2. RESEARCH METHOD

The form of studies used on this study is descriptive qualitative, with a phenomenological method, which is research that looks on the herbal situations of objects. Researchers are key instruments, triangulation (mixed) records series techniques are used, interviews are used as studies instruments, inductive / qualitative records evaluation is used, and qualitative studies outcomes focus on meaning instead of generalisation. This form of qualitative studies is used by researchers as it makes use of an interview size device to explain a phenomenon or describe the consequences of the research [9].

In line with Moleong qualitative research is studies that intends to recognize phenomena about what's skilled by using research topics consisting of behaviour, perceptions, motivations, moves and others holistically and via descriptions inside the form of words and language, in a special herbal context by using utilizing diverse herbal methods. Qualitative research in step with Hendryadi, is a naturalistic inquiry process that seeks a deep expertise of social phenomena in a natural way.

Sugiyono says that research methods are scientific ways to get data for specific uses. The research strategy is closely related to the methods, procedures, equipment, and research plans used. The research method chosen must be reflected in the research design.

This research was conducted at the North Sulawesi Regional Education Office which is an institution responsible for the academic process of educational institutions in the North Sulawesi Province.

The research was conducted by collecting reference materials and some literature that has relevance to the issues discussed, especially human resources literature. The data collected was then analysed by comparing and examining using the theoretical foundations that became the reference of the research, namely the theory of performance of daily freelance workers and work productivity to get a solution to the existing problems and useful in drawing conclusions and suggestions to be given.

3. RESULTS AND DISCUSSION

Performance appraisal is the rational evaluation of actual work results against quality and quantity standards produced by each employee. It is used to make meaningful decisions about whether employees will be promoted or paid more."[1] Employees who work for the government, ministries, or local governments are known as Civil Servants (PNS). Since civil servants are public servants who control the running of the government, performance evaluation is necessary. By comparing results and work plans, employee performance appraisals are used to assess performance execution.

Law Number 11 of 2020 on Job Creation[10] and Government Regulation Number 35 of 2021 regulate the implementation of performance evaluation of civil servants. The Personnel and General Affairs Section of the Directorate General of Disease Prevention and Control (P2P) of the Ministry of Health also implements regulations related to employee performance evaluation as follows: 1. Civil Servant Work Performance Assessment: Regulation No. 46 of 2011 Provisions for the Implementation of Government Regulation No. 46 of 2011 concerning Employee Performance Appraisal are regulated in Regulation of the Head of the Civil Service Agency No. 1 of 2013.

The role of appraisers in conducting performance evaluations is very important because the process will not function effectively without appraisers. In the North Sulawesi Provincial Education Office, authorised appraisers and appraisers' superiors conduct performance evaluations. The lowest echelon IV and highest echelon I members are the appraisal officials who carry out the appraisal. Each appraiser is required

to conduct a performance appraisal in the context of his or her work unit.

A reliable performance appraisal has a very important role. Moreover, in organisational life, every employee wants to be rewarded and treated fairly in the organisation and wants to have the opportunity to develop their abilities as much as possible.

Organisations evaluate employee performance through a process known as performance evaluation. This practice of providing employee performance reviews has become common, especially in large businesses. The programme is used to evaluate current performance so that any deviations from the performance evaluation can be taken immediately. Employees are also encouraged to improve the quantity and quality of their work through employee performance reviews for the benefit of the business. An accurate picture of employee performance should be possible in a good performance evaluation. In addition to assessing and correcting poor performance, appraisals aim to inspire employees to work even harder. Thus, performance review requires appraisal norms, appraisal approaches and decoding of appraisal result information, as well as a loop back to the appraisal results.

Werther and Davis pointed out the main components in the exhibition inspection framework, specifically, implementation guidelines, implementation board models, implementation estimates, inspection of estimate information, trends and difficulties in implementation evaluation.

The information that can be provided for the purpose of deciding salary and promotion is one of the benefits of performance evaluation. In addition, it can provide feedback for managers and employees to introspect and review past behaviours, both positive and negative, so that they can be reformulated as behaviours that support the growth and development of the overall organisational culture required for training and retraining to be considered. retraining) and growth, performance evaluation is a must for every organisation, especially business organisations, given the intense competition among them.

Each ASN is required to prepare an Employee Work Target (SKP) which is an assessment of the ASN's behaviour and work performance which is linked to the level of performance. This plan is to determine the continued impact of the implementation of ASN which can be known from the evaluation cycle of the two components with a consideration of 60% SKP and 40% ASN work implementation (Unofficial Regulation (PP) Number 46 Year 2011). The work plan and goals that ASN has achieved become a reference for the annual work plan of the institution where ASN is assigned. This is the purpose of the ASN work target. Employee work goals include completing tasks. The

following performance evaluation metrics are derived from LAN Quantity, namely:

- 1.a measure of how much or much work an employee does.
- 2.Quality, which is a metric of the quality of each employee's work product.
- 3.Time is a measure of how long it takes an employee to produce a work product.
- 4.Cost, or the amount of money one pays for each work product.

The author will discuss the findings related to the performance of civil servants at the Regional Education Office in this subchapter at the research site in terms of timeliness, organisational support and service quality. Therefore, the following categories will be used to categorise the discussion of the research findings:

3.1. Service Quality

In Performance Evaluation Based on the research results, the three instruments measuring service quality fall into the Good category. The fact that civil servants are competent in mastering their field of work puts them in the good category. This shows that their knowledge of their field of work is in accordance with their major or field. This shows that the level of work performed by ASN is considered very good by superiors and is able to apply it directly in carrying out work. The quality of ASN work is considered good and is in the good category. The agency's work quality standards can be met well, placing it in the good category. Prov. leadership can be seen from this. Regional Education Office The quality of work assigned by the agency is also a consideration for North Sulawesi. In improving the effectiveness of organisations, especially those that provide public services, the quality of services provided is a very important factor. According to Mutiawati et al, "There are several things that must be used as reasons so that each State Joint Apparatus can carry out maximum execution, for example, the boss must know very well how the cycle ends, must know very well what obstacles are faced.

The boss must go directly to the field, the point is to establish a good relationship between directors and workers, must be able to understand the level of difficulty of each interaction, must be able to find procedures so that the implementation of the state runs well", defines service quality as the capacity of service providers to provide customers with goods or services. Meanwhile, Usmara in Pattaray, When consumers' perceptions of company performance and their expectations of service quality are the opposite, service quality becomes an attitude Kotler in 2021 service quality is the action of one person to another, which can be intangible and does not result in ownership of a product or another person.

3.2. Timeliness

Research on timeliness indicators gave negative results which were reflected in three instruments, namely: ASN's performance in carrying out their duties and

responsibilities cannot be said to be good for employees who cannot be disciplined while in the office because the results of the work completed by ASN can be seen from the working time where the work has not been completed properly, in carrying out job duties there are several elements that often delay work that is their duty and responsibility.

Performance review to ensure that the office receives the best results and achieves its goals. To assess the discipline of ASN in carrying out their responsibilities during specified working hours, ASN must be present. To an ASN, missing work may seem insignificant. However, if the boss needs 12 people in a group to get the job done and four of them are frequently absent, the group's work may not get done or additional workers will need to be hired. There are many reasons why an ASN may be absent from work. Obviously, some absences are unavoidable. Many ASNs have sick leave policies that allow them to be absent for a predetermined number of days while still receiving annual compensation for these types of absences without breaks because illness, death in the family, and other personal reasons for absence are unavoidable and understandable. However, many absences are intentional or avoidable.

To control or reduce absenteeism, work unit absence statistics should be continuously monitored. When managers have a better understanding of the reasons behind intentional absences, it will be easier to control them. Absenteeism is a disciplinary attitude in which activities and behaviours do not conform to the principles or guidelines set by the association or office. Discipline is one of the factors used to determine whether a private or government institution is performing well or poorly.

How can an employee work well if he is not disciplined, as evidenced by his frequent late arrival or early departure from work? This worsens the performance of ASN. The researcher then asked about the operation of the performance evaluation system. There needs to be accountability from ASN and special actions that must be taken by the agency to provide direction to the state civil apparatus so that later the performance created can bring change to the North Sulawesi provincial education office even though there are obstacles in timeliness so that it is hoped that in the future it can minimise time and can help the community in managing the office. In carrying out the process of ASN activities, it can be said to be good because it has been

The author's observations resulted in the conclusion that the performance assessment of the State Civil Apparatus at the North Sulawesi Provincial Education Office with service quality indicators was carried out very well. However, the timeliness indicator that is not well implemented shows that regular performance appraisals are needed to improve the performance of the state civil apparatus in the future.

4. CONCLUSION

Based on research and discussion, it can be concluded that with the analysis of the performance appraisal of the state civil apparatus being able to improve the performance of ASN but even though it has been done as well as possible it is still lacking in timeliness but its performance remains in good condition. The agency's future plans in improving the implementation of the performance appraisal of the state civil apparatus are to better prepare State Civil Apparatus who are of good quality and also competent. The impact of the implementation of ASN performance appraisal on the regional education office of North Sulawesi Province is positive and negative. The positive impact is the emergence of a better work spirit of the State Civil Apparatus, there is also reciprocity for the performance of good State Civil Apparatus such as rewards, promotions. While the negative impact is being reprimanded by superiors, not getting rewards and may be terminated.

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