

# Performance of State Civil Apparatus at the Regional Human Resources Development Agency of Central Sulawesi Province

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**Abstract.** Regional Human Resources Development Agency of Central Sulawesi Province Civil Servants' Performance Syahrudin Hattab and Abdul Rivai supervise. The objective of this study was to examine the performance of Civil Servants working in the Regional Human Resources Development Agency of Central Sulawesi Province. This study employed a qualitative methodology. Observation, interviews, documentation, and triangulation approaches were used to obtain data. In this study, data analysis of the interaction model of Miles, Huberman, and Saldana was utilized. The theory utilized Sedarmayanti's theory of performance, which comprises of work performance, expertise, conduct, and leadership. Regional Human Resources Development Agency of Central Sulawesi Province Civil Servants' performance has not been satisfactory. This is because of the four aspects that are used as analytical tools, there are three that have not been effective, namely: 1. Civil Servants' expertise in the form of knowledge, 2. Civil Servants' behavior in terms of responsibility and discipline, and 3. Lack of firm leadership.

**Keywords:** Performance; Civil Servants; Regional Human Resources Development Agency of Central Sulawesi Province.

## 1 Introduction

It can be claimed that an organization is effective if it is capable of achieving its stated objectives. Along with its development, all organizations, including government organizations, must be able to compete to deliver maximum service [1][2]. Similarly, government officials as government servants must be able to provide the best service because this is one of the responsibilities of the government, which is tasked with carrying out the entire process of implementing development in various sectors of life from the central to the regional level [3].

In the preamble of the Law on the State Civil Apparatus, which identifies the State Civil Apparatus as a major factor in maintaining organizational sustainability, credibility, and public trust, the emphasis on the State Civil Apparatus as an organization's valuable capital reflects increased pressure to provide adequate resources for public services [4].

Similarly, the performance of the State Civil Apparatus, which is intimately tied to the provision of public services, is necessary to give the best for the public, therefore even though

it is a non-profit organization, the State Civil Apparatus must have high qualification standards because it can affect the credibility of government agencies [5][6].

Law No. 23 of 2014 concerning Regional Government, contains that one of the objectives of implementing the Law is the administration of a government that adheres to a regional autonomy system, including improving the performance of broad government employees. Besides the law, there are several other regulations, namely PP no. 42 of 2004 concerning the code of ethics for Civil Servants, as well as PP. 53 of 2010 concerning Civil Servant Discipline in encouraging employees to be more productive in the career system and work performance.

The level of performance of the State Civil Apparatus in general has not reached the standard of professionalism. It is shown that there are still State Civil Apparatuses coming to the office, filling absences, chatting and going home without work, this is because working for some State Civil Apparatuses is often done half-heartedly, unfocused, slow, even considered not a big responsibility. , so that not a few State Civil Apparatuses are physically present in the workspace but not mentally, State Civil Apparatuses fail to fully position themselves in their duties and responsibilities as State Civil Apparatus, this has long been a negative view in the eyes of the public [7].

The functioning of the State Civil Apparatus and the attainment of the aims of government organizations are inextricably linked to the existence and leadership of the State Civil Apparatus itself. State Civil Apparatus, as a component of government organization, plays a crucial part in carrying out its tasks.

## **2 Method**

This research is a qualitative research, which is a type that is intended to collect information about the status or symptoms that exist according to the symptoms as they are. According to the proposed title of the study, this research was done at the Regional Human Resources Development Agency of Central Sulawesi Province, which is relevant to the subject of the study based on the current data. According to the theory of [7], the data were evaluated in many processes, namely in three steps: data condensation, data presentation, and conclusions [8].

## **3 Result and Discussion**

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### **3.1 Work performance**

Work performance is defined as the work accomplished by a State Civil Servant in carrying out his obligations in accordance with the work quality responsibilities assigned to him. Good or poor performance of State Civil Servants has a significant impact on the work quality and quantity of State Civil Servants. If State Civil Servants' work is subpar, then their performance as State Civil Servants is also subpar. If work performance is satisfactory, it can result in good performance.

The results of the interview showed that the State Civil Servants at the Central Sulawesi Province BPSDMD had carried out their duties in accordance with the responsibilities given to them. The results of the researcher's observations show that indeed in every activity carried out at the Central Sulawesi Province BPSDMD, the State Civil Servants assigned in terms of meeting preparations are always alert to the tasks given. The results of these observations are reinforced by the opinion of the Head of Managerial and Functional Competency Development, Moh. Riyan, S.STP., M.Si, who told the researchers that the quality of State Civil Servants work was effective, because they worked with their respective tupoksi [9] [10].

The results of the interview show that indeed the State Civil Servants has carried out its duties in accordance with the responsibilities given to it in terms of work quality. This is evidenced by the results of observations of researchers in the field which is strengthened by the statement of one of the widyaiswara at BPSDMD who revealed that so far State Civil Servants has been effective in providing services. Especially in terms of preparing meeting activity materials, as well as making minutes and activity reports.

The researcher concludes that the quality of State Civil Servants work at the Regional Human Resources Development Agency of Central Sulawesi Province is influenced by a number of factors, including motivation within the State Civil Servants, responsibility for its work, and the need to support quality work facilities. By paying attention to these factors, State Civil Servants at the Regional Human Resources Development Agency of Central Sulawesi Province would perform better.

The performance of State Civil Servants at the Central Sulawesi Province BPSDMD on Work Achievement indicators was deemed effective based on field researchers' observations and interview results. State Civil Servants at BPSDMD Central Sulawesi Province in carrying out their duties is in accordance with the responsibilities given to them in terms of work quality. Good and bad performance of State Civil Servants greatly affects the quality of work or quantity of work of State Civil Servants.

## **3.2 Skill**

Expertise is the level of technical ability possessed by State Civil Servants in carrying out the tasks assigned to them, abilities can be in the form of knowledge, initiative, and teamwork.

### **3.2.1 Knowledge**

Knowledge is the most basic thing that can be seen when. want to know someone's expertise, the extent to which the State Civil Servants understand their duties at work. Basically, educational background greatly affects the expertise of State Civil Servants, the extent to which State Civil Servants have knowledge or knowledge of their duties and work, knowledge is often associated with one's educational background or educational path, State Civil Servants whose background matches their work. will certainly be more in control of his work. In BPSDMD Central Sulawesi Province there are still State Civil Servants whose job placements are not in accordance with their educational background

The placement of State Civil Servants in BPSDMD Central Sulawesi Province is not based on their knowledge. This is because at the beginning the State Civil Servants were placed in the staff section, they did not know what to do, whether according to their abilities or expertise or not. In short, State Civil Servants don't know what the Job desk is.

### **3.2.2 Initiative**

In addition to the educational background that must be in accordance with the placement of State Civil Servants, a high level of initiative is also needed for State Civil Servants in completing their work so that the performance of State Civil Servants is better. State Civil Servants who have high initiative will of course also get a good assessment from the leadership, in this case the Head of the Agency, the heads of fields and the heads of sub-sectors. The type of initiative in this case is in the form of an initiative to complete work or reports before the time instructed by the leadership. It is clear that if this is done, it means that the State Civil Servants are really serious in carrying out their work, so that the State Civil Servants do not procrastinate their work, even tend to complete what is instructed by the leadership appropriately [11].

From all the excerpts of the statement above, the researcher sees that the cooperation between the State Civil Servants is still not effective, because there are still State Civil Servants who lack the initiative to assist in completing the work so that the work that should not take long when done together takes some time to carry it out. . Good cooperation will produce a good work team too, a productive work team, so that it will produce effective performance.

### **3.3 Behavior**

The performance achieved by an organization or in an agency is basically the achievement of the members of the organization itself from the leadership level to the State Civil Servants or staff. Human resources are a vital asset in almost all types of organizations, therefore, efforts to improve organizational performance may not be successful if the behavior of State Civil Servants is not directed properly. Behavior is the attitude and behavior of State Civil Servants that is attached to him and brought in carrying out his duties. Behavior in this case is discipline and responsibility.

#### **3.3.1 Discipline**

Discipline is the mental attitude and self-control of a person or group which is reflected in actions or behavior in the form of obedience to the rules or regulations set by an organization or agency. Discipline is one of the factors to measure the good or bad performance of an agency, be it government agencies or private institutions. If the State Civil Servants are not disciplined, in the sense that they are often late after office hours, or come home earlier than office hours, how can the State Civil Servants work well, and that will make the performance of the State Civil Servants worse. Because one of the obligations of Civil Servants in PP 53 of 2010 Chapter 2 Article 3 is that employees must come to work and obey the provisions of working hours.

In this study, researchers got the results of research in the field that the behavior of State Civil Servants at BPSDMD Central Sulawesi Province in terms of discipline is still less effective, for example time discipline, many State Civil Servants here do not follow the predetermined timeliness procedure, there are still State Civil Servants here. Civil Servants who arrive late and leave work earlier than scheduled.

#### **3.3.2 Responsibility**

Responsibility plays an important role in the performance of State Civil Servants, because State Civil Servants who are truly responsible for their duties and work of course will pay attention to their performance as State Civil Servants. When viewed from the previous

disciplinary discussion, it can be seen that the State Civil Servants are less responsible. As stated by the Head of the Competency Certification Sub-Sector, Santi Rimawati, S.Ip regarding State Civil Servants who are not disciplined in coming and going home not following office regulations.

Some of the State Civil Servants are already responsible for their work and some are still less responsible. This is due to a lack of awareness of the responsibilities of a job. However, from the researchers' observations on this matter, that form of responsibility can be seen from the discipline of the State Civil Servants to comply with working hours. Behavior of undisciplined work hours will cause work to be disrupted so that work that must be completed is delayed due to late coming to the office.

### **3.4 Leadership**

Leadership is the process of persuading others, both individually and in groups, to engage in certain behaviors in order to attain specific goals. Leadership is one of the most crucial aspects of an organization's performance. In order to exercise effective leadership, in addition to possessing leadership abilities and talents, a leader must choose the proper leadership style or pattern based on the scenario and conditions of group members.

At BPSDMD Central Sulawesi Province when researchers conducted interviews with several leaders, in this case the head of the Agency, Head of Division, and Head of Sub-sector they admitted that the leadership they applied in their respective fields was a family leadership pattern, because the heads of fields said that the leadership pattern kinship is far more important than a disciplined or harsh leadership pattern,

It can be seen from the excerpts of interviews that researchers conducted with heads of fields, heads of sub-sectors, and leaders trying to apply the pattern of familial leadership in their respective fields. Leadership that applies a family pattern is the same as democratic style leadership, namely encouraging members to be even better in improving their performance, giving views about the steps and results obtained, developing initiatives, maintaining extensive communication and interaction, and implementing sportsmanship relationships.

## **4 Conclusion**

The performance of the State Civil Apparatus at the Regional Human Resources Development Agency of Central Sulawesi Province has not been effective. This is because of the 4 aspects that are used as analytical knives, there are three that have not been effective, namely: 1) State Civil Servants expertise in the form of knowledge and cooperation, 2) State Civil Servants behavior in terms of Discipline and Responsibility, and 3) Less assertive leadership.

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