

PERFORMANCE OF THE STATE CIVIL APPARATUS IN PUBLIC SERVICES IN NATIONAL UNITY AND REGIONAL POLITICAL AGENCIES OF NORTH SULAWESI PROVINCE

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ASN in carrying out tasks from the planning process to implementation has a major impact on community satisfaction, bureaucratic efficiency and on state development. However, the challenges faced by ASN in meeting community expectations are not easy. ASN must face various issues such as complex bureaucracy, policy changes, and demands to improve service quality. In the increasingly developing digital and e-Government era, public services have experienced significant changes. The application of information and communication technology is a powerful tool in creating efficiency, transparency and accessibility in public services. ASN is expected to not only follow technological developments, but also adapt quickly and proactively utilize technology to improve performance in public services. This research aims to describe and determine the performance of State Civil Apparatus employees in implementing Public Services at the National Unity and Regional Political Agency of North Sulawesi Province. The method used is qualitative descriptive. Data collection was carried out through library research, unstructured interviews, non-participatory observation, and accidental sampling. The data sources used are primary and secondary. In this research, it was concluded that the performance of State Civil Apparatus employees at the National Unity and Regional Political Agency of North Sulawesi Province in Public Services can be said to be good overall and is in the process of improving even better. However, the apparatus must improve and further improve its performance in services. public.

1. INTRODUCTION

Public services are one of the main milestones in implementing a government system by a country. In essence, public services reflect a country's ability to meet the needs of its citizens, provide quality services, and maintain public trust in government institutions. In the public service system, the State Civil Apparatus (ASN) has a central role in managing and providing services to the community. The performance of ASN in public services is a central point in assessing the effectiveness and efficiency of government. ASN is an important component in government administration which acts as a direct link between the government and the community. How ASN carry out their duties, from the planning process to implementation, has a major impact on community satisfaction, bureaucratic efficiency, and ultimately, on a country's development. However, the challenges faced by ASN in meeting community expectations are not easy. ASN must face various issues such as complex bureaucracy, policy changes, and demands to improve service quality. Mangkunegara (2009) revealed that performance is the result of a person's work achievement in tasks and work in terms of quality and quantity which is carried out with full responsibility. According to Marihot Tua Efendy (2002), performance is the result of work carried out by someone in accordance with their role in the organization." Furthermore, according to Malayu SP Hasibuan (2001:34) stated that performance is the achievement of work results by an individual in carrying out tasks based on skill, experience and seriousness as well as time.

In the increasingly developing digital and e-Government era, public services have experienced significant changes. Information and communication technology applications have become a powerful tool in creating efficiency, transparency and accessibility in providing services to citizens. In the midst of these changes, the State Civil Apparatus (ASN) plays a key role in maintaining and improving the quality of public services. The e-Government era, defined by the application of digital



technology in all aspects of government, has brought new challenges and opportunities for ASN. ASNs are expected to not only follow technological developments, but also adapt quickly and proactively utilize them to improve their performance in providing quality public services.

ASN performance in public services does not only include technical aspects, but also involves ethical aspects and organizational culture. Values such as ethics, accountability, and transparency play an important role in ensuring that e-Government transformation is not only efficient but also responsible. In order to achieve these goals, it is important for ASN to continue learning, adapting and collaborating. This creates new challenges and opportunities in measuring ASN performance, as well as evaluating the positive impact they can provide to society in the e-Government era. In Law no. 5 of 2014 regarding the State Civil Apparatus states that the ASN profession is a profession consisting of Civil Servants (PNS) and government employees with work agreements (PPPK) who are appointed and then given duties and responsibilities in their position by the PPK (Personnel Development Officer).

The State Civil Apparatus (ASN) has functions, one of which is administrative services in the context of public services. Administrative services provided by the State Civil Apparatus at the National Unity and Regional Political Agency are in the form of administrative services such as the issuance of research/activity recommendation letters, political party assistance and certificates for community organizations (CSOs) as well as complaint services. In public services, the State Civil Apparatus plays a role as planner, supervisor and administrator of general government. ASN at the National Unity and Regional Political Agency of North Sulawesi Province are required to provide good performance in carrying out public service duties. As a good State Civil Apparatus, they must be full of totality in performance and productivity in providing excellent public services, where the State Civil Apparatus is consciously and with full responsibility in implementing and providing public services to the community.

Based on research at the National Unity and Regional Politics Agency of North Sulawesi Province, several problems were found, namely, (1) the performance of the apparatus is still quite slow, (2) the competency of Human Resources is still lacking, (3) the responsibility for carrying out tasks is not yet optimal, (4) Facilities and infrastructure are still inadequate. In terms of accountability and responsibility, the performance of the State Civil Service is still not optimal due to mutual expectations or dependence on certain people in carrying out these tasks. From openness to the community, it is known that it is quite open, but sometimes there are still some communities or organizations that do not maximize the public space facilities provided through the Agency or in applications, even though participating in every socialization or public space can have a positive impact on improving the performance of apparatus and developing plans. in the future. From the explanation above, the author formulates the problem as follows:

1. How is the performance of the apparatus in managing these public services?
2. What are the supporting and inhibiting factors in this public service?

The aim of this research is to determine and analyze the performance of the State Civil Apparatus in Public Services at the National Unity and Regional Political Agency of North Sulawesi Province.

2. METHOD

Priyono (2016:1) revealed that Research Methods are a way to carry out research in a structured manner by using thought carefully to achieve a research objective. Furthermore, Sugiyono (2017:3) said that research methods are a scientific way to obtain the data needed to research something. The type of research used is descriptive qualitative. The research focus uses performance measurement indicators, namely Service Quality, Responsiveness, Productivity, Accountability, Responsibility, as well as uncovering factors that inhibit and support performance. The use of data types includes primary and secondary. Then, the author used several data collection techniques, namely library research, unstructured interviews, non-participatory observation, and accidental sampling.



According to Sugiyono (2010: 335) data analysis techniques are a process of systematically searching and compiling data obtained from the process and results of interviews, field notes and documentation, by categorizing, describing, synthesizing, arranging into patterns and selecting which data to use. It is important to study it, then make a conclusion that can be understood by researchers or other people. The data analysis techniques used in this research are as follows:

- a. Data collection
- b. Data Simplification
- c. Data Presentation
- d. Drawing Conclusions

Draft

Definition and Performance Indicators

According to Cascio (2006: 683) performance management is a process of defining, facilitating and encouraging performance by providing timely and continuous feedback and directing employees to remain in line with goals. Furthermore, according to Bacal (2005: ix-x) performance management is a process of continuous communication, building cooperation between employees, and interpreting things: basic employee work functions, employee contributions to organizational goals, proper work implementation, performance measurable work, minimizing or eliminating obstacles and obstacles that can disrupt performance, as well as collaboration between employees (superior-subordinate and fellow subordinates) in improving overall employee performance. In addition, Armstrong (1998:7) believes that performance management is a structured and integrated approach to achieving goals and improving employee performance and developing individual and team capabilities. Hasibuan (2011) believes that there are internal and external factors that can influence performance, namely:

Internal factors:

- a. Intellectuality.
- b. Work discipline.
- c. Work experience.
- d. Job satisfaction.
- e. Educational background, basic learning, skills, and habits through teaching, training, and research.
- f. Employee motivation.

Meanwhile, external factors are factors that support employees at work that come from the environment, for example:

- a. Leadership style.
- b. Career development.
- c. Work environment.
- d. Training.
- e. Compensation.
- f. Management system.

According to Zeithaml et al in Herdiyansyah (2011), there are five dimensions of public service, namely:

- I. *Reliability*(proper and correct service).
- II. *Tangibles*(adequate human and other resources).
- III. *Responsiveness*(desire to serve consumers quickly).
- IV. *Assurance*(ethics and morals in providing services).
- V. *Empathy*(willingness to know consumers' wants and needs).

The performance measurement indicators used by the author use the theory from Dwiyanto in Pasolong (2014) where there are five indicators to measure performance, namely:

1. Productivity
2. Quality of service
3. Responsiveness
4. Responsibility



5. Accountability

Understanding Public Services

In UU No. 25 of 2009 regarding Public Services states that Public Services is an activity to fulfill service needs in accordance with the norms applicable to citizens regarding goods and services, as well as the provision of administrative services by public service providers. Furthermore, in Kepmenpan No. 63 of 2003, public service is an activity carried out by relevant officials in providing services as an effort to meet the needs of citizens. Furthermore, Boediono (2003: 60) said that Public Service is a process of interaction in a certain way where sensitivity and interpersonal relationships are needed in order to achieve satisfaction and success. Furthermore, Sinambela (2014: 5) said that Public Service is a process of facilitating the desires and needs of the state to the community.

In Ministerial Decree No. 63 of 2003, it is stated that there are several principles of public service, as follows:

- a) Simplicity
- b) Clarity
- c) Certainty of time
- d) Accuracy
- e) Security
- f) Responsibility
- g) Completeness of facilities and infrastructure
- h) Ease of access
- i) Discipline, politeness and friendliness
- j) Comfort

Furthermore, Sinambella (2008:6) said that there are several criteria for an excellent level of public service to achieve satisfaction, namely as follows:

- a) Transparency
- b) Accountability
- c) Conditional
- d) Participative
- e) Equality
- f) Balance of rights and obligations

3. RESULTS AND DISCUSSION

Description of Research Objects

The National Unity and Regional Political Agency of North Sulawesi Province, is a regional apparatus with administrative services including the Issuance of Research/Activity Recommendation Letters, Assistance to Political Parties and Certificates of Existence for Community Organizations as well as Complaint Services.

Number of ASN

There are a total of 58 ASN employees at the National Unity and Regional Politics Agency office, with 37 ASN employees and 21 THL officials, both male and female.

Office Facilities

The facilities available at the National Unity and Regional Political Agency for implementing officials are quite adequate. However, work support devices such as computers/laptops are still lacking because not all fields have these devices. This could become an obstacle for implementing officials and could become a serious problem in the future if the facilities are not equipped according to the number of ASN available.

Performance of State Civil Apparatus in Public Service Productivity

Productivity can measure the level of efficiency and also measure the effectiveness of services (Dwiyanto in Pasolong, 2014). In supporting service productivity, things that are Tangible (tangible) are also needed to achieve effectiveness and efficiency as well as tools in the form of electronic



devices and software (Zeithaml et al. in Herdiyansyah, 2011). Based on this theoretical understanding, then combined with research in the field, the following results were found:

The implementation of public services by the State Civil Service uses an application called the Community Organization Services Information System (SIPOMAS). This service system is integrated, fast and timely for Registration, Data Collection and Reporting services for Mass Organizations, NGOs, Foundations and Organizations. With this digital application, services can be carried out precisely, quickly, efficiently and effectively compared to previously being done manually, but there are several problems where when using a newly launched application there are still "bugs" or errors in the application so maintenance is required. periodically for maximum service.

Service quality

The negative view that is formed towards public organizations is due to public dissatisfaction with the quality of service (Dwiyanto in Pasolong, 2014). To support good service quality, reliability is also needed to provide information or data to service recipients through tools that have been prepared (Zeithaml et al in Herdiyansyah, 2011). Based on this theoretical understanding, it is then combined with research in the field, the following results were found. :

Until now there have been several complaints from the public/organizations about the level of service provided, but this is due to parties or individuals who are impatient in waiting for a response from the National Unity and Regional Political Agency of North Sulawesi Province in the name of being "close to the highest leadership" so they feel the need to put their interests first. As an effort to improve the quality of services at the National Unity and Regional Political Agency offices, the apparatus uses the Community Organization Services Information System (SIPOMAS) application so that service implementation can take place effectively and efficiently and can avoid direct contact with the community or organizations for the sake of order in the administrative process. . Suggestion boxes in physical form as well as in applications that act as a means to convey suggestions and criticism have been provided by the authorities, in this case by the National Unity and Political Agency.

Responsiveness

Responsiveness is a measure of the bureaucracy's ability to identify needs, prepare service agendas and priorities, as well as develop public service programs that are in line with the needs and aspirations of the community (Dwiyanto in Pasolong, 2014). The response (responsiveness) provided by an organization quickly and accurately can influence the improvement of the quality of public services (Zeithaml et al in Herdiyansyah, 2011). Based on this theoretical understanding, then combined with research in the field, the following results were found:

The implementation of the service is considered to be quite good, but responding to complaints from the public or organizations is still quite slow because the apparatus is busy in the service process and adjusting to new applications, but when the community/organization has complete files in accordance with the terms and conditions, the apparatus tries as best as possible to provide maximum and fast service. In an effort to provide effective and efficient services for the community/organization, service providers use digital technology applications in carrying out their services so that services can be better.

Responsibility

Responsibility reveals whether the implementation of public organization activities has been carried out in line with appropriate administrative principles or in accordance with policies, both implicit and explicit (Dwiyanto, 2014). The process of implementing public services must also pay attention to and guarantee punctuality and cost certainty (Assurance) and also be able to show empathy for every element of public service recipients (Zeithaml et al in Herdiyansyah, 2011). Basically, public services must be based on high discipline and courtesy. in providing public services, whether to the community or an organization. Based on this theoretical understanding, then combined with research in the field, the following results were found:

The implementation of public services carried out by the National Unity and Regional Political Agency of North Sulawesi Province has been carried out to the maximum extent possible by



providing services in accordance with existing standards and procedures using more modern tools (technology and digital) however, because this is a new innovation So there are still problems because interactions often occur indirectly and only through text information (chatting) and can have different interpretations for several service recipients, thus giving rise to several problems because the empathy process is not conveyed between the service provider and recipient.

Accountability

Accountability is needed to know the extent to which activities and policies in the bureaucracy can be consistent with the wishes of the community (Dwiyanto in Pasolong, 2014). Accordingly, it is written in Law no. 5 of 2014 concerning ASN explains that the obligation of the State Civil Apparatus is to carry out their duties with full awareness, devotion, responsibility and honesty. Based on this theoretical understanding, then combined with research in the field, the following results were found:

In an effort to realize good public services and satisfaction with the community, the apparatus must continue to improve the quality of its services and be able to keep up with current developments by implementing digital technology-based administrative service applications to provide services to the community. With this application, public services can take place more quickly, easily and concisely and can improve the quality of public services to the community/organization. And also the competency of Human Resources (ASN) must be improved to be able to run this application. In terms of accountability, after being analyzed based on the results obtained from the research, it was deemed quite good in the initial process of providing applications that were considered new to the organization/society, but needed to be further improved in terms of accountability for maintaining these applications because using digital technology applications really needed to be developed. . And then this accountability can be presented through electronic information media such as websites, etc. so that the public/organization can openly know about public service products that are facilitated and developed by the National Unity and Regional Political Agency of North Sulawesi Province.

Supporting factors

In Pasolong (2007:188), he stated that compensation is a result received by an employee as compensation for achieving performance and is beneficial to him. Compensation in this case is reward and punishment. Based on this theoretical understanding, then combined with research in the field, the following results were found:

Because in carrying out public services in government organizations it is not permissible to accept gifts in any form, the reward referred to in this case is in the form of more evaluation from the leadership, direct praise from superiors, provision of official trips for those who have worked very well or may be proposed to promotion if there is a vacancy. Meanwhile, the punishment referred to in this case is a warning from a superior in writing or verbally and can result in the transfer of the employee. With these rewards and punishments, it can increase the motivation of officers to provide the best service.

Complete facilities such as computers and laptops can support good work results for the apparatus, especially now that the National Unity and Regional Political Agency has used the Community Organization Service Information System (SIPOMAS) to provide services. This certainly demands that the National Unity and Regional Political Agency of North Sulawesi Province be better prepared to welcome this eGovernment era where everything must be done electronically and digitally. According to Bill Creech (in Pasolong 2007: 188) technology is something positive for employees and a proactive attitude is needed in carrying out work and understanding technology well as a work partner and not as an enemy so that performance improvement is achieved. Technology can make officers more creative in designing and developing strategies and positive ways of thinking to further improve performance. To make this happen, of course, supporting facilities such as computers, laptops or other gadgets are needed, and the ability and competence to operate them is also very necessary. because if these things are incomplete and lacking, the application of the Community Organization Service Information System (SIPOMAS) can hinder the service process, and of course it can result in decreased service performance.



Obstacle factor

In line with the explanation by Bill Creech (in Pasolong 2007: 188) above, technology can make officials more creative in the performance of public services and can develop positive ways of thinking in improving performance. Based on this theoretical understanding, then compared with research in the field, the following results were found:

Technological devices such as laptops, computers or other gadgets have an important role in the performance of state civil servants in service. If the supporting infrastructure is incomplete then the efforts made by the apparatus to improve the quality of public services will have a negative impact on achieving goals, because currently the National Unity and Regional Political Agency uses the Community Organization Service Information System (SIPOMAS) application, of course this is really need facilities such as a computer or laptop. Human competence, in this case employees, also plays an important role in influencing the achievement of public service objectives at the National Unity and Regional Political Agency of North Sulawesi Province because in managing and using support (facilities) the ability to manage technology-based infrastructure and manage digital applications is required, if the assigned employees do not Understanding the facilities will be an obstacle in the public service process.

4. CONCLUSION

The performance of the apparatus in service is quite good, using the Community Organization Services Information System (SIPOMAS) application makes services at the office of the National Unity and Regional Political Agency of North Sulawesi Province run better, more efficiently and effectively. The quality of service is quite good, as an effort to improve service quality by using digital application technology so that service can be more effective, efficient, fast and of high quality. Complaints and criticism from the public or organizations can still be followed up and the ability of the apparatus to provide public services is quite good (responsiveness). Even though the response is a little slow, when implementing services the apparatus can provide a good response to the community or organization quickly, and can serve with courtesy. The responsiveness of the apparatus, in this case the National Unity and Regional Political Agency of North Sulawesi Province, in carrying out services is considered quite good. Apparatus can carry out their duties and functions in accordance with service principles. In terms of the quality of accountability, ASN as a service provider is quite open to the public or organizations to be able to convey their criticism and suggestions directly or indirectly through a suggestion box or through an application. In terms of accountability, it is considered to be quite good, because it is able to be responsible for providing good service, and strives to make the service even better by using the Community Organizational Service Information System (SIPOMAS) application technology. Supporting factors for ASN performance are Facilities and Compensation (Reward and Punishment).), with these two things the performance of ASN can improve and become even better, because currently the apparatus uses the Community Organization Services Information System (SIPOMAS) application so complete facilities such as computers, laptops or other gadgets are really needed in the process. The inhibiting factor for ASN performance which is considered to be very influential and needs to be taken into account is the balance in the use of application technology and the competence of the apparatus in managing the application so that it does not hinder the public service process. To be able to make employee work productivity better and increase again, it is best to use the facilities and applications in The office of the National Unity and Regional Politics Agency for North Sulawesi Province is being further developed and making better breakthroughs than before so that the productivity of the apparatus in administrative services becomes even better so that services can be more efficient and effective. If there are suggestions and criticisms from the public or organizations regarding the services provided, they should be immediately considered and evaluated.



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