



## Policy implementation of the performance assessment system of aparatures in Cilandak Jakarta IPDN campus



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### ABSTRACT

*This study aims to identify and analyze and formulate a model for implementing the Apparatus Performance Assessment System Policy (Sikerja) at the IPDN Cilandak Jakarta Campus. The type of research used is descriptive with a qualitative approach. To formulate a model for the implementation of the apparatus performance appraisal system policy (Sikerja) at the IPDN Cilandak Jakarta campus, researchers used Soft System Methodology (SSM). In this study, an analysis of the implementation of the Sikerja policy was carried out with the dimensions studied were communication, resources, disposition and bureaucratic structure. The results showed that the implementation of the Sikerja policy at IPDN Cilandak Jakarta campus has been carried out quite well in the disposition and bureaucratic structure dimensions, however in the communication and resource dimensions there are still obstacles. The Implementation Model of the Apparatus Performance Appraisal System (Sikerja) policy at the IPDN Cilandak Jakarta Campus is a model that adds a dimension of commitment as an additional dimension in implementing the Sikerja policy.*

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## Introduction

Entering the era of globalization, various movements towards e-governance have started both on a micro and macro scale. The implementation of e-governance is one of the efforts that need to be done even though not all types of public services can be provided completely electronically within the framework of e-government, but the fact is that so far many public service activities are provided via electronic (Holle, 2011). One of the applications of e-governance in the administration of personnel is through the Apparatus Performance Appraisal System Application or abbreviated as the Sikerja Application. The implication of the poor management of state personnel has resulted in the administration of government experiencing a fundamental problem, namely the emergence of incompetent human resources of government officials (Sanapiah, 2015).

The Sikerja application is a web-based application for measuring and assessing the performance of every civil servant in the ministry of home affairs based on job analysis and workload analysis and is the basis for calculating Work Productivity in providing Performance Allowances. Employees are the spearhead of the organizational role that an organizational structure has as a driving force in managing other resources so that they must be used properly and correctly and effectively and efficiently in accordance with the real roles and functions of the organization (Yullyanti, 2009). If the division of labor has been carried out properly, then the effectiveness of public organizations will also be at a good level as expected. (Murti, 2015). With the Sikerja application, it can provide benefits for civil servant in obtaining information on the amount of performance allowances received wherever and whenever they are online. The benefits of an application were also conveyed by (Basuki, et al, 2018) in his research, that the direct benefit that is felt related to information technology-based public service reform is that the community is made easier because they do not need to come to the office because everything can be accessed online, very easier, more useful. In the context of staffing innovation, all

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staffing matters can be completed without leaving work, there is an improvement in income benefits, saving expenses, more control. The Sikerja application can be accessed with several gadgets such as: smart phones, tablets, personal computers and laptops connected to the internet.

Sikerja was born based on Government Regulation Number 150 of 2015 and Permendagri Number 38 of 2016. The Sikerja application aims to provide information on the amount of performance allowances received by civil servant. In 2019, the completion of SKP Quality and Behavior Assessment in the Sikerja application has been extended. There was an SMS sent by the Ministry of Home Affairs Personnel Bureau on December 31, 2019 to all Ministry of Home Affairs civil servants including civil servants at IPDN Cilandak Campus. There is a recapitulation of the names of civil servant who have not completed the SKP quality quality assessment and behavior assessment in the 2019 Sikerja application.

This study aims to identify and analyze and formulate a model for implementing the Apparatus Performance Assessment System Policy (Sikerja) at the IPDN Cilandak Jakarta Campus. The type of research used is descriptive with a qualitative approach. To formulate a model for the implementation of the apparatus performance appraisal system policy (Sikerja) at the IPDN Cilandak Jakarta campus, researchers used Soft System Methodology (SSM).

In this study, an analysis of the implementation of the Sikerja policy was carried out with the dimensions studied were communication, resources, disposition and bureaucratic structure.

## **Literature Review**

### **Theoretical and Conceptual Background**

Based on Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment Article 8, it is stated that performance planning consists of the preparation and determination of SKP with attention to work behavior. Employee assessment is a systematic evaluation of the work of employees and the potential that can be developed. (Mangkunegara, 2000: 69). Civil servants are required to make SKP as a basis for evaluating civil servant performance and as a basis for providing performance allowances. Civil servant performance appraisal is carried out by combining the SKP value and the work behavior value. Civil servant performance appraisals with a weight of 70% (seventy percent) for SKP assessments and 30% (thirty percent) for work behavior carried out by government agencies that do not apply work behavior assessments by considering the opinions of colleagues at the same level and direct subordinates.

Furthermore, civil servant performance appraisals with a weight of 60% for SKP assessments and 40% for work behavior assessments carried out by government agencies that implement work behavior assessments by considering the opinions of colleagues at the same level and direct subordinates. Sikerja was created to carry out the president's mandate, namely Presidential Regulation Number 150 of 2015 concerning civil servant Performance Benefits within the Ministry of Home Affairs and Minister of Home Affairs Regulation Number 38 of 2016 concerning civil servant Performance Benefits at the Ministry of Home Affairs. On the basis of these regulations, Sikerja was born. In 2018 the Government replaced Presidential Regulation Number 150 of 2015 with Presidential Regulation Number 123 of 2018 concerning civil servant Performance Benefits in the Ministry of Home Affairs as a form of improving civil servant and organizational performance in the implementation of bureaucratic reform achieved by the Ministry of Home Affairs. To implement the provisions of Presidential Regulation Number 123 of 2018, the Government also stipulates Regulation of the Minister of Home Affairs Number 132 of 2018 concerning civil servant Performance Benefits at the Ministry of Home Affairs.

The interesting thing and the slogan of Sikerja is "Equal Work Deserves Equal Pay". In Sikerja, with the same position you can get different benefits. This is of course seen from the performance performed by these civil servants, so the understanding of fair in this case does not mean the same. The calculation of the performance allowance is seen from 2 (two) assessments, namely 50% of the work productivity aspects reported through the work application and 50% of the disciplinary aspects reported through the finger print. The performance allowance is given based on a monthly performance appraisal according to the class of position.

Provision of performance allowances aims to improve work discipline, work productivity, professionalism and civil servant welfare. With the Sikerja application implemented in IPDN, it is hoped that the slogan of Sikerja can be achieved. At the time of filling in the SKP Quality Assessment and the 2019 Behavioral Assessment through the Sikerja application, there was an extension of time, which should have been completed on 31 December 2019, but was extended until 10 January 2020. The extension of the filling time can be known via an SMS sent by the Bureau. employment of the Ministry of Home Affairs on 31 December 2019 to all Ministry of Home Affairs civil servants including civil servants in IPDN.

In addition to these problems, at the beginning of 2020, to be precise on January 8, 2020, the IPDN personnel section issued a summary of the names of civil servant who had not completed the SKP quality quality assessment and behavior assessment in the 2019 work application. The details can be seen in the following table.

**Table 1:** The number of civil servants who have not completed the SKP Quality Assessment and Behavior Assessment in the Sikerja application in 2019

No.	Name	Information (People)
1.	IPDN Jatinangor Campus	177
2.	IPDN Cilandak Jakarta Campus	30
3.	IPDN South Sulawesi Campus	3
4.	IPDN West Sumatra Campus	9
5.	IPDN Papua Campus	19
6.	IPDN West Borneo Campus	2
	Total	240

**Source:** IPDN Employee Section, 2019.

From Table 1, it can be seen that there are 240 IPDN civil servant who have not completed the SKP Quality assessment and behavior assessment in the 2019 Sikerja application, consisting of 177 people from the Jatinangor Campus, 30 people from the Cilandak Jakarta Campus, 3 people from the South Sulawesi Campus, 9 people from West Sumatra Campus, 19 people from Papua Campus, and 2 people from West Kalimantan Campus. In this study, researchers conducted research at the Cilandak IPDN campus because since 2018 the Cilandak campus IPDN has turned into a separate Work Unit, although from the existing data the Cilandak campus occupies second position after the Jatinangor Campus of the number of civil servant who have not completed the SKP Quality assessment and behavior assessment at the Sikerja application in 2019, but in implementing the Sikerja policy at the IPDN Cilandak Jakarta campus it also looks not as expected. Based on these problems, this study aims to identify and analyze and formulate a model for implementing the Apparatus Performance Appraisal System Policy (Sikerja) at the IPDN Cilandak Campus, Jakarta.

### Public Policy

According to Dye (1978: 3) policy is whatever the government chooses to do or not do. Every policy process according to Sulaeman (1998: 31) explains that public policy is a series of instructions from decision makers to policy implementers that explain the goals and ways to achieve goals. Furthermore, the definition of public policy in the opinion, Santoso (1988: 5) is a series of decisions made by the government to achieve a certain goal and also the direction needed to achieve these goals, especially in the form of government regulations or decisions.

Public policy covers various public interests including university (Nguyen, 2020). One form of public policy at universities is the Apparatus Performance Appraisal System Policy (Sikerja). In its application, it is certainly influenced by many factors, both from internal, such as leadership and engagement (Schwarz, 2020; Devaney et al. 2020) and external, such as estimates and reality (Nguyen, 2020; Wallace et al.2020). Therefore, the implementation of public policies must be closely monitored and evaluated so as to produce satisfactory performance (Flammer, 2020; Vasylytsiv et al. 2020).

### Human Resource Performance

Performance in an organization is the answer to the success or failure of the stated organizational goals. Sabuhari et al. (2020; Guterres et al. 2020) states that performance is the implementation of the functions and competencies that a person needs. Performance output is action, achievement, skill exhibition in general (Haerani et al. 2020; Astuti et al. 2020; Arifin & Putra, 2020; Saputro, et al., 2020). According to Government Regulation Number 30 of 2019 concerning civil servant Performance Appraisal, civil servant performance is the work achieved by every civil servant in the organization / unit according to SKP and work behavior. Furthermore, according to Easton (1984: 395), the system is a model that explains the special relationship between the sub-system and the system as a whole (which can be in the form of society, trade unions, and government organizations).

Based on the Minister of Home Affairs Regulation Number 38 of 2016 concerning Ministry of Home Affairs civil servant Performance Benefits, what is meant by the Implementation of the Ministry of Home Affairs Apparatus Performance Assessment System, hereinafter abbreviated as the Sikerja Application, is a web-based application belonging to the Ministry of Home Affairs which is used to assess and measure the performance of civil servants. based on the Position analysis instrument and workload analysis as well as the basis for calculating Work Productivity in providing Performance Allowances.

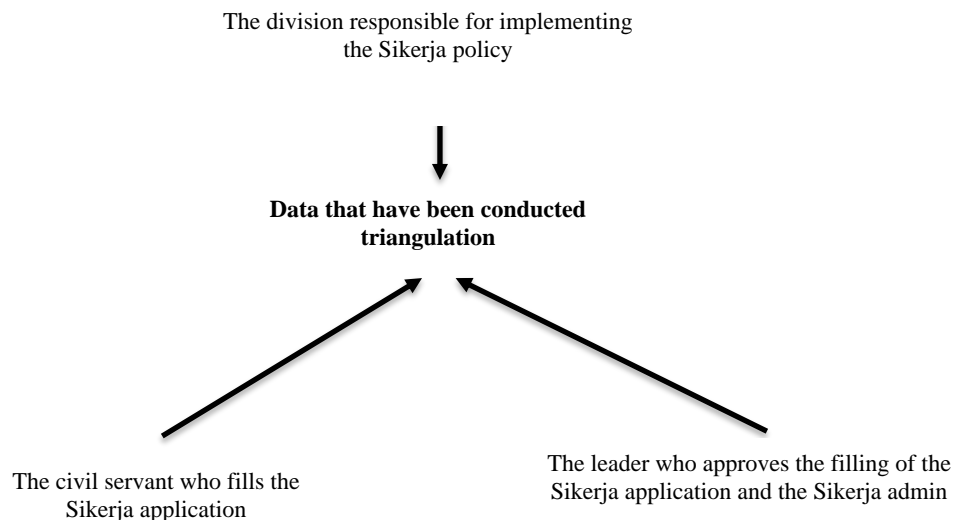
### Information Technology in the Public Sector

Information technology continues to develop along with the times. This information technology is not only used in private organizations but can also be used in government organizations. Information technology aims to simplify administrative and bureaucratic processes (Vasylytsiv et al. 2020; Park et al. 2020). On the other hand, with the existence of information technology, the possibility of human error can be minimized (Muneer, 2020; Chege et al. 2020). Therefore, companies must be able to adopt technology properly so as to create better performance (Lin et al. 2020; Ugli, 2020; Tseng et al. 2020). The use of information technology by government agencies is known as e-government. According to Anderson (2015), e-government is the use of information technology by government agencies (such as Wide Area Networks, the Internet, and mobile countries that trigger the Occupy Wall Street Movement (World Bank, 2012). A set of tools that help you work with information and perform tasks related to information processing (Haag and Keen, 1996). Furthermore, Williams and Sawyer (2007) state that the notion of information

technology is technology that combines computing (computers) with high-speed communication lines that carry data, voice, and videos.

## Implementation of Apparatus Performance Appraisal System Policy (Sikerja) at IPDN Cilandak Jakarta Campus

The type of research used is descriptive with a qualitative approach. To formulate a model for the implementation of the apparatus performance appraisal system policy (Sikerja) at the IPDN Cilandak Jakarta campus, researchers used Soft System Methodology (SSM). The data collection technique is done by triangulation, namely combining interviews, documentation and observations with 15 research subjects consisting of: The division responsible for implementing the Sikerja policy, the civil servant who fills the Sikerja application, the leader who approves the filling of the Sikerja application and the Sikerja admin. To test the validity and reliability of the instruments in this study, data sources were triangulated. By triangulating data sources, researchers dig up the truth of certain information through several informants. The core purpose of using source triangulation is to increase the credibility and reliability of the data. So that later the results of each informant will mutually correct the results of the informants.



**Figure 1:** Data Source Triangulation

This study uses 3 main data sources, namely through interviews, taking documentation and direct observation. From the three data, triangulation was carried out to increase the validity and reliability of the research data (Eisenhardt, 1989; Yin, 2009).

### Communication

Communication is an important part of policy implementation because it not only helps the organization achieve a goal but can help achieve success in an existing system. Policy setting is an important factor for organizations to achieve their goals (Iskandar, 2012). Policy implementation refers to the mechanisms, resources, and relationships related to the implementation of policy programs (Mthethwa, 2012). Without its implementation, the policies that have been set will be in vain. The output of the policy process is policy performance (Wahyudi, 2016). Therefore, policies are not permanent. Policies are made once for a certain period of time as a solution to existing problems and their interests to serve (Godin, Rein, & Moran, 2006). The shortcomings or mistakes of public policies will be known after the public policy is implemented, the successful implementation of public policies can be seen from the impact as a result of evaluating the implementation of a policy (Rohman, 2016). Communication is necessary for an organization so that it does not experience errors in realizing cooperation and mutual understanding of each member of the organization to achieve organizational goals. If the delivery of information about the goals and objectives of a policy to the target group is not clear, it is possible that resistance from the target group will occur (Afandi & Warjio, 2015).

In order to improve the competence of Human Resources through the implementation of Sikerja policies, government organizations including the IPDN Cilandak Jakarta Campus communicate to realize cooperation in achieving organizational goals. The cooperation referred to in this case is to create a common understanding in changing the perceptions and behavior of civil servant. Based on the identification results in the previous discussion, it can be seen that there has been no communication that is good enough in the implementation of the Sikerja policy at the IPDN Cilandak Campus. This can be seen from the existence of civil servants who have not completed the SKP Quality Assessment and Behavior Assessment in the 2019 Sikerja application (Table 1.1).

This condition is due to the fact that at the time of implementing the Sikerja policy at the IPDN Cilandak Campus, there was no clarity in the job description in the Sikerja application. This is due to the lack of intensity of the socialization carried out. This is also

experienced by Alifionny, Udaya and Maria (2020) in their research, that the third inhibiting factor in the implementation of the Tourism Informations Center (TIC) in tourism development in Sidoarjo Regency, East Java Province is the lack of socialization and promotion of TIC, because most people do not know What are the uses of TIC. Socialization to civil servant during the Sikerja application was made, namely in 2017 until now it has only been carried out 2 (two) times, namely from the IPDN Personnel Section and the Ministry of Home Affairs' Personnel Bureau. This, of course, is felt to be lacking, especially when the socialization took place there were still some questions asked by civil servant who had not met definite answers so that many civil servant still had a suboptimal understanding of the implementation of Sikerja policies and in the end many civil servant improvise in filling out job descriptions.

In addition to the lack of socialization, the quality of the staff implementing the Sikerja policy in the form of understanding the Sikerja application is still lacking. The low quality of human resources for government officials is a challenge in itself (Sedarmayanti & Nurliawati, 2012). This statement is in line with research conducted by Nasrullah (2015), that the implementation of information technology-based management information systems at Universitas Negeri Makassar, seen from the communication aspect, has not been effective, this can be seen from the lack of understanding of information from the top leadership to the executor which contains clarity of content, objectives, direction, target groups, and specific task distribution of the implementation of information technology-based management information systems at UNM. Then in research conducted by Hanafiah & Karjuni (2020), it is said that one of the obstacles faced in implementing the Code of Ethics for the State Civil Apparatus is the human resources owned by BKPSDM who do not have the ability in their respective fields to carry out their duties.

Lack of understanding can lead to different perceptions for civil servants who receive socialization and who will fill the work positions of both PNS General functional positions and PNS Lecturer Functional positions. In the end, the civil servant got around to filling in job descriptions that were close to the meaning of the job descriptions in the Sikerja application. This is exemplified by civil servant who have duties as data and information analysts. There are several job descriptions in the Sikerja application that are not in accordance with what the data analyst is doing in the field. Job descriptions in the Sikerja application for data and information analyst work are made in general, while IPDN is an institution that is slightly different from other components within the Ministry of Home Affairs. Furthermore, for the functional work of lecturers, they also experience the same thing, there are several job descriptions that are done daily by lecturers that have not been listed in the Sikerja application. In fact, the job descriptions in the Sikerja application contain more other items than the main task items as Lecturers which are carried out related to the scope of the Tri Dharma of Higher Education.

Then there are no surveys and direct interviews to the field when making job descriptions in the Sikerja application. The survey and direct interview referred to in this research is the existence of a survey team from the Ministry of Home Affairs Personnel Bureau and from the IPDN personnel department to ask directly to civil servant about what jobs are to be made in the Sikerja application so that the principle is who do what civil servant do in the field really matches the job description in the Sikerja application with the reality of the work done by civil servant in the field.

The lack of good communication was also due to the lack of clarity in the output indicators in the Sikerja application at the time of implementation of the Sikerja policy at the IPDN Cilandak Jakarta Campus. The output indicator referred to in this study is the unit of results of the work in the Sikerja application, whether the results use the minutes of time, the frequency of activities or other indicators. The unclear output indicators in the Sikerja application are due to the lack of qualified civil servant who have a fairly good ability to understand the indicators used. This raises different perceptions of each civil servant from both a functional position and a general functional position in filling out the Sikerja application, so that the output used depends on the perspective of the civil servant filling the Sikerja application.

## **Resource**

Resources play an important role in an organization to achieve a goal. If the resources are fulfilled by an organization, then the organization will be able to run the organization optimally. At the level of resources, especially human resources, the IPDN Cilandak Jakarta Campus has not optimally implemented the Sikerja policy. This is due to the lack of number of civil servant as Admin. A similar thing was also found in research conducted by Sakti & Rizki (2020). One of the obstacles to the performance of the Food, Agriculture and Fisheries Service in empowering seaweed farmers is the lack of extension workers at the Agricultural Food and Fisheries Service. Alifionny, et al. (2020) added in their research, that one of the factors inhibiting the implementation of the Tourism Informations Center (TIC) in tourism development in Sidoarjo Regency, East Java Province is lack of human resources as a TIC officer. Admin The work of each component in the IPDN environment including the IPDN Cilandak Jakarta Campus only amounts to 1 (one) person. This can be seen in the appointment Decree Number 060-76-2017 concerning the Appointment of Responsible Officials, the Performance Verification Team and the Secretariat of the Performance Verification Team of the Institute of Domestic Government (IPDN). In doing Sikerja work, the Admin can still handle it, but if the Admin is unable to attend due to illness and leave, this will cause problems and obstacles in implementing Sikerja.

For the IPDN Cilandak Jakarta Campus, the task of the Sikerja admin is concurrently with the Head of the Administration and Finance Subdivision of the IPDN Cilandak Jakarta Campus. This can be seen in the Letter of the Director of IPDN for the Jakarta Campus number 800/873 / IPDN.24 dated June 16, 2020 concerning Application for Replacing the Fingerprint Admin and Sikerja Admin. The lack of staff availability is due to the insufficient number of staff who can operate Sikerja computers. This is in line with research

conducted by Subadi (2019), a factor that hinders performance, namely a lack of ability to operate computers and a lack of motivation from the apparatus to achieve work goals.

The lack of human resources in implementing the Sikerja policy at the IPDN Cilandak Jakarta Campus is also due to the lack of quality of civil servant as admins. This is also experienced in research conducted by Agnes Rimbawan, that the implementation of good governance in the Public Works Office of Pandeglang Regency does not run optimally. This is because it has not been implemented, such as participation from the community, effective and comprehensive transparency, inadequate accountability, lack of quality of Human Resources (HR) in providing services to the community that are not yet effective and efficient, and the rule of law is not running effectively.

The admin must be able to update the movement of all civil servant data that is in an institutional component so that the summary of this work will be followed up with the issuance of civil servant performance allowances. If there is an error in updating civil servant data, it will have an impact on civil servant performance benefits. The selection and appointment of policy implementing personnel is required by individuals who have the right competence and dedication to the policies that have been set (Afandi & Warjio, 2015). Therefore, the Admin must really be a thorough and observant person at work. Admin's accuracy and foresight in working is needed to avoid errors in importing and updating data. This can be seen in the invitation letter number 005/1034 / IPDN.24 which is addressed to civil servant who have overpaid the performance allowance and for civil servant who have overpaid the performance allowance have an obligation to return it.

In addition to thoroughness and carefulness, a good understanding that is owned by an admin and super admin is also needed because it can indirectly show the qualities they have. The good quality of Admin civil servant will greatly assist civil servant in filling in Work and SKP. However, the understanding that is expected is still not optimal for civil servant who fill out the Sikerja application. This happened during the socialization. When asked, the answers given were not well understood and understood by civil servant. For example, how much is the minimum target setting, the minimum target we have to set. This results in the filling of Sikerja not being optimal. This statement is in line with research conducted by Rohman (2016), which states that information relating to the implementation of public policies needs to be made open, easy, and accessible to all parties who need it, and is provided adequately, and is easy to understand.

The lack of ability and expertise of the implementing staff is due to the weaknesses possessed by the Sikerja application, namely the job descriptions and output indicators of the work units that are not yet clear, so that the role of the Sikerja application system to present organizational performance and civil servant performance is not in accordance with the purpose of holding the Sikerja application. This fact is also faced by Arif (2019), in his research, that another obstacle in the Innovation of Digital Application-Based Government Management in Central Java Province is that the role of application systems is still not optimal to support all the needs of government management activities. Then the lack of understanding of the Sikerja application makes civil servants confused in filling out Sikerja. This is also experienced in research conducted by Silaban, et al. (2020). In the implementation of paperless personnel administration services, there are several obstacles, including that there are still civil servant who do not understand or master the Hard Package system. The lack of clarity in the indicators in the Sikerja application, whether the output is in the form of certificates, working minutes, or other indicators. What items and which indicators, because the work application does not mention this in detail and when asked on the socialization the answers given are not comprehensive. Lack of understanding of the Sikerja application is also caused by a lack of socialization time. Socialization was given at the beginning of the Sikerja application that was issued to civil servant. Since 2017 until now, it has only been conducted 2 (two) times and it has never been held again.

### **Disposition**

The disposition or attitude of the policy implementer is an important factor in the approach regarding the implementation of a policy or regulation. If the implementation of a policy or program is to be achieved effectively and achieve the planned goals, the implementers of a policy not only know what to do but must also have the ability to implement a policy, so that in its implementation there is no unwanted gap. This means that the implementer has a supportive attitude towards policy implementation, and is even willing to take initiatives in order to implement policies in accordance with the authority that lies with him. Individual factors should be considered, especially regarding the abilities and expertise of employees, employee perceptions, employee behavior, employee personality, employee learning and employee motivation. (Djakaria & Rahmat, 2019).

Although it is known that there are weaknesses in implementing Sikerja policies, policy implementers starting from the leadership level, Admin to civil servant who fill out the Sikerja application still fill out Sikerja quite well. The data on Sikerja is imported by the admin, after that it is submitted to the Finance Department, then the Finance Section will sort it again and if there are no problems, it will be submitted to the KPPN. After five working days from the process the data is sent to the KPPN, the new civil servant performance allowance can be disbursed. Filling in Sikerja is still considered relevant, it only needs to be improved on the system, because with the Sikerja application there is a kind of enthusiasm for work and will generate performance allowances for civil servant.

### **Bureaucratic Structure**

The bureaucratic structure can have an impact in the process of implementing a policy. Authority is the authority / legitimacy for the implementers in implementing politically determined policies (Afandi & Warjio, 2015; Nderitu et al., 2021). This authority is related to the bureaucratic structure attached to the position / strata of the institution or individual as the implementer of policies. When the

bureaucratic structure is not conducive to the available policies, this will become an ineffective resource and become an obstacle to implementation. The bureaucracy as the implementer of a policy must be able to support the policies that have been determined by means of good coordination. Based on the results of interviews and observations that researchers have done, that in implementing policies, Sikerja has been able to coordinate well in carrying out its main tasks and functions, starting from the leadership element to the executive staff. The division of main tasks and functions of the management or implementor civil servant of Sikerja refers to the Chancellor's Decree Number 060-76-2017 concerning the Appointment of Responsible Officials, the Performance Verification Team and the Secretariat of the IPDN Performance Verification Team. The main duties and functions include:

- i. *Responsible Officer has the duty to:*
  - a. *Coordinating the implementation of the Performance Appraisal*
  - b. *Coordinating the implementation of performance allowance payments*
  - c. *Report the monthly recapitulation of civil servant Performance Appraisal to the Secretary General through the Head of the Personnel Bureau and*
  - d. *Determine the decision on appeal submitted by civil servant*
- ii. *The Performance Verification Team is tasked with checking the accuracy of the performance appraisal and reporting it to the Responsible Officer*
- iii. *The Performance Verification Team Secretariat is tasked with:*
  - a. *Support the implementation of the Performance Verification Team's duties*
  - b. *Facilitating civil servant in operating the electronic attendance list and the Sikerja application*
  - c. *Make reports on the results of monthly recapitulation of civil servant performance appraisals*
  - d. *Report the results of the monthly recapitulation of civil servant performance appraisals to the officer in charge through the Performance Verification Team*
  - e. *Register the Sikerja application and electronic attendance list for new civil servant.*

## **Model Implementation of Apparatus Performance Appraisal System Policy (Sikerja) at IPDN Cilandak Jakarta Campus**

The conceptual model in this study was prepared using the Soft System Methodology (SSM) approach, which includes 7 (seven) stages, namely: 1). Problem situation considered problematic, 2). Problem situation expressed, 3). Root definitions of relevant purposeful activity system, 4). Conceptual models of the system (holons) named in the root definitions, 5). Comparison of model and the real world, 6) Changes: systematical desirable culturally feasible, 7).

Action to improve the problem situation. In the concept of policy implementation presented by Edward III (1980) which includes: communication, resources, disposition and organizational structure. Furthermore, commitment is a dimension added by researchers, because the dimension of commitment can produce responsibility and loyalty from all related parties within an organization to achieve the objectives of implementing Sikerja policies. This statement is in line with the opinion expressed by Robbins (2006) that talking about work commitment means talking about the responsibilities of employees towards the office. Puspitawati & Riana (2014) also added that the suitability of workload and salary is very important to pay attention to in order to maintain organizational commitment.

Sumrahyadi (2013) also felt the importance of commitment in achieving goals, in his research that the implementation of position auctions for positions at echelon II and I levels is a good idea, only in its implementation it is necessary to have commitment and seriousness not solely for the interests of certain groups or political interests certain. This is also added to the research conducted by Prapto, et al. (2019) that one of the factors supporting the implementation of Community Policing policy in creating security and public order in Bandung City, West Java Province is the commitment of the executor.

## **Conclusions**

The implementation of the Apparatus Performance Appraisal System (Sikerja) policy at the IPDN Cilandak Jakarta Campus is quite good, in terms of disposition and bureaucratic structure. However, in the communication dimension, the implementation of the Sikerja policy at the IPDN Cilandak Jakarta Campus does not have a clear job description and output indicators in the Sikerja application. In addition, in the resource dimension, the IPDN Cilandak Jakarta Campus has a deficiency in the number and quality of implementing staff.

The Model Implementation of the Apparatus Performance Appraisal System (Sikerja) policy at the IPDN Cilandak Jakarta Campus is a model that adds a commitment dimension as an additional dimension in implementing the Sikerja policy in addition to the dimensions of Communication, Resources, Disposition and Organizational Structure. The commitment dimension is a new driving factor in providing solutions to make the implementation of the Apparatus Performance Assessment System (Sikerja) policy at the IPDN Cilandak Jakarta Campus run optimally. The implementation model of the Apparatus Performance Appraisal System (Sikerja) policy at the Cilandak Jakarta IPDN campus is a model development that is produced through a soft System Methodology analysis based on the Root Definition which is compiled, among others: Improving the Sikerja application content by taking into account job

descriptions and output indicators, Recruitment implementers and improve the quality of civil servant through training to support optimal implementation of Sikerja at the IPDN Cilandak Jakarta Campus.

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