

Utilisation of the Performance of the State Civil Apparatus

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Sri Hartini Jatmikowati*

Abstract--- This study aims to analyse and describe the Utilization of Performance of the State Civil Apparatus in the Regional Secretariat of Malang Regency. This type of research is descriptive qualitative research. This research was chosen because it is to present data systematically, factually, and accurately about the facts in the field. The data collection method used was a questionnaire / questionnaire. The parameters obtained are based on a study that is defined as an investigation conducted on the utilisation of the performance of the State Civil Apparatus according to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia number 38 of 2018. The data analysis technique used in this study is the qualitative data analysis of Miles and Huberman models. Based on the results of the study it can be concluded that: the results of the interpretation of the questionnaire that has been distributed to 20 ASN Secretary of Malang Regency were found that the performance in the research location was still excellent. Employee career development can still be said to be useful where effective career development will improve and enhance the effectiveness of the work carried out by employees, in order to be able to provide the best contribution in realising organisational goals.

Keywords--- Utilization, Performance, State, Civil, Apparatus.

I. INTRODUCTION

State Civil Apparatus or Civil Servants (hereinafter referred to as ASN/PNS) has a vital role in achieving national goals, as stated in the Preamble of the 1945 Constitution. The State Civil Apparatus, as the main element of human resources of the state/government apparatus, has a very strategic role in carrying out the tasks of implementing public policies, public services, government duties, and individual development tasks. Based on the Regulation of the Minister of Administrative and Bureaucracy Reform of the Republic of Indonesia Number 38 of 2018 concerning the Measurement of Professionalism Index of the State Civil Apparatus that professionalism is the key to success of the ASN in carrying out its functions of implementing public policy, public servant, and the adhesive and unifying the nation.

The task of the government is carried out in the framework of organising the general functions of government which include the institutional empowerment, staffing, and management (General Explanation of Law No. 5 of 2014 article 11). The State Civil Apparatus expected in the effort to achieve the national goal is ASN / PNS which is professional, has fundamental values, professional ethics, is free from political intervention, free from KKN practices (Article 1 paragraph 5 of the ASN Law). From these criteria, ASN / PNS can provide public services to the public well. Besides, following national demands and global challenges to realise good governance, ASN / PNS are needed who have competency positions in administration, governance and development.

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According to Murtiadi(2012), in achieving these ASN / PNS resources, HR management plays a significant role. According to Suropto(2012),the professionalism of the apparatus will increase along with the level of competence. ASN must have a profession and management based on the merit system in order to carry out these tasks, which in the system as regulated in Law Number 5 of 2014 concerning State Civil Apparatus (ASN Law) Article 28, there is a comparison between the qualifications, competencies, and performance needed by the position with the qualifications, competencies and performance possessed by candidates in the recruitment, appointment, placement and promotion of positions that are carried out transparently, accountably, and competitively, in line with the procedures good governance (good governance).

Regulated civil servant management is a function in governmental organisations designed to maximise the performance of the employee in maximising organisational performance. One of the activities of an organisation to advance the ability of its employees is the utilisation of employee careers. The Law of State Civil Apparatus mandates that the utilisation of ASN performance is an integral part of ASN Management. According to Rivai & Sagala(2012), career utilisation is the process of increasing individual work skills achieved to achieve the desired career. Career utilisation is the result that emerges from the interaction between individual career planning and the institutional career management process. Forms of career utilisation of ASN / PNS are given through several predetermined stages, such as education and training; promotion; and promotion of position[4].

The three patterns of career utilisation can be interconnected and interrelated to one another. Promotion can be related to the promotion of position; likewise, the promotion of position given is with the requirement that the specified training has been taken. The recruitment of ASN/PNS begins with the mapping of position formation required by an institution. Before a person is appointed as the ASN/PNS, his first status is a Candidate for PNS (CPNS). Nevertheless, he automatically has a rank and position that has been determined based on the formation required by considering of lowest-level rank and position following the level of education or diploma obtained.

In connection with the utilization of career of ASN, Law No. 5 of 2014 (article 69) emphasizes: (1) the utilization of ASN careers is carried out based on qualification, competence, performance assessment, and the needs of government agencies; (2) the utilization of ASN/ PNS careers is carried out by considering integrity and morality; (3) competencies include: technical competence and specialization measured by the level of education, functional technical training, and technical work experience; managerial competence as measured from the level of education, structural or management training, and leadership experience, and; socio-cultural competence as measured from work experience related to the plural society in terms of religion, ethnicity, and culture that have a national vision; (4) Integrity is measured from honesty, adherence to the provisions of the legislation, the ability to cooperate, and service to the community, state, and nation; (5) Morality is measured from the application of ethical values and practice of religion, culture, and social.

The better the opportunity for employees to develop their careers, the greater the job satisfaction is, which can have an impact on better performance results. Therefore, the utilization of ASN/PNS careers must be done correctly, objectively, fairly, and effectively in accordance with provisions of the legislation.

Utilization of careers that are not done correctly, objectively, and fairly will lead to dissatisfaction, which can reduce their morale, and in turn, will have an impact on performance[5].

In preliminary research in the Malang Regency Secretariat, some of the problems found were about bureaucratic performance measures, which were generally not too concrete, not well planned, filling positions were not based on competencies, previous performance results, and suitability of the required qualifications. This phenomenon causes a decrease in the orientation and performance of the bureaucracy in the Malang Regency Secretariat.

There are some indications that the implementation of employee career utilisation is not optimal, especially from the aspect of objectivity, fairness, and transparency. It can be observed less qualified employees in terms of qualifications, competencies, and performance, but get more opportunities in utilising their career (such as opportunities to continue their study and training, take courses/upgrading and individual technical training, are placed in better positions or greater responsibility, and opportunities for promotion). On the other hand, better or more qualified employees are not given enough attention and are not given a chance to utilise their careers. As a result, there are employees whose career development is better and goes fast, and also employees whose career development goes slowly, and even some of them do not make progress in their careers[1].

As for the preliminary observations conducted, it can be described as follows: (1). There were employees who did not have totality at work due to a demotion (career demotion), so it affected their performance to be not optimal. (2). There were employees who got promotions or ranks relatively quickly due to the more attention from their superiors. So they looked like monopolising the work, and it can be said that their performance has improved. (3). There were employees who were frequently assigned to join education and training as a qualification for their promotion or rank. (4). There were employees who were rarely assigned to participate in activities that could accelerate their promotion. (5). Equitable distribution of employee career utilisation to fill a position was still not optimal, some employees had taken training but did not get any position, while those who did not, could be promoted.

Thus, effective career utilisation will improve the effectiveness of implementation and work by employees who can provide the best contribution in realising the goals of the organisation with an ever-changing environment. Granting a position or position that is fair will support ASN in carrying out work that is getting better and improved. From the background of the study as described above, researchers are interested in picking up research title of "Utilization of Career in Supporting the Performance of the State Civil Apparatus in the Malang Regency Regional Secretariat (A Policy Evaluation Study Based on Law No. 5 of 2014 concerning the State Civil Apparatus in the Regional Secretariat of Malang Regency)"

II. LITERATURE REVIEW

2.1. Public Policy

In Kamus Besar Bahasa Indonesia (KBBI) policy is defined as a series of concepts and principles that form the outline and basis of plans for implementing a work, leadership, and way of acting (about government, organizations, etc.); statement of ideals, goals, principles and guidelines for management in an effort to achieve goals.

Carl J. Federick defines policy as a series of actions/activities proposed by an individual, group, or government in a particular environment, where there are obstacles (difficulties) and opportunities for implementing the proposed policy to achieve individual goals. This opinion also shows that policy idea that involves behaviours with purposes and goals is an essential part of policy definition because whatever the policy is, it must show what is actually done rather than what is proposed in some activities on a problem[6].

Solichin Abdul Wahab argued that the term policy itself has been debated and is an arena of debate among experts. So to understand the term policy. Wahab(2012), provides the following guidelines:

- a) The policy must be distinguished from the decision.
- b) The actual policy cannot be necessarily separated from administration.
- c) The policy includes behaviour and expectations
- d) Policy include the absence of action or action
- e) Policy usually has the final result to be achieved.
- f) Every policy has specific goals or objectives, both explicitly and implicitly.
- g) Policy results from a process that takes place all the time
- h) Policies include inter-organisational and intra-organizational relations.
- i) Public policy though not exclusive regarding the critical roles of government institutions
- j) The policy is formulated or defined subjectively.

Irfan(2000), stated that policy must be distinguished from wisdom. It is translated into a different meaning from wisdom. Understanding wisdom requires further consideration while the policy includes the rules contained therein. Robert Eyestone, defines public policy as "the relationship of a government unit to its environment". Many people assume that the definition is still too broad to understand because public policy can cover diverse aspects[6].

According to Nugroho, there are two characteristics of public policy, namely: 1) public policy is easy to understand because its meaning is the things done to achieve national goals; 2) public policy is easy to measure, because the scope is clear, namely the extent to which progress in achieving the goals taken[9]. According to Woll, as quoted by Tangkilisan, states that public policy is a number of government exercises to solve problems in society, both directly and through various institutions that affect people's lives[10].

Based on the views of the various experts, it can be concluded that public policy is a series of actions taken or not by a government, which is oriented towards the objectives to solve public problems or in the public interest. The policy is usually stated in the provisions of laws and regulations set by the government, has a binding and coercive nature.

2.2. The Importance of Public Policy

Wahab, (2012), states several reasons why public policy is important or urgent to be studied, namely:

a) Scientific Reasons

Public policy is examined to gain a broad knowledge of its origins, development process, and consequences for society. In this case, the policy can be seen as a dependent variable or independent variable.

Policy is seen as a dependent variable focus on political and environmental factors that help to determine the policy basis or are considered to influence the content of public policy. Policy is seen as an independent variable if the focus of attention is on the impact of the policy on the political system and the environment that influences public policy.

b) Professional reasons

The study of public policy is intended as an effort to establish scientific knowledge in the field of public policy to solve daily social problems.

c) Political Reasons

Studying public policy is basically intended so that the government can take the right policies to achieve the right goals.

2.3. The Stages of Public Policy

According to William Dunn, the stages of public policy are as follows:

a) Agenda Setting

The agenda setting is a very strategic process and process in the field of public policy. Before the policy is formulated and implemented, policymakers need to set an agenda by including and selecting which issues will be prioritized for discussion. The problems related to the policy will be collected as many as possible to be selected.

b) Policy Formulating

The Problems on the policy agenda are then discussed by policymakers. These problems are defined to seek out the best solution. The solution obtained from various alternatives or available policy options.

c) Policy Adoption

The purpose of legitimacy is to authorize the basic process of governance. If the act of legitimacy in society is led by popular sovereignty, then citizens will follow the direction of the government. But citizens must believe that government action is legitimate.

d) Policy Implementation

It is at this stage that the alternative solutions agreed, are then implemented. At this stage, a policy often meets various obstacles. Planned formulations can be different in the field. It is due to various factors that often influence policy implementation.

e) Policy Evaluation

In general, policy evaluation can be regarded as an activity that involves estimation or evaluation, which includes substance, implementation, and impact. In this case, evaluation is regarded as a functional activity. It means that policy evaluation is not only carried out at the final stage but is throughout the entire policy process[11].

2.4. Human Resource Management

Human Resource Management is a field of management that specifically studies the role and relationship of humans in an organization. The HR elements are human beings as workforces. To be clearer, researchers bring more

definitions from the experts. Hasibuan in his book Human Resource Management, said that: HRM is the science of art and manages the relationship and role of the workforce that to be effective and efficient in assisting the realization of company, employee and community goals [12].

Miner quoted by Hasibuan, said that: Personal management may be defined as the process of developing, applying and evaluating policies, procedures, methods, and programs relating to the individual in the organization [12].

The important role of apparatus resources in realizing the satisfying services to the public needs to be supported by human resources management as a field of public management while public management, an element of public administration, is an interdisciplinary study of general aspects of the organization, and is a combination of management functions, such as planning, organizing, and staffing on the one hand, with human, financial, physical, information and political resources on the other [13].

2.5. The Functions of Human Resources

Mangkunegara(2001), put forward the operative functions of Human Resource Management, as follows:

1) Procurement of workers consists of:

- a) human resources planning
- b) job analysis
- c) employee withdrawal
- d) work placement
- e) job orientation

2) Utilization of labor includes:

- a) education and training (training and development)
- b) utilization (career)
- c) assessment of work performance

3) Providing remuneration includes:

- a. Direct remuneration consists of:
 - salary/wages
 - incentives
- b. Indirect remuneration consists of:
 - benefits
 - services / welfare

4) Integration includes:

- a) employee needs
- b) work motivation
- c) job satisfaction
- d) work discipline

- e) work participation
- 5) Workforce Protection includes:

- a) work communication
- b) occupational health and safety
- c) controlling work conflicts
- d) work counseling

2.6. State Civil Apparatus

The State Civil Apparatus (abbreviated as ASN) is a profession for Civil Servants and government employees with work agreements that work for government agencies (Contracted Personnel). ASN employees consist of Civil Servants and government employees with work agreements appointed by official development officers and entrusted with duties in a government position or assigned to other state duties and are paid according to statutory regulations (https://id.wikipedia.org/wiki/Aparatur_Sipil_Negara).

The word apparatus means tools, bodies, agencies, civil servants[15]. While the apparatus can be interpreted as a tool of the state, government officials. So the state apparatus, a tool of the state, which mainly covers the fields of institutional, management and staffing, has the responsibility of carrying out the wheels of day-to-day governance. Thus the understanding of the apparatus is not only related to the person but also the organization of regulatory provisions and so on. The types of apparatus are as follows:

1. State Apparatus. State apparatus is all officials and state institutions and government of state, which includes state apparatus and government as state servants and public servants who are in charge and responsible for the implementation of the development of state and always serve and be loyal to the interests, values, and ideals of the struggle of the nation and state based on Pancasila and the 1945 Constitution.
2. Government Apparatus. Government apparatus is the whole institution or body under the President, such as departments, government agencies, and departments as well as the secretariat of the department, and higher state institutions.
3. State Economic Apparatus. State economic apparatus is the whole of government banks, credit institutions, financial institutions. Financial and capital markets as well as the State and Regional-owned Enterprises[16].

Under the Law Number 5 of 2014 concerning State Civil Apparatus, ASN employees consist of civil servants and government employees with employment agreement raised by the staff development officer and was assigned to a public office or entrusted with the task of other countries and are paid based on the legislation.

Employees ASN consists of: a. Civil Servants (PNS); and b. Government Employees to Work Agreements (PPPK). Civil Servants as referred to are ASN Employee who was appointed as a permanent employee by the Trustees Personnel Officer and has a registration number of employees nationwide. PPPK is an ASN employee who was appointed as an employee with a labor agreement by the Trustees Personnel Officer in accordance with the needs of the Government and the provisions of the Act. "ASN employee serves as an element of the state apparatus, which carry out the policies established by the leadership of Government Agencies, must be free from the influence and intervention of all groups and political parties," reads Article 8 and Article 9 Paragraph (1,2) of this Act.

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2.7. Performance of the State Civil Apparatus

Performance of the State Civil Apparatus is the work of an organization in order to realize the strategic goals, customer satisfaction, and its contribution to the strategic environment. Bernadian et al., define performance as an outcome of the organization's hard work in realizing strategic goals set by the organization, customer satisfaction, and its contribution to the economic development of society [17]. At a glance, performance can be interpreted as work behavior, appearance, or attainments of work. Therefore, performance is a multi-dimensional form of building, so the way to measure it varies greatly depending on many factors. Performance is an important variable in work performance issues. Success in doing a job is mostly determined by performance [18]. In other words, performance is the determinant factor for success. In relation to organizational success, the performance variable needs attention by the manager of the organization to get optimal performance results [19].

Performance is the result of work and behavior. Understanding of performance links work results with behavior [19]. As a behavior, performance is a human activity directed to the implementation of organizational tasks attached. The direction of the behavior is carried out by the organization through the terms of reference. It is usually in the form of regulations, a description of the main tasks and work assignments, and the direction and authority of the organization. Such behavior is reinforced by motivation. The stronger the motivation of a person, the more directed his behavior towards achieving goals. Organizational authorities direct the behavior of organization members so that their behavior is directed and consistent with organizational goals. Thus the work will be in accordance with the results expected [20].

Performance is the level of success in carrying out the task and the ability to achieve the goals set. It refers to the level of achievement of employees or organizations with regard to work requirements [21]. Smith argues that performance is related to three main aspects, namely: behavior, results, and organizational effectiveness [22]. Behavioral aspects refer to the efforts made to achieve certain goals, and individual behavior gives results to work; while the aspect of results refers to the effectiveness of behavior, and organizational effectiveness refers to the results of organizational work that emphasizes the process.

Performance is the result of the quality and quantity of work achieved by an employee in carrying out their tasks in accordance with the responsibilities given to him [14]. Performance is the result of work achieved by an individual in carrying out their duties on skills, effort, and opportunity [12]. Performance of an employee is a function of multiplication effort supported by high motivation, with an employee's ability acquired through exercises. Increased performance, which means good performance, will be feedback for the business, or motivation of workers in the next stage [14]. Performance is the work that can be achieved by a person or group of people in an organization, based on their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics [23], [24].

III. METHODOLOGY / MATERIALS

This research approach used is descriptive qualitative research, thus the data collected in the form of words, images, not numbers. Even if there were numbers, they were only as support. Data obtained through questionnaires in the Regional Secretariat of Malang Regency.

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Qualitative research is a research procedure that generates descriptive data in the form of the written word or spoken of people and behavior that can be observed[25], [26]. It was chosen as it presents data systematically, factually, and accurately about the facts in the field that aimed to explore the facts of Career Utilization in Supporting ASN Performance (A Policy Evaluation Study Based on Law No. 5 of 2014 concerning State Civil Apparatus in the Regional Secretary of Malang Regency).

This research was conducted in the Regional ASN Secretariat of Malang Regency, a part of a government organization that has an important role as a supervisor and developer of regional apparatus resources of the Malang Regency. Civil Servants at ASN Malang Regency Secretariat, who carry out basic tasks and functions, need to be supported by adequate, professional and reliable human resources. Therefore, it requires the utilization of performance through a good career pattern that can encourage employees to grow and develop in accordance with their professional competencies. The implementation of the study was in January 2019 - July 2019. This study used data obtained through respondents, where respondents provided verbal responses and or written responses in responding the statements given.

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Data analysis in qualitative research was carried out before entering the field, during the research in the field, and after leaving the field. The analysis has begun since formulating and explaining the problem, before going into the field and continuing until writing the results of the research. Data analysis becomes a guide for further research until, if possible, the grounded theory[27]. But in qualitative research, data analysis is more focused during the research process in the field along with data collection. In fact, data analysis in qualitative research is an ongoing activity that occurs throughout the investigative process rather than after the process. In reality, qualitative data analysis takes place during the data collection process rather than after completing it". Miles and Huberman's version of data analysis consists of three activities, namely data reduction, data display, and conclusion drawing or verification[28].

IV. RESULTS AND FINDINGS

This research was conducted at the Regional Secretariat Office of Malang Regency. In this research, the writers obtained information about an overview of the institution, organizational structure, and it was also explained the results of the study, with the results of the questionnaire data filling. The research on the Utilization of Careers in Sustaining the Performance of State Civil Apparatus begins with preliminary observations to obtain an overview of the implementation of performance utilization activities conducted at the office. Preliminary observations were conducted in January 2019.

During the observations at the Regional Secretariat Office of Malang Regency, some of the issues raised on bureaucratic performance measures were generally not too concrete, unwell planned, not related to outcomes and impacts, and were not related to compensation systems. Even positions occupied were not based on competence, previous performance results, and suitability of the required qualifications. This phenomenon caused a decrease in the orientation and performance of the bureaucracy in public services.

The preliminary observations conducted by researchers can be described as follows:

- 1) There were employees who did not work in totality due to a demotion (career decline), so it affected their performance to be not optimal.
- 2) There were employees who got promotions of ranks relatively quickly due to the more attention from their superiors. So they looked like monopolizing the work, and it can be said that their performance has improved.
- 3) There were employees who were frequently assigned to join education and training as a qualification for promotion or rank.
- 4) There were employees who were rarely assigned to participate in activities that could accelerate promotion.
- 5) Equitable distribution of employee career utilization to fill a position was still not optimal, some employees had taken training but did not get any position, while those who did not, could be promoted.
- 6) As for the results of filling out the questionnaire, the following data was obtained:
 - a. There were two questionnaires made by researchers, namely the performance scale and the utilization scale of ASN careers.
 - b. The questionnaires were administered to 35 respondents, namely employees under the coordination of Assistant Adm. Government and Public Welfare, Assistant Adm. Economy & Development, and General Administration Assistant.
 - c. The results of the questionnaire was tabulated and scored based on a Likert scale. Likert scale is a psychometric scale that is commonly used in questionnaires and is the scale most widely used in research in the form of surveys. The scale was named after the Rensis Likert, who published a report explaining its usage. When responding to a question on a Likert scale, respondents determined their level of agreement with a statement by choosing one of the available choices.
 - d. The scoring for the Very Agree (VA) answer was valued by 5 to the Very Disagree answer (VD), valued by 1.

1. Likert Scale Results of Performance

To obtain the interpretation results, the highest score (Y) and the lowest score (X) of assessment items must be previously identified using the following formula:

$$- Y = \text{highest Likert score} \times \text{number of respondents} = 5 \times 35 = 175$$

- X = lowest Likert score x number of respondents = 1 x 35 = 35. For the total score of the respondents' assessment is as follows:

Answer Scale	Answer scale x Value Scale	Results
SA	9 x 5	45
A	25 x 4	100
N	1 x 3	3
D	0 x 2	0
SD	0 x 1	0
Total Score		148

Based on the data obtained above, the highest scores for the item of "Strongly Agree" is 175, while the "Strongly Disagree" is $1 \times 35 = 35$. So, if the total score of the respondent is 83, the assessment of respondent interpretation of performance is the result of the value generated using the % Index formula. Before completing it, we also have to know the interval (range of distance) and interpretation of percentage to know the assessment by finding the interval score of percentage (I).

Interval Formula (I)

$$I = 100 / \text{Total Score (Likert)} \quad I = 100/5 = 35$$

Results (I) = 35 (It is the interval from the lowest 0% to the highest 100%). The following criteria for interpreting the score based on the interval: Rates 0% - 19.99% = Strongly (disagree / Bad / very poor), Rates 20% - 39.99% = Disagree / poor), Rates 40% - 59.99% = Fair / Neutral, Rates 60% - 79.99% = (Agree / Good / like), Rates 80% - 100% = Strongly (agree/ Good / Like).

Final Calculation

$$\text{Index Formula \%} = \text{Total Score} / Y \times 100$$

$$\begin{aligned} \text{Index (\%)} &= \text{Total score} / Y \times 100 \\ &= (148/175) \times 100 \\ &= 82\%, \text{ are in the "Very Good" category.} \end{aligned}$$

2. Likert Scale results of Career Utilization

To obtain the results of interpretation of the highest score (Y) and the lowest score (X) for assessment items must be identified using the following formula:

- Y = highest Likert score Likert x number of respondents = $5 \times 35 = 35$

- X = lowest Likert score x number of respondents = $1 \times 35 = 35$ For the total score of respondents' assessment is as follows:

Answer Scale	Answer Scale x Value Scale	Results
SA	0×5	0
A	13×4	52
N	22×3	66
D	0×2	0
SD	0×1	0
Total Scores		118

Based on the above data, the highest score for the item "Strongly Agree" is 175, while the item "Strongly Disagree" is $1 \times 35 = 35$. So, if the total score of the respondents is 118, the assessment of respondents' interpretation of the performance is the value gained by using the % Index formula. Before completing it we also have to know the interval (range of distance) and percentage interpretation in order to know the assessment by finding the percent score of interval (I).

Interval formula (I)

$$I = 100 / \text{Total Score (Likert)} \quad I = 100/5 = 35$$

Results (I) = 35 (it is the interval from the lowest by 0% to the highest by 100%). The following criteria for interpreting the score are based on intervals:

Rates 0% - 19.99% = Strongly (disagree / bad / very poor) Rates 20% - 39.99% = Disagree / poor)

Rates of 40% - 59.99% = Fair/ Neutral Rates of 60% - 79.99% = (Agree/Good/Like)

Rates of 80% - 100% = Strongly (Agree / Good / Like)

$$\text{Index Formula \%} = \text{Total Score} / Y \times 100$$

Final Calculation

$$\text{Index (\%)} = \text{Total score} / Y \times 100$$

$$= (118/175) \times 100$$

$$= 67\%, \text{ are in the "Good" category.}$$

Thus, the results of the questionnaire interpretation concluded that the performance at the research location was still very good. Likewise, the utilization of employee careers could also be said to be good.

3. Utilization of the ASN Performance

Career pattern is very closely related to the utilization of performance. The provisions in Article 71, verses 1 and 2 of the ASN Law, which discuss career patterns show the importance of developing an integrated and national career pattern (1), and the preparation is carried out by each government agency (2). This career pattern also serves to guide employees' career paths as a tool to motivate them to work. A good career pattern will provide certainty to employees about carrying out their duties, which will determine their future in the organization. The certainty such as promotion in office, sanctions for violations as a result of his work will lead employees to always work optimally. Therefore, a good career pattern is needed to improve employee performance, which will lead to overall government performance.

The utilization of ASN performance is carried out based on the dimensions of qualification, competence, performance assessment, and the needs of government agencies for the present and the future, by being implemented in a planned and sustainable, fair and transparent, and integrated with other Apparatus HR activities.

Qualification dimension, related to the requirements demanded to be fulfilled by those who will hold office to support the implementation of tasks in their positions professionally, especially in the effort to apply the theoretical framework, analysis, and methodology for carrying out duties in the office.

The utilization of competency-based human resources can provide results in accordance with the goals and objectives of the organization with established performance standards. Every ASN Employee has the right and opportunity to develop competencies, including through education and training, seminars, courses, and upgrading.

Utilization of competencies can also be done with work practices in other agencies at the central and regional levels for a maximum period of 1 (one) year, can also be done through exchanges between civil servants and private employees for a maximum of 1 (one) year and the implementation is coordinated by LAN and BKN. (Article 70 paragraph 5)

Dimensions of Performance assessment is related to periodic evaluations of the work performance of an employee. According to Dessler (2000), performance appraisal is an effort of evaluating an employee's current or past performance associated with his or her performance standards.

The seriousness of government's efforts are followed up with the ASN Law that the PNS performance assessment is based on performance planning at the individual and unit or organizational level by considering the targets, achievements, results, and benefits achieved, as well as the behavior of civil servants, which are carried out objectively, measurable, accountable, participatory, and transparent..

Hence, government agencies as career utilizer, among others need:

- a) The availability of an up-to-date Personnel Database (Employee Management Information System), which is easily accessible, and provides employee data, both self-identity and qualifications, and competencies, et cetera.
- b) Career Pattern, a pattern of civil servant development that illustrates the path of career utilization, which shows the attachment and harmony between position, rank, education, and training, competencies, and tenure of a Civil Servant from the first appointment in office until retirement. In this case, it is necessary to have a position clump related to an open career pattern, namely the placement of employees into an appropriate position.
- c) Implementation of the Assessment Center

To describe the job, the right man in the right place, who is needed by the organization, and to identify the potential and actual competencies for each of the existing human resources, we need an effective, efficient and reliable method. The Assessment Center in the government sector will be very useful in increasing objectivity and transparency in the recruitment process, employee placement, appointment in both structural and functional positions, planning and implementing activities, implementing education and training, career utilization, and reviewing a proper and fair remuneration system.

A keyword for the substance of the ASN Law is "performance". It must be the common thread of the overall function in the HR apparatus management after the enactment of the law. Although this terminology did not appear

explicitly in the introduction part of the ASN Law, the sense of "performance" can be captured from the ASN policy and management principles (Article 2), ASN basic principles (Article 3), ASN basic values (Article 4), and employee behavior ASN (Article 5 paragraph 2). It is a positive point because almost all of the best practices of the HR management of the state apparatus are also built within the framework of performance management. Therefore, ASN management should also be built based on it.

Government organizations are certainly not private organizations that can be relatively easier in measuring the performance of their employees. If in the private organizations, we can measure performance by comparing inputs with outputs, looking at increasing company profits, then the performance of non-profit government organization cannot be measured by the amount of money or material produced. Therefore, it is necessary to develop a clear and measurable indicator related to employee performance. The existence of the Assessment Team Performance of civil servants as mandated by Article 72 of this Law is a positive step. Of course, with the provisions of the implementation, this team must be objective. The team must be able to carry out their duties in a professional, honest and transparent manner through measurable measurement indicators. It is expected that the existence of this Assessment Team will not be laden with political interests.

Thus, effective career utilization will improve and enhance the effectiveness of the work carried out by employees, so that they can provide the best contribution in realizing organizational goals with an ever-changing environment. The better and more effective implementation of work directly affects the opportunities for an employee to obtain a position that is expected or aspired.

V. CONCLUSION

1. Regional Secretary or is also known by the abbreviation *Sekda* carry out his duties and functions. The main task of the regional secretary is to coordinate all work units of the regional government to support the policy of the Regional Head so that decentralization and assistance tasks can be fulfilled.
2. The function of regional secretary is in the formulation of regional government policies, coordination of regional financial management, coordination of the implementation of tasks of regional government agencies, preparation of work programs, and distribution of tasks. Related to his duties, the regional secretary has several licensing authorities, such as construction project permits and others.
3. Utilization of career can be interpreted as a governance effort, with each authority and responsibility to achieve the goals or groups of people and individuals, namely civil servants, who are in government agencies or institutions that carry out government functions or tasks.
4. The preliminary observations, conducted by researchers can be concluded as follows:
 - a) There were employees who did not work in totality due to a demotion of position. So, it affected their performance to be not optimal.
 - b) There were employees who got promotions of ranks relatively quickly due to the more attention from their superiors. So they looked like monopolizing the work, it can be said that their performance has improved.

- c) There were employees who were frequently assigned to join education and training as a qualification for promotion or rank.
 - d) There were employees who were almost never or rarely assigned to participate in activities that could accelerate promotion.
5. The results of the questionnaire interpretations that have been distributed to 35 ASN in the Regional Secretariat of Malang Regency concluded that the performance in the research location was still very good. Likewise with the utilization of employee careers can also still be said to be good.
 6. The mismatch of the results of the study between the preliminary observation and the calculation of the questionnaire could be due to the insufficient number of respondents. The answers of respondents may not reflect honesty on what they experienced in the office or since the beginning, the ASN who was observed did not participate in filling out the distributed questionnaires.
 7. Effective utilization of performance will improve and enhance the effectiveness of the work carried out by employees so that the employees can increasingly provide the best contribution in realizing organizational goals.

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