

The Effectiveness of the Performance of State Administrative and Population Civil Servants at the Bandar Sub-District Office, Simalungun Regency, North Sumatra - Indonesia

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Abstract:

This study aims to determine the effectiveness of performance and its constraints on the administrative and population state civil apparatus for community services in Bandar District, Simalungun Regency. To answer the research objectives, the Theory of Work Effectiveness proposed by P. Malayu Hasibuan is used, with 4 indicators, namely the quantity of work, quality of work, use of time, and improvement of work quality. The research method used is a descriptive qualitative type with data collection methods through observation, interviews, and documentation. The results of the study show that the effectiveness of the performance of the administrative and population state civil apparatus in the Bandar sub-district office is still low in terms of the quantity of work that is still less effective than the amount of work done. results are not by the target and the number of jobs for one year. the quality aspect of work is still less effective in terms of making reports that have not fully reached the target quality of work provided. the aspect of time utilization is less effective due to a lack of computer skills in operating the computer which hinders work. aspects of improving the quality of work have been effective due to training, coaching/guidance, and deliberations for every employee in the office of the sub-district head of the city of Simalungun district.

Keywords: Work Effectiveness; Society service; State Civil Apparatus.

I. INTRODUCTION

From the Reformation Era until now, Indonesia has implemented a pattern and system of government that is based on "Decentralization" whereby the handover of government affairs from the central government or the upper-level regions to local governments is to manage their households. The granting of authority from the central government to regional governments indirectly carries the consequences of regional government responsibility for the development of the region based on regional autonomy to manage and regulate the organizational affairs of regional government agencies which are influenced by the leadership of the regional head. Regional head leadership can be interpreted as a leader's way of directing, encouraging, and managing all elements within a group or organization to achieve a certain goal in producing a maximum performance of apparatus staff in local government [1].

Improving the quality of apparatus staff resources in regional government is very important and needs to be carried out in a planned, directed, and sustainable manner to increase capacity and professionalism. The objective of developing the quality of personnel and staff resources in local government is to improve the operational performance of apparatus staff in carrying out governmental

tasks which will lead to the birth of a strong commitment to completing tasks according to their respective responsibilities and functions more efficiently, effectively and productively [2].

Human Resources (HR) in local government have a greater impact on organizational effectiveness compared to other resources. HR management itself will be a very important part of the management tasks of government organizations. If human resources in local government are not managed properly, effectiveness will not be achieved [3] [4]

According to [5], the factors that influence the effectiveness of HR management in local government for apparatus staff are environmental factors, rapid technological change, international competition, and performance motivation. According to [6] "Motivation" is a driving force for apparatus staff to work diligently and earnestly to achieve the desired goals by causing pressure or a sense of dissatisfaction in itself to encourage the creation of high effectiveness of the performance of apparatus staff in local government.

The local government expects and wants a good level of work effectiveness, good work effectiveness will in turn produce optimal work productivity for apparatus staff. In addition, one of the guidelines that apparatus staff in local government should be aware of is the implementation of services carried out by local government apparatus staff to the community and also determined by recipients or community satisfaction with services carried out by local government apparatus staff [7].

According to Law Number 25 of 2009, Article 1 concerning "public service" as an activity or series of activities in the context of meeting service needs following statutory regulations for every citizen and resident of goods and services, and or administrative services provided by public service providers.

Bandar Subdistrict, Simalungun Regency is an area that has the authority to comply with policies that can improve the performance of its staff and employees so that they have professional work commitments, as it is known at this time through preliminary data collection that Bandar District, Simalungun Regency has 25 civil servants and staff based on Law Number 25 of 2009. One of the problems that occurred in the Administration and Population Section of the Bandar Simalungun Sub-District Head Office was the emergence of complaints and public dissatisfaction with the services provided by the state civil apparatus (ASN) in the Administration and Population Section in Bandar District, Simalungun Regency.

Through maximum service to the community, the effectiveness of the performance of the ASN Administration and Population Section in Bandar District, Simalungun Regency is increasing, conversely, services that are not optimal are carried out by the ASN Administration and Population Section in Bandar District, Simalungun Regency to the public can cause ASN performance in the Administration and Population section in Bandar District, Simalungun Regency is hampered.

Based on the results of initial observations at the Bandar District Office, Simalungun Regency, according to an ASN in the administration and population division in Bandar District, Simalungun Regency, the state civil apparatus was not working as effectively as it should. Civil servants in the administration and population department in Bandar District, Simalungun Regency often come late to work from predetermined working hours and even leave the office before working hours and there are complaints from some people about the difficulty of meeting with the Camat to get a signature which causes administration and population services communities such as the making of KK and KTP are hampered and not going well.

Several studies are similar to the author's research, such as Ade Melani (2022). Review of Public Services from the Perspective of Syiasah Fiqh (Study at the Salagedang Village Office, Sukahaji District, Majalengka Regency). In providing services to the community, is following implementation procedures based on Regent Regulation Number 22 of 2014 concerning Administrative Services for Village and Kelurahan Communities and is well implemented [8]. Focusing on the effectiveness of the performance of the staff of the sub-district apparatus for community service in the sub-district.

Lora Marsa Hutahaeon (2021) Effectiveness of the Performance of the State Civil Apparatus (ASN) Administrative Section in the Management of Personnel Administration at the Medan City Manpower Office Performance of the State Civil Apparatus (ASN) Administrative Section in Personnel Administration at the Medan City Employment Service have achieved achievements, the State Civil Apparatus very disciplined in carrying out and completing personnel administration tasks in an orderly and timely manner, but does not have sufficient creativity because there is still no development of Human Resources, the State Civil Apparatuses have been able to work together well in completing each job given are very responsible for the tasks and their respective functions [9]. This research uses a qualitative descriptive research method. Focusing on the effectiveness of the performance of the state civil apparatus. Focusing on the Administrative Section in the Management of Personnel Administration at the Medan City Manpower Office, while the researchers focused on the Administration and Population Affairs in Bandar District, Simalungun Regency.

Khoiron (2019) Performance Effectiveness of District Apparatus Staff for Community Services in Mersam District, Batanghari Regency. Focusing on the effectiveness of the performance of state civil servants in community service in Mersam District, Batanghari Regency (Khoiron *et al.*, 2019) while the researchers focused on the Administration and Population Affairs in Bandar District, Simalungun Regency.

Sihombing, Agustina (2022) The effectiveness performance of the State Civil Apparatus in the Community and Village Empowerment Service of North Sumatra Province is quite effective. This study used a qualitative descriptive research method. Indra Sudaman's research focused on the Effectiveness of the Performance of State Civil Apparatuses in the Community and Village Empowerment Service of North Sumatra Province [11]

Muhammad Kadarisman (2019), The Effectiveness of State Civil Apparatus Performance in Administrative Services in Depok City. ASN's performance in Depok City has proven to be quite effective according to planning and public expectations. There is good cooperation in completing the workload, and optimal use of time, to achieve individual and teamwork goals according to plan. These activities are supported by facilities and infrastructure that enable ASN to adapt to the work environment. Recommendation: it is necessary to make better time management in the Municipal Government of Depok related to the attainment and realization of the organization's vision, mission, objectives, and work programs [12]

The research under study has similarities and differences with previous research, namely the similarity in research is the effectiveness of the performance of the state civil apparatus in serving the public in government agencies by using a qualitative descriptive research method. Meanwhile, the difference between careful research and previous research is that this research focuses on the Administrative and Population Section in the Bandar District, Simalungun Regency.

Based on the problems above, the purpose of this study was to determine the effectiveness of the work of the Administrative and Population State Civil Apparatus in the Bandar District, Simalungun Regency, and its constraints.

II. METHODS

The research method is a way of doing research scientifically, the research method is used when conducting research during the preparation of a thesis and other scientific research. The type of research used in this study is a descriptive approach, namely qualitative research. According to [13], descriptive research is research conducted to determine the value of an independent variable, either one or more (independent) variables without making comparisons or connecting one variable to another. According to Strauss and Corbin [14], qualitative research is a type of research that produces findings that cannot be achieved (obtained) using statistical procedures or other methods of quantification (measurement).

This research was conducted in Bandar District, Simalungun Regency, North Sumatra. The research method used is a qualitative method, with a total of 7 informants. Data collection techniques include: Observation, Interview, and Documentation while Data analysis techniques use the interactive model Miles and Huberman [15], consisting of Data Reduction, Data Presentation, and Conclusion

III. RESULTS AND DISCUSSION

The Effectiveness of the Performance of State Administrative and Population Civil Servants for Community Services in Bandar District, Simalungun Regency

To be able to describe the effectiveness of the performance of the state civil apparatus (ASN) in the administration and population division in the Bandar sub-district, Simalungun district to the public when carrying out services. Four indicators are the focus point for the effectiveness of the performance of ASN administration and population in the Bandar sub-district, Simalungun district, namely the Theory of Work Effectiveness put forward by P. Malayu Hasibuan, with 4 indicators, namely work quantity, work quality, time utilization and improving work quality [16] to achieve a goal or target that has been determined by the Camat for ASN in the Administration and Population Section in Bandar District, Simalungun Regency.

Work Quantity, Work quantity is the employee's ability to complete several task results every day, in another sense, Work quantity is to see performance can also be done by looking at the quantity (amount) produced by someone [16]. The quantity aspect of the work of civil servants in the administration and population of the Bandar Camat Office of Simalungun Regency is still ineffective, where the number of jobs produced is still incomplete according to the completion target for the quantity of work.

The quantity of work on the effectiveness of the performance of ASN administration and population in Bandar sub-district, Simalungun district, especially in the service of obtaining KTP and KK, can be measured through the level of use of organizational resources such as manpower, money, technology, and raw materials. At the Bandar District Office, Simalungun Regency, there are currently three employees who are handling the problem of recording population data for KTP and KK arrangements which are supported by the use of equipment in the form of two data recording computers but only one computer is used daily to record population data. only, as well as one eye and fingerprint recording device.

From the results of interviews and field observations, it can be concluded that the quantity of service indicators affects the effectiveness of ASN administration and population management in the Bandar sub-district, Simalungun district. The quantity aspect of the work of the State Civil Apparatus is still ineffective, where the amount of work produced is still not completed according to the completion target.

Quality of work, Quality of work is a Performance measurement that can be done by looking at the quality of work produced through a certain process. Quality of work is a result that can be measured by the effectiveness and efficiency of a job performed by human resources or other resources in achieving the goals or objectives of the company properly and efficiently [16]. Aspects of the quality of work of civil servants in the administration and population of the Bandar Camat Office of Simalungun Regency are still ineffective, where there are incomplete data processing or typing errors occur. Utilization of Time, Utilization of time is defined as a type of skill related to all forms of efforts and actions of an individual that are carried out in a planned manner so that the individual can make the best use of his time.

The quality of the work of the State Civil Apparatus at the sub-district office of the city is still ineffective due to the large amount of work piled up. This makes the State Civil Apparatus work in a hurry and is not thorough in completing tasks so incomplete data processing or typing errors often occur. In addition, the lack of training makes the State Civil Apparatus less skilled in carrying out tasks, such as data processing where there are still blanks due to officers not understanding recording and coding.

In terms of work quality, the services provided by ASN in the Administration and Population section at the Bandar District Office, Simalungun Regency to the community in obtaining KTP and KK can be said to be optimal even though there are still deficiencies. This deficiency is humane because of the limitations that ASN has in the Administration and Population section at the Bandar sub-district office, Simalungun district.

Utilization of time is following the time planned. Measurement of time utilization is a special type of quantitative measurement that determines the use of time in completing an activity [16]. The aspect of time utilization for the state civil apparatus for administrative and population affairs at the Bandar Simalungun District Sub-District Office is less effective due to a lack of computer skills, which hinders work and the ineffective use of Quality Improvement time.

Based on the results of interviews and observation research, the level of time utilization on the effectiveness of the performance of ASN in the Administration and Population Section in Bandar District, Simalungun Regency in carrying out services for making KTPs and KKS is included in the fairly efficient category in serving the community to make KTPs and KKS. Utilization of time carried out by ASN Administration and Population Section in Bandar District, Simalungun Regency in serving the community to make KTP and KK that are efficient, simple, and easy to understand ASN Administration and Population Section in Bandar District, Simalungun Regency has implemented a system of Standard Operating Procedures (SOP) as a form of simplicity in the service process at the District Office of Bandar Sub-District Simalungun Regency, it is hoped that technical, administrative and procedural indicators are following work procedures, work procedures, and work systems in the ASN work unit in the administration and population division in Bandar sub-District Simalungun Regency based on the Minister of Empowerment Regulation State Apparatus and Bureaucratic Reform (Permenpan) No. 35 of 2012

Quality Improvement is carried out to build public trust in the implementation of the effectiveness of the performance of staff in the administrative and population divisions of the city sub-district in the context of increasing people's welfare by making public complaints a means to increase performance effectiveness, it is hoped that the rules that have been made will further encourage the creation of improvements the quality of employee service to the community [16]. The quality improvement of the administration and population ASN in Bandar District, Simalungun Regency is measured through ASN. For example, if an employee is on leave or sick and does not come to work, then training is given to employees who do not understand how to use the facilities and infrastructure in the Bandar Camat office.

Obstacles to the Effectiveness of Administrative and Population State Civil Apparatuses for Community Services in Bandar District, Simalungun Regency

Human Resources. In serving the community, they do not yet have clear rules and standard operating procedures (SOPs) that are always adhered to, so employees cannot complete work with

disciplined working time and good commitment. On the other hand, the ASN for administration and population in Bandar District, Simalungun Regency has a job description set, so that what has been written in the job description should be realized with real work and on time. The importance of time management so that ASNs in the administrative and population divisions in Bandar District, Simalungun Regency are more productive at work. There is a positive relationship between time management and the work effectiveness of employees. The better the time management, the better the work effectiveness. Conversely, the worse the time management, the worse the work effectiveness. Time here is one of the important things that need to be considered and obeyed as well as the lack of human resources who are motivated to work from superiors, so that performance is not optimal by ASN in the Administration and Population Section in Bandar District. In addition, the lack of training held for staff at the Bandar Camat office was a factor inhibiting the effectiveness of ASN performance.

Office Facilities and Infrastructure. The facilities and infrastructure of the administration and population office in Bandar District, Simalungun Regency here are more intended for movable objects such as computers and other machines. While the infrastructure of the Bandar sub-district government office is more intended for immovable objects such as buildings, rooms, and land. Following the Regulation of the Minister of Home Affairs Number 7 of 2006 concerning Standardization of Local Government Work Facilities and Infrastructure, Article 1 explains that office work facilities are facilities that directly function as a support for the process of administering regional government in achieving the set targets, including office space, work equipment, and official vehicles. Whereas office work infrastructure is a facility that indirectly functions to support the implementation of an apparatus work process in improving performance following their duties and responsibilities, such as office buildings, office houses, and agency houses. These facilities and infrastructure are one of the supporting factors for the success of the Bandar sub-district government in achieving its goals. Factors inhibiting the effectiveness of the performance of civil servants in the Administrative and Population Administration at the Bandar Camat office are the lack of supporting infrastructure such as slow internet networks and the lack of human resources who are motivated to work by superiors so that performance is not optimal. and the lack of training held by the Bandar Camat office for every employee and staff at the Bandar Camat office.

IV. CONCLUSION

Based on the results of the research that has been carried out, the Effectiveness of the Performance of ASN Administration and Population Section in Bandar District, Simalungun Regency, it can be concluded that: Aspects of the work quantity of civil servants in the state of administration and population administration, the sub-district office of Bandar Simalungun Regency is still less effective, where the number of jobs produced is still there has not been completed according to the completion target. Aspects of the quality of work of state civil servants, administration, and population, are still ineffective, where there are incomplete data processing or typing errors. Aspects of less effective use of time due to not being good at operating computers, hindering work, and less effective utilization of time. The aspect of quality improvement is still less effective due to the lack of guidance and training for employees and urban sub-district office staff. Factors inhibiting the effectiveness of the performance of civil servants in the Administrative and Population Administration at the Bandar Camat office are the lack of supporting infrastructure such as slow internet networks and the lack of human resources who are motivated to work by superiors so that performance is not optimal. and the lack of training provided by the Bandar Camat office to every employee and staff at the Bandar Camat office.

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