

## **Performance of the State Civil Apparatus at the Regional Financial and Asset Management Agency in Supiori Regency**

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### ***ABSTRACT***

This study uses an approach known as a qualitative approach regarding the Performance of State Civil Apparatus (ASN) at the Regional Financial and Asset Management Agency (BPKAD) of Supiori Regency seen from the aspects of Apparatus Performance in the Ability to work together, Quality of Work, Technical Ability, Initiative, Spirit, Endurance/reliability and quality of work in the management of regional finances and assets. Research shows that the performance of state civil servants in Biak Numfor Regency is still in the category where human resources are still "medium" and tend to be "low" in terms of education which is still low and the majors they have are not in accordance with the main tasks and functions.

**Keywords:** State Civil Apparatus; Performance; Government

### **INTRODUCTION**

The low quality of human resources is a fundamental problem that can hinder the development and development of the national economy (Gassing et al., 2015). The low quality of human resources will also be a stumbling block in the era of globalization, because the era of globalization is an era of crossing quality. If the Indonesian people want to take part in the global arena, then the first step that must be taken is to organize human resources, both from the intellectual, spiritual, creative, moral, and responsibility aspects. The quality of human resources is closely related to performance (Circle et al., 2012; Coetzer et al., 2017; Nugroho et al., 2021; Prasodjo, 2020; Wright et al., 1994).

In facing the era of globalization which is full of challenges and opportunities, state apparatus as public servants who provide the best service towards good governance. The services provided to the community at all times always demand quality public services from bureaucrats that are carried out in a transparent and accountable manner. Performance is a description of the level of achievement of the implementation of an activity, policies in realizing the goals, objectives, mission, and vision of the organization (LAN-RI). The performance concept put forward by LAN-RI is more directed to the performance reference of a public organization that is quite relevant in accordance with an organization's strategy, namely with other visions and missions to be achieved.

Number 8 of 1974 concerning the Basics of Employment states that the smooth implementation of government duties and the development of Law Number 43 of 1999 concerning Amendments to National Laws is very dependent on the perfection of the state apparatus, especially civil servants. Discipline of the State Civil Apparatus is also part of the national development goal, namely to create a law-abiding civil society, modern

civilized, democratic, prosperous, fair, and high moral. fair and equitable to the community based on loyalty and obedience to Pancasila and the 1945 Constitution.

The Regional Apparatus Work Unit (SKPD) or now often called the Regional Apparatus Organization (OPD) is an important part of the regional government that deals directly with the State Civil Apparatus and has the task of fostering the State Civil Apparatus (ASN) which must also be carried out in an efficient and effective manner. . As an organization that lives and serves the dynamic life of the State Civil Apparatus, the Regional Apparatus Organization (OPD) experiences many problems as an administrative organization. The problems faced are also more of a managerial nature than those of a political nature. The complexity of the problems faced is closely related to the large number of State Civil Apparatus (ASN) served, the level of heterogeneity (origin, education, age, economic ability) and many other problems.

One of the SKPD/OPD in Supiori Regency is the Regional Financial and Asset Management Agency (BPKAD). The BPKAD is one of the bodies that has the most contact with the State Civil Apparatus, especially regarding salaries, benefits, and the general public, especially in the field of legality. Good public services are highly expected by ASN and the general public. However, the current public service tasks that are actualized at BPKAD Supiori Regency need to be given an innovative touch because they are faced with several factors, problems related to human resources, office facilities and infrastructure, systems and mechanisms, which are caused by several factors, including the following: it turns out that the attitude of lack/discipline is still visible among the local government apparatus, as shown by several behaviors such as: coming to the office not on time, not being careful at work, low work ethic causing employees to skip work, and there is no self-awareness as an employee who role in serving the community.

To further observe the problem above, the researchers took the title "Analysis of the Performance of the State Civil Apparatus (ASN) at the Regional Financial and Asset Management Agency (BPKAD) of Supiori Regency".

## **METHOD**

The method used in this research is an approach known as a qualitative approach (Creswell & Creswell, 2017). In this study, data collection techniques were carried out by observing, interviewing and reviewing documents. And the data analysis used in this research is data collection, data presentation, data reduction and conclusions/verification.

## **RESULT AND DISCUSSION**

### **Performance of the State Civil Apparatus**

To obtain an overview of the financial development of a company, it is necessary to carry out an interpretation or analysis of the financial data of the company concerned, and the financial data will be reflected in its financial statements. There are several methods in financial statement analysis. One of the most widely used techniques for analyzing financial statements is financial ratio analysis.

The implementation of regional autonomy will encourage new thinking on how to organize effective and efficient authority. This means that the government can be held democratically, the current administration of government is no longer solely the responsibility of the government, but all actors in a country. Nevertheless, the government's role is certainly still very much needed in relation to the provision of public services (Haedar et al Akib, 2016; Mintzberg, 1996).

Therefore, in this study, the focus of the author is to explore comprehensively the performance of regional financial and asset management, which is an important study to determine the government's performance in increasing regional income. So the author examines in more detail the concept of performance to determine the professionalism of the apparatus in managing regional finances and assets proposed by (Robbins, 2003, p. 353) seen from the ability to work together, work quality, technical ability, initiative, enthusiasm, endurance/ Reliability, and Quality of Work and the factors that influence its performance.

#### **Ability to Cooperate**

The ability to form cooperation within the organization is very important in seeing the quality of management carried out by a person in achieving the desired goals (H. Akib et al., 2015; Başaran, 2018; Kallio et al., 2017; Ramseook-Munhurrun et al., 2010). Therefore, the ability to cooperate carried out by employees in determining their performance can be described as quite good. It can be seen that the cooperation between the leadership and subordinates in carrying out their performance in managing regional finances and assets has not been seen properly because there is still throwing responsibilities between employees.

The success of a government organization is not only measured by the perspective of performance, but it can also be measured by looking at the perspective of its financial management. With proper regional financial management, it can provide certainty about the success or determination of an activity. So that the government continues to make various efforts to increase transparency and accountability in regional financial management. In addition, government organizations that are able to control and cooperate in improving regional finances.

### **Quality of Work**

Operationalization of job analysis is reflected in performance planning as a process of gathering information about work, and qualifications needed to carry out the work, as well as feedback for incumbents/jobs in carrying out their duties to achieve organizational goals. One of the functions of job analysis information related to performance improvement is for the purpose of setting realistic performance standards.

Therefore, the quality of work carried out by employees is not optimal, this is still the report that is carried out that is not completely perfect and even repaired repeatedly. The results of observations by researchers in the field found that the quality of work carried out by each field in the office was found that the quality of work was determined by the quality of human resources, so it looked not optimal.

As stated by (Sodeyfi, 2016) that job analysis provides a more accurate basis for planning and evaluating work-related performance. On the other hand (Latif et al., 2019) suggests the importance of job analysis is to find out the success or failure of workers after carrying out their work for a certain period of time, in addition to job analysis, performance standards can be determined the level of effectiveness and efficiency of implementation work by employees.

### **Technical Ability**

The performance of the government apparatus in structuring regional financial administration and regional financial financing will greatly determine the position of a regional government in the context of implementing regional autonomy. For this reason, employee performance measurement is very important to assess the accountability of local governments in managing regional financial administration. Accountability is not just the ability to show how public money is spent, but includes the ability to show that public money has been spent economically, efficiently, and effectively.

Therefore, technical capabilities are very important in managing regional finances and assets so that they can be used as guidelines in carrying out an activity that is transparent and effective.

### **Competence is the ability possessed by a person to carry out a given job well.**

Human resources owned by the Regional Financial and Asset Management Agency of Supiori Regency can be said to be inadequate, varied education which is not relevant to the field of work that is their responsibility. As a result, the performance of employees in carrying out activities or programs cannot be carried out optimally and this can also be seen from the mastery of technology is still low, besides that the human resources are not good, so it is necessary to develop the apparatus in improving the technical capabilities possessed in terms of competence and education. regional financial and asset management apparatus in Supiori Regency.

### **Initiative**

The initiative attitude of employees can result in an increase in organizational performance and productivity. Of course this is important for the organization. However, the problem is that this attitude is difficult to find in employees. This is partly because they lack self-confidence so they don't want to go further.

Therefore, the apparatus needs to be encouraged to take an initiative. For example, by providing rewards or incentives for those who dare to take the initiative.

An initiative that is owned by the apparatus has not yet appeared or is not even good. This happened because the response was not taken seriously by the existing employee or apparatus. Besides that, the confidence possessed by the apparatus in expressing their attitudes and ideas has not been able to be conveyed to their superiors properly because there are still doubts that the apparatus has in doing so. So that the process of initiative owned by the apparatus has not been seen.

### **Spirit**

Efforts to increase morale are inseparable from motivation. Motivation which means encouragement or driving force. Motivation is only given to humans, especially to subordinates. Work motivation is very important for those who want to stay in a career, to develop a career even to reach a higher career level, without work motivation it is impossible to achieve high work performance.

Morale is very important in improving employee performance in financial management and regional assets in Supiori Regency, besides that motivation is also very influential, such as a good communication relationship between superiors and subordinates to increase employee morale.

However, the morale of existing employees has not been seen optimally, this is influenced by the communication relationship built by superiors that has not been seen, then this is also the lack of motivation given by superiors to employees so that it affects it.

Therefore, it can be concluded that the spirit or motivation is formed from the attitude of employees in dealing with work situations in the workplace, whether it is a government agency or company. Motivation is a condition or energy that moves self/employee directed to achieve organizational goals and the employees themselves. The mental attitude of employees who are pro and positive towards the work situation is what strengthens their work motivation to achieve maximum performance. With the work motivation, it can be seen the effect of employee performance. Where employees will take action on the basis of a desire to excel and obtain a higher position in the office.

### **Durability/Reliability**

In terms of how long the product can continue to be used and can be defined as a measure of the expected operating life of the product under normal conditions. Service ability includes speed, competence, convenience, easy repair, and satisfactory complaint handling and can be defined as a measure of the ease with which a product is damaged or failed.

If we look at the concept of financial management and regional assets, it can be seen from the performance of employees from the level of endurance/reliability, we can see it in terms of resilience in accepting pressure and input to improve the quality of its performance.

An employee's endurance/reliability in improving their performance in financial management and regional assets in Supiori Regency is not optimal. This can be seen because the performance process carried out with the endurance of each of the main tasks and functions that are owned has not been understood even in budget management.

(Tjiptono, 2012) defines quality as the expected level of quality and control of diversity in achieving that quality to meet consumer needs, while according to (Kotler & Armstrong, 2008), product quality is the ability of a product to carry out its functions, including durability, reliability, ease of operation and repair, and value attributes. From the above definition, it can be concluded that product quality is a condition in which consumers feel they are suitable for a product or in accordance with the wishes that are expected to meet their needs.

### **Job Quantity**

In carrying out their duties a leader will always try to improve performance to achieve the targets given by the company or organization. Someone is hired to benefit the organization and not to harm it, without a good understanding of the importance of an output and only working towards the targets assigned by the organization. When the target is achieved, the company will get more profit and employees will get a bonus.

In line with that, various ways are carried out by the management of the organization to improve the performance of its employees. Starting from providing job simulations, job training, both technical in nature and to increase work motivation. But rarely does management provide a philosophy that underlies the importance of increasing output for a leader to the lowest level.

However, the quantity of employee work in the regional financial and asset management office in the Supiori Regency is not optimal, this is because the timeliness of completing the work is not good, so it can affect employee performance.

(Brotoharsojo & Wungu, 2003, p. 56) that "Quantity (quantity) is any form of unit of measure related to the amount of work and is expressed in the size of numbers or which

can be matched with numbers". Meanwhile (Bangun, 2012, p. 101) says that "Quantity of Work (quantity of work) is the amount of work carried out by an employee in a certain period. This can be seen from the work of employees in the use of a certain time and speed in completing their tasks and responsibilities. Thus the quantity of work can be seen from the amount of work and the use of time. The amount of work is the number of work tasks that can be done. The use of time is the amount of time used in completing tasks and work.

### **Factors Affecting Apparatus Performance in Financial Management and Regional Assets in Supiori District**

The process of organizational performance is influenced by many factors. (Hersey et al., 2007, p. 78) describes the relationship between performance and influencing factors in the form of a satellite model. According to the satellite model, organizational performance is obtained by the integration of knowledge factors, non-human resources, strategic position, human resource processes and structures. Performance is seen as the achievement of business and social goals and responsibilities from the perspective of those who consider it (Wibowo, 2011, p. 98).

Therefore, in this study, the author tries to examine the factors that influence employee performance in financial and regional asset management in Supiori Regency in terms of Human Resources, Education and Employee Competence.

#### **a. Human Resources**

A country must have and need human resources to meet the goals to be achieved by the country, for example in the economic, social, educational, and so on. These human resources must be managed properly so that their talents and abilities can be utilized as a whole, maximally, and on target through effective and efficient methods and systems.

However, the factors that influence the improvement of employee performance from the human resources they have are not good, it can be seen that there are employees whose placements and functions are not in accordance with the level of education so that it affects the improvement of employee performance.

The performance of regional financial managers is a result achieved, the achievements shown, the ability of the apparatus/employees to manage regional finances through predetermined indicators in carrying out each stage of financial management in accordance with predetermined standards or requirements such as statutory regulations and other rules. in regional financial management.

The performance of regional financial management is also the result of work in quality and quantity achieved by an apparatus/employee of regional financial

management in carrying out each stage of financial management in accordance with the responsibilities given. (Chabib & Heru, 2010).

#### **b. Education**

Education is a conscious and planned effort to create a learning atmosphere and learning process for students to actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character, and skills needed by themselves and society.

However, the level of education in the offices of regional financial and asset management agencies is still low, this is because the employee recruitment process has not been adequately carried out by the organization. So it can be concluded that the level of education of employees greatly affects the performance of employees in managing existing regional finances.

#### **c. Employee Competence**

Competence is the main requirement in performance. Competence is the ability possessed by a person to carry out a given job well. Competence enables a person to carry out work-related tasks needed to achieve goals. Competence referred to in this study is the ability of employees seen from smart actions.

Competence is indispensable in every human resource process. The more competencies considered, the higher the performance.

Therefore, administrative employees can improve the performance of completing their work by being influenced by the level of education and training, it is proven that employee competence can run optimally if it is accompanied by a higher level of education.

In conclusion, competence is basically able to shape personality and increase one's knowledge to do things more quickly and precisely. Thus, it can be said that the higher the level of competence of a person, the higher the achievement and productivity (performance) in certain tasks. In line with the above assumptions, the data shows that the relationship between competence and employee performance in carrying out administrative tasks, in the sense of increasing work performance efficiently and effectively, shown by employees in managing administration, especially in managing regional finance and assets in Supiori Regency shows a similar trend. strong enough. In other words, that competence is quite important in improving the performance of the employees themselves.

### **CONCLUSION**

The results showed that the performance of financial and asset managers in the Supiori district was still in the "medium" category, tending to be "low". This means that



there is a need for internal organizational policies to improve employee performance. The results showed that the ability to work together between individuals and groups was not optimal, judging from the quality of the work it was still not good because due to the lack of opportunities given to employees to take part in education and training. The technical ability of employees in improving their performance is not optimal, this is because the competence and motivation of employees are still low in improving their performance, the initiative and enthusiasm of employees seen from the performance is quite good, this is due to the high workload and lack of leadership response in improving the performance of the apparatus, and The endurance and quantity of employee work is still low, this is because the motivation carried out by the leadership has not been seen so that the quantity and endurance of employees tends to decrease. Factors affecting the performance of regional financial and asset managers in Driverori Regency, seen from their human resources, are still varied and categorized as low, judging from the level of education that has not been optimal, this is still the existence of employees whose education level and majors are not in accordance with their main duties and responsibilities, seen from Work competence from the aspect of formal education does not seem very important in encouraging the improvement of the performance of the apparatus, while the aspects of education and training as well as work experience play an important role in encouraging the improvement of employee performance.

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