

Policies for the Development of Civil Servant Performance in the Regional Government of Bone Regency

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ABSTRACT

Globalization poses positive impacts such as advances in science and technology, facilitating the flow of information, communication, and distribution of goods and services. The negative impact of globalization is in the form of a threat to the nation's culture, the fading national identity, the dissolution of national borders, and the threat of other organizations. The impact of globalization is becoming an increasingly big and serious threat, especially when the organization lacks strong discipline. The purpose of this study is to find out how the performance of State Civil Apparatus, organizational culture concept framework, and efforts to improve the performance of Civil State Apparatus. The issue of Civil Servant performance will be accomplished and fulfilled if several factors influence it. One of the factors in question is organizational culture. Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, and norms that are shared and binding in a particular community. Specifically in the culture within the organization will be determined by the conditions of the teamwork, leaders, and characteristics of the organization and the applicable administration process. Efforts to maintain the positive atmosphere of organizational culture will be able to improve employee performance, in other words, the better the organizational culture the higher the high level of performance, otherwise the worse the existing organizational culture the lower level of employee performance becomes low

Keywords: Management, Globalization, Good Governance

INTRODUCTION

Humans as one of the main skilled human resources are needed in various fields because it is a global demand that cannot be postponed and is negotiable. In an organization, Human Resources need to be managed and utilized productively. The management and utilization of Human Resources are aimed at achieving organizational goals and developing the individual concerned within the scope of work. (Bogataj et al., 2019; Hayton & McEvoy, 2005; Long et al., 2020). Human existence is the main asset (wealth) that plays a very important role in achieving organizational goals. The existence of human resources greatly determines the level of effectiveness and efficiency of the organization in realizing its goals. (Aeni et al., 2020; Sari et al., 2020; Sarman et al., 2015).

Human resource development is a process of improving the quality or human capability to achieve the nation's development goals and has an important role in achieving success (Hayton & McEvoy, 2005; Mikhaylov et al., 2014; Takada et al., 2019; Zhang & Nesbit, 2018). The important role of human resources as a whole is as the basic capital to carry out management by increasing efficiency, quality, and equal distribution of services

(Berry et al., 1988; Mikhaylov et al., 2014). Educational efficiency is obtained through the professionalism of Human Resources in managing existing resources and all interests. Therefore, existing resources must be used as optimally as possible to increase management efficiency.

Globalization is characterized by changes in the order of human life. These fundamental changes require more complex and careful handling. The 21st century is also a century that demands all human efforts and results, including in the field of the organization. (Drucker, 2012) stated, management challenges in the 21st century are new strategies, change leaders, information challenges, knowledge-based employee productivity, and self-management skills.

Globalization has a positive impact such as advances in science and technology, facilitating the flow of information, communication, and distribution of goods and services. The negative impacts of globalization are in the form of threats to the nation's culture, the loss of national identity, the fading of the boundaries of the nation's state, and threats from other organizations. All of this, if repairs are not immediately carried out, can threaten the survival of a country. Even more so, the unity and cohesion of data are torn apart. In other words, that the impact of globalization is becoming a bigger and more serious threat, especially when the organization does not have strong discipline.

The swift currents of globalization, the emergence of the ASEAN free market in 2003, the implementation of AFTA in 2010, and the implementation of the ASEAN Economic Community in early 2016 ultimately required readiness to improve the quality of human resources capable of competing at the local, national, regional and global levels. In addition, science and technology are increasingly willing to require people to be professional in their daily lives by focusing on the mastery of contemporary technology. Another challenge stems from a change in the national development paradigm, from a centralized system to a decentralized one through regional autonomy.

To realize the above, good governance is needed. (Escribano et al., 2020; Maciá Pérez et al., 2021; Omri & Ben Mabrouk, 2020). This is the most prominent issue carried out by society today. For this reason, the apparatus should be able to balance the demands of the community by establishing a service-oriented personality and community empowerment, professional apparatus, having quality and integrity of personality that refers to noble morality. Professional apparatus means that the level of expertise and skills is adequate, has a high work ethic and discipline (Arhas & Suprianto, 2019; Ayu et al., 2019), so that in the end it leads to an increase in optimal work performance and productivity and can meet people's expectations.

The illustration above shows that in the 21st century a new paradigm in the fields of management, human resources, and development is needed in dealing with new problems and challenges. The preparation of a new paradigm requires a process and a breakthrough in thinking (breakthrough thinking process) if what we want is output in the form of competitive people, goods, and services. Facing increasingly fierce competition in the era of free trade, one can no longer rely on natural resource-based comparative advantages but must switch to human resource-based comparative advantages. Human resources are expected not in terms of quantity, but terms of quality.

METHOD

The research method used in this study is qualitative. Qualitative methods are methods for exploring and interpreting meaning by several individuals or groups of people who are considered to come from social or humanitarian problems. This research process involves important efforts such as asking questions and procedures, collecting specific data from participants, analyzing data inductively starting from general themes, and interpreting the meaning of the data. This research is descriptive research, which is a type of research that provides a description or description of a situation in the object under study. The collected data will be analyzed qualitatively. The focus of this research is that researchers are trying to find out the ethical role of the state civil apparatus in the Office of the Personnel and Human Resources Development Agency. The gaze in improving the performance of Civil Servant. The place that was taken as the research location in this study was at the Office of the Personnel Agency of the Bone district. The informants in this study were the heads of the Sub-department of Personnel.

RESULT AND DISCUSSION

The problem of the performance of Civil Servants will be implemented and fulfilled if several factors influence it. One of the factors in question is culture. This means that organizational culture affects employee performance. So that employees are always consistent with their work, at least the organization always pays attention to the environment in which employees carry out their duties, for example, colleagues, leaders, work atmosphere, and other things that can affect a person's ability to carry out their duties.

Discussing the problem of culture itself is essential for an organization because it will always relate to the life that exists in the organization. Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, and norms that are shared and binding in a particular community. Specifically, the culture in the organization will be determined by the conditions of teamwork, leaders, and the characteristics of the organization as well as the applicable administration process. Why is organizational culture important, because it is the habits that occur in the organizational hierarchy that represent behavioral norms followed by members of the organization. Productive culture is a culture that can make the organization strong and organizational goals can be achieved.

Based on the above, efforts to maintain a positive atmosphere of organizational culture will be able to improve employee performance, in other words, the better the organizational culture, the higher the level of performance, on the contrary, the worse the existing organizational culture, the lower the level of employee performance.

Government institutions as formal organizations are a system consisting of several components. These components in carrying out their duties must be by their respective functions and cooperate to achieve certain goals. In connection with this, Robbins argues that the organization is a consciously coordinated social entity with relatively identifiable

boundaries and which serves as a relatively continuous basis for achieving common goals or determining goals (Robbins & Coulter, 2012).

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In studying organizational culture, it is best to first know what is happening in the organization. Within the organization, there is an effort to adjust to the individual members of the organization with the sub-culture of the organization and workgroups within the organization where he must and will always work together in getting the job done. The main problems that occur in organizations, among others, are frequent misunderstandings (communication failure) or poor quality of teamwork (lack of teamwork) among members of the organization. Turner's investigation of organizational culture includes looking at how people in organizations behave, what ties and glues the organization holds together. Organizational culture comes from within people (comes from within people) and resolves them together to produce the capacity they have in general. Culture provides continuity and group identity can balance contrasting contributions, works as a self-control system that learns from feedback, works as a pattern of information, and greatly facilitate understanding. Values in culture are more or less harmonious

The organization's desire to improve the quality of the organization by using new technology or using what it already has needs to be supported by the real implementation, not just a commitment to pay attention to it. The existence of innovation to carry out organizational development or organizational change will not be understood without considering the existence of a core organizational culture that is very sensitive to change. Culture (culture) according to Schein contains the meaning of several words such as norms, values, patterns of habits, rituals, traditions, and so on. According to him, there are three main problems in discussing organizational culture, namely: first, the problem of how to socialize organizational culture to new generations of organizations; second, the problem of behavior patterns, especially formal rituals that reflect organizational culture; third, the question arises: does a large organization have only one organizational culture? (Robins, 2014)

Organizational culture can be said to be a pattern that is shared based on the assumption that how the organization solves problems both from outside and from within the organization itself best refers to the goals of the organization and can then be used by new members in acting, thinking, and feeling. relationship with the problem. The problems that

arise are phenomena that occur around everyday life in organizations that are dynamic and are formed due to interactions among human beings, both individually and in groups.

Problems will be easier to solve if there is openness in management, can receive input from both outside and from within the organization. Usually, what is associated with organizational culture are habits that occur in the interaction of fellow human beings in a certain environment, for example, the work environment, such as the language they use, the clothes they wear, or the ritual ceremonies they perform in various situations and on different occasions.

Stoner argues that organizational culture is a set of important meanings, such as norms, values, attitudes, and beliefs that are shared by every member of the organization. (Robins, 2014). Systematic organizational culture is a system of shared values, beliefs, and habits within an organization that interacts with the formal structure to form behavioral norms, contain values, and standards of people's behavior.

Organizational values are used as a filter tool in adapting various new cultures that come from outside that can intervene in the organization and can threaten the existing culture. Organizational culture is used as a guide for newcomers to the organization, how they should behave, act and behave so as not to deviate from the pattern existing organization. The important thing is to cultivate a sense of belonging as a member of the organization, as Martin quoted Luthans as saying; someone who comes to join an organization means that he comes to have a relationship with various things that have become a culture in the organization, such as interacting with dress norms, interacting with people's stories how these habits occur, interacting with formal organizational rules and work procedures, formal codes of behavior, rituals, assignments, payment systems, jargons, and jokes that only insiders understand, and so on.

The process of developing organizational culture, according to Steers, is essentially a process of transforming the beliefs, values, and actions of top management that are well communicated (trustworthy, steady, and clear) so that they become values that are acceptable and philosophically stable, great, and agreed upon, equipped with a reward system, both in the form of money, promotions and approvals, so that the beliefs, attitudes, and behavior of employees are expressed in norms. (Seers, 1969) For this reason, the development of organizational culture must focus on 1) Organizational culture must be able to make adjustments (adaptation) to its environment; 2) Involving people in the organization from top management to subordinates to change the organizational culture; 3) Changes are made to mutually agree on values, both at the surface, supporting and core levels; and 4) Changes made must still refer to the organization's mission, which is related to the organization's goals and chosen strategy.

The four characteristics of change are described by Denison in a model (the culture traits model) (Denison, 1990). This model can be used as the basis for an operational understanding of organizational culture, which includes the involvement of leaders and employees in building capabilities, a sense of ownership and responsibility for the organization, adaptability of organizational activities to environmental guidelines, stability/consistency/consistency in the formulation values and systems, and mission (mission) through the formulation of long-term organizational direction.

CONCLUSION

Improving the performance of Civil Servants can be done by applying organizational rules based on the values and norms that characterize a person's life which is formed from a process of interaction with other people in the organization. These rules and values are used as individual commitments in one organization. Values born from an organizational culture that has crystallized in a person or group of people will encourage the emergence of a work spirit to have an impact on a person's performance in this case the State Civil Apparatus employee.

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