

Factors Affecting the Performance of State Civil Services in Makassar City Social Services Post Covid 19 Pandemic

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ABSTRACT

The problem discussed in this study is the State Civil Apparatus (ASN) which tends to not describe high performance due to the ability and motivation factors it has as implications of the covid-19 pandemic. Therefore, this study aims to identify and analyze the factors that affect the performance of ASN at the Makassar City Social Service after the Covid-19 pandemic. The research method used is descriptive-qualitative method. The unit of analysis in this study includes primary data sources, which are a number of data collected from 24 informants consisting of 22 structural officials and 2 staff and 1 street child who is considered representative who was chosen purposively.. Secondary data sources are sources of data obtained from the study of documents related to the research focus. The results of the study indicate that the factors that influence the performance of ASN at the Makassar City Social Service can be seen from the aspect of ASN's ability and motivation. The ability factor consists of intellectual and physical abilities. Intellectual ability shows that there are 3 sub-indicators of intellectual ability that most determine the performance of ASN, namely, numerical intelligence, verbal comprehension and spatial visualization.

Keywords: Employees Performance; State Civil Services; Post Covid 19 Pandemic

INTRODUCTION

The Makassar City Social Service, which is a Regional Apparatus Organization (OPD) under the scope of the Makassar City Government as the *leading sector* in carrying out general government tasks and development (Asa & Sari, 2019; Putri et al., 2021; Zainal et al., 2020), especially in the social sector in the regions, is indicated to be still performing poorly. This can be seen in table 1 the realization of performance achievements and the Makassar City Social Service budget has decreased significantly every year as follows.

Table 1
Level of Accomplishment of Performance and Budget Makassar City Social Service

No.	Fiscal year	Programs and Activities	Realization of Performance and Budgetary Achievements (%)	
			K	Rp.
1.	2019	The targets/targets of performance achievement are, 9 Programs and 55 Activities and those implemented consist of: - 5 main programs and 25 mandatory activities; and - 4 Supporting Programs and 25 supporting activities. 3 Subsections and 4 fields)	91%	87.8%
2.	2020	The targets/targets of performance achievement, namely, 9 Programs and 90 Activities, which have been implemented consist of: - 5 Main Programs and 56 Mandatory Activities; and - 4 Supporting Programs and 33 Supporting Activities. (3 Sub-Sections and 4 fields)	88.7%	86.7%

Source: LAKIP Makassar City Social Service in 2019 and 2020.

The prediction of a bad impact that will occur in 2021 from a decrease in the level of realization of performance and budget achievements in 2020 as contained in table 1 has been answered. Makassar City Bappeda data in 2021 Quarter I reports that the realization of performance and budget achievements at the Makassar City Social Service is only around 12.3% or very low and the budget absorption is 4.57% or very low (*Bappeda Makassar City Data in 2021*). To overcome the problem of low absorption of performance and budget, management needs to be carried out as according to (Istijarti et al., 2019; Rahardja et al., 2020; Rozi et al., 2020) which states that management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve certain goals.

Munir Mangkana, a member of commission D for the community welfare of the Makassar City DPRD as reported in the Latest Makassar Newspaper, April 30, 2021, highlighted the performance of the Makassar City Social Service, where the absorption of the budget was only around 6%. Therefore, the need for personnel management for the achievement of organizational goals (Gunawan & Aunguroch, 2017; Onyishi et al., 2012; Půček et al., 2021) as says personnel management is planning, organizing, directing, and supervising the procurement, development, compensation, integration, and maintenance of people with the aim of helping to achieve organizational goals, individuals , and society.

Departing from the background of the problems above, encourage and attract researchers according to the field of task and specifications of disciplines and then make a research title that has a locus and focus, namely (Gehrels & Woodworth, 2013; Jessoula & Alti, 2010; Sato et al., 2011), "Factors that Determine the Performance of State Civil Apparatus (ASN) at the Makassar City Social Service"(Gehrels & Woodworth, 2013; Hadiana, 2019; Nasution, 2017). This study aims to identify and analyze the factors that influence the performance of ASN at the Makassar City Social Service.

METHOD

The type of research used is research using a qualitative approach that prioritizes data depth and assesses and interprets it (Klingsieck et al., 2013; Smythe, 2012). The unit of analysis in this research includes primary and secondary data sources. Primary data sources are a number of data to be collected from informants who are considered representative obtained from 22 structural officials and 2 staff and 1 street child and secondary data sources are data obtained using literature and literature studies related to factors that determine performance ASN at the Makassar City Social Service.

RESULT AND DISCUSSION

Performance is the work performance of ASN in carrying out their job duties to achieve the organization's vision. The performance of ASN in achieving organizational goals is determined by the aspect of intellectual ability to achieve the vision of the organization. Intellectual abilities must be understood by the Head of the Makassar City Social Service so that it can make it easier to find out and understand whether ASN has high or low performance in carrying out their work duties.

Intellectual Ability

Intellectual ability consists of seven dimensions that make up it, namely, numerical intelligence, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization, and memory. The results of research regarding the intellectual ability factors that determine the performance of ASN at the Makassar City Social Service can be seen below.

1. Number Intelligence

Based on the results of interviews that have been conducted with Amirah Sambe, M.Si as the Head of the Finance Sub Division of the Makassar City Social Service, it can be said that the numerical intelligence sub-indicator greatly determines the performance of ASN at the Makassar City Social Service. This can be seen in the preparation of the Accountability Letter (SPJ) document and the Direct Payment Order for Goods/Services (SPP-LS) as well as the Payment Order (SPM) for each activity. This document is because the work is closely related to intelligence to calculate income tax (PPH) for each honorarium for the implementing and supporting committees, honoraria for resource persons and moderators for each activity and VAT tax for the procurement of goods and services. Numerical intelligence also determines the performance of ASN in the Street Children Development Section to recapitulate the overall

Social Welfare Problems (PMKS) which were raided by the Saribattang Quick Reaction Team (TRC). From all the data as can be seen in table 2 below.

Table 2

Recapitulation of PMKS TRC Saribattang Patrol Results (1 January – 13 July 2021)

NO	Classification PMKS	Gender		Month							Total
		M	F	Jan	Feb	Mar	April	May	Jun	Jul	
1	Anjal	160	47	14	42	39	29	41	31	11	207
2	Gepeng	116	93	27	29	36	30	26	53	8	209
3	Pengamen	46	8	-	14	15	6	5	14	-	54
4	WTS	-	35	4	-	5	1	13	6	6	35
5	Waria	5	-	-	-	-	-	5	-	-	5
6	Napza	34	11	3	2	15	4	10	6	5	45
7	Psikotik	73	24	13	21	20	15	7	18	3	97
Amount		434	218	61	108	130	85	107	128	33	652

Source: Secondary Data, 2021.

Table 2 shows that numerical intelligence determines the performance of ASN in the Street Children Development Section in calculating the total number of PMKS raided/netted by TRC Saribattang every year so that with high numerical intelligence ASN can provide PMKS recapitulation data that is raided quickly and accurately.

Furthermore, numerical intelligence also greatly determines the performance of ASN in the Section for Handling Social Disaster Victims, where ASN really needs numerical intelligence in calculating the number of victims of social disasters and predicting assistance and welfare guarantees for social disaster victims/beneficiaries.

2. Verbal Comprehension

The results of the interview with the informant Kamil Kamaruddin, SE as the Head of the Section for the Development of Street Children of the Makassar City Social Service, revealed that regarding the handling of PMKS specifically for street children, homeless people, buskers, we are based on the policy of Regional Regulation No. 2 of 2008 concerning the Guidance of Street Children, including activities students who do fundraising without having permission from the Ministry of Social Affairs (Interview, 13 February 2021).

The view above explains that in handling PMKS, especially in the city of Makassar, the Makassar City Social Service always relies on Regional Regulation No. 2 of 2008 concerning

Handling Anjal. This was confirmed by Irwan, one of the street children caught in the PMKS raid, stating that the Social Service had socialized and forbade us to beg for money at red lights and provide job training for us street children according to our talents and skills and were also given assistance in the form of workshop work equipment to open a business”.

Departing from this view, it can be concluded that verbal comprehension greatly determines the performance of ASN at the Makassar City Social Service. This can be seen in the implementation of PMKS handling activities, especially street children in the city of Makassar. The Social Service verbal comprehension determines the performance of ASN in understanding and implementing the Makassar City Regional Regulation No. 2 of 2008 concerning the Guidance of Street Children as the basis for implementing activities for handling street children and to provide direction and coaching with a persuasive approach for street children and students who carry out activities at red light intersections and public facilities that can disrupt traffic order and unsettle the people of Makassar.

3. Perceptual Speed

The results of the interview with the informant Yuyun Yuliawati, M.Si as the Head of the Planning and Reporting Sub-Division, revealed that the qualifications of knowledge in terms of science for our S1 STKS are technically automatic, they should be technical for handling social welfare. However, along with the movement of repositioning and repositioning of the classification of positions, and actually what that means is appropriate because with his Masters it is indeed a matter of state administration that is related to planning, right” (Interview, 26 April 2021).

The statement above shows that perceptual speed is a determinant of ASN performance at the Makassar City Social Service. A small proportion of ASN show a fast and accurate perceptual speed in carrying out their main tasks. This fast and accurate perceptual speed is only owned by ASN who have educational qualifications that are relevant to their current field of work. However, there are still some ASNs who have low perceptual speed because their educational qualifications are not relevant to their current field of work, so these ASNs need to be included in training and training activities and workshops related to the field of work in order to increase their capacity.

4. Inductive Reasoning

Results of interviews with informants Dr. Mukhtar Tahir, M.Pd as the Head of the Makassar City Social Service who stated that yes, it must, that's why education and training is one of the containers and what knowledge must be one of the things that must be followed so that we improvise with the existing tasks "(Interview, 25 May 2021).

Based on the statement relating to the inductive reasoning possessed by ASN at the Makassar City Social Service, it shows that inductive reasoning determines the performance of ASN at the office. This can be seen in the implementation of their work duties, ASN always communicates and coordinates well with relevant stakeholders and also always adheres to the *Standard Operating Procedure* (SOP) for the activities it carries out.

5. Deductive Reasoning

Informant Abd. Rahman, M.Si as the Head of the Section for Handling Social Disaster Victims said yes, so they are superiors and subordinates. That is, those who want to be ordered by telling us anyway. We have to coordinate well to carry out the tasks” (Interview, May 4, 2021).

Based on the results of the interviews above, it can be concluded that deductive reasoning determines the performance of ASN at the Makassar City Social Service. This can be seen in overcoming the obstacles/obstacles encountered in the implementation of activities, the average ASN always maintains good communication and coordination with related parties both internally and externally, such as in activities, road construction and evacuation of victims of social disasters, especially fires and rehabilitation. persons with disabilities.

6. Spatial Visualization

The results of an interview with Andi Hartati AS, M.Si as the Head of the PMKS Family Development Section stated that if innovations such as, "House of Hearts-House of Talent, are like "Ballak Lansia", at first we didn't have any "Ballak Lansia". So, how can the neglected elderly people no longer be accommodated in the nursing home, they are temporarily accommodated in "Ballak Lansia" that is our new innovation" (Interview, 15 May 2021).

Based on the results of these interviews, it can be concluded that the spatial visualization sub-indicator greatly determines the performance of ASN at the Makassar City Social Service. This can be seen in the handling of neglected elderly who can no longer be accommodated in nursing homes due to the limited capacity of beneficiaries, the Social Service has made an innovation by making “Ballak Lansia” as a place to temporarily accommodate neglected elderly people who will be given protection and protection programs. social Security. In addition, the Social Rehabilitation Sector has also innovated by forming the "Saribattang" Rapid Response Team (TRC) and the Heart-House of Talent as a forum/place for coaching and training for PMKS who were raided to develop their talents and skills to restore their social functioning properly.

7. Memory

Informant Kamil Kamaruddin, SE, as the Head of the Street Children Development Section stated that we must adjust the main tasks and functions. So, we follow the existing tupoksi because they are the rules of the game, because we work based on the existing rules and must not deviate from the existing rules. Because it becomes the basis for us to carry out our duties and functions so that when we do that work or task there is a legal umbrella. So, no one feels aggrieved or complains about performance than we do. We have to follow the existing rules” (Interview, 2021).

Based on the views of the informants above, it shows that the ASN at the Makassar City Social Service has a fairly good memory ability in carrying out the tasks they carry out. This can be seen in the implementation of the ASN's main duties and functions at the office, always remembering and actualizing regulations and SOPs so that by being guided by these rules, it can provide a smooth implementation of their main functions.

Discussion

Intellectual ability is formed from 7 (seven) sub-indicators that make it up. The results of data analysis show that there are 3 (three) sub-indicators of intellectual ability which are the main determinants of ASN performance at the Makassar City Social Service, but other indicators are also determinants of the performance of the State Civil Apparatus (ASN) although they are not the same as the main sub-indicators. This is related to Nadir's research (2016) entitled *The Effect of Servant Leadership*, Individual Characteristics, Organizational Culture on Organizational Commitment and Performance of State Civil Apparatuses in the West Sulawesi Provincial Government which is contained in the PEPATUDZU Education Journal which states that the low performance of ASN is strongly influenced by the capabilities possessed ASN in working both in terms of intellectual ability and physical ability.

According to Robbins (2015) intellectual ability greatly determines the performance of ASN, this can be seen from the 7 (seven) important elements that make up it, which are as follows:

1. Number Intelligence

Numerical intelligence can be known by looking at the work of ASN at the Makassar City Social Service in compiling SPJ, SPP-LS, SPM documents and recapitulating the total number of PMKS raided and the number of victims of social disasters who will receive assistance and social welfare insurance. The success of ASN in carrying out these tasks is largely determined by the numerical intelligence they possess. This can be seen by the ASN in calculating the honorarium tax as well as the tax on the procurement of goods and services as well as recapitulating the overall PMKS that were raided and the victims of social disasters who were hit by the ASN disaster in dire need of good numerical intelligence, this is in line with the opinion of Rivai and Mulyadi (2011) stating that numerical intelligence is the intelligence to calculate quickly and precisely. Therefore, to improve the performance of ASN who have work assignments that are closely related to numerical intelligence, it is necessary to be included in education and training related to increasing numerical intelligence either through training, workshops or seminars so that they can improve their abilities, especially their numerical intelligence. in line with what is contained in Law Number 5 of 2014 concerning ASN, Article 70 related to coaching and career development of employees.

2. Verbal Comprehension

The sub-indicator of verbal comprehension is the main determinant of ASN performance at the Makassar City Social Service. This can be seen in the implementation of the Makassar City Regional Regulation Number 2 of 2008 concerning the Guidance of Street Children, the Saribattang Rapid Response Team (TRC) is quite good at knowing and understanding what is contained in the regulation so that in carrying out the patrol activities of the Saribattang TRC street children, they do not experience any problems. obstacles/obstacles in providing guidance and direction for street children and students who carry out activities on the highway that can disrupt traffic safety and order, this agrees with Moehersono (2012) which states that every employee has basic competencies, one of which is knowledge (*knowledge*).) is information that a person has in a certain field or in a certain area.

3. Perceptual Speed

Although perceptual speed is not a sub-indicator of intellectual ability which is the main determinant of ASN performance at the Makassar City Social Service, this sub-indicator is also a determinant of ASN performance in that office. This can be seen from ASN in carrying out their work duties, ASN who have a fairly good perceptual speed can complete their work tasks quickly, accurately and well so that it has an impact on high work performance, and vice versa. Therefore, to improve the performance of ASN, it is necessary to carry out human resource management of the apparatus both through education and training for ASN who still have inadequate perceptual speed, this is in line with the opinion of Stoner and Freeman (Wibowo: 2016) explaining that management as a the process of planning, organizing, leading and supervising the work of organizational members and using all available organizational resources to achieve clearly stated organizational goals.

4. Inductive Reasoning

Inductive reasoning as a sub-indicator of intellectual ability is also a determinant of ASN performance at the Makassar City Social Service, although it is not the same as the three main sub-indicators that determine ASN performance at the office. The results of data analysis show that some ASN always communicate and coordinate well with related parties and are guided by the *Standard Operating Procedure* (SOP) of the activities they carry out, this is in line with the opinion of Covey, et.all. (Mangkunegara, 2006:) emphasizes that Human Resources to be superior and competitive must have competencies that include technical competencies, namely, knowledge and expertise to achieve agreed results, the ability to think about problems and look for new alternatives.

5. Deductive Reasoning

The results of data analysis show that most ASN already have good enough deductive reasoning in solving every obstacle or obstacle encountered in carrying out their duties, where ASN always communicates and coordinates both with superiors and subordinates as well as related *stakeholders* such as in the implementation of patrol activities. PMKS, evacuation of victims of social disasters and rehabilitation of persons with disabilities. This is in line with the opinion of Covey, et.all. (Mangkunegara, 2006) which asserts that Human Resources to be superior and competitive must have competencies, one of which is the competence to live in interdependence, namely, the ability to effectively communicate with others, including the ability to listen, communicate, get a third alternative, create agreements. win-win, and seek to achieve a third alternative solution, the ability to see and operate effectively within the organization or the whole system.

6. Spatial Visualization

Spatial visualization also greatly determines the performance of ASN in creating innovations such as the Elderly Ballak, Rumah Hati-Bakat House and the formation of the Saribattang Quick Reaction Team (TRC) as well as the community *call center* regarding PMKS which is disturbing, this is in line with Zwell's opinion (Wibowo, 2016) asserting that

Competence is not an ability that cannot be influenced, a person's beliefs about himself and others greatly affect his behavior. If someone does not believe that he is not creative and innovative, then that person will not try to develop his business of thinking about new and better value things that can have a positive impact on the organization and himself.

7. Memory

The results of the data analysis showed that the ASN at the Makassar City Social Service had a fairly good memory ability in carrying out their duties and responsibilities. This can be seen in the implementation of the main functions of the ASN in the office, always remembering and actualizing regulations and SOPs so that by being guided by these rules, they can provide a smooth implementation of their main functions. This is in line with the opinion of Rivai and Muliadi (2012) which states that memory is the ability to hold and recall past experiences.

CONCLUSION

Based on the results of data analysis and discussion that has been described, it can be concluded that intellectual ability determines the performance of ASN at the Makassar City Social Service. Intellectual ability shows that there are 3 sub-indicators of intellectual ability that most determine the performance of ASN, namely, numerical intelligence, verbal comprehension and spatial visualization. Other indicators also determine performance but are less important than the three important indicators. For ASN who are less interested in the field of work they currently carry out, it is better to do a rolling position with other ASN so that it can provide a new atmosphere and also the need for capacity building for ASN who still lacks the ability to work in their field of work through training and workshops as well as the need for the provision of infrastructure. adequate to support the smooth implementation of the main tasks and functions.

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