Civil Servant Performance Development Policy 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 loss of national identity, the dissolution of national borders, and the threat of other organizations. 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. The type of research is qualitative, where the data collection techniques are observation, interviews, and documentation. Data analysis techniques were carried out using data reduction, data presentation, and conclusions. 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: Policies, performance, civil servant

INTRODUCTION

Humans as one of the main skilled human resources are needed in various fields because it is a global world demand that cannot be postponed and negotiable (Elmi, 2018; Batjo & Salih, 2018). 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 individual development in the scope of work. 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 (Malayu & Hasibuan, 2012; Simamora, 2014; Krismiyati, 2017).

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 (Tarigan & Nasution, 2014; Petianna, 2017). 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. Educational efficiency is obtained through the professionalism of Human Resources in managing existing resources and all interests. Therefore, existing resources must be utilized as optimally as possible to increase management efficiency (Areros, 2015).

Globalization is marked by changes in the order of human life. These fundamental and fundamental changes require more complex and careful handling. The 21st century is also a century that demands all efforts and results of human work, including in the field of the organization. Drucker (2001: 4) states management challenges in the 21st century are new

strategies, change leaders, information challenges, knowledge-based employee productivity, and the ability to manage yourself.

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 than that, the unity and unity of the 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 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. 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 personality integrity that refers to noble morality. Professional apparatus means that the level of expertise and skills is adequate, has a high work ethic and work discipline, so that in the end it leads to an increase in optimal work performance and productivity, and can meet community expectations.

The picture 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 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.

Based on the background that has been described previously, the researchers are interested in researching civil servant Performance Development Policies in the Regional Government of Bone Regency.

METHOD

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 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 ascribed to 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. Data collection techniques used in this study were observation, interviews,

and documentation. While the analysis techniques used are data reduction, data presentation, and verification or decision making.

RESULTS AND DISCUSSION

Performance (performance) is the work of an organization to realize strategic goals, customer satisfaction, and its contribution to the strategic environment. Performance is the result of work and behavior. This understanding of performance links work results with behavior (Amstrong, 1994: 15). As a behavior, performance is a human activity that is directed to the implementation of organizational tasks assigned to it. The direction of behavior is carried out by the organization through work references. This usually takes the form of regulations, descriptions of main tasks and work assignments, and organizational direction and authority. Behavior is reinforced by motivation. The stronger a person's motivation, the more directed his behavior will be to achieve the goal. Organizational authority directs the behavior of organizational members so that their behavior is directed and consistent with organizational goals. Thus, the work results will be by the expected results together.

Smith argues that performance is related to three main aspects, namely: behavior, results, and organizational effectiveness (Wahyudi and Akdon, 2006:10-11). The behavioral aspect refers to the efforts made to achieve certain goals, and individual behavior gives results to work; while the outcome aspect refers to the effectiveness of behavior, and organizational effectiveness refers to the results of the organization's work which emphasizes the process. From the psychological aspect, performance can be said as a person's work behavior which ultimately results in something that is the goal of work. Opinions about performance previously stated indicate that performance is related to aspects of a person's behavior in carrying out organizational tasks by the authority that has been determined. Another opinion regarding the definition of performance in more detail is that the broader aspect relates to the scope of performance. Performance is not only seen as a result but also concerning independence, consistency with organizational values, understanding of issues related to responsibilities, discipline, and good communication.

Individual outcomes in the organization are in the form of organizational performance and commitment. Individual outcomes are influenced by individual mechanisms consisting of job satisfaction, stress, motivation, trust, justice, ethics, discipline, learning, and decision making (Colquitt Jason et al., 2009: 8). Individual mechanisms are influenced by organizational mechanisms consisting of organizational culture and organizational structure, group mechanisms consisting of leadership style and behavior, leadership power and influence, leadership power and influence, team processes, team characteristics, and individual characteristics consisting of personality and values culture and abilities.

According to Drucker (2001: 237-242), there are five dimensions in controlling employee performance, namely: The physiological dimension, a person will work well if the person works with various operational configurations, namely working with various tasks and the pace rhythm is adjusted to his physical condition; Psychological dimension, work is an expression of personality. A person will get satisfaction from his job by showing a better performance than those who do not like his job; The social dimension, namely work is an expression of social relations between fellow employees. Conflict atmosphere between employees can reduce performance, both individually and in groups; The economic dimension, namely the compensation for services obtained can inhibit or encourage employees to excel; and Dimensions of balance,

A member of the organization assumes a certain responsibility as part of the responsibility that spreads the organization. The responsibilities of each member of the organization must be precise. If the responsibilities are not clear then a person's performance cannot be measured accurately. In addition, members of the organization must also understand the responsibilities assigned to them to carry out their responsibilities properly. In other words, a person's performance can be measured if the person has clear responsibilities. Responsibility becomes a reference in assessing work results, the more appropriate a person's work results with his responsibilities, the better a person's performance in his organization.

From the various descriptions above, it can be concluded that organizational performance is the level of success in carrying out tasks according to abilities, expertise, and skills to achieve the goals that have been set, which can be seen in the productivity and commitment of the organization.

Discussion

Organizational culture

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. 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 the behavioral norms followed by members of the organization.

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 bonds hold organizations together. Organizational culture comes from within people (comes from within people) and completes them together to produce the capacity they have in common. 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 facilitates understanding. Values in culture are more or less harmonious(Turner, 1994; 12-21).

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 the organizational culture (Schein, 1992: 12).

Organizational culture can be said to be a pattern that is accepted together based on the assumption that how the organization solves problems both coming 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 more easily resolved if there is openness in management, can receive input from both outsides and from within the organization.

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 (Stoner & Freeman, 1992; 226). This is in line with Mondy's view of an organizational culture systematically, namely, 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. (Mondy, 1995:47). Organizational values are used as a filter tool in adapting new cultures that come from outside that can interfere with 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 existing organizational pattern.

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 into norms (Steers, 1991: 252). For this reason, the development of organizational culture must focus on: Organizational culture must be able to make adjustments (adaptation) to its environment; Involving people in the organization from top management to subordinates to change the organizational culture; Changes are made to mutually agree on values, both at the surface, supporting and core levels; and 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, 2016: 1). This model can be used as the basis for the operational understanding of organizational culture, which includes the involvement of leaders and employees in building capabilities, a race 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.

Analysis

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(Samad & Jamaluddin, 2016). 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,

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.

CONCLUSION

Performance is the level of success in carrying out tasks and the ability to achieve the goals that have been set. Performance refers to the level of achievement of an employee or organization against job requirements. Organizational performance is the level of success in carrying out tasks according to abilities, expertise, and skills to achieve the goals that have been set, which can be seen in the productivity and commitment of the organization. Of the many employee performances that have been stated above, it shows that employee performance is driven by a sense of fulfillment of needs, such as physiological needs, safety or security, sense of belonging or social, appreciation, self-actualization, achievement, affiliation, power, existence, appreciation, responsibilities, promotions, and incentives, as well as organizational culture.

Culture is something that must exist in a human group or organization. Every human being lives in a society that has a culture that is different from the culture of other societies. And every culture consciously or not will influence our attitudes and behavior in various aspects of life. Not unlike the culture that affects society, the organizational culture will also affect the attitudes and behavior of all members of the organization. A strong culture in an organization can provide coercion or encouragement to its members to act or behave as expected by the organization. With the observance of the rules and company policies, it is expected to optimize the performance and productivity of employees to achieve organizational goals.

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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