



Analysis of the Work Performance Assessment of Civil Servants at the Tourism Office of North Kalimantan Province

Achmad Saiyidi Arham^(✉), Ike Wanusmawatie, and Asti Amelia Novita

Department of Administrative Science, Universitas Brawijaya, Malang, Indonesia
saiyididk@student.ub.ac.id

Abstract. This study discusses an “analysis of Civil Servant Performance Appraisal in Dinas Pariwisata of North Kalimantan Province.” The purpose of this research is to know and analyze the implementation of Performance Appraisal of Civil Servants, to know and analyze the factors inhibiting the implementation of Performance Appraisal of Civil Servants Dinas Pariwisata Province of North Kalimantan. This research uses the qualitative method by exposing explorative with an inductive approach. With data collection techniques are interview, observation, and documentation. Based on observation and documentation of the author during his work in Dinas Pariwisata of North Kalimantan Province. SKP data was taken in 2021. However, there are obstacles, namely the lack of understanding of a small part of civil servants about Work Objectives, Employees, and Work Behavior. Therefore, recommended recommendations are to provide socialization and consultation with the right target regarding preparing Employee Work Goals and Work Behavior for civil servants who do not understand the regulation.

Keywords: Civil Servant · Performance Appraisal · *Dinas Pariwisata*

1 Introduction

Law number 5 of 2014 concerning State Civil Apparatus Article 1 states, “State Civil Apparatus, abbreviated as ASN, is a profession for civil servants and government employees with work agreements working for government agencies.” State Civil Apparatus Employees (ASN Employees) are appointed by staffing officers and assigned tasks in a government position or other state duties. They are paid according to the laws and regulations.

Law Number 5 of 2014 in Article 8 states that “Civil servants (PNS) have a position as elements of the state apparatus which are public servants and servants of the state who carry out government policies and must be free from the influence of political group or party intervention.” Civil Servants function as implementers of public policies, provide professional and quality public services, and act as a unifying glue for the nation; it is necessary to develop civil servants on an ongoing basis with an emphasis on performance appraisal. Article 55 paragraph (1) letter h states that performance appraisal is a part of

civil servant management. Performance appraisal is carried out periodically to review and evaluate employee performance.

Previously, the assessment of the work performance of Civil Servants was regulated in the form of a List of Appraisals for the Implementation of the Work of Civil Servants or called DP3 PNS, which was regulated in Government Regulation of the Republic of Indonesia Number 10 of 1979 concerning Assessment of the Work Implementation of Civil Servants. Still, the regulations regarding DP3 have weaknesses that are considered to have been no longer by the development of legal conditions and needs in the development of Civil Servants. Therefore, the DP3 is refined by using the employee's work target, or the PNS SKP, as stated in the Government Regulation of the Republic of Indonesia Number 46 of 2011 concerning the Assessment of Civil Servants' Work Performance. Furthermore, it is explained in Government Regulation 46 of 2011 in CHAPTER VI Article 32 [1].

Which states: "When this Government Regulation is implemented, then all Government Regulations Number 10 of 1979 concerning Assessment of the Work Implementation of Civil Servants remain valid as long as they do not conflict with the provisions in government regulations". This "The basis for assessing work performance consists of aspects of quality, quantity, time, and cost, and in the implementation of the SKP assessment by comparing the targets set with the realization of work within the assessment period". Article 2, "Assessment of PNS work performance aims to ensure the objectivity of PNS development which is carried out based on the work performance system and career system that focuses on the work performance system," with the hope that civil servants will be more productive.

Government Regulation Number 46 of 2011 concerning the Assessment of Civil Servants' Work Performance in Article 15 paragraph (1) says [1], "The work performance assessment is carried out by combining the SKP assessment with work behavior." The standard SKP value weight is 60%, and the Work Behavior weight is 40%. Work Performance Assessment consists of elements of employee work objectives and employee work behavior. Employee work targets are targets and plan the individual wants to achieve, which are prepared and agreed upon by the employee and his superior. Work behavior is an attitude, behavior, or action taken by a civil servant or not doing something that an employee should do by the provisions of the legislation.

Civil Servants at the Tourism Office of North Kalimantan Province carry out work targets based on the SKP, where each employee has a different task, subject, and content field. Therefore, the work targets that must be achieved are also different between employees, so the targets set by the agency for each field of the task, subject, and content in achievements are different.

Obstacles in implementing employee performance appraisals at the Tourism Office of North Kalimantan Province are different work targets and work realizations. So in filling out and evaluating employees, some individuals do not understand filling out the SKP; in filling out the SKP, not all employees understand because they are familiar with filling out DP3, which is a pattern. Furthermore, filling out the SPK is more complicated than the DP3. Moreover, filling out SKP using a computer makes some employees not understand how to fill it out, and some employees only fill out SKP at the end of the year.

2 Literature Review

According to Hasibuan, “Employment Performance Assessment is assessing the ratio of real work results to the quality and quantity standards produced by each employee. In the performance appraisal, the manager evaluates employee behavior and determines whether employees are promoted, demoted, or increased remuneration” [2]. Prasojo said, “Performance measurement is a performance agreement between a civil servant and his unit and between one unit and his agency through the concept of a performance contract” [3]. This performance contract is carried out as a team through what is referred to as a management contract. Each team makes performance indicators that will be achieved within a specific time. Each individual in the team must carry out several predetermined indicators. The achievement of the indicators will also determine the rewards and punishments given. It is also, at the same time, an essential record of a person’s performance and promotion. According to Madjid [4], “The Work Performance Assessment is carried out by combining the Employee Work Target (SKP) assessment with the work behavior assessment, while the weight value of the SKP element is 60% (sixty percent) and work behavior 40% (forty percent).”

Based on the experts’ explanations, it can be seen that the assessment of work performance is to compare the actual realization of work with the achievement standards set by laws and regulations. Performance appraisal is used as a basis for demotion, promotion, determination of remuneration, and termination. So performance appraisal can encourage employees to achieve performance so that they do not get sanctions but rewards from superiors or leaders for work achievements.

The objectives of conducting employee performance appraisals, according to Sedar-mayanti [5], They know the skills and abilities of employees, As a basis for planning in the field of personnel, improving working conditions, improving work quality and results. 3. As a basis for developing and utilizing employees as optimally as possible, so that career paths/plans can be directed, promotions and positions can be directed. 4. Encourage the creation of a healthy reciprocal relationship between superiors and subordinates. Know the organization’s condition as a whole from the field of employment, especially the performance of employees at work. 6. Employees know their strengths and weaknesses to spur their development. Superiors who judge will know and pay more attention to their subordinates, thus motivating their employees. 7. The results of the assessment of the work implementation can be helpful for research and development in the field of personnel.

Harsono argues that a “Civil servant is every citizen of the Republic of Indonesia who meets the specified requirements, is appointed by an authorized official and assigned tasks in a state position, or assigned other state duties and is paid according to the prevailing laws and regulations” [6]. Article 1, paragraph (4) states, “Employee Work Targets, abbreviated as SKP, are work plans and targets to be achieved by a civil servant.” Then Article 1 paragraph (5), “Target is the amount of workload that will be achieved from each implementation of job duties.” Article 1, paragraph (6) says, “Work Behavior is any behavior, attitude or act of doing something that the provisions of the legislation should do.” Then in Article 1 paragraph (7), “Annual work plan is a plan that contains annual activities and targets to be achieved as an elaboration of targets and programs that government agencies have set.” Appraisal officials are direct supervisors of the assessed

Civil Servants, with the minimum provisions being that the structural officials of Echelon IV or other officials have been determined. Article 2 states, “The assessment of the work performance of civil servants aims to ensure the objectivity of the development of civil servants which is carried out based on the work performance system and career system that focuses on the work performance system.

3 Research Method

This study uses a qualitative method, research aimed at obtaining an in-depth understanding of a symptom, fact, and reality that occurs directly in the field. The method used by the researcher is an experimental method with an inductive approach. According to Sugiyono [7], qualitative research methods are “based on the philosophy of postpositivism. Used to examine the condition of natural objects (as opposed to experiments) where the researcher is the key instrument, the data collection technique is carried out by triangulation (combined), the data analysis is inductive/qualitative, and the results of qualitative research emphasize meaning rather than generalizations.” The data analysis is inductive based on the facts found in the field and then constructed into a hypothesis or theory.

Data collection techniques are the main things that affect the quality of research results. In this study, researchers used interview, observation, and documentation techniques. To obtain relevant data and information for the research focus, the researchers used the triangulation method or a combination of observation, interview, and research documentation in the field. Furthermore, the study uses interactive model data analysis through data reduction, data display, and conclusion drawing/verification to analyze data from interviews, observations, and documentation by the opinion of Miles and Huberman in Sugiyono [7].

4 Results and Discussion

The results of this study are viewed from the theoretical used by researchers according to Purwanto and Sulistyastuti [8], regarding implementation and James E. Anderson in Syafri regarding policy [9]. To be used as a reference in analyzing the theory used by researchers. Based on the opinions of these experts, it can be seen that the implementation of the policy is to carry out implementation actions on a decision issued by the government to overcome various government problems. So researchers want to know whether the implementation of employee performance appraisal has been carried out or has not been carried out correctly. Hence, it is necessary to analyze the implementation of these policies. Government Regulation of the Republic of Indonesia Number 46 of 2011 changed the performance appraisal system for civil servants. Previously, the assessment of work performance was regulated in the Government Regulation of the Republic of Indonesia Number 10 of 1979 concerning the List of Appraisals for the Work Implementation of Civil Servants, or DP3 [1]. Therefore, civil Servants are pretty different from the performance appraisal system implemented.

Table 1. Employee work target assessment.

No.	Name PNS	Position	SKP value	Information
1.	Drs. H. Bambang Wahyudi, M.AP.	<i>Kepala Bidang Industri dan Pengembangan SDM Pariwisata</i>	92,33	Very good
2.	Lasty, S.Sos. M.M.Par.	<i>Kepala Bidang Pengembangan Destinasi Pariwisata</i>	90,25	Good
3.	Ary Rifaldy Hamidan, S.IP.	<i>Kepala Seksi Pengembangan Segmen Pasar dan Promosi</i>	90,30	Good
4.	Dr. H. Muhamad Saleh, S.Sos., MP.	<i>Kepala Seksi Pengembangan SDM Pariwisata</i>	88,97	Good
5.	H. Abdul Majid	<i>Kepala Seksi Tata Kelola dan Pemberdayaan Masyarakat</i>	92,66	Very good
6.	Handayani, S.Pd., M.Si.	<i>Kepala Seksi Analisis Pasar, Strategi dan Komunikasi</i>	99,01	Very good
7.	Zulfatmi, S.Pd., M.Pd.	<i>Kepala Seksi Sarana Prasarana Pariwisata</i>	89,07	Good
8.	Yusri, S.Sos.	<i>Staf</i>	82,09	Good
9.	Riskita Raisa Nabila, S.Sos.	<i>Staf</i>	79,59	Good
Average			99,47	Very good

4.1 Work Target

Based on the data obtained by the researcher, the work assessment using SKP includes aspects, namely quality, time, quantity, and cost, by the nature, type, and characteristics of the relevant agencies. Then it is also explained that these aspects are prepared by referring to the technical standards of the agency's activities. Assessment can be done by comparing aspects of the realization achieved at the plan year's end with aspects of the target at the beginning of the planning year. So can be seen the results of the assessment for SKP at the North Kalimantan Provincial Tourism Office in 2021 as follows Table 1:

In the Employee Performance Target Assessment Table, no substandard scores are found; all are in a GOOD category.

4.2 Work Behavior

The standards or benchmarks used in measuring the work behavior of Civil Servants at the Tourism Office of North Kalimantan Province are integrity, service orientation, commitment, Cooperation, discipline, then significantly structural officials added with leadership dimensions. The operational definition of these indicators is contained in the explanation of article by article in Government Regulation Number 46 of 2011 (Table 2) [1].

Table 2. Work behavior assessment.

No	Civil servant name	Work behavior assessment						Average	Information
		Service orientation	Integrity	Commitment	Discipline	Cooperation	Leadership		
1.	Drs. H. Bambang Wahyudi, M.AP.	98	98	98	98	98	98	98	Very good
2.	Lasty, S.Sos. M.M.Par.	91	86	86	86	85	91	87,50	Good
3.	Ary Rifaldy Hamidan, S.IP.	86	86	85	84	88	87	86	Good
4.	Dr. H. Muhammad Saleh, S.Sos., MP.	92	84	85	84	85	-	86	Good
5.	H. Abdul Majid Handayani, S.Pd., M.Si.	93	95	95	93	95	95	94,33	Very good
6.	Zulfatmi, S.Pd., M.Pd.	92	90	90	90	90	92	90,67	Good
7.	Yusri, S.Sos.	89	89	88	89	89	88	88,67	Good
8.	Riskita Raisa Nabila, S.Sos.	79	79	79	79	80	-	79,20	Good
9.	Riskita Raisa Nabila, S.Sos.	87	87	85	87	85	-	86,20	Good
Average		89,67	88,22	87,89	87,78	88,33	91,83	86	Good

The Work Behavior Assessment Table found that the Civil Servant Officer (point 4) has no value in the Leadership column because the office does not have staff or subordinates. The work performance assessment can be calculated by combining the work behavior assessment and the SKP assessment, with 40% of the total work behavior value

and 60% of the total SKP value. The assessment on the SKP contains all targets and job duties that must be realized within the specified assessment period, which are measurable and tangible. The assessment of SKP is by comparing the specified target with the work achieved. In contrast, the assessment of work behavior can be assessed by observing the actual results by the appraiser of civil servants, whether by standardized criteria. The systematics of employee performance appraisal is explained in the Regulation of the Head of the State Personnel Agency Number 1 of 2013 concerning 78 Provisions for the Implementation of Government Regulation Number 46 of 2011 concerning the Assessment of Work Performance of Civil Servants [1]. Based on the results of the internship on work behavior and employee work goals, then the data obtained from the employee performance assessment are as follows Table 3:

In the Civil Servant Performance Assessment Table 3, officials (points 1 to 8) are wrong in calculating the overall value or total of the Employee Performance Target. Value Weight plus the employee's Work Behavior Value Weight, where the total value should be 94.60 (Officials point 1), 88.15 (Officers point 2), 88.58 (Officers point 3), 87.78 (Officers point 4), 93.33 (Officers point 5), 95.68 (Officers point 6), 88.91 (Officer

Table 3. Civil servant performance appraisal.

No.	Civil servant name	Score SKP 60%		Score behavior 40%		Performance	Information
		Score	Weight	Score	Weight		
1.	Drs. H. Bambang Wahyudi, M.AP.	92,33	55,40	98	39,20	94,20	Very good
2.	Lasty, S.Sos. M.M.Par.	90,25	54,15	87,50	35	88	Good
3.	Ary Rifaldy Hamidan, S.IP.	90,30	54,18	86	34,40	87,40	Good
4.	Dr. H. Muhamad Saleh, S.Sos., MP.	88,97	53,38	86	34,40	87,40	Good
5.	H. Abdul Majid	92,66	55,60	94,33	37,73	92,73	Very good
6.	Handayani, S.Pd., M.Si.	99,01	59,41	90,67	36,27	95,27	Very good
7.	Zulfatmi, S.Pd., M.Pd.	89,07	53,44	88,67	35,47	88,47	Good
8.	Yusri, S.Sos.	82,09	49,26	79,20	31,68	80,68	Good
9.	Riskita Raisa Nabila, S.Sos.	74,16	44,50	86,20	34,48	78,48	Good
Average						89,83	Good

point 7), 80.94 (Officer point 8, while the Officer (point 8) writing error on the Employee Performance Target Value that should have been written is 79.59, so the sum is invalid.

Based on Government Regulation No. 46 of 2011 Article 1, "Assessment of the Work Performance of Civil Servants is a systematic assessment process carried out by appraisers of the employee's work targets and work behavior of civil servants." Work performance results from real work achieved from each organizational unit per the employee's work behavior and goals. Overall, the Civil Servants at the Tourism Office of North Kalimantan Province were given the "Red Color Label," namely, there was an error in the calculation or inconsistency in the writing of "Value" due to the employee's inaccuracy.

Based on the Government Regulation of the Republic of Indonesia Number 46 of 2011 in Article 12 Paragraph (1) [1], Work Behavior consists of the following aspects: Service Orientation is the attitude of work behavior of civil servants in providing the best service to those served, including the community, superiors, co-workers, related work units and other agencies. According to observations, researchers have provided exemplary service results to colleagues from other agencies. So when interviewed with informants, "employees are trying to provide the best service to colleagues from other agencies served, by providing correct and directed information." The results of interviews with resource persons and field observations show that the services provided by the North Kalimantan Provincial Tourism Office are included in the excellent category and continue to be improved. b. Integrity is the ability to act according to the organization's values, norms, and ethics. An organization will find it difficult to progress and develop when the integrity of its employees is poor. Civil Servants must have high integrity to support good performance as part of the State Civil Apparatus. In addition, of course, good integrity will impact the satisfaction of the people served. With the achievement of community satisfaction, the organization can achieve its goals of the organization.

Based on the results of interviews with sources in the field, it can be seen that the integrity of Civil Servants at the Tourism Office of North Kalimantan Province is good, so it needs to be improved to achieve excellent results. Commitment is the willingness and ability to harmonize the attitudes and actions of Civil Servants to realize organizational goals by prioritizing the interests of the service rather than personal or group interests. Based on the results of interviews and observations that "civil servants are committed to being able to complete their work or main tasks correctly and on time". Discipline is the ability of Civil Servants to comply with their obligations and avoid the prohibitions specified in the laws and regulations and official regulations, which, if not obeyed or violated, will be subject to disciplinary punishment. Based on the interviews and observations, some employees sometimes do not come on time. Still, if, for example, it is time to go home, some have not yet gone home, so they are tolerant of the employee's lateness, and there must be an increase in employee discipline.

Nevertheless, the observations show that the Civil Servants at the Tourism Office of North Kalimantan Province have good discipline. Results from observations in the field when an employee does not enter the office due to illness. It is accompanied by a sick letter, or when the employee has an urgent business, they ask for permission from the superior. Either the head of the subdivision or the head of the subdivision or division with clear reasons, Cooperation is the willingness and ability of Civil Servants

to cooperate with colleagues, superiors, subordinates, and work units as well as other agencies in completing a specified task and responsibility, to achieve the planned goals. Cooperation is one of the essential elements in the organization, with Cooperation will make an organization more solid and compact in achieving organizational goals. From the results of interviews and observations, it can be seen that Cooperation is good, and if there are problems or things that are not understood, they can help each other with other colleagues. So it can be seen that the Cooperation carried out by employees at the North Kalimantan Provincial Tourism Office has been done well.

The results of observations, namely employees ask for help from other employees in printing or photocopying files or delivering files to other agencies with pleasure. Leadership is the ability and willingness of Civil Servants to motivate and influence subordinates or other people related to their field of work to achieve organizational goals. One of the duties of a leader in assessing work performance is to be an appraiser officer who assigns value according to the procedure. The leader who becomes an appraiser officer who gives work performance values to his employees must comply with the rules in Government Regulation 46 of 2011.

Where Article 2 ensures the objectivity of development, which is an effort activity in the context of career development of civil servants based on work performance as follows objective, measurable, accountable, participatory, and transparent. Researchers found that employees expect leaders who understand their staff, are fair in their primary tasks and duties and are friendly with their subordinates. Their superiors or leaders do this. Based on the results of interviews with informants that the assessment of employees is by the objectivity of the employee's work, with daily meetings and direct communication so that the employee's work behavior can be directly assessed. Based on the results of interviews and observations, it can be seen that the Chief of Civil Servants at the Tourism Office of North Kalimantan Province as appraisers is still quite good at evaluating employees objectively by applicable regulations. Based on the results of interviews conducted by researchers with informants. It can be seen that there are still a tiny proportion of civil servants who still do not understand filling in employee work targets and employee work behavior based on Government Regulation Number 46 of 2011. The assumption is that employee work goals and behavior are the same as DP3 (only a formality) [1]. The inaccuracy of a small number of civil servants regarding filling in Employee Work Targets using a computer and the assumption that Employee Work Targets.

5 Conclusion

From the results of the data obtained and then analyzed, the researchers conclude that: 1) The implementation of the Government Regulation of the Republic of Indonesia Number 46 of 2011 at the Tourism Office of North Kalimantan Province has implemented the assessment system. 2) The factors that hinder assessing the Work Performance of Civil Servants at the Tourism Office of North Kalimantan Province. Despite the inaccuracy of Civil Servants in filling out the Employee Performance Targets, a small number of employees still think that the Employee Work Target is the same as the DP3 and only It is just a formality. Some employees fill out Employee Work Targets when they are

promoted because of a condition for promotion and a lack of understanding of employees regarding preparation techniques. Which, in this case, still requires employees who are more understanding in preparing Employee Work Goals. After knowing the main points of the existing problems, the suggestion from the researcher. Namely, the North Kalimantan Provincial Tourism Office must maintain and be able to improve the understanding of Civil Servants on their performance appraisal as a reference for superiors or appraisers in giving values and knowing the results of work realization from the targets set. They are determined to improve performance quality to achieve the organization's goals. Then provide socialization and consultation regarding the preparation of Employee Work Targets that must be improved and more targeted, namely to employees who do not or do not understand the implementation of performance appraisals.

References

1. Peraturan Pemerintah Republik Indonesia Nomor 46 Tahun 2011: tentang Penilaian Prestasi Kerja Pegawai Negeri Sipil. (2011).
2. Hasibuan, M.S.P.: Manajemen Sumber Daya manusia, cetakan keenam belas, Jakarta: PT. Bumi Aksara, (2012).
3. Prasajo, E.: Reformasi Kepegawaian Indonesia, *Civil Service Journal*, 4 (1 Juni), (2010).
4. Udaya, M., Hendra, A.: Manajemen Sumber Daya Aparatur, Jatinangor: Buku Literatur IPDN, (2015).
5. Sedarmayanti, H.: Manajemen Sumber Daya Manusia; Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil. Reflika Aditama (2018).
6. Pemerintah Republik Indonesia: Undang-Undang Republik Indonesia Nomor 5 Tahun 2014 Tentang Aparatur Sipil Negara, (2014).
7. Sugiyono: Metode penelitian pendidikan pendekatan kuantitatif, kualitatif dan R&D, (2013).
8. Purwanto, E.A., Sulistyastuti, D.R.: Implementasi kebijakan publik: konsep dan aplikasinya di Indonesia. Gave Media (2012).
9. Syafri, W., Setyoko, I.: Implementasi Kebijakan Publik dan Etika Profesi Pamong Praja, Bandung, Alqaprint Jatinagor, (2010).

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

