

# **Employee Performance at the Financial and Asset Management Agency of East Kutai Regency (Policy Implementation Study Based on Government Regulation No. 30 of 2019 on Performance Assessment of Civil Servants)**

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## **ABSTRACT**

To create a good, professional, and authoritative public organization requires good public employee performance so as to create a safe and comfortable atmosphere in the work environment. The Financial and Asset Management Agency of East Kutai Regency is a regional device organization responsible for regional financial management and management of regional assets ranging from the budgeting process to the accountability process of the Regional Budget. In practice in the field still shows weaknesses in the performance of employees in the agency with indications such as the sluggishness of employees in completing work and limited ability of employees in understanding and carrying out their duties and functions. Against the background of the problem, this study aims to describe and analyze the performance of employees of the Financial and Asset Management Agency of East Kutai Regency based on Government Regulation No. 30 of 2019; and describe and analyze factors that support and inhibit the performance of employees in the agency. With a descriptive-qualitative approach, this research concluded that the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the Financial and Asset Management Agency of East Kutai Regency in terms of communication, resources, disposition, and bureaucratic structure has been good but not optimal. There are still several factors that hinder, namely not having sufficient aspects of the quality of human resources implementing, not having a strong commitment from the executives, and providing incentives for staff is not adequate.

**Keywords:** Employee performance; Financial management agency and regional assets

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## **1. INTRODUCTION**

Attention to performance is necessary for an organization. Performance is not just about achieving results but it is widely necessary to pay attention to other aspects. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the objectives of the organization concerned, not breaking the law, and in accordance with moral and ethical standards. Basically, good performance is performance that follows procedures or procedures that are in accordance with established standards. The performance of employees who both will directly affect the performance of the organization, and to improve the performance of employees is certainly a work that takes time and requires a long process. Employee performance in a public organization is a topic that is quite interesting to review, because it will be very useful for the enforcement of regulations that also benefit the interests of individuals, communities, countries. Basically, public employees have a role and function as implementers of applicable laws and regulations, carry out the functions of public services, and as government managers. The role and function of public servants is clearly very important. However, not all public employees are able to perform their roles and functions properly.

The Regional Financial and Asset Management Agency of East Kutai Regency is a regional device organization responsible for regional financial management and regional asset management ranging from

the budgeting process to the accountability process of the Regional Budget (APBD), has the task of, among others, carrying out administrative services and regional financial activities as well as regional asset management. The task carried out by the agency is an important task that requires performance comparable to the main task and its function. Various efforts have been made to improve the quality of its services so that the steps taken by the agency not only by improving the professional competence of its employees but also organizing a more conducive work environment, improving work discipline, and proper placement of employees or in accordance with the required qualifications. This is done in order to improve and improve the quality of service, because so far, the performance of its employees seems not optimal so that it brings consequences to the quality of its services.

In the preliminary observations conducted by researchers still showed the performance of employees at the Regional Financial and Asset Management Agency In the preliminary observations conducted by researchers still showed the performance of employees at the Regional Financial and Asset Management Agency East Kutai Regency that has not been in accordance with the mandate of Government Regulation No. 30 of 2019 concerning Performance Assessment of Civil Servants, with indications, among others, the sluggishness of employees in completing work, limited ability of employees in understanding and carrying out their duties and functions, and the low quality of work produced. This condition has certainly resulted in less optimal public services because it is not in accordance with the standards of work behavior in office as stipulated in Government Regulation No. 30 of 2019.

Based on the description, researchers were interested in conducting a further study on "*Employee Performance at the Financial and Asset Management Agency of East Kutai Regency (Policy Implementation Study Based on Government Regulation No. 30 of 2019 on Performance Assessment of Civil Servants)*." This research is to describe and analyze the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the Financial and Asset Management Agency of East Kutai Regency, and to describe and analyze the factors that support and inhibit the implementation of the policy.

## 2. LITERATURE REVIEW

### Public policy theory

According to Indiahono (2009), public policy within a substantive framework is all activities carried out by the government to solve the public problems it faces. By bringing public policy into the realm of public problem-solving efforts, the color of public administration will feel more visceral.

According to Dunn (2000), stages in public policy include: (1) Agenda Preparation. Agenda setting is a very strategic phase and process in the reality of public policy. It is in this process that it has room to interpret what is referred to as a public matter and priorities in the public agenda are contested. (2) Policy Formulation. Issues that are already on the policy agenda are then discussed by policymakers. These problems are defined to then be searched for the best solution. (3) Adoption/legitimacy of the Policy. The purpose of legitimacy is to authorize the basic processes of government. If the act of legitimacy in a society is governed by the sovereignty of the people, citizens will follow the direction of the government, but citizens must believe that the legitimate actions of the government are supportive. (4) Policy Assessment/evaluation. In general, policy evaluation can be said to be an activity that concerns policy estimation or assessment covering substance, implementation and impact.

### George C. Edward III's public policy implementation model

Wahab (1997) asserts that policy implementation is important, even more important than policy making. Policies will simply be dreams or good plans that are neatly stored in the archives if implemented. Then in the implementation of policies / programs, especially involving many government organizations / agencies or various actions can be seen from three points of view, namely: initiators / policy makers (policy makers), implementing officials in the field (the periphery), and individual actors outside government agencies to whom the program is intended, namely the (target group).

In the theory of policy implementation model George C. Edward III (1980) stated that the implementation of a program or policy is influenced by several factors, namely: communication (transmission, clarity, and consistency), resources (staff, information, authority, and facilities), disposition (disposition effect, staff placement, and incentives), and bureaucratic structure (implementation procedures, and responsibility sharing). The theory of policy implementation put forward by Edward III (1980) is what will be used by researchers this time.

The first variable that affects the successful implementation of a policy, according to George C Edward III, is communication. Communication, he added, is very decisive in achieving the objectives of effective implementation when decision makers already know what they are going to do. There are three indicators that can be used in measuring the success of these communication variables, namely transmission, clarity, and consistency. The second variable or factor that influences the successful implementation of a policy is resources. Resources are another important point in implementing policies. Resource indicators consist of several elements, namely: staff, information, authority, and facilities. The third variable that affects the success rate of public policy implementation is disposition. The disposition or attitude of policy implementers is an important factor in the approach regarding the implementation of a public policy. If the implementer of a policy wants to be effective, then the policy implementer not only knows what will be done but must have the ability to do so, so that in practice there is no bias. Important things that need to be observed in variable disposition are the effect of disposition, staffing the bureaucracy, and incentives. The fourth variable that affects the success rate of public policy implementation is bureaucratic structure. There are two characteristics that can boost the performance of bureaucratic structure / organization towards a better direction, namely making standard operating procedures (SOP) more flexible, and fragmentation to spread the responsibility of various activities, activities, or programs in several work units in accordance with their respective fields.

### **Rendement des employés**

Mangkunegara (2005) states that the performance of employees is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is not just about achieving results but broadly needs to pay attention to other aspects, as defined by Prawirosentono (2008), performance is the result of work that can be achieved by a person or a group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization legally, not in violation of the law and in accordance with morals and ethics. According to Simamora (Mangkunegara, 2005), performance is influenced by three factors, namely: Individual factors, consisting of ability and expertise, background, and demographics. Psychological factors, consisting of perception, attitude, personality, learning, and motivation. Organizational factors, consisting of: resources, leadership, awards, structure, and job design.

Soedjono (Mariam, 2009) mentions six indicators that can be used to measure employee performance individually, namely: quality, effectiveness, independence, work commitment, and employee responsibility to the organization. As for performance indicators, according to Dwiyanto (Pasolong, 2006), there are five indicators in the measurement of employee performance, namely: (1) Productivity; (2) Service quality; (3) Responsiveness; (4) Responsibility; (5) Accountability. According to Mangkunegara (2005), the employee's performance can be measured from: knowledge of work, quality of work, productivity, adaptation, initiative and problem solving, cooperation, responsibility, and ability to communicate and interact.

### **Human resource management**

Human resource management is one of the managements that focus on problems related to staffing in an organization. Nawawi (2003) stated that human resource management is the process of utilizing human beings as humane labor so that their physical and psychic potentials function optimally for the achievement of the company's objectives. Gomes (2003) gives a different understanding, that human resource management is a movement of recognition of the importance of the human element as a potential enough resource that needs to be developed in such a way as to be able to contribute the maximum for the organization and for its development.

According to Manullang (2004), human resource management is the art and science of procurement, development and benefits of human resources so that the company's objectives can be realized effectively and excitedly. Human beings need organizations and vice versa organizations also need humans as the driving force, without human organizations not functioning. Similarly, the psychological potential of an employee in carrying out his work is abstract and unclear.

### **Travail de professionnalisme**

Korten & Alfonso (Tjokrowinoto, 1996) states that what is meant by professionalism is "a fit between the ability of the bureaucracy (bureaucratic-competence) with task-requirements, planning, coordinating, and carrying out its functions efficiently, innovatively, flexible, and having a high work ethic".

Professionalism describes competencies in work that are supported by expertise so that they can carry out their work / profession effectively, efficiently, productively and quality guaranteed by certain certificates. Furthermore, it can also be said that a professional is basically a person who is characteristic and mastering the components of intellectual competence and strong commitment to his career based on the ability to be responsible in accordance with his duties and always oriented to the service (Nawawi, 2003).

Professionalism in a job/position must meet the following three factors: (1) Mastering a set of skills prepared through educational programs or skills training as a specialty; (2) Have the ability to improve / improve specific skills and / or skills mastered in accordance with the development and advancement of science and technology in their fields, so that their expertise or specialization is always up to date; (3) Rewarded with adequate income in return for the profession based on special skills mastered (Nawawi, 2003).

### **Government Regulation Number 30 Year 2019 concerning performance assessment of civil servants**

In Government Regulation No. 30 of 2019 concerning Performance Assessment of Civil Servants, the performance of civil servants is the result of work achieved by each civil servant in the organization / unit in accordance with employee performance goals and work behavior. This Government Regulation states that the performance assessment of civil servants aims to ensure objectivity of civil servant coaching based on achievement system and career system (Article 2). Performance assessment of civil servants is carried out based on performance planning at the individual level and unit or organizational level, taking into account the targets, achievements, results, and benefits achieved, as well as the behavior of civil servants (Article 3). And the performance assessment of civil servants is carried out based on the principles: objective, measurable, accountable, participatory, and transparent (Article 4). Performance assessment of civil servants is carried out in a civil servant performance management system (Article 5). Civil servant performance management system consists of: performance planning; implementation, performance monitoring, and performance coaching; performance assessment; follow-up; and civil servant performance information system (Article 6). Every government agency must implement a civil servant performance management system. Leaders of government agencies supervise the implementation of civil servant performance management system in their respective government agencies (Article 7).

## **3. METHODS**

### **Research approach**

The approach used in this research is qualitative. In this case, Moleong (2007) defines qualitative approach as a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. The type of research is descriptive. According to Sutopo (2006), descriptive research is a case study that leads to detailed and in-depth description of the condition portrait of what really happens according to what is in the field of study.

### **Research focus**

Based on the problems and objectives to be achieved, the focus in this research is: (1) Implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the East Kutai Regency Financial and Asset Management Agency (Research indicators: communication, resources, disposition, and bureaucratic structure); (2) Factors that support and inhibit the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the Financial and Asset Management Agency of East Kutai Regency (Research indicators: internal and external factors).

### **Data collection techniques**

Data collection in this study uses techniques: (1) Interviews; (2) Observations; and (3) Documentation. The three data collection techniques are cross-examined and complementary.

### **Data analysis techniques**

Data analysis techniques used in this research are as stated by Miles, Huberman & Saldana (2014), that qualitative research data analysis is carried out through three steps, namely: (1) Data condensation (data condensation); (2) Present data (data display); and (3) Draw conclusion drawing and verification.

#### 4. RESULTS AND DISCUSSION

##### **Implementation of policy on employee performance assessment based on Government Regulation No. 30 of 2019 at the financial and asset management agency of East Kutai Regency**

In this research, the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the East Kutai Regency Financial and Asset Management Agency will be seen in four aspects (research indicators), namely communication, resources, disposition, and bureaucratic structure.

##### ***Communication***

This research successfully revealed that in terms of "communication", (1) The implementation of policies on employee performance assessment at the Financial and Asset Management Agency of East Kutai Regency has been carried out through a communication process that is delivered effectively so that it can be understood by the executives; (2) The implementation of policies on employee performance assessment at the Financial and Asset Management Agency of East Kutai Regency already has clarity in the objectives, targets, and applications so that the executives have the same view; and (3) Implementation of policies on employee performance assessment at the Financial and Asset Management Agency of East Kutai Regency there is consistency between the expected objectives and their implementation in the field so that the policy becomes on target.

The results of this study are certainly in line with what Edward III (1980) stated that communication is one of the factors that can influence the successful implementation of a policy. Communication determines the success of achieving the objectives of effective implementation when decision makers already know what they are going to do. The success of a communication can be determined by the process of communication transmission, clarity of communication, and consistency of commands.

##### ***Resources***

The results of this study revealed that in terms of "resources", (1) The implementation of policies on employee performance assessment at the East Kutai Regency Financial and Asset Management Agency has not had sufficient aspects of the quality of human resources of its implementers; (2) The implementation of policies on the assessment of employee performance at the Financial and Asset Management Agency of East Kutai Regency already has clear policy implementation guidelines as guidelines, (3) The implementation of policies on employee performance assessment at the Financial and Asset Management Agency of East Kutai Regency has a legal basis as the basis for policy legitimacy, (4) Human resources implementing the implementation of policies on employee performance assessment the Financial and Asset Management Agency of East Kutai Regency has authority that is in accordance with the main objectives and functions, and (5) the implementation of policies on employee performance assessment at the Financial and Asset Management Agency of East Kutai Regency has been supported by adequate infrastructure and facilities.

The results of this study agree with Edward III's view (1980) that resources are factors that can influence the success of a policy implementation. Resources are important in implementing policies. Resources consist of several elements, namely staff, information, authority, and facilities.

##### ***Disposition***

The results of this study revealed that in terms of "disposition", (1) Implementers on the implementation of policies on employee performance assessment at the East Kutai Regency Financial and Asset Management Agency have not yet had a strong commitment; (2) On the implementation of policies on employee performance assessment at the Financial and Asset Management Agency of East Kutai Regency has conducted appropriate placement of staff / executors; and (3) The provision of incentives for staff on the implementation of policies on employee performance assessment at the Financial and Asset Management Agency of East Kutai Regency has not been adequate.

The results of this study agree with Edward III's explanation (1980) which states that one of the factors that can influence the success rate of public policy implementation is disposition. The disposition or attitude of policy implementers is an important factor in the approach regarding the implementation of a public policy. If the implementer of a policy wants to be effective then the policy implementer not only knows what will be done but must have the ability to do so, so that in practice there is no bias. Important things that need to be observed on variable disposition are the effect of disposition, staffing the bureaucracy, and incentives.

### ***Bureaucratic structure***

The results of this study revealed that in terms of "bureaucratic structure", (1) The implementation of policies on employee performance assessment at the Financial and Asset Management Agency of East Kutai Regency has used standard operating procedures (SOP) as a reference, and (2) In the implementation of policies on employee performance assessment at the Financial and Asset Management Agency of East Kutai Regency there has been an efficient division of duties and responsibilities in each of its executives.

The results of this study have been in accordance with the view of Edward III (1980) that one of the factors that can influence the success rate of public policy implementation is bureaucratic structure. There are two characteristics that can boost the performance of bureaucratic structure / organization in a better direction, namely making Standard Operating Procedures (SOP) and fragmentation. SOP needs to be made more flexible. SOP is a routine activity that allows employees to carry out their activities in accordance with the established standards. Fragmentation is to spread the responsibility of various activities, activities, or programs in several work units in accordance with their respective fields.

### **Factors that support and inhibit the Implementation of Policies on Employee Performance Assessment Based on Government Regulation No. 30 of 2019 at the Financial and Asset Management Agency of East Kutai Regency**

In the research on the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the East Kutai Regency Financial and Asset Management Agency, it has been found that encouraging factors and factors that inhibit.

#### ***Supporting factors***

This research successfully revealed the factors that support the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the Financial and Asset Management Agency of East Kutai Regency, as follows: (1) Internal factors that support the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the East Kutai Regency Financial and Asset Management Agency are: first, in terms of "communication", the implementation of the policy has been carried out through an effectively delivered communication process, already has clarity in its objectives, objectives, and applications, and there is consistency between the expected objectives and its implementation in the field. Second, in terms of "resources", the implementation of the policy already has clear policy implementation guidelines, has a strong legal basis as the basis for policy legitimacy, SDM Implementing human resources have authority that is in accordance with the main objectives and functions, and has been supported by adequate infrastructure and facilities. Third, in terms of "disposition", the implementation of the policy has carried out appropriate staff placement/ implementation. Fourth, in terms of "bureaucratic structure", the implementation of the policy has used the Standard Operating Procedure (SOP) as a reference, and there has been an efficient division of duties and responsibilities for each of its implementers; (2) External factors that encourage the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the Financial and Asset Management Agency of Kutai Regency Timur is having gained the support of the majority members of the East Kutai Regency DPRD.

#### ***Inhibitor factors***

This study also managed to find factors that hinder the implementation of policies on employee performance assessment based on the Government Number 30 of 2019 at the Financial and Asset Management Agency of East Kutai Regency, as follows: (1) Internal factors that inhibit the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the East Kutai Regency Financial and Asset Management Agency are: first, in terms of "resources", the implementation of the policy has not had sufficient aspects of the quality of human resources of its implementers. Second, in terms of "disposition", the implementation of the policy has not had a strong commitment from its implementers, and the provision of incentives for staff is not adequate; (2) External factors that inhibit the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the East Kutai Regency Financial and Asset Management Agency in this study were not found.

#### 4. CONCLUSION

The conclusions in this study are as follows: (1) Implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the Financial and Asset Management Agency of East Kutai Regency in terms of communication, resources, disposition, and bureaucratic structure is good but still not optimal; (2) The factors that "support" the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the East Kutai Regency Financial and Asset Management Agency are that the implementation of the policy has been carried out through an effective communication process, already has clarity in its objectives, objectives, and applications, and there is consistency between the expected objectives and its implementation; already have clear policy implementation guidelines, have a strong legal basis as the basis for policy legitimacy, SDM implementers have authority / authority that is in accordance with the main objectives and functions, and has been supported by adequate infrastructures and facilities; have appropriately placed staff/executors; already use Standard Operating Procedure (SOP) as a reference, and there is already an efficient division of duties and responsibilities for each implementer; and has received support from members of the East Kutai Regency DPRD. While the factors "inhibiting" the implementation of policies on employee performance assessment based on Government Regulation No. 30 of 2019 at the East Kutai Regency Financial and Asset Management Agency are: that the implementation of the policy has not had sufficient aspects of the quality of human resources of its executives, has not had a strong commitment from its executives, and the provision of incentives for staff is not adequate.

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