

**ASSESSMENT OF WORK BEHAVIOR OF STATE CIVIL
APPARATUS (ASN) IN THE EMPLOYEE PERFORMANCE TARGET
(SKP) AT THE BUREAU OF GOVERNMENT AND REGIONAL
AUTONOMY OF THE REGIONAL SECRETARIAT OF EAST JAVA
PROVINCE**

Ade Rihadatul Aisy

Public Administration Department,
Faculty of Social and Political Sciences,
University of 17 Agustus 1945 Surabaya
aderihadatul@gmail.com

ABSTRACT

The Employee Performance Target (SKP) is a form of the performance appraisal for the State Civil Apparatus (ASN) Based on PP No. 46 of 2011. Work performance assessment contains 60% SKP and 40% Behavioral Assessment. This study aims to determine how the assessment of the behavior of the State Civil Apparatus (ASN) in the Employee Performance Target (SKP) as well as the supporting and inhibiting factors in the behavioral assessment. This study uses a descriptive method with a qualitative approach. Based on the results of this study, it is known that the assessment of ASN behavior at the bureau of government and regional autonomy is pretty good Shown by the indicators of quality, quantity, cooperation, initiative and responsibility. Supporting factors are the motivation of each individual for career development and the existence of the BKD website, while the inhibiting factor is the new regulation or SOTK so that the disciplinary assessment is less effective. The advice given is to evaluate through counseling every month by the head of the sub-section and create a special attendance system for the Regional Government and Autonomy Bureau of East Java Province.

Keywords: *Employee Performance Target, performance appraisal, behavioral assessment*

A. INTRODUCTION

Humans are the most important resource in an organization. With the increasingly critical society today, the performance assessment of the State Civil Apparatus (ASN) is of course always in the spotlight for the community. ASN is required to always develop in providing satisfactory services both in terms of quality and quantity. Based on the *Peraturan Pemerintah Nomor 46 Tahun 2011* concerning ASN work performance assessment through Employee Performance Targets (SKP). ASN work performance will be assessed based on elements of 60% of SKP results and 40% of individual behavior assessments.

In the behavioral assessment there are also several aspects to assessing each State Civil Apparatus (ASN). This behavior assessment is carried out by the direct supervisor/appraisal officer in each agency. Of course, this behavior assessment must be carried out transparently, competitively and honestly without any

cheating at all to assess each individual ASN fairly. By paying attention to these aspects, it is necessary to analyze how the assessment given by the supervisor/appraisal official is concerned as a reporting process or submission of data on the results of the behavioral assessment in the Employee Performance Target (SKP) in truth. This behavioral assessment is also an evaluation material by every State Civil Apparatus (ASN) to always motivate themselves and develop to be better.

B. RESEARCH METHOD

In this study the authors used descriptive research with a qualitative approach. In this study, qualitative data is in the form of data that uses words and not numbers in providing a detailed explanation of the phenomenon or problem being observed/researched. The source of data in this study is primary data. This research was conducted at the Regional Secretariat of the Regional Government and Autonomy Bureau of East Java Province, which is located at Jalan Pahlawan 110 Surabaya. The research was carried out during the period of Field Work/ Internship in April 2021 - June 2021. Primary data is data that directly provides data results to researchers. Sources of primary data were obtained by interview methods with sources that have been determined by the author. In this case, the sources selected by the author are the Head of Sub-Division of Administration and Head of General Administration at the Bureau of Government and Regional Autonomy, Regional Secretariat Office of East Java Province.

The focus of this research is on the assessment of the work behavior of ASN in the Bureau of Government and Regional Autonomy as well as the supporting and inhibiting factors in the assessment of work behavior. Data collection techniques are by observation or direct observation, interviews and documentation. The data analysis stage in qualitative research according to Miles and Huberman in Sugiyono (2012:337) states there are three stages, namely data reduction, data presentation and verification or conclusions.

C. RESULT AND DISCUSSION

Assessment of Work Behavior in Regional Government and Autonomy Bureaus

1. Quality

Behavioral assessment in this quality aspect, of course, includes the details contained in the Employee Performance Target (SKP), namely the realization of the work plan or target with the achievements and results that have been described in the implementation of tasks and work. At the Government Bureau and Regional Autonomy, the data obtained in that the employee's assessment of the quality aspect is quite good by looking at their plans and targets achieved in accordance with the job desk and their respective division of tasks. As well as for accuracy and tidiness it is quite good but there is still some staff who are less thorough and focused in carrying out the tasks that have been given, this is of course a consideration in the behavioral assessment aspect for the ASN.

2. Quantity

The quantity aspect when viewed in the behavioral assessment at the Bureau

of Government and Regional Autonomy based on the data obtained is classified as lacking due to the lack of qualified human resources (Human Resources) in certain fields. One of them is in the Administration section, there are only 4 active ASNs and the rest are PTT (non-permanent employees) where in fact the structure and composition of work are different from ASN, so in terms of quantity, this is seen from the time and speed in completing tasks and jobs. still lacking, coupled with the many and varied work factors but not balanced with adequate human resources. The completion of some tasks may take a little longer than usual due to these factors.

3. Cooperation

The cooperation contained in the Bureau of Government and Regional Autonomy for behavioral assessment of staff/employees based on the data collected is considered good for each individual. Judging from the various activities that refer to the performance of the team, for example, activities that include meetings or seminars which are held directly by the Bureau of Government and Regional Autonomy, each section of the General Government will directly assist the event with every staff/employee who takes part in each process of its implementation. In another case, there is a willingness to help each other if there are difficulties and tasks or work piling up, they can be completed together so that the work becomes lighter and more effective.

4. Initiative

For indicators of initiative in behavioral assessment at the Bureau of Government and Regional Autonomy, it is sufficient that there are several employees/staff who have innovations or ideas with bright enough ideas in carrying out their duties and responsibilities to be more effective. As for the head of the initiative sub-division in carrying out the duties and responsibilities, it is very necessary and it is an obligation for each head to have these indicators. Development for indicators of initiative for employees/staff in the Bureau of Government and Regional Autonomy is going quite well.

5. Responsibility

Cooperation in the Bureau of Government and Regional Autonomy is quite sufficient, namely every ASN who has self-awareness regarding their respective performance and duties. However, in this case there are still several ASNs who are still considered negligent in being responsible for files and archives regarding their duties and performance. Lack of a sense of responsibility in managing files and archives can have a bad impact on working on something in the future, for example, losing important files or documents.

Supporting and Inhibiting Factors in Behavioral Assessment in the Bureau of Government and Regional Autonomy

Based on the data obtained for the supporting factors, there are two related aspects, namely:

1. **Internal** which is a personal motivation to get a good behavior assessment to support their career development through position placement, promotion or position, awarding achievements in the form of additional income bonuses (remuneration) so that every ASN employee/staff in the Regional Government and Autonomy Bureau will compete. competition in showing their best

behavior in the aspect of the behavior assessment.

2. **External** which is the convenience of technology in the form of a website for submitting ASN work behavior assessment reports which are recapitulated and submitted in a quarterly period or every 3 months. With this quarterly reporting system, it becomes more effective in seeing the development and systematic assessment of each ASN for behavioral aspects.

As for the inhibiting factor itself, which was found based on the data obtained, namely the Bureau of Government and Regional Autonomy for now, the obstacle is in the discipline of coming and going home for employees/staff. This is because there is a new regulation/SOTK (Organizational Structure and Work Procedure) by implementing e-presence using an application from the BKD (Regional Civil Service Agency) in line with this regulation, the e-presence system still cannot be used, which is still in the testing stage. try by adjusting the profile and personnel of each government agency in East Java Province.

This, becomes an obstacle in behavioral assessment which includes disciplinary aspects where the appraiser official or direct supervisor cannot assess specifically and in detail regarding the arrival and return hours of each employee/staff in the Regional Government and Autonomy Bureau. Therefore, the appraiser or direct supervisor uses manual techniques or is generally recorded in the discipline aspect, which is an average of 70-80 percentage points for each individual.

D. CONCLUSION

The following is a conclusion regarding the ASN Work Behavior Assessment in Employee Performance Targets (SKP) at the Government and Regional Autonomy Bureau based on 5 (five) performance analysis indicators according to Robbins (1996:20), namely :

1. Based on the results of research conducted by researchers, the assessment of ASN work behavior in employee performance targets (SKP) at the Government and Regional Autonomy Bureau is quite good. This can be seen from the quality indicators of the understanding and accuracy of carrying out the duties and obligations of each ASN in accordance with their respective work plans or targets. From the quality indicators, it is classified as lacking, especially for the Administration section due to the lack of human resources so the speed in completing tasks and obligations is still lacking. From the indicators of cooperation, it is considered very good with a form of caring and helping each other, between sub-sections and sections to complete tasks together. From the indicators of the initiative, including sufficient, namely several ASN who are active and capable and have bright ideas in their performance so that they are more effective in completing their respective duties and responsibilities. As for the indicators of responsibility, it is considered sufficient, but there are still ASNs who are lacking in responsibilities regarding files and document archives regarding their duties and performance.
2. The supporting factors in assessing the work behavior of ASN at the Government and Regional Autonomy Bureau are internal aspects, namely the existence of self-motivation of each individual to support career development,

and external aspects, namely the ease of reporting behavior assessments into the BKD website and a timed submission system. Every 3 months to assess each individual by considering the developmental aspects of each ASN. The inhibiting factor currently at the Bureau of Government and Regional Autonomy is the existence of a new regulation or SOTK that has an impact on the presence or attendance system manually, this causes behavioral assessments on the disciplinary aspect to be considered ineffective, lacking in specifics and details regarding the hours of arrival time and return time of each ASN.

Suggestions

1. Conduct guidance and counseling a period of once a month from each sub-section head as evaluation material in each behavioral assessment of each ASN in the Regional Government and Autonomy Bureau of East Java Province.
2. Utilizing technology by creating applications/networks that can be accessed by all staff for attendance reports for arrival and departure hours specifically for staff and employees in the East Java Provincial Government and Autonomy Bureau and data recap in one month can be accessed by every Head of Sub-section as a form of disciplinary assessment in each ASN.

REFERENCES

- Daulay, M. B. (2018). Penilaian Kinerja Pegawai Negeri Sipil Pada Dinas Kebudayaan Daerah Kota Medan. *Ilmu Administrasi Publik Pada Fakultas Ilmu Sosial Dan Ilmu Politik Universitas Sumatera Utara*.
- Juari, P., & Johannes, A. W. (2018). Analisis Penilaian Prestasi Kerja Pegawai Negeri Sipil Di Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kabupaten Bulungan Provinsi Kalimantan Utara. *Jurnal Ilmu Pemerintahan Suara Khatulistiwa*, 3(1), 67–84.
<https://doi.org/10.33701/jipsk.v3i1.303>
- Mulyaningsih. (2018). Implementasi Penilaian Prestasi Kerja Pegawai Negeri Sipil. *Jurnal Jendela Inovasi Daerah*, 1(2), 21–36.
- Peraturan Pemerintah Nomor 46 Tahun 2011
- Sektiawan, A., Salamah, U., & Suryani, E. (2017). Penilaian Perilaku Kerja Pegawai Negeri Sipil Di Fakultas Matematika Dan Ilmu Pengetahuan Alam Universitas Sebelas Maret Menggunakan Pendekatan Fuzzy Inference System Mamdani. *Jurnal Ilmiah*, 1.
- Subandi, Prasetyo, B. H. ;, & Anubhakti, D. (2020). Aplikasi Penilaian Kinerja Dan Perilaku Kerja Karyawan Universitas Budi Luhur Berbasis Web. *Jurnal Bit*, 17(2), 46–52.