



Strategy for Improving the Performance of the General Section of the Regional Secretariat

Baktiar¹, Mujahid¹, Syamsuddin Bidol¹

¹Master of Management Program, Fajar University, Indonesia

*Corresponding Author: Baktiar



Article Info

Article history:

Received 3 March 2023

Received in revised form 2

April 2023

Accepted 19 April 2023

Keywords:

Performance Improvement

Regional Secretariat

Northern Penajam Paser

Abstract

This research aims to identify and analyze strategies that can improve performance in the General Section of the North Penajam Paser Regency Regional Secretariat. This research was carried out in the regional secretary section of North Penajam Paser Regency, East Kalimantan Province in January-February 2024. With a qualitative approach, data collection techniques were through in-depth interviews and documentation studies. The main respondents included relevant officials, staff and managers in the General Section of the Regional Secretariat. The population in this study were all staff and managers who worked in the General Section of the Regional Secretariat of North Penajam Paser Regency. The main informants consist of relevant officials who have experience and knowledge relevant to performance improvement strategies in the General Department. Data analysis shows that there are several strategies that can improve performance in the General Department, including improving the administration system, increasing internal communication, developing employee skills, and implementing information technology. From the results of this research, it can be concluded that implementing these strategies can help increase efficiency and performance effectiveness in the General Section of the North Penajam Paser Regency Regional Secretariat. It is hoped that these findings can become a basis for related parties in developing better strategic steps to support more efficient and effective governance at the district level.

Introduction

Employees are the main asset of an organization who are planners and active actors of every organizational activity. Employees have heterogeneous thoughts, feelings, desires, status needs, educational backgrounds, age and gender that are brought into the company organization. Employees are not machines, money and materials are passive and can be fully controlled and managed to support the achievement of organizational goals. An employee will feel proud and satisfied with the achievements he has achieved. Good work performance is a desirable condition in work life. An employee will achieve good work performance if the results of his work meet the standards of both quality and quantity.

Employees in an organization are work partners who have close relationships between one party and another. Where the activities of the agency/department cannot be carried out if the employee as executor (driving force) does not carry out the work properly. Therefore, human factors play an important role in the survival of a company (Mujahid & Nugraha, 2020). Work performance is the result of the integrated abilities of an individual's thinking and physical abilities. Meanwhile, performance is motivated by the desire to fulfill satisfaction. Based on these reasons, management is needed, especially HR management, which focuses attention on workforce factors.

Human resources are the only resources that have reason, feelings, desires, abilities, skills, knowledge, encouragement, power and work. All of these human resource potentials have an influence on the organization's efforts in planning the goals the organization wants to achieve. Seeing the important position of human resources in an organization, it is appropriate for organizations to pay more attention through the policies they take.

In strategy formulation, the organization formulates the mission, vision, goals and basic values of the organization. Strategy formulation is an activity to design or create the future. Strategy formulation activities require sharp vision and intuition. People who have sharp vision and intuition can see future realities that are beyond present realities. The power of this vision has a huge influence in determining the greatness of the organization in the future. Osborne and Gaebler (Kumorotomo, 2005) state that the strength of government organizations that are driven by vision and mission is better than being driven by formal rules.

According to Nutbeam & Muscat (2021), strategy is an action that has an influence and really determines the success of a program or activity, whether planned or planned by management. According to Tolici (2021), strategy is the broad overall priority or direction taken by an organization, strategy is also choices about how best to achieve the organization's mission. Strategy is also inseparable from strategy formulation, as stated by Kumorotomo (2005), the strategy formulation stage is an important stage in the management control process, because mistakes in formulating strategy will result in a wrong direction for the organization. The first thing that must be done is to determine the direction. and the goals to be achieved. Once the direction and goals are clear, a strategy is developed to achieve those directions and goals. Determining the direction and basic goals of an organization is a form of strategy formulation.

The General Section of the Regional Secretariat has the main task of carrying out the preparation of policy implementation, monitoring and evaluation in the areas of leadership administration, expert staff and personnel, equipment and housekeeping (Choy et al., 2021). Based on North Penajam Paser Regent Regulation Number 15 of 2012 Article 1 concerning nomenclature, job descriptions and functional position maps at the North Penajam Paser Regency Regional Secretariat consisting of General Administrator, Archivist, Financial Verifier, Financial Report Organizer, Computer Administrator, Expenditure Treasurer, House Manager Ladder, Aide, Cipher Officer, Electrical Technician (Hoang, 2021). The general department plays an important role in the regional government secretariat because it involves several Job Desks which are integrated with each other (Wahyuni & Syamsir, 2020). It is very important to carry out performance improvement strategies in the general section for better work processes in the general section of the Regional Secretariat of North Penajam Paser Regency.

Based on Law Number 25 of 2004 concerning Regional Development Planning Systems and Law Number 23 of 2014 concerning regional government, it is stated that in the context of implementing regional government, development planning is prepared as an integral part of the national development planning system (Liu & Zhou, 2021). Regional development planning is prepared by provincial and district/city governments in accordance with their authority. Regional development planning is prepared on a term basis (Regional Long Term Development Plan/RPJPD, Regional Medium Term Development Plan/RPJMD, and Regional Development Work Plan/RKPD) and implemented by Regional Apparatus in the form of a Strategic Plan (Renstra) for the medium term (five years) and Work Plan (Renja) for an annual period as implementation of the Regional Apparatus Strategic Plan (Rustan et al., 2022; IR et al., 2022).

The general section of the Regional Secretariat of North Penajam Paser Regency which has the main task of carrying out the preparation of policy implementation, monitoring and evaluation

in the areas of leadership administration, expert staff and personnel, equipment and housekeeping is closely related to administrative and operational efficiency (Murjani wt al., 2022). Apart from that, the general department has a very important role in managing resources and providing public services, so that improving performance will have a direct impact on public services (Furqan et al., 2020). In the work process in the general section of the North Penajam Paser Regency Regional Secretariat, several problems occurred, including inefficient administrative processes such as administrative delays, slow data management processes, delays in reporting work results, delays in completing routine tasks, low competency of human resources, finance, technology and information (Zamjani, 2018; Nurfadhillah, 2020).

Yuyun et al. (2022) in their research revealed that the vision and mission of regional heads in improving the performance of regional secretariats that are professional, disciplined and full of responsibility, realizing excellent, transparent and accountable public services, improving information systems that support implementing Regional Secretariat activities and realizing policies that encourage economic growth and development. Fatmawati & Mashuri (2019) the results of the strategy to improve employee performance in the general and equipment sub-division environment in Trenggalek Regency were implemented well in accordance with expectations and all processes could be fulfilled where this fact was obtained from field results that the leadership could provide examples and role models as well as strong employee discipline , lively and developing communication and high motivation as a result of providing rewards and punishments.

Methods

This research uses a qualitative research model. Qualitative research aims to obtain a complete picture of something according to the views of the people being studied. This research was carried out in the General Section of the Regional Secretariat of North Penajam Paser Regency. The research informants in this research function as sources for searching or finding information regarding the promotional strategy for goods implemented by the General Section of the North Penajam Paser Regency Regional Secretariat. In selecting informants in this research, a purposive technique was used which was based on certain considerations made by the researcher based on previously known characteristics or characteristics of the informants in obtaining information that included the principles of suitability and adequacy of the informants. This research uses qualitative data by conducting observations, interviews, documentation with the aim of obtaining the required information.

Result and Discussion

Based on the results of interviews conducted by the author, information was obtained that the strategies used by the general section of the Regional Secretariat of North Penajam Paser Regency to improve employee performance are:

Providing Motivation

Providing motivation is providing enthusiasm or encouragement that allows employees to increase their work enthusiasm to achieve a certain goal. The implementation of motivation by the Regent of North Penajam Paser Regency is in the form of good communication with fellow employees. Communication intensity can be increased both during working hours and outside working hours. outside working hours, communication can be carried out during lunch activities without any boundaries between leaders and subordinates. Apart from that, providing motivation can also be done by giving grades to performance without any favoritism, giving awards to employees with the best performance, giving attention not only to employees but also to employees' families. This motivation is provided with the aim of increasing employee

passion and morale, increasing productivity and creating a conducive work atmosphere. Providing motivation as a strategy to improve employee performance is supported by the results of an interview with Dwi, an Electrical Technician, who said:

"Efforts made by the General Section of the North Penajam Paser Regency Regional Secretariat to improve HR competency by providing awards or rewards to employees who have demonstrated increased competency"

The results of this research are in line with Kuranchie-Mensah et al. (2016) who explained that providing motivation carried out by organizations for employees can improve employee performance.

Training

Training and development is an important management process because the training and development function can help employees improve their knowledge and skills so that they can carry out their work more effectively and overcome deficiencies at work. Training in the general section of the North Penajam Paser Regency Regional Secretariat focuses on teaching given to employees about how they can carry out their work well and helps them to gain knowledge and skills, while development focuses on building employees' knowledge and skills so that they can carry out their duties better to prepare yourself for new challenges. The efforts carried out in the context of training and development include involving employees in courses, education, workshops, seminars and so on. Training as a strategy to improve employee performance is supported by the results of interviews with the general administration department which said:

"Efforts made by the General Section of the Regional Secretariat of North Penajam Paser Regency to improve HR competency by providing technical guidance training."

The Regional Secretariat's resource development policy not only aims to increase the Regional Secretariat's insight as a State servant and public servant in equal measure, but also increases professionalism so that civil servants are more active and efficient. For this reason, it is necessary to develop Regional Secretariat resources, because with these activities there will be an increase in employee abilities, both professional abilities, insight abilities, leadership abilities and service abilities. One of the important instruments in developing Regional Secretariat resources is through education and training. The results of this research are in line with Kuranchie-Mensah et al. (2016) who explained that training carried out by organizations for employees can improve employee performance.

Directing and providing guidance to employees

Directing and providing guidance to employees/subordinates in the general section of the Regional Secretariat of North Penajam Paser Regency in the form of verbal instructions, for example direct control and giving directions to employees so that they complete their work well and guiding employees so that they can be more creative. Apart from that, employees are placed in positions according to their expertise so as not to hinder their work. This is also in accordance with the results of interviews with the BPP section which stated:

"Efforts made by the General Section of the Regional Secretariat of North Penajam Paser Regency to improve HR competency by providing - Guidance to each employee to measure the extent to which the SOP has been implemented successfully."

These results are in line with Rothwell & Bakhshandeh (2022) who explained that employees who are given more intense coaching both in groups and individually can increase work productivity and teamwork.

Educational Development

Human resource development through education can be done by increasing work abilities, in the sense of formal development and related to their careers.

"Efforts are being made by the General Section of the North Penajam Paser Regency Regional Secretariat to improve HR competency by recruiting with educational qualifications that are appropriate to the job."

The results of the interview above explain that officers or employees who are considered to have good performance will be given facilities in the form of education. Every employee needs education to easily overcome various problems in their work because education teaches the steps and methods used to overcome these problems. This result is in line with Niati, et al (2021) who explained that developing education provided to employees can improve employee performance.

Skills Development

Preparing competent resources for the general section of the regional secretariat is indeed required because of the government's obligation to provide services to the needs of the community, in addition to the necessity to fill the needs of the general section of the regional secretariat with Human Resources who have the capabilities appropriate to the task of carrying out government activities. So it is very important to know what competencies are needed to achieve the implementation of services to the community.

To fill Human Resources who have the capacity to carry out the tasks of administering government activities, some information is needed about what competencies are needed to carry out a job either in a capacity that meets average performance or better performance. Functional skills are differentiated from basic skills (Enabling Skills) which are basic things that a person must have, which are then developed more specifically so that they function as functional skills. Enabling skills consist of: reading, writing, basic mathematics etc., all of which need to be sharpened and combined to become effective skills. In connection with developing the skills of the General Section of the Regional Secretariat of North Penajam Paser Regency in this research, the researcher explored information regarding this matter by conducting interviews with the aide explaining:

"Efforts made by the General Section of the Regional Secretariat of North Penajam Paser Regency to improve HR competency by improving individual quality, including understanding literacy, understanding skills related to information technology, understanding teamwork."

This is in line with Purwanto et al. (2021) who explain that the skills possessed by individuals can be further developed to improve their performance and ability to compete in the world of work.

Increased Work Experience

Work experience is the process of forming knowledge or skills about the methods of a job due to the employee's involvement in carrying out work tasks. There is a term that says that experience is the best teacher, that is, we make experience the best teacher to face a better future or life. Because without experience we cannot measure our abilities or where our

strengths are. Because with experience we can change ourselves for the better and we don't repeat the mistakes that occurred in the past. To determine the level of work experience of employees in the general section of the regional secretariat, explain:

"The efforts we make to improve employee capabilities, apart from implementing training, include increasing work experience through comparative studies or giving special tasks related to the field of work being carried out."

This is in line with Niati et al. (2021) who explained that increasing work experience through technical guidance provided to employees can improve employee performance periodically in line with technological developments.

Conclusion

Based on the results of the analysis that has been carried out, several conclusions can be drawn, including strategies that can be implemented to improve the performance of regional General Secretariat employees of North Penajam Paser Regency, including by implementing Motivation, Training, Direction and guidance to employees, Educational Development, Development Skills and Work Experience Improvement. It is expected for leaders to place employees in accordance with their educational background and field of expertise, this is so that the resulting performance is as expected. As well as providing employee education and training so that employees have the ability to innovate their duties and functions. It is expected that leaders will motivate employees more in order to increase employee morale in carrying out duties, leaders may apply the principle of reward and punishment to motivate employees and also leaders are expected to always remind employees of the goals of activities and targets that must be achieved in the organization.

References

- Choy, M., Cheng, J., & Yu, K. (2021). Evaluating the environmental sustainability strategies of the housekeeping department: the case of an international hotel chain in Hong Kong, China. *Tourism Critiques: Practice and Theory*, 2(1), 115-132.
- Fatmawati, E., & Mashuri, M. (2019). Strategi Peningkatan Kinerja Pegawai di Bagian Umum dan Perlengkapan Sub Bagian Tata Usaha dan Kepegawaian Pemerintah Kabupaten Trenggalek. *Jurnal Mediasosian: Jurnal Ilmu Sosial dan Administrasi Negara*, 3(1). <https://doi.org/10.30737/mediasosian.v3i1.573>
- Furqan, A. C., Wardhani, R., Martani, D., & Setyaningrum, D. (2020). The effect of audit findings and audit recommendation follow-up on the financial report and public service quality in Indonesia. *International Journal of Public Sector Management*, 33(5), 535-559. <https://doi.org/10.1108/IJPSM-06-2019-0173>
- Hoang, N. E. (2021). Department Of Homeland Security And Usccg Financial Management System Modernization, Challenges And Opportunities.
- IR, R., Nawawi, J., Nara, N., & Abdullah, M. T. (2022). Regional Medium-Term Development Planning Based On Regional Development From Top-Down Approach. *Journal of Positive School Psychology*, 6(6).
- Kumorotomo, W. (2005). *Akuntabilitas birokrasi publik: sketsa pada masa transisi*. MAP UGM & Pustaka Pelajar.
- Kuranchie-Mensah, E. B., & Amponsah-Tawiah, K. (2016). Employee motivation and work performance: A comparative study of mining companies in Ghana. *Journal of*

- Industrial Engineering and Management (JIEM)*, 9(2), 255-309.
<https://doi.org/10.3926/jiem.1530>
- Liu, Y., & Zhou, Y. (2021). Territory spatial planning and national governance system in China. *Land Use Policy*, 102, 105288.
<https://doi.org/10.1016/j.landusepol.2021.105288>
- Mujahid, M., & Nugraha, P. H. (2020). Pengaruh Motivasi Intrinsik Dan Ekstrinsik Terhadap Kinerja Pegawai Pada Kantor Catatan Sipil Kabupaten Sidenreng Rappang. *Jurnal Manajemen & Organisasi Review (Manor)*, 2(2), 114-121.
- Murjani, M., Sagama, S., & Saparuddin, M. (2022). Local Government Policies in Determination Development Impact Area Spatial Plan New Country Capital. *Jurnal Hukum Volkgeist*, 6(2), 138-146. <https://doi.org/10.35326/volkgeist.v6i2.2274>
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The effect of training on work performance and career development: the role of motivation as intervening variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385-2393.
- Nurfadhillah, A. A. (2020). Analisis Program Antar Jemput (Aji) Dalam Meningkatkan Pelayanan Administrasi Terpadu Kecamatan (Paten) Di Kecamatan Babulu Kabupaten Penajam Paser Utara. *Jurnal Sosial-Politika*, 1(2), 81-100.
<https://doi.org/10.54144/jsp.v1i2.6>
- Nutbeam, D., & Muscat, D. M. (2021). Health promotion glossary 2021. *Health promotion international*, 36(6), 1578-1598. <https://doi.org/10.1093/heapro/daaa157>
- Purwanto, A., Asbari, M., Hartuti, H., Setiana, Y. N., & Fahmi, K. (2021). Effect of psychological capital and authentic leadership on innovation work behavior. *International Journal of Social and Management Studies*, 2(1), 1-13.
<https://doi.org/10.5555/ijosmas.v2i1.4>
- Rothwell, W. J., & Bakhshandeh, B. (2022). *High-Performance Coaching for Managers: A Step-By-Step Approach to Increase Employees' Performance and Productivity*. Productivity Press.
- Rustan, I. R., Nawawi, J., Nara, N., & Abdullah, M. T. (2022). Regional Medium-Term Development Planning Based On Regional Development From Top-Down Approach. *Journal of Positive School Psychology*, 3327-3338.
- Tolici, D. (2021). Strategic management initiatives that promote organizational performance. *Management dynamics in the knowledge economy*, 9(2), 165-176.
- Wahyuni, R. S., & Syamsir, S. (2020). The influence of integrity and human resource management towards employee performance. *International Journal of Research and Analytical Reviews (IJRAR)*, 7(1), 780-785.
- Yuyun, S., Saleh, A., & Demmasiga, A. (2022). Strategi Pemerintah Daerah Dalam Peningkatan Kinerja Di Sekretariat Daerah Kabupaten Mamasa. *Mitzal*, 7(1), 43-54.
- Zamjani, I. (2018). Pelaksanaan Program Indonesia Pintar Bagi Penerima Kartu Indonesia Pintar Reguler: Studi di Empat Daerah Kunjungan Kerja Presiden Tahun 2017. *Jurnal Penelitian Kebijakan Pendidikan*, 11(2), 64-82.
<https://doi.org/10.24832/jpkp.v11i2.225>