



## Evaluation of Employee Performance in the Satker for the Development of a Settlement Environmental Sanitation System

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### Abstract

The purpose of this study was to determine the implementation of employee evaluation in the Gorontalo Settlement Environmental Sanitation System Development Working Unit. This study uses a descriptive method with a qualitative approach. The results showed that in evaluating the performance of employees at the Gorontalo Settlement Environmental Health Development Work Unit, these five dimensions were included. From the results of the study, it was concluded that the evaluation of employee performance at the Gorontalo Settlement Environmental Health Development Work Unit had not gone well. However, from the five indicators according to Robbins (2016: 260), work quality is important, but according to Robbins (2016: 260) it is still in the poor category due to the lack of awareness of employees or officials in terms of maximizing the quality of performance, this is one of the mistakes. one obstacle in the realization of each program.

## Introduction

In the era of regional autonomy, community demands for services are increasing, even the strong demands make it an important need for daily life and hope to obtain better service quality. Service is something important because it is related to the sacrifice of time, effort, and cost. In an organization or institution really expects and wants a good level of work effectiveness, good work effectiveness in turn will produce an optimal work productivity.

In addition, what should be realized by the regional government or regional level apparatus is that the services they provide do not only depend on the goodness of carrying out their duties, but are also determined by the recipients and community satisfaction with the services provided. This shows the level of performance they are doing. Many people still complain about the work given by government officials in serving the community. The public or society expects fast, quality and easy service.

Therefore, employee performance is one component that needs to be improved, namely how the performance of an employee in the bureaucracy can provide more service satisfaction to people who receive the service (Brunetto & Farr-Wharton, 2002). In order to improve performance, a bureaucrat must be able to develop innovation and be more responsive to changes that occur in the community. In the process of improving performance, it is necessary to support the bureaucratic structure which must be able to provide space for freedom of movement for implementing bureaucrats to develop creativity and adapt to the environment that accompanies the implementation of their duties and functions in the field.

To find out whether the employee's responsibilities are carried out or not, of course, requires Standard Operating Procedures for Service (SOPP). That standard is used as a reference, benchmark or comparison between the service received or perceived with what is expected. The above are things that have become the desires and aspirations of the community so far.

Recent developments in government agencies in Indonesia have led to demands for the implementation of government in accordance with the ideals of reform. As a result of these developments, the government is not only required to provide better services to the community, but also can carry out its functions effectively and efficiently according to the rules of state administration in order to realize maximum service.

Government services are intended to serve the community in various public service sectors (Denhardt & Denhardt, 2000). To make it easier to provide services to the public, the government categorizes several service sectors that are shaded by government departments or agencies. This government department or agency is in the form of an organization that has a structured system in its working wheels.

A government organization requires competent human resources to support the success of the vision and mission of the organization, especially in matters relating to the implementation of its work program (Stone et al., 2020). Human resources owned by public organizations are closely related to the implementation of their work programs because these human resources will mobilize and integrate other resources to achieve organizational goals (Mueller, 1996). Without human resources all the resources owned by an organization will not be useful.

According to Wirawan (2012) human resources have to do with everything inherent in humans such as human physical, human psyche, human nature or characteristics, human knowledge and skills, and human experience. The quality of human resources is one of the factors to increase the productivity of the performance of an organization or agency. Therefore, it is necessary for human resources who have high competence because expertise or competence will support the improvement of employee performance.

An individual's performance can be improved if there is a match between work and abilities. The individual performance of the apparatus itself is influenced by job satisfaction, job satisfaction itself is the employee's individual feelings towards his work. This feeling is sometimes in the form of an assessment of how far the job as a whole is able to satisfy his needs. In this case an evaluation is needed, which is then known as performance evaluation/assessment. Performance evaluation/appraisal is the most commonly used method of evaluating and appreciating performance.

Performance appraisal involves two-way communication, namely between the sender of the message and the recipient of the message, between the evaluator or supervisor / assessor and the one being evaluated so that communication can run well. The performance evaluation of the State Civil Apparatus is carried out to inform the apparatus of what supervisors/assessors expect in order to build a better understanding of each other. Performance evaluation focuses on assessment as a process of measuring the extent to which the work of a person or group of people can be useful to achieve existing goals.

It is necessary to know that evaluation needs to be directed at the core of the world of the organization or agency. Meanwhile, basically the core of an office or organization is employee performance, because through the performance process employees are introduced, educated and trained in a science and technology through various methods so that it will encourage employees to know, understand and be able to apply science and technology in their work in a certain area. agency or organization.

The phenomenon that occurs in the Gorontalo Settlement Environmental Sanitation System Development Work Unit, Gorontalo Provincial Public Works Service, in this case the State Civil Apparatus (ASN) which is the spearhead as the State apparatus and Public Service or as a public service carrying out state duties, based on the author's initial observations, In the

Gorontalo Settlement Environmental Sanitation System Development Working Unit, the Gorontalo Provincial Public Works Service, there were still employees who, although already had ASN status, were not yet professional and lacked adequate competence. There are still civil servants who do not understand the main tasks and functions that must be carried out. This affects the slow achievement of work targets.

On the other hand, the slow achievement of the work target is due to the fact that there are still ASNs who are not consistent and committed to using working time. Besides that, there are still ASN whose placement is not in accordance with their educational background. This is evidenced by the low productivity or non-optimal work results of employees in the Gorontalo Provincial Settlement Environmental Sanitation System Development Working Unit, Gorontalo Provincial Public Works Service.

In compiling this research, relevant research studies have been carried out by the author and it turns out that there are several previous researchers who have conducted research and wrote on almost the same problem and even similar to the title that will be compiled by the author. Therefore, to avoid unwanted things such as "duplicating" the work of others, the authors need to emphasize the differences between each title and the issues discussed, which are as follows:

Bambang (2014) in Thesis The Effect of Job Evaluation on Employee Performance (An Empirical at the Syari'ah Margirizki Happy Rural Bank, Yogyakarta). The results obtained from his research stated that job evaluation for employees of PT. BPRS Margirizki Bahagia Yogyakarta has a significant influence on employee performance.

Rahmadhani (2016) in the Thesis on Evaluation of the Service Performance of the New Way Dadi Village Apparatus after the Expansion of the Village Area in Bandar Lampung City. The results obtained from his research are that there are still kelurahan employees whose performance in providing services to the community, especially administrative services, is still less than optimal.

## **Methods**

Judging from the type of data this research uses qualitative research. As for what is meant by qualitative research, namely research that intends to understand the phenomena of what is experienced by research subjects holistically, and by means of descriptions in the form of words and language, in a special natural context and by utilizing various scientific methods (Moleong, 2007).

The approach of this research is descriptive. Descriptive approach is an approach that seeks to describe current problem solving based on data. The type of qualitative research used in this study is intended to obtain in-depth and comprehensive information regarding the Performance Evaluation of Employees at the Gorontalo Settlement Environmental Sanitation System Development Work Unit, Gorontalo Provincial Public Works Department.

This study uses research instruments / data collection by using primary data collection obtained through direct interviews with informants and secondary data collection obtained through data related to the results of observations which include data that supports primary data.

Data analysis in this study began with data collection activities through observation, interviews and documentation in the field. The data obtained were then analyzed by comparing and classifying them into conclusions.

## **Results and Discussion**

To see how far the implementation of the Gorontalo Settlement Environmental Health Development Work Unit Evaluation is based on the theory used in this study, according to

Robbins et al (2016) performance indicators are tools to measure where employees' performance achievements are. The following is a description of the discussion of each of these indicators.

### **Quality of Work**

The quality of employee work can be measured from employee perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of employees (Robbins et al., 2016). The quality of work can be described from the level of good and bad work results of employees in completing work as well as the abilities and skills of employees in carrying out the tasks assigned to them.

The application of performance appraisal is one of the important instruments in measuring the workload of office effectiveness, as well as the basis for calculating work performance and providing work incentives as well as being the basis for implementing policies/decision making in the field of personnel for regional leaders. With the use of this system, it is easy to monitor all employees quickly, concisely, and efficiently. In addition, this performance appraisal can provide information to superiors quickly and accurately about the effectiveness and efficiency of positions and work units, job performance of positions and work units, number of employee needs, as well as standard work time norms.

The results of the study found that the Gorontalo Province Settlement Environmental Health Development Work Unit in assessing the performance of the apparatus was not fully optimal. This can be seen in the competence of apparatus resources in performance units that are not placed according to their fields of expertise, so that understanding of the duties and functions is not optimal and causes a lack of quality performance and discipline of the apparatus itself.

### **Quantity**

Quantity is the amount produced expressed in terms of the number of units, the number of activity cycles completed (Robbin et al., 2016). Quantity is a measure of the number of unit work results and the number of activity cycles completed by employees so that employee performance can be measured through the number (units/cycles). For example, employees can complete their work quickly from the time limit determined by the company.

To find out whether the employee's responsibilities are carried out or not, of course, requires Standard Operating Procedures for Service (SOPP). That standard is used as a reference, benchmark or comparison between the service received or perceived with what is expected. The above are things that have become the desires and aspirations of the community so far. The recent development of government agencies in Indonesia has led to demands for the implementation of government in accordance with the ideals of reform. As a result of these developments, the government is not only required to provide better services to the community, but also can carry out its functions effectively and efficiently according to the rules of state administration in order to realize maximum service.

The results showed that the realization of the program went well, the completion was carried out by referring to the SOP and achieving the set targets. However, the lack of performance shown by the apparatus in completing all stages of the program also affected the realization. Therefore, the need for awareness from the apparatus to be able to improve the quality of performance in understanding their respective duties and functions.

### **Punctuality**

Punctuality is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other

activities (Robbins et al., 2016). Employee performance can also be measured from the timeliness of employees in completing the work assigned to them. So that it does not interfere with other work that is part of the employee's duties.

Increasing the professionalism of employees is an important goal that must be achieved so that there are no more officials who come from work. Each is required to make a clear and measurable contribution to the organization. With good professionalism, competency standards will be realized for each position within the Gorontalo Settlement Environmental Health Development Work Unit. The realization of the implementation of the Gorontalo Settlement Environmental Health Development Work Unit program is influenced by the quality of the performance of the apparatus that has not been optimal due to the placement of positions that have not been adjusted to the competencies and expertise they have so that they need adjustments and understanding of their duties and functions. However, overall, this can still be overcome, this can be seen in the accuracy of achieving the program implementation targets.

### **Effectiveness**

Effectiveness here is the level of use of organizational resources (manpower, money, technology and raw materials) to be maximized with the intention of increasing the results of each unit in the use of resources (Robbins, 2016: 261). Whereas in the utilization of resources, both human resources themselves and resources in the form of technology, capital, information and raw materials in the organization, employees can use as much as possible.

The Gorontalo Settlement Environmental Health Development Work Unit is an agency under the Directorate General of Human Settlements, the Ministry of Public Works and Public Housing, with high quality and professional Sanitation Apparatus Resources in providing services to the customer community. Therefore, employee performance is a key factor in providing services to agencies in the field of sanitation throughout Indonesia. In terms of human resources, in this case, the apparatus in the Gorontalo Settlement Environmental Health Development Work Unit is quite adequate, this can be seen from the data on officers/employees whose majority of education is undergraduate, in terms of work support facilities are also very complete. However, apart from this, it is necessary to evaluate the performance of the apparatus/employees in the Work Unit in the context of future improvements.

### **Independence**

Independence is the level of a person who will be able to carry out his work functions without receiving assistance, guidance from or supervisors (Robbins et al., 2016). Employee performance that increases or decreases can be seen from the quality of work of employees, quantity of employee work, timeliness of employees in working in all aspects, effectiveness and independence of employees at work. This means that employees who are independent, namely employees when doing their work do not need to be supervised and can carry out their own work functions without asking for help, guidance from other people or supervisors.

Performance appraisal of employees is an activity carried out by superiors/leaders either directly or with the help of supervisory institutions to assess the performance of their employees. The purpose and function of this assessment is to determine and measure the extent to which the performance of employees in an institution in order to achieve the goals of employees as implementers of public policies, public servants, as well as adhesives and unifiers. and career system.

The Gorontalo Settlement Environmental Sanitation Work Unit in evaluating employee performance there are still several problems. These problems include, firstly, an incorrect understanding of the target number of workloads. Some employees in the understanding of the

number of workloads or task details must be large in order to achieve high scores. In addition, the placement of positions for employees who are not adjusted to the competencies and expertise they have causes their lack of understanding of the main tasks and functions that are their responsibility, so that this will also affect the achievement of work targets.

## Conclusion

Based on the results of this study, the relationship between performance evaluation indicators in the Gorontalo Settlement Environmental Health Development Work Unit with five dimensions according to Robbins et al (2016) regarding employee performance benchmarks can be seen that in evaluating employee performance at the Gorontalo Settlement Environmental Health Development Work Unit has included five those dimensions. From the results of the study, it was concluded that the evaluation of employee performance at the Gorontalo Settlement Environmental Health Development Work Unit had not gone well. However, from the five indicators according to Robbins et al (2016), work quality is important but according to Robbins et al (2016) it is still in the poor category due to the lack of awareness of employees or officials in terms of maximizing the quality of performance, this is one of the reasons why one obstacle in the realization of each program.

## Suggestion

In achieving better performance, as a state civil servant, the thing that needs to be done is to cultivate a positive mindset, attitude and behavior as a civil servant because a person's mindset can trigger the implementation of work as well as hinder the implementation of work. In addition, the division of job descriptions is clearer so that there is no work overload.

The time efficiency used by employees in the Gorontalo Settlement Environmental Health Development Work Unit is considered less good. Based on this, employees should be more focused and concentrated in doing tasks by allocating full time to give more attention to the work at hand. In addition, the agency can provide socialization about time management to all employees so that employees can use time efficiently in completing their work.

The Gorontalo Settlement Environmental Health Development Work Unit should be more assertive in enforcing regulations and sanctions. However, in the end, sanctions for employees will not have a major impact on the formation of a responsible apparatus if there is no awareness of the importance of discipline, the law is not enforced as well as possible, there is no continuous guidance and strict supervision.

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