



**THE IMPLEMENTATION OF EMPLOYEE'S PERFORMANCE ASSESSMENT POLICY BASED ON GOVERNMENT REGULATION NO. 46 YEAR 2011 THROUGH THE IMPROVEMENT OF APPARATUS COMPETENCY IN TRAINING AND EDUCATION INSTITUTION IN CENTRAL JAVA PROVINCE**

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**Abstract**

For improving the accountability of public sector performance, government is challenged to make an accountability system based on performing by creating the effective performing management model. The pressure of public sector organization, especially government organization either central or district and also government's company and other public sectors for fixing their performances pushes to the building of public sector management organizational system based on performance-based management. This change is done for implementing the bureaucracy's role and function exactly, quickly, and consistently for getting the utilization based on the constitution's mandate. The bureaucracy's reformation is expected to change the mind of the civil public servants from want to be served to be the servant (guardian) that makes the society happy. From relaxing culture, laziness, and undisciplined to be the hard-working culture, be spirit, innovative, creative, and discipline. In implementing the advising of civil public servant based on the performance achievement and career system through the working performance achievement, working performance is needed to be assessed. This is based on what is being mandated by the law no. 46 year 2011 about civil public servants' working performance assessment. By doing this, they can serve appropriately like the expected competency.

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## INTRODUCTION

For improving the accountability of public sector performance, government is challenged to make an accountability system based on performing by creating the effective performing management model as a media for giving performance information to the society and other stakeholders.

The pressure of public sector organization, especially government organization either central or district and also government's company and other public sectors for fixing their performances pushes to the building of public sector management organizational system based on performance-based management. Mahmudi (2010: 1) says that the focus of management based on working performance is the measurement of public sector organization's performance that is oriented to the outcome measurement (result), not on output or input measurement only.

In addition, the movement of government's organization's paradigm from rule government to good governance or from government to governance, from centralism to decentralism and also the bureaucracy reformation need to be seen and balanced by the government's apparatus that has the needed competency and appropriate with the working tasks. Bureaucracy's reformation based on Setiawan (2012) is a significant change of the bureaucracy's elements, such as: institutional, apparatus human resources, management, accountability, apparatus, monitoring, and public service that are done consciously for repositioning (bureaucracy) for adapting to the dynamic environment dynamics. This change is done for implementing the bureaucracy's role and function exactly, quickly, and consistently for getting the utilization based on the constitution's mandate. Actually, bureaucracy's reformation is an effort of modernity and basic change of the government's implementation system, especially on the organizational/institutional aspects, management, and apparatus human resources. The bureaucracy's reformation is done for

implementing the good governance management.

The bureaucracy's reformation is expected to change the mind of the civil public servants from want to be served to be the servant (guardian) that makes the society happy. From relaxing culture, laziness, and undisciplined to be the hard-working culture, be spirit, innovative, creative, and discipline. From the government management system that is bureaucratic to the government's system that based on entrepreneurship and performance-based public management. (Thoha, 2010: 19). With the public bureaucratic revitalization (especially government's apparatus), public serving may be better and more professional in doing what the tasks and authority that are given to them can be applied.

According to the laws no. 8 year 1974 and no. 43 year 1999 about the employee's principles, the definition of public servant is an Indonesian citizen that has met the requirements, is inaugurated by the competent authority and be given some tasks in a state position or be given any other state tasks, and be given the salary based on the laws regulation that are applied.

Then, it is explained that public servants are: civil public servant, Indonesian National Armed Forces members, and Head of Indonesian Police members. Civil public servants consist of Central Civil Public Servant (CCPS) and District Civil Public Servant (DCPS). Based on the explanation of laws no. 43 year 1999 section 2, the District Civil Public Servants are province/ regency/city District Civil Public Servant that the salary is in care of District's Income and Shopping calculation and work to district government, or being worked out of the main institution In addition, Thoha (2007:77) says that "district apparatus or to be well-known as district's employee is actually a civil employee that has a status as a civil of district autonomous. This district civil employee's works for district autonomous government and be given the salary based on district autonomous calculation." As the country's apparatus, the civil public employee

has some tasks for government's tasks and development. Based on that, every civil public servant is demanded to give the best service to the society.

Central Java Province education and training Institution is an accredited institution in the implementation of government's apparatus resources in district. The main task of the education and training Institution of Central Java Province is to help the government in implementing the district executive jobs in education and training. The vision is to be a competence education and training institution and its missions are to prepare the technical policy formula, development, facilitation, and implementation in pre-position education and training, basic leadership, middle leadership, and district government in the scope of province and regency/city.

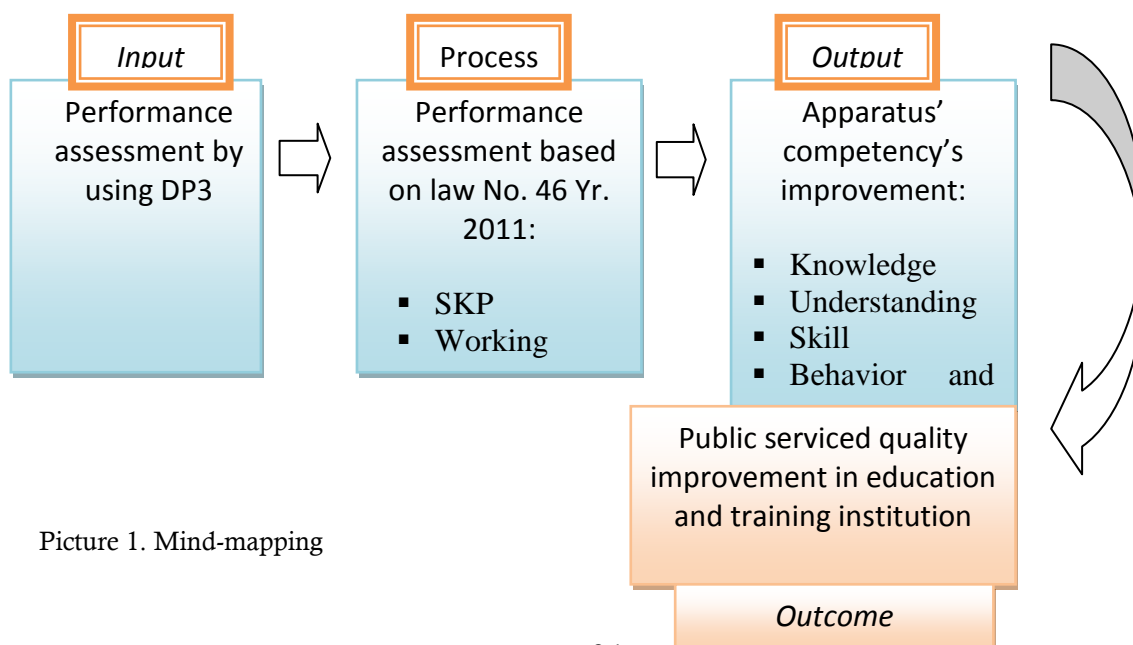
The education and training institution of Central Java Province has a main responsibility on enhancing the quality and competency of the civil public servants as an element of government's institution. In this global era, The education and training institution of Central Java Province is demanded to develop itself to be better in quality and apparatus' competence.

As it has an important role, the employees of the education and training institution of Central Java Province are demanded to have high performance. So, when they are enhancing

their performance, it is needed to be supported by the high competency from themselves' potency development. By doing this, they can serve appropriately like the expected competency.

In implementing the advising of civil public servant based on the performance achievement and career system through the working performance achievement, working performance is needed to be assessed. For civil public servants, achievement and performance is a must to be done. This is based on what is being mandated by the law no. 46 year 2011 about civil public servants' working performance assessment. This government's regulation is a perfection form of the government's regulation no. 10 year 1979 about working implementation's assessment (DP-3) the civil public servants that are not appropriate anymore with the development of public's situation and needs.

Based on that description, the writer is interested in doing the research entitled "The implementation of Employee's Performance Assessment Policy Based on Government Regulation No. 46 Year 2011 Through the Improvement of Apparatus Competency in Training and Education Institution in Central Java Province." The mind map of this research can be seen in the diagram below:

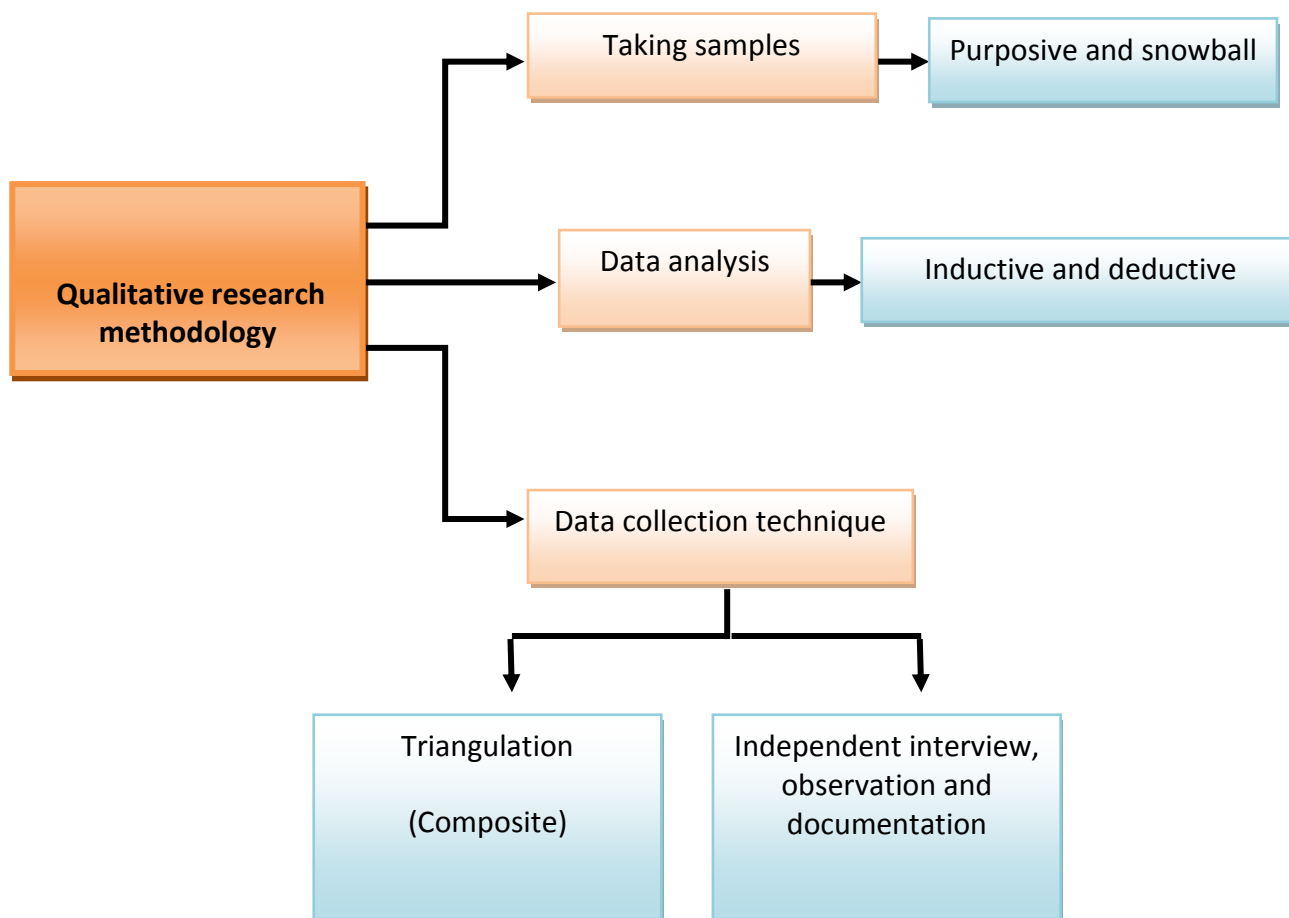


Picture 1. Mind-mapping

**METHODOLOGY**

This research uses qualitative methodology. Qualitative research methodology taken from Sugiyono (2011: 15) is a research methodology that based on *postpositivisme* philosophy that is used to researching the

natural object condition. The data analysis is done by interactive analysis model like what Miles dan Huberman (1984: 20) has developed. The research methodology in education and training institution in Central Java Province may be seen below:



Picture 2. Research methodology

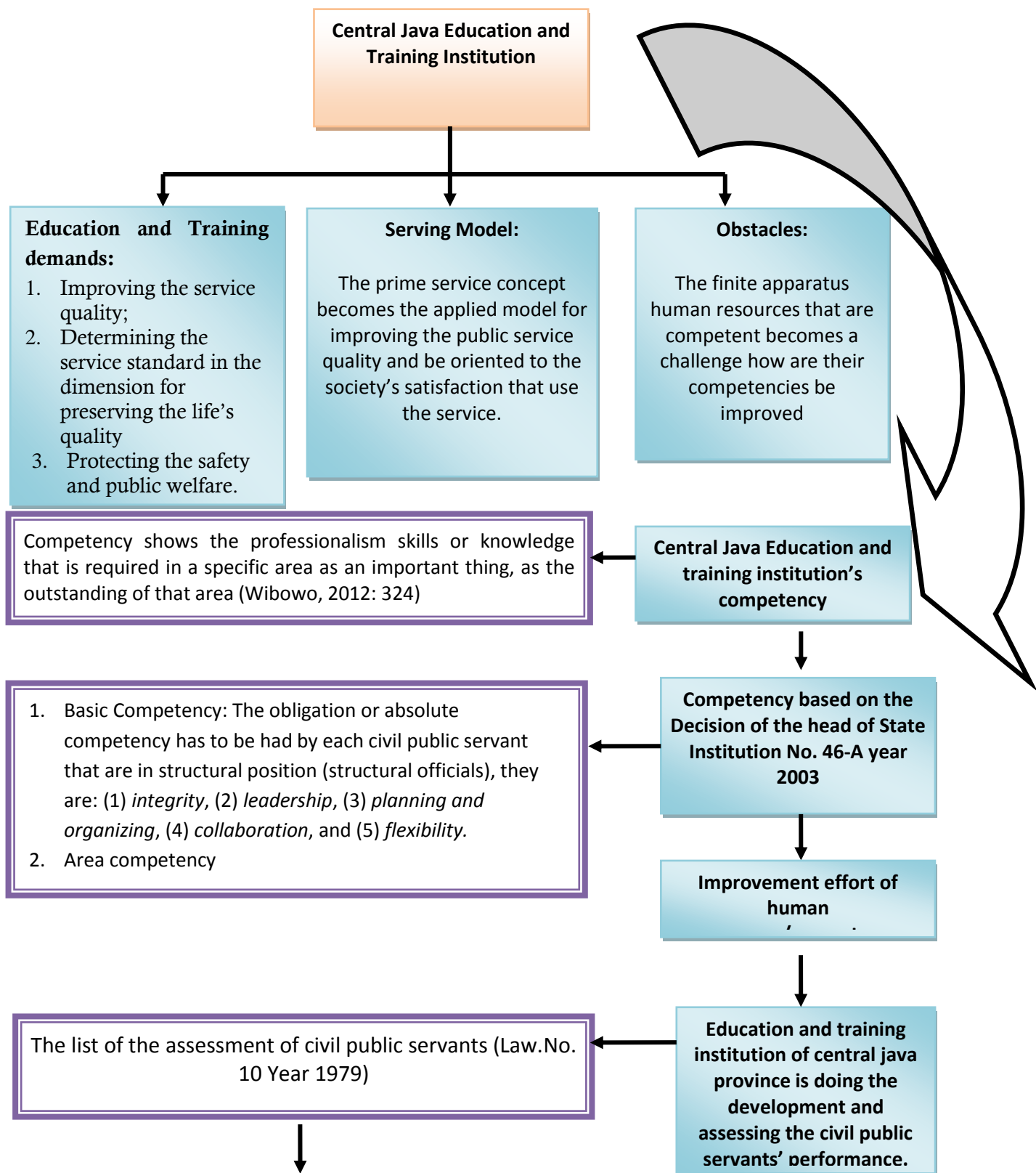
The data analysis in this model are divided into 4 components that interact each other, they are: data collection, data reduction, data presentation, and drawing conclusion and verivication. In this reseach, the data validation that is using sources triangulation and technique. This reseach is conducted in education and training of Central Java Province Institution.

**RESULT AND DISCUSSION**

Education and training institution of Central Java as the part of Central Java Province district government that provides the public service in education and training is demanded its ability to improve the service quality and also determine service standard in term of keeping life quality, safety care, and people's welfare. The service quality is also meant so that all the society members can enjoy the service and keep the public service quality and guarantee the

citizen's rights (Fernandes dkk dalam in education and training institution of Central Hardiyansah, 2011: 87). Java Province can be seen in the table below:

In outline, the result of assessment in performance, competency, utility, and obstacles



The DP3 purpose:  
 (a) Knowing the level of organizational achievement, (b) Providing the learning facilities for the employees, (c) fixing the performance in the next period, (d) give systematic opinion in making decision of giving *pembuatan reward* and *punishment*, (e) motivating the employees, and (f) creating the public accountability.

Picture3. Result and Discussion

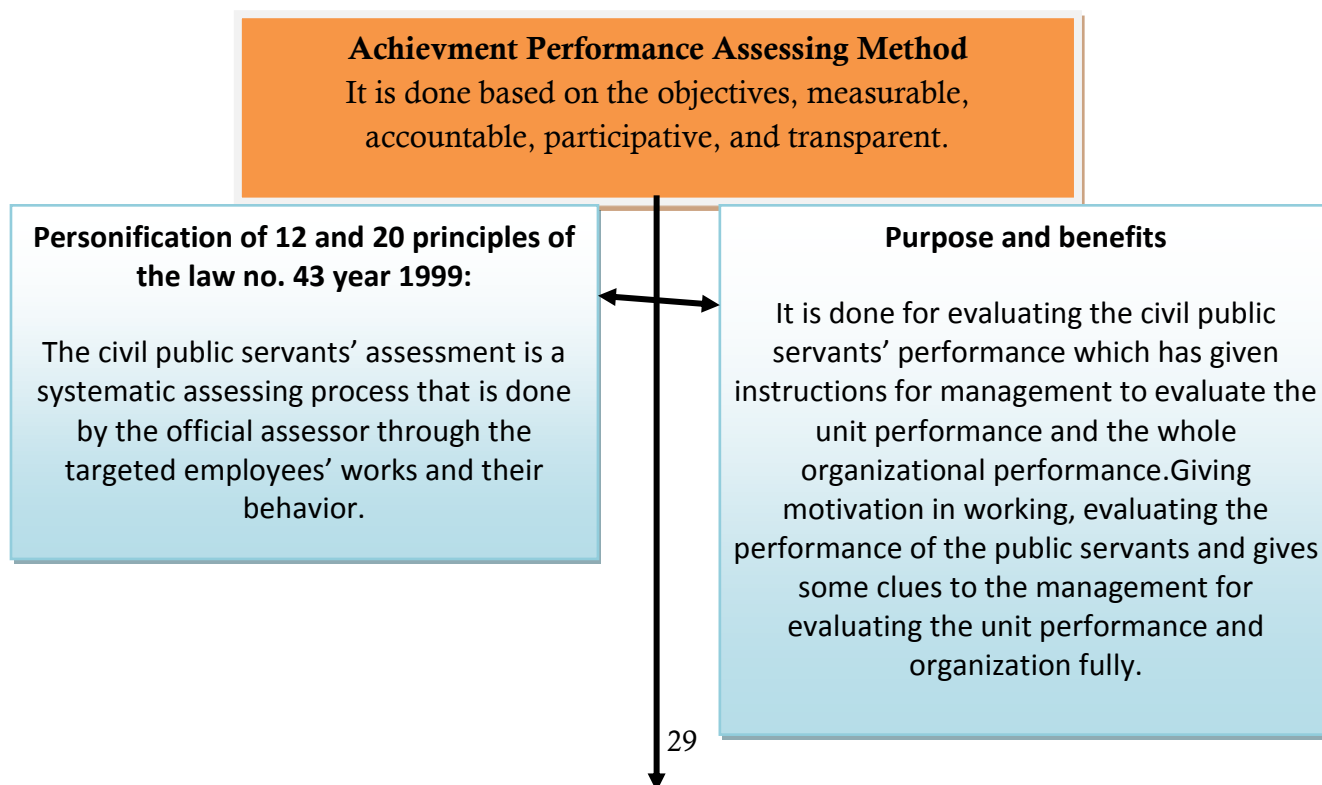
Torang (2013:74) says that performance is the quantity and or quality of individual or group performances result in an organization when they are doing the tasks, principles, and function that based on norm, operational procedure standard, criterion and measurement that has been set or occurred in the organization.

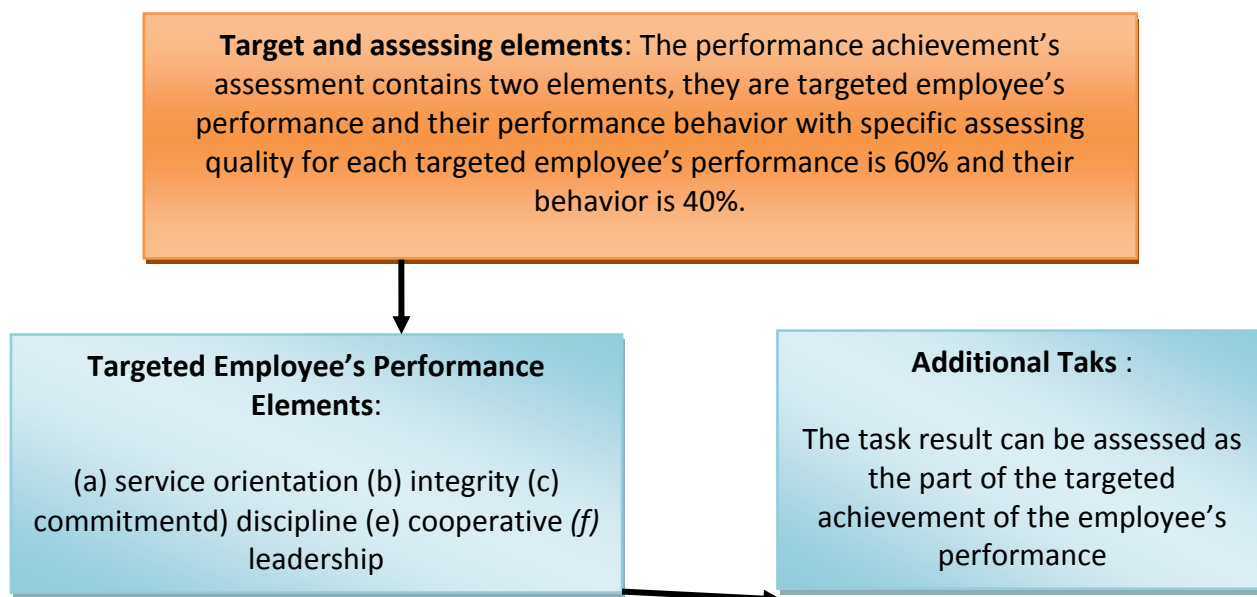
In outline, DP3 cannot be used in assessing and measuring how big the productivity and contribution of the civil public servant in the organization. This is because the employee's working performance assessment by using DP3 method does not base on specific target. Because of the measurement and assessment of working achievement's assessment does not base on some specific target; so, the assessing process is more subjective. In terms of

the direct higher boss as the assessing official, he only assesses and has not given some clarification from the assessing result and further analysis of the employee's that is being assessed yet.

**Assessment and New Approach**

By knowing many weaknesses of the civil public servants assessment in DP3, as well as the personification in principle 12 and 20 of the law no. 43 year 1999; the government tries to make a new ways of assessing the civil servants achievement by using Working Performance Achievement's Assessment methodology approach. The aim and purpose of the assessment by this new approach can be seen in the diagram below:





Picture 4. Assessment's concept with new approach

The education and training institution of Central Java Province will be started by applying the government's regulation of RI's government's no. 46 year 2011 about the civil public servants' performance achievement assessment starting from January 2014.

From principle 1 verse (2) of RI's government regulation no. 46 year 2011, the civil public servant performance's achievement is a systematic assessing process that is done by the official assessor to the targeted employees' performance and behavior during working. The purpose of it is for evaluating the civil public servants unit performance and organizational performance totally.

The targeted employee's performance contains the working plan and target that want to be reached by the civil public servant in a year. The targeted employee's performance includes quantity, quality, time, and cost. However, their performance's behavior is every behavior, attitude, and act that is done by a public servant that should or should not be done based on the laws regulation that is existed. The performance behavior's elements include: (a) serving orientation (working attitude and behavior of the public servant in giving the

service to those who are served, such as: society, boss, partners, related working units, and/or other institution) (b) integrity (the civil public servants' abilities in acting appropriately with the values, norms, and ethics in organization); (c) commitment (the wants and abilities of the public servants for stabilizing the attitude and action for achieving the organization's purposes by prioritizing the department's importance then their own importance, individual, and/or their group.); (d) discipline (the capability of the public servants for accepting the obligation and avoid the prohibition that are demanded in the laws regulation or department's regulation that if it is not demanded will be given some punishments); (e) corporation (the wants and abilities of the public servants for working together with their corporate, boss, lower employees either in the working unit or other institution in completing a task and responsibility they have); (f) leadership (the wants and abilities for motivating and persuading the lower employees or other people related to the tasking area for achieving the organizational purposes).

In addition, doing the task position activities that have been the main task and

function, when an employee has an additional task related to his/her position; so, it can be scored and decided as the additional task. Basically, the additional task is a supporting activity of the main task that is given to the employee to be done. A civil public servant that is doing an additional task given by the leader/official assessor that is related to his/her position's main task; so, the result can be scored as the part of targeted employee's performance. In the explanation of government's regulation no. 46 year 2011 in principle 10 that is meant as the additional task is the other task or tasks that are related to the positional task that are related and there is not stated in targeted employee's performance that has been decide.

Not only the additional task that the civil public servants do, but also the useful creativity that is shown to the organization in doing the main positional task, the result can also be valued as the part of the achievement of the targeted employee's performance. It is a must to every employee to arrange the targeted employee's performance based on each yearly institution's planning. The civil public servant that does not arrange it will be given a discipline punishment based on the regulation that regulate the civil public servants' disciplinary, it is the law no. 53 year 2010 about the civil public servants' disciplinary.

The essential of the targeted employee's performance in the education and training institution in Central Java Province that the performance assessing system will use the targeted employee's performance and their behavior as what is stated in government's regulation no. 46 year 2011 that will improve their motivation and spirit in working. By the existence of those assessing performance, the civil public servants will be in competition in improving their competency so that it can improve the result of the performance assessment. By the competency's improvement that has been had related to the knowledge, understanding, skill, and attitude and values of the working performance; the structural officials in the environment of education and training institution in Central Java Province are also

supported the applied of the government's regulation no. 46 year 2011 about the assessment of performance achievement of the civil public servants.

The structural officials in the environment of education and training institution in Central Java Province as the policy's holder provide complete facilities and infrastructure for the lower staff's tasks and give the wide chance for the civil public servants for improving their competency that they have by following the civil public servants in many education and training program based on their own needs and portion.

However, of course, it is needed to socialize the performance assessment's process based on the government's regulation no.46 year 2011 related to the arrangement process of targeted employee's performance since there are a lot of civil public servants that have not been understood and know how to arrange their targeted tasks yet. Here, it is needed the role of the higher structural officials in giving socialization, guiding, and easiness for them in arranging the targeted employee's performance for assessing the civil public servants' performance in which the result will be used for their competency's improvement in doing the education and training service based on the instruction from education and training institution in Central Java Province that in the end will improve the public service quality of the related institution.

## CONCLUSION

Based on the research, the researcher concludes some points below:

The assessment of civil public servants' working achievement is done based on the government's regulation no. 46 year 2011 is done based on the objective, measurement, accountable, participative, and transparent principles. The elements that are scored as the working achievements are targeted employee's performance that contains the working planning and target by the civil public servant and their working behavior, attitude that is done by them. The government's regulation no. 46 year 2011



presupposing that it is a must for every civil public servants to arrange the targeted employee's performance that contains the position's tasks activities and targets that have to be achieved in the assessing timing that is real and can be measured. It is also said that the civil public servants that have not arrange the targeted employee's performance has to be given discipline's punishment based on the law no. 52 year 2010 about the employee's disciplinary.

All the civil public servants either the staff or structural officials must be ready and can do the government's regulation no. 46 year 2011 mandate. As a staff, a civil public servant must arrange the targeted employee's performance based on their portion and as the structural officials, the civil public servants must give the objective assessment based on the RI's government's regulation n. 46 year 2011 about the assessment of the working achievement of the civil public servants and be followed by the head of the State Employee Institution's regulation no. 3 year 2013 as the basic of the working achievement's assessment of the civil public servants.

By applying the working assessment's of the civil public servants based on the government's regulation no. 46 year 2011, it will be gotten their competency's improvement in the environment of education and training institution of Central Java Province related to the improvement of knowledge, understanding, skill, and attitude and values of the civil public servant that is doing their tasks.

By improving the civil public servants' competency in the environment of the education and training institution in the Central Java Province, it will also improve the whole public service quality that is effected to the working improvement of the education and training institution in the Central Java Province as the targeted employee's performance in Central Java Province as the accreditation's institution in doing the apparatus human resources in Central Java Province.

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