



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

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Abstract

In order to improve the accountability of public sector performance, government is challenged to make an accountability system based on performance by creating an effective performing management model. The pressure of government organization either central or district for fixing their performance pushes 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 wanting to be served to be the servant (guardian) that makes the society happy; and 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 government organization either central or district 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, 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, 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.

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), from relaxing culture, laziness, and undisciplined to be the hard-working culture, be spirit, innovative, creative, and discipline, and from the government management system that is bureaucratic to the government's system that based on entrepreneurship and

performance-based public management (Thoaha, 2010: 19).

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). Thoaha (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."

Central Java Province education and training Institution is an accredited institution in the implementation of government's apparatus resources in district. It has a main responsibility on enhancing the quality and competency of the civil public servants as an element of government's institution. As it has an important role, the employees 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.

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.

Based on that description, the writer is interest 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:

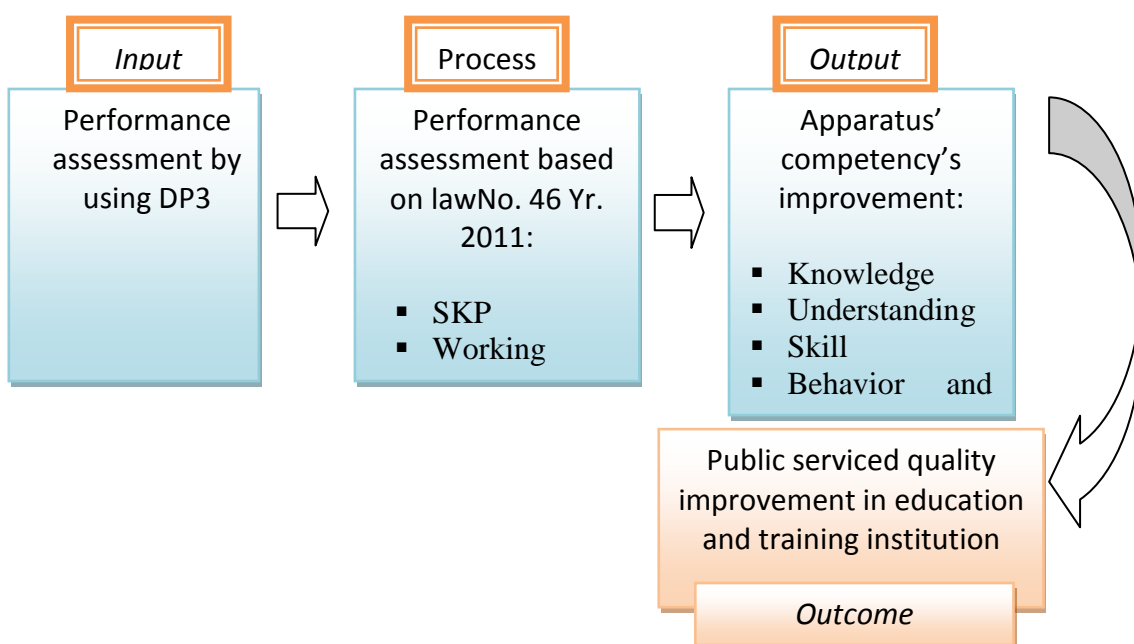
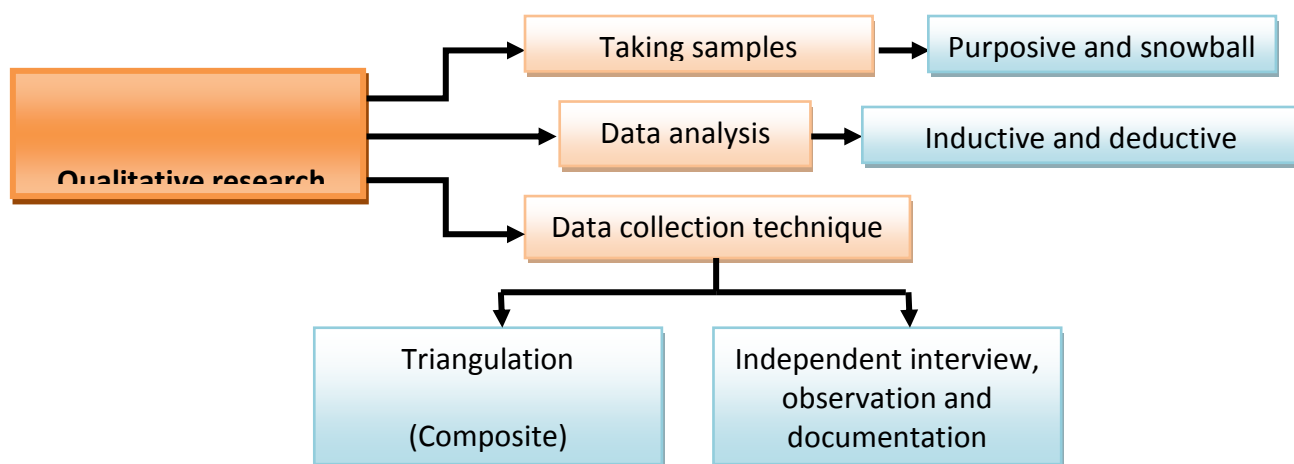


Figure 1. Mind-mapping

METHODOLOGY

This research uses qualitative methodology. Qualitative research methodology taken from Sugiyono (2011: 15) is a research methodology that based on *postpositivism* 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

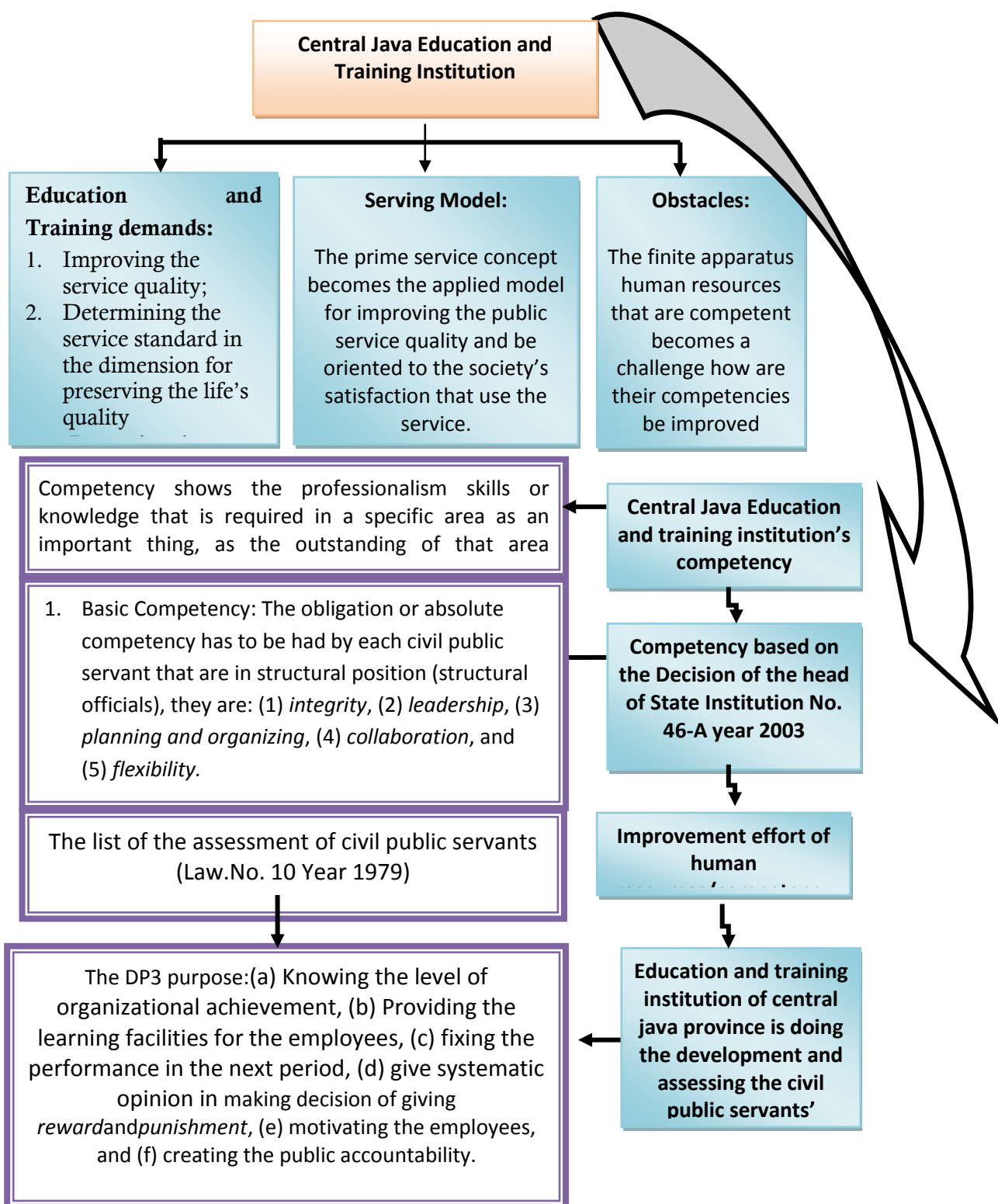
The data analysis in this model are divided into 4 components that interact each other, they are: data collection, data reduction, data presentation, and drawing conclusion and verification. In this reseach, the data validation that is using sources triangulation and technique. This reseach is conducted 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 et.al in Hardiyansah, 2011: 87).

The result of assessment in education and training institution of Central Java Province can be seen in the table below:



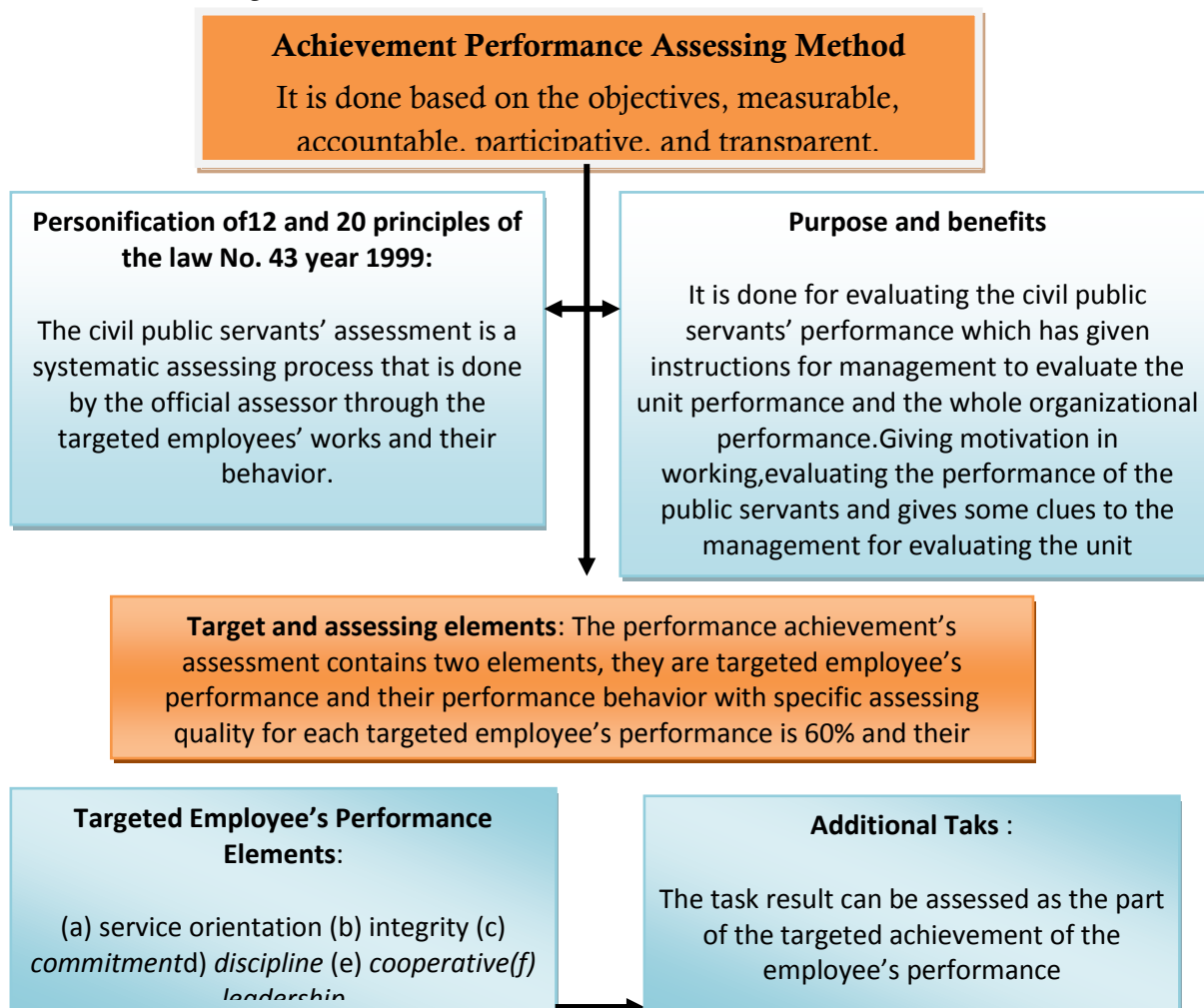
Picture 3. Result and Discussion

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 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. In addition, 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

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, when an employee has an additional task related to his/her position, 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. 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, 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.

By the existence of those assessing performance, the civil public servants will be in competition in improving their competency. 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. By the competency's improvement, 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.

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.

CONCLUSION

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.

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 No. 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 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 affected 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.

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