

Performance Assessment Team's Performance In Filling The Position Of The Sub-District Head In Buru Selatan District Maluku Province

Rikha Murliasari*¹, Yusi Eva Batubara²

¹ Institut Pemerintahan Dalam Negeri, Sumedang-Indonesia, rikhamuliasari@gmail.com

² Institut Pemerintahan Dalam Negeri, Sumedang-Indonesia, yusieva@ipdn.ac.id

ABSTRAK

Penelitian ini bertujuan untuk mengetahui bagaimana kinerja Tim Penilai Kinerja PNS dalam pengisian jabatan camat di Kabupaten Buru Selatan, disamping itu juga untuk mengetahui faktor pendukung dan penghambatserta upaya yang dilakukan dalam mengatasi kendala yang ada. Metode penelitian yang digunakan adalah metode penelitian deskriptif kualitatif dengan pendekatan induktif. Sumber data pada penelitian ini adalah sumber data primer dan sekunder. Teknik analisis data yang digunakan adalah menyeleksi data, klasifikasi data dan verifikasi data. Sumber data yang digunakan *place*, *person* dan *paper*. Teknik pengumpulan data meliputi wawancara, observasi dan dokumentasi. Hasil pengamatan menggambarkan bahwa kinerja Tim Penilai Kinerja PNS dalam pengisian jabatan camat di Kabupaten Buru Selatan belum sesuai dengan peraturan yang berlaku karena dalam proses pelaksanaannya mengabaikan penilaian secara objektif. Upaya yang telah dilakukan adalah dengan mengikuti pelaksanaan pendidikan dan latihan, bekerja sesuai dengan tupoksi, mengajukan anggaran kepada pemerintah Kabupaten Buru Selatan untuk dapat melengkapi sarana dan prasarana yang masih kurang dalam menunjang kinerja Tim Penilai Kinerja PNS. Adapun saran dari penulis mengenai pengisian jabatan camat adalah merumuskan kembali kebijakan-kebijakan dengan memperhatikan prinsip-prinsip *merit system* sehingga dapat meminimalisir intervensi dan pengaruh luar yang menyebabkan proses pemilihan jabatan camat menjadi tidak objektif.

Kata Kunci : Penilaian Kinerja, Aparatur Sipil Negara (ASN), *E-Performance*

ABSTRACT

This research aimed to investigate the performance of the Civil Servants' Performance Assessment Team in the appointment of sub-district head position in South Buru Regency. This research also identified both supporting and hindering factors as well as the efforts made to overcome existing obstacles. This qualitative descriptive research was performed using an inductive approach. Both primary and secondary data sources were utilized in this research. The data analysis techniques included data selection, classification, and verification. The data sources encompassed physical locations, individuals, and written materials. Data collection methods comprised interviews, observations, and documentation. The observations revealed that the performance of the Civil Servants' Performance Assessment Team in filling the sub-district head position in South Buru Regency deviated from applicable regulations, as it failed to adhere to objective assessment during the implementation process. The efforts made to address this issue involved participation in education and training programs, adherence to primary responsibilities and functions, and budget requests to the South Buru Regency government to enhance the deficient

*Corresponding author

Rikha Murliasari
Institut Pemerintahan Dalam Negeri
rikha.muliasari@gmail.com
+62 812-8327-979*

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facilities and infrastructure supporting the team's performance. To improve the process of selecting sub-district heads and minimize external influences, the author recommended policy reformulation that incorporated the principles of a merit system, thus promoting objectivity.

Keywords: *Performance, Civil Servant, Performance Assessment Team*

Introduction

Indonesian regional autonomy has reached a new milestone, providing extensive levels of self-governance to both the government and urban areas, as outlined in Law no. 32 of 2004, which was further amended by Law no. 23 of 2014 governing regional government. In accordance with Article 1(6) of the Local Government Law of 2014, "Regional autonomy encompasses the privileges, authorities, and responsibilities bestowed upon autonomous regions to govern and administer their own affairs, while safeguarding the welfare of the local community within the unified framework of the Republic of Indonesia."

The implementation of Law Number 23 of 2014 regarding Regional Government has added to the challenges faced by Regional Governments, as it places a significant burden on them with numerous responsibilities delegated by the central government. Adequate human resources are essential to support state administration duties. Without a human-centric approach, attaining development objectives will prove challenging. The task and role of government officials play a crucial role in fulfilling government responsibilities and ensuring the success of development endeavors. Therefore, government officials are among the vital components of the government's human resources.

To foster good governance and promote integrity, local governments must employ government officials, particularly Civil Servants, who possess qualities of dedication, reliability, loyalty, professionalism, and high ethical standards as public servants. These individuals are essential for delivering services to the community in a fair and impartial manner, guided by loyalty to Pancasila (the foundational philosophy of Indonesia) and adherence to the principles outlined in the 1945 Constitution.

Within the administrative framework of the Unitary State of the Republic of Indonesia, sub-districts hold a significant position as regional entities within districts/cities, responsible for the execution of general government affairs. The sub-district head, acts as the regional apparatus executor at the district/city level. They carry out delegated authority from the regent/mayor and oversee the organization of general government affairs. Furthermore, the sub-district head

progressively assumes tasks assigned by the central government within the sub-district's jurisdiction.

Buru, one of the districts in Maluku Province, has been actively pursuing development initiatives across various sectors. When assessing the Gross Regional Domestic Product (GRDP) and economic growth in Buru Regency, it can be characterized as moderate, with an annual economic growth rate ranging from 3 to 4 percent. The agricultural sector predominantly drives the economy of Buru Regency, contributing around 50 percent in recent years. Buru Island possesses social-traditional characteristics and systems, deeply rooted cultural values, and other societal aspects. The "mountain people," who inhabit the interior regions of Buru Island, reside scatteredly around Lake Rana—an expansive lake situated at an altitude of 1000 meters above sea level. They can also be found along the banks of the Waegeren and Waenibe rivers, as well as in Selvadu, Maheteruanusan, Walingat Baru, and Kaiely. Within the Buru Regency area, there is a notable presence of Civil Servants employed within the South Buru Regency Government who hold positions as sub-district head despite lacking a background relevant to government affairs. Consequently, their performance may not be optimal since their positions do not align with their competencies. This situation contradicts Government Regulation Number 17 of 2018 concerning Sub-districts, which stipulates that the requirements and appointment of sub-district heads should adhere to statutory provisions. This discrepancy arises due to the underdeveloped classification of the southern Buru district, highlighting the need for appropriate measures in addressing this issue.

The research focuses on the following key questions: (1) How is the performance of the Public Service Performance Assessment Team in selecting sub-district heads in South Buru Regency, Maluku Province? (2) What are the factors that support or hinder the performance of the Performance Assessment Team in selecting sub-district heads in South Buru Regency, Maluku Province? (3) What measures can be taken to overcome the hindering factors and enhance the performance of the Civil Servants Performance Assessment Team in selecting sub-district heads in South Buru Regency, Maluku Province?

According to Mahsum in Mangkunegara (2005: 25), performance can be understood as the measurement of program or policy implementation in attaining the goals, objectives, mission, and vision outlined in the organization's strategic plan. Additionally, Bernadin and Russel Ruky in Mangkunegara (2006: 25) define performance as a documented record of the outcomes accomplished within a specific job or activity during a designated timeframe.

Tika in Uha (2015: 213), presents the perspectives of several experts on the conceptualization of activities. Stoner, as mentioned in Uha (2015: 214), suggests that an

individual's performance is influenced by their capability and motivation in the workplace. (Sembiring, 2012: 82) contends that efficiency is the outcome of work (output) achieved through a specific process (transformation) involving all organizational elements, including resources, information and data, policies, and input, within a designated timeframe.

Performance dimensions or indicators are essential in assessing and evaluating performance. As stated by John Miner in Sudarmanto (2009: 11), he suggests the use of four dimensions as benchmarks for performance assessment as follows.

1. Quality: This dimension measures the level of errors, damages, and accuracy in the work performed.
2. Quantity: It focuses on the quantity or volume of work produced.
3. Time utilization in work: This dimension assesses factors such as attendance, punctuality, effective work time, and the number of lost work hours.
4. Collaboration with others in work: It evaluates the ability to work effectively and cooperatively with colleagues and stakeholders.

Performance evaluation/assessment is a crucial process employed by organizations to gauge and determine the performance levels of their employees. According to Megginson in (Mangkunegara, 2006: 69), performance evaluation enables leaders to assess whether employees fulfill their job responsibilities and duties effectively. On the other hand, Sembiring (2012: 86) explains that assessing organizational performance serves as a milestone for measuring the accomplishment of primary tasks and functions. If any deviations from established standards are identified, competent leaders promptly take corrective actions to address them. This process helps organizations maintain performance standards and ensure continuous improvement by addressing any areas of improvement or non-compliance.

Local government institutions possess distinct characteristics that differentiate them from general institutions. Unlike other institutions, the functioning of regional apparatus institutions is not solely determined by natural selection or influenced by the success or failure of sub-systems within the organization. Instead, the dominance of government policies plays a crucial role in shaping and developing these institutions. Moreover, Tahir & Martini (2015: 9) emphasize that the establishment of regional apparatus organizations must consider the specific characteristics of each region. It is necessary to differentiate between urban autonomous regions and district autonomous regions.

The authority delegated to sub-district heads can be categorized into various types of working relationships with vertical agencies in their respective areas. These relationships primarily focus on coordination. The nine types of authority that can be delegated to sub-district heads include licensing, recommendation, coordination, guidance, supervision, facilitation, determination, data collection, information delivery, and implementation authority (Wasistiono et al., 2009: 53).

To ensure the quality and objectivity in making decisions regarding appointments, transfers, dismissals, promotions, and retirement age limits for Civil Servants in the South Buru District, the government implemented Government Regulation no. 30 of 2019. This regulation establishes the Performance Assessment of Civil Servants, which is designed to create a structured and fair Performance Management System for Civil Servants in accordance with the guidelines specified in Government Regulation no. 30 of 2019 that includes:

- a. Performance planning;
- b. Performance implementation, monitoring and advisory;
- c. Performance evaluation;
- d. Follow ups; and
- e. Performance Information System for Civil Servants.

In Hutasoit's (2016) research conducted at the Palaran Sub-District Office in Samarinda City, the performance of Civil Servants was assessed, along with identifying factors that hindered their performance. The findings indicated that overall, the work productivity of Civil Servants at the Palaran Sub-District Office was satisfactory, but there was room for improvement. It was noted that each task should be thoroughly understood and completed accurately, necessitating adaptability to different tasks. Furthermore, attention to detail was highlighted as crucial, especially in file-related services, to avoid errors. For example, errors were observed in recording the month and date of birth during the issuance of identity cards (KTP). The research also revealed that employee discipline was lacking, with instances of mistakes and delays in completing work, resulting in reduced productivity. This issue particularly affected activities such as file archiving. To achieve the vision and mission of the Palaran District, it is essential to address these challenges and focus on enhancing staff capabilities.

According to the research conducted by (Pratiwi & Seran, 2018), the SIKERJA application plays a crucial role in enhancing work quality. Prior to its official implementation, a six-month trial period was conducted in early 2017. The purpose was to assess the effectiveness of the SIKERJA application in facilitating performance achievements, which initially fell short of

expectations. Therefore, it becomes necessary to devise strategies and steps to improve both performance and the application itself. The aim is to maximize the benefits of rapid information technology advancements for organizational improvement and enhance the performance of Civil Servants. The research identifies six indicators to guide the implementation of performance improvement strategies: quality, quantity, teamwork, creativity, innovation, and initiative. However, these indicators have not yet been fully incorporated into the application. Regular discussions and consultations are also recommended to gather information and address any issues that may arise. Work minutes have been established as a measure of productivity, tailored to the workload and targets that need to be achieved. Employees failing to meet the set work minutes should face strict sanctions. The role of the SIKERJA verifier is crucial to ensure control and compliance with the established standards. To analyze and understand the full scope of these indicators, qualitative and exploratory research methods are suggested as they allow for a comprehensive analysis and uncovering of actual information.

Mursalin (2018) conducted related research on performance appraisal and discovered that the District Head aimed to enhance employee motivation through several approaches. These approaches included establishing a sound organizational structure, defining tasks and responsibilities clearly, fostering a harmonious working environment, utilizing awards and sanctions, facilitating transfers and promotions, as well as providing education and training opportunities. However, some aspects of these efforts were found to be suboptimal, specifically in terms of award distribution and employee education and training, resulting in reduced employee motivation. Additionally, several factors acted as obstacles to the motivation-boosting efforts, such as inadequate work support facilities, low income among sub-district employees, limited educational attainment of sub-district employees, extended periods of work, and an aging workforce.

Handayani (2022) conducted further research at the Petalangan city sub-district office in Pelalawan Regency. This research aimed to evaluate the performance of the State Civil Apparatus (SCA) in enhancing public services at the Petalangan sub-district head office and identify the factors that hinder their performance in this regard. The research employed a qualitative descriptive method, which involved analyzing observations, interviews, and documentation to provide a detailed overview. The analysis revealed that the performance of employees, as measured by Employee Work Targets (SKP), was considered unsatisfactory in terms of quantity, quality, and timeliness. However, their performance in the cost aspect was deemed satisfactory. In terms of work behavior, employees scored poorly in integrity, commitment, and discipline, while they demonstrated satisfactory service orientation. Regarding the tangible aspects of improving public

services, employees performed well. However, reliability and responsiveness were found to be lacking.

Another research conducted by Hardiyanti (2018) focused on the Staffing and Human Resources Development Agency for the Sinjai Regency Apparatus. The findings of this research revealed that the process of appointing sub-district heads still followed a closed system. According to Law no. 5 of 2014 concerning the State Civil Apparatus, only high-level leadership positions require an open selection process, while the selection for administrator positions still adheres to the traditional method. The research also highlighted the elucidation of Article 224 paragraph (2) of Law no. 23 of 2014 concerning Regional Government, which states that sub-district heads should possess a bachelor's degree or diploma in government science. However, there is a need for further investigation since no research has examined whether sub-district heads without a background in government science are incapable of fulfilling government responsibilities compared to those with a government science background. Moreover, not all regions can ensure a sufficient number of human resources with a government science degree, which leads to sub-district heads being chosen from other social science disciplines such as law, with a focus on researching governance. The considerations of the district government in appointing sub-district heads are based on local government policies, the Personnel and Apparatus Human Resources Development Agency, and the Regional Civil Service Development Officer.

Based on the previously mentioned studies, it is evident that the author's research on the Performance of the Civil Servants Performance Appraisal Team in Filling the Sub-district head Position in South Buru Regency, Maluku Province is unique and distinct from previous research. Unlike previous studies, the author's research delves deeper into the dimensions of performance quality exhibited by the Civil Servant Performance Assessment Team. The aim of this research is to provide recommendations to relevant authorities regarding the selection process for sub-district heads in Buru Selatan Regency, Maluku.

Research Methods

1. Design

This qualitative descriptive research employed an inductive approach. This approach was regarded suitable as the problem under investigation remains unclear, lacking sufficient knowledge, information, and a clear understanding of the problem's context. The chosen method involved collecting pertinent information and knowledge about the phenomenon or issue being

examined, analyzing data, and devising strategies to obtain accurate insights into the subject matter (Simangunsong, 2016: 192).

Simangunsong (2016: 192) also stated that qualitative research emphasizes the exploration of meaning. It is essential to acknowledge that the formulation of research problems in qualitative studies is based on subjective and diverse research themes. These themes are arranged to capture the multifaceted nature of the phenomenon under investigation.

2. Data Collection Technique

To gather relevant data and information for this research, it was crucial to identify the appropriate data sources. The author opted for field studies as a data collection method, which involves directly visiting the research site. In this research, the author employed various techniques under the field research approach, including interviews, observations, and documentation, to collect the necessary data.

The author, acting as the interviewer, engaged in direct interviews with the informants, posing questions and recording their responses. Through this method, the informants were able to provide the author with the required information to be later documented through note-taking. An unstructured interview technique was conducted, allowing for free-flowing discussions during the interviews. Verbal interviews were also conducted with multiple informants as part of this research as follows.

- a. Regent of South Buru Regency (informant 1);
- b. Secretary of South Buru Regency (informant 2);
- c. Head of Procurement, Information, Mutation, and Promotion Division of the Personnel and Human Resources Development Agency of South Buru Regency (informant 3);
- d. Assistant for Government and Social Affairs of the Regional Secretariat of South Buru Regency (informant 4);
- e. Assistant for General Administration of the Regional Secretariat of South Buru Regency (informant 5);
- f. Head of the Personnel and Human Resources Development Agency of South Buru Regency (informant 6);
- g. Inspector of South Buru Regency (informant 7).

Observation activities play a significant role in this research, as they involve the systematic recording of events, behaviors, and other relevant aspects that contribute to the research. In addition to interviews and observations, information can also be sourced from various recorded materials such as letters, diaries, photo archives, meeting minutes, activity logs, and other relevant documents.

3. Data Analysis Technique

Regarding data analysis, the authors employed a descriptive research method with a qualitative approach. The data collected through interviews and documentation were analyzed by the researchers, drawing connections between the information and existing facts and theories. In government research, analysis stages can be conducted both prior to and during the fieldwork phase. This allows for a comprehensive analysis of the data, considering various perspectives and contextual factors.

In this research, the authors also employed data analysis triangulation techniques. Norman K. Denzin, as quoted by Rahardjo (2012), defines triangulation as the combination of various methods used to examine interconnected phenomena from different perspectives and viewpoints. Denzin outlines four components of triangulation: (1) method triangulation, (2) inter-researcher triangulation (applicable in group research), (3) data source triangulation, and (4) theory triangulation. The technique of triangulating models from multiple sources is known as "check, recheck, and cross-check." This means that the initial data in the research serves as a foundation for conducting in-depth research or rechecking the aforementioned models. The purpose of cross-checking is to test the validity and reliability in qualitative research.

Results and Discussion

1. Civil Servant Performance Assessment Team in the Assigning of Sub-district Head in South Buru Regency Maluku Province

Civil Servant Performance Assessment Team is a group constituted by Authorized Officials to provide recommendations to Personnel Development Officials regarding appointments, transfers, dismissals, competency development, and recognition of Civil Servants. In the case of appointing sub-district heads, the team is responsible for recommending individuals with a background in government science and assessing their track record at work.

Based on the author's observations and interview findings, it is evident that Civil Servant Performance Assessment Team is comprised of the employee's immediate supervisor, with the

minimum requirement being a supervisory official or other delegated authority. Their role is to provide advice to Personnel Development Officials on matters related to appointments, transfers, dismissals, competency development, and recognition of Civil Servants. Specifically, they assess candidates for sub-district head positions based on their relevant background.

However, the research findings indicate that in South Buru Regency, only one out of the six sub-districts was led by a sub-district head with a background in government science. This deviates from the existing regulations, particularly Article 224, paragraph (2) of Law No. 23 of 2014 concerning Regional Government. According to this provision, the Regent/Mayor is obligated to appoint sub-district heads from Civil Servants who possess technical knowledge of government and fulfill staffing requirements as stipulated by the law. The elucidation of Article 224, paragraph (2) further clarifies that demonstrating proficiency in government technical knowledge is substantiated by possessing a diploma or a graduate degree in government science.

The interview also revealed that demographic factors can impact the performance of the Civil Servant Performance Assessment Team in appointing sub-district head positions in South Buru Regency. These factors include age, gender, marital status, education, and years of service.

Psychological factors play a crucial role in the recruitment, selection, and placement processes of workers. These factors have a direct impact on the alignment between Civil Servants and their assigned structural responsibilities. The appointment of structural officials, specifically the position of Sub-district head of South Buru Regency Government Agency, adheres to Government Regulation Number 13 of 2002, in conjunction with Government Regulation Number 100, which outlines the guidelines for appointing officials to structural positions.

Human resources play a crucial role in determining organizational performance as they serve as both planners and implementers of organizational programs. Based on the timing of the research and the outcomes of the interviews, the author's analysis reveals that the human resources involved in the Performance Assessment Team consist of Performance Appraisal Officials, who are either the direct superiors of Civil Servant members or other officials delegated with authority. The interviews conducted by the authors demonstrate that the Civil Servant Performance Assessment Team has effectively carried out their tasks, following a series of administrative processes, indicating a commendable performance. This aligns with Gusfield's assertion in Handayani's work (2022) that a leader's role within a movement involves mobilizing and inspiring participants, while also acting as an articulator to connect the movement with the wider community. A leader should possess personal abilities that surpass those of their members, enabling them to influence and motivate members to act in accordance with their vision. This is

achieved through the leader's authority and respected position. Additionally, leaders must be capable of adapting their skills to suit the unique circumstances of their work environment.

Rengifurwarin & Rolobess (2021) views leadership as an art that involves influencing individuals or groups to willingly work towards specific goals. Consequently, a leader must possess the ability to motivate their subordinates, encouraging them to enhance their performance.

Leaders who exhibit traits such as intelligence, emotional stability, and insight are more likely to adopt a democratic leadership style. Through field observations and interviews, it has been found that the leadership style employed by a leader can significantly impact performance. This is because leaders have the authority to make decisions and take actions that influence the direction and future of the organization.

An award can be defined as a form of recognition, prize, or reward. Within the context of reward management, it serves as a tool to enhance employee motivation. This approach associates positive emotions, such as happiness or pleasure, with one's actions and attitudes, leading to their repetition. Consequently, the presence of an award can inspire employees to become more proactive in their efforts to improve and achieve outstanding results (Anjarwati, 2021).

As stated by Suradinata (2019), motivating subordinates to attain satisfactory outcomes involves encouraging them to perform well. One approach to achieving this is through a religious perspective, where leaders actively engage in religious activities and offer guidance and teachings on ultimate truth. This approach can provide intrinsic motivation for employees in carrying out their duties. When employees recognize the significance of having purpose in life, they become more enthusiastic about tackling challenges and achieving personal fulfillment. Based on the findings from interviews, it was revealed that the Civil Servant Performance Assessment Team only receives honorariums, and these honorariums are disbursed after the meetings. The head of the Civil Servant Performance Assessment Team receives Rp. 300,000.00, while the team members receive Rp. 200,000.00. The team members feel that the honorariums they receive are disproportionate to the workload assigned to them. Additionally, the Civil Servant Performance Assessment Team has never received any other form of award apart from these honorariums.

Moreover, the interview results indicate that job design factors play a crucial role. The members of the Civil Servant Performance Assessment Team are knowledgeable about their respective duties, principles, and functions. This understanding enables each team member to fulfill their main task and function in shaping the Civil Servant Performance Assessment Team. The primary function of the team is to select professional and competent structural officials. However, the effectiveness of the implementation is hindered by external influences from regional

head policies, which are driven by informal factors such as political interests and bureaucratic interests.

2. Supporting and Inhibiting Factors in the Performance of the Civil Servant Performance Assessment Team in Filling the Sub-district Head Position in South Buru Regency, Maluku Province.

a. Supporting Factors

1) Internal Factors

Internal supporting factors explain the elements originating from within the Civil Servant Performance Assessment Team that serve as driving forces or support in achieving the team's performance in providing advice and recommendations to the leadership regarding the appointment of a sub-district head. Field interviews yielded data suggesting that several factors internally contribute to the performance of the Civil Servant Performance Assessment Team in filling the post of sub-district head in South Buru Regency. These internal factors include: having an adequate number of qualified human resources, maintaining cohesiveness and cooperation among team members, ensuring that Civil Servants on the Performance Assessment Team understand their respective duties, having a sufficient budget, and possessing adequate facilities and infrastructure.

2) External Factors

During the interviews, the author observed and gathered data indicating that the performance of the Civil Servant Performance Assessment Team in filling the sub-district head position in South Buru Regency was supported by external factors. These factors include the political situation, which needed to be conducive, and leaders who had a clear understanding of the main duties and functions of the Civil Servant Performance Assessment Team.

b. Inhibiting Factors

1) Internal Factors

Internal inhibiting factors represent the aspects originating from within the Civil Servant Performance Assessment Team that act as obstacles to achieving the team's performance in providing advice and recommendations to leaders regarding the appointment of a sub-district head. Data collected through field interviews identified several factors hindering the performance of the Civil Servant Performance Assessment Team in filling sub-district head positions. These factors include differences of opinion between the regional head and the Civil Servant Performance

Assessment Team, as well as interference driven by personal interests, such as kinship or remuneration linked to political parties and the team's success in local elections.

2) External Factors

The interviews revealed that external inhibiting factors affecting the performance of the Civil Servant Performance Assessment Team included technological advancements and the rapid progress of information dissemination. The abundance of information and news that did not align with the facts led to a decline in public trust in the government's implementation of its policies. Consequently, this lack of trust had a negative impact on the work motivation of employees.

3. Efforts to Overcome Inhibiting Factors in the Performance of the Civil Servant Performance Assessment Team in Filling the Sub-district Head Position in South Buru Regency, Maluku Province

a. Direct Efforts

1) Internal direct efforts

Based on the interviews conducted, the author found that the CIVIL SERVANTS Performance Assessment Team implemented internal measures to address the inhibiting factors affecting their performance. These measures included providing advice and recommendations to the leadership regarding the appointment of a sub-district head. Despite the final decision resting with the Regent, the Civil Servant Performance Assessment Team continued to fulfill their duties and functions in accordance with the existing regulations. Additionally, team members acknowledged the importance of realizing that each decision made would have future implications.

2) External direct efforts

External efforts involve collaborations with parties both outside and within the Civil Servant Performance Assessment Team to address inhibiting factors and enhance their performance in providing advice and recommendations to leaders regarding the appointment of a sub-district head. The interviews conducted by the author indicated that external parties made direct efforts to overcome these inhibiting factors. One such effort was the involvement of Civil Servant Performance Assessment Team members in education and training programs. Participating in these training sessions provided an opportunity for team members to acquire additional knowledge and skills that would contribute to achieving maximum and optimal performance.

b. Indirect Efforts

1) Internal indirect efforts

Based on the author's observations during the research interviews, it was found that indirect efforts could be undertaken to overcome internal inhibiting factors and enhance the performance of the Civil Servant Performance Assessment Team. One such effort was ensuring that the team, which was specifically formed to provide recommendations to the Regent regarding structural appointments, fulfilled its duties and functions effectively and in compliance with the relevant regulations. By ensuring proper adherence to the established procedures and guidelines, the Civil Servant Performance Assessment Team could strive to increase their performance levels.

2) External indirect efforts

Based on the interview results, it was found that an indirect effort to overcome external inhibiting factors and enhance the performance of the Civil Servant Performance Assessment Team is to submit a budget proposal to the Regional Government for the improvement of facilities and infrastructure related to the team's operations. By securing adequate resources for the Civil Servant Performance Assessment Team, such as suitable facilities and infrastructure, their performance can be enhanced and obstacles in carrying out their duties can be mitigated.

Efforts to address inhibiting factors can be undertaken through training programs aligned with Government Regulation no. 101 of 2000, which focuses on education and training for civil service positions. According to the regulation, Civil Servants, including the Performance Appraisal Team, should possess competencies characterized by attitudes and behaviors that demonstrate loyalty and obedience as public servants. They should also serve as the unifying force for national unity and integrity. To develop Civil Servants, specifically the Performance Appraisal Team, who meet these criteria, it is necessary to provide guidance through education and training programs. These initiatives aim to enhance attitudes and cultivate a spirit of service that is oriented towards the interests of the community, nation, state, and homeland (Syauki, 2013).

1. Technical, managerial, and/or leadership competencies.
2. Efficiency, effectiveness, and quality of task execution carried out with a spirit of cooperation and responsibility in accordance with the work environment and organization.

Based on the analysis discussed above, the author advises the Performance Assessment Team to work in alignment with their assigned tasks, principles, and functions. By doing so, they can ensure that the implementation proceeds according to plan and achieves maximum performance. The author also highlights the significance of Law No. 5 of 2014 concerning the

State Civil Apparatus, which represents a successful bureaucratic reform leading to fundamental changes in the management of state civil apparatus resources. This reform brings about the important consequence that employees of the state civil apparatus are considered professionals with an obligation to pursue self-development and be accountable for their performance. The principle of merit is emphasized in the management of the state civil apparatus, and the merit system has been implemented in the bureaucracy. This system prioritizes professionalism in filling bureaucratic positions, where individuals with the appropriate competence and expertise required for a position can be appointed.

Conclusion

Based on the research conducted by the authors, which involved interviews, observations, and documentation, regarding the performance of the Civil Servant Performance Assessment Team in filling sub-district head positions in South Buru Regency, Maluku Province, the following conclusions were drawn.

1. The assessment of the Civil Servant Regency, Maluku Province, revealed that the process did not fully align with the mechanisms and procedures outlined in Government Regulation of the Republic of Indonesia Number 30 of 2019, which governs the appointment of Civil Servant in structural positions. Demographic factors, such as age, gender, marital status, education, and years of service, were found to have an impact on the team's performance in filling the sub-district head position in South Buru Regency. These factors can influence performance due to their association with various personal characteristics and experiences.
2. Supporting The performance of the Civil Servant Regency is influenced by various supporting and inhibiting factors. Internally, the team benefits from adequate human resources, cohesive and cooperative team members, and a clear understanding of their respective duties. Additionally, having sufficient budget, facilities, and infrastructure contributes to their performance. Externally, a conducive political situation and leaders who comprehend the primary responsibilities of the Civil Servant Performance Assessment Team further support their work. Conversely, internal factors that hinder the team's performance include differences of opinion between the Regent and the Civil Servant Performance Assessment Team. Furthermore, regional heads may interfere to serve their own interests, such as favoring friendships, kinships, or political parties, or seeking remuneration for success in local elections. On the other hand, external

inhibiting factors encompass technological advancements and the abundance of information, including news that may not align with the facts. These factors contribute to a lack of public trust in the government's governance, subsequently reducing the motivation of employees.

3. Efforts To address the obstacles faced by the CIVIL SERVANTS Performance Assessment Team in filling the position of sub-district head in South Buru Regency, Maluku Province, various efforts have been identified. Internally, direct measures include providing advice and recommendations to the leadership regarding the appointment of sub-district heads. Despite the final decision lying with the Regent, the team continues to fulfill their duties and functions in accordance with existing provisions, while being mindful that each decision made will have future implications. Externally, direct efforts involve involving team members in Education and Training (Training) programs. Participating in such training enhances their knowledge and skills, enabling them to deliver maximum and optimal performance in their roles. Furthermore, indirect internal efforts center around the formation of the Civil Servant executed properly and in compliance with applicable regulations. Externally, indirect efforts encompass submitting budget proposals to the Government Region, emphasizing the need for adequate facilities and infrastructure for the Civil Servant Performance Assessment Team.

Based on the results of the author's analysis obtained from the research conducted, the authors provide the following suggestions, in regards to the discussions of this research, the following suggestions were proposed.

1. The performance of the Performance Appraisal Team in filling the position of sub-district head in South Buru Regency, Maluku Province, is influenced by the team's capabilities and expertise. However, it is essential for the Maluku Government to reformulate policies in order to minimize external interventions and influences that compromise the objectivity of the selection process for structural officials, specifically in this case, the position of sub-district head.
2. To address internal obstacles, it is crucial that the Performance Assessment Team avoids making decisions based on personal interests. They should prioritize objectivity and adhere to established guidelines, ensuring that their assessments and recommendations are unbiased and fair.

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