

Employee Performance Accountability Target Indicators

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8

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ABSTRACT

This study uses an evaluation method with a quantitative descriptive approach, with some respondents being State Civil Apparatuses who had received the services of the Personnel, Education and Training Agency (BKPP). The secondary data uses the Banjarbaru City BKPP performance report document. The information and facts obtained are then read, analyzed, and interpreted to draw conclusions. The results showed that the accountability of the performance of the Banjarbaru City BKPP was that the Performance Accountability of the Banjarbaru City Personnel, Education and Training Agency in general tended to be good as measured by two main indicators, namely the arrangement of personnel resources and the quality of personnel administration services. The indicator of the arrangement of personnel resources is measured using three items. The indicator of the arrangement of personnel resources is measured using three items. The indicator of the arrangement of personnel resources is measured using three items.

INTRODUCTION

One of the crucial issues in local government is accountability and transparency, which are still relevant and interesting to study. Until now, the Indonesian government is still allegedly not showing its maximum capacity in accountability. Meanwhile, on the one hand, the characteristic of an accountable government is to have measurements, goals and objectives of the proposed and implemented programs. Therefore, one of the things that the government emphasizes as the main agenda of bureaucratic reform is strengthening the accountability aspect.

Minister of Home Affairs Regulation Number 34 of 2011 concerning Guidelines for Evaluation of Performance Accountability Reports of Government Agencies within the Ministry of Home Affairs states that in order to improve governance, the government requires every government agency and work unit to compile a performance accountability report as a form of accountability for all duties and his obligations.

Rahmanurrasjid (2008) states that the implementation of accountability and transparency in local government accountability is carried out by submitting information on the Regional Government Implementation Report to the general public. Hendrikus (2007) states that basically the government, both regional and central government, is the government administrator who is entrusted with power by the people to carry out its role optimally in the field of development, regulation maker, service provider to the community and the role of community empowerment. As a party entrusted with the mandate by the people, it is imperative that the government is accountable for the mandate of this power to the people.

In the framework of government accountability to the people, of course, it is necessary to develop and implement an appropriate, clear and tangible accountability system so that the administration of government at both the central and regional levels can be efficient, effective, accountable and free from practices of corruption, collusion and nepotism (KKN). This is the main prerequisite for the implementation of good governance and in order to realize the aspirations of the community to achieve the goals and ideals of the nation and state (Sedarmayanti, 2004).

As stated, this condition must be realized at various levels of government administration and all work units, including the Education and Training Personnel Board (BKPP) Banjarbaru City, South Kalimantan Province. The BKPP of Banjarbaru City has the main task of assisting the Mayor in carrying out the functions of supporting government affairs in the fields of staffing, education and training which are the authority of the region.

Thus, the accountability of the performance of the Education and Training Personnel Board (BKPP) of Banjarbaru City is very important to be carried out and seriously improved as an effort to provide excellent service to state civil servants within the Banjarbaru City Government so that it will have an impact on the quality of its performance.

RESEARCH METHODS

The method in this study uses an evaluation method, which is a research

method that aims to assess the performance of the Banjarbaru City Personnel, Education and Training Agency. Sources of data in this study were some of the State Civil Apparatus who had received the services of the Banjarbaru City Personnel, Education and Training Agency and had knowledge and information about the performance of the Banjarbaru City Personnel, Education and Training Agency during the research period. The data or information analyzed in this study is an overview, performance productivity, service quality, and accountability of the Banjarbaru City Personnel, Education and Training Agency. This research data collection technique uses a questionnaire by distributing questionnaires according to the problem or problem being studied and collecting secondary data through the documentation available at the Banjarbaru City Personnel, Education and Training Agency. Data analysis used a quantitative descriptive approach, namely studying, analyzing and analyzing the data, information and facts that the researchers obtained and then the data was read, analyzed, and interpreted to draw a conclusion (Suharsimi, 2006; Sugiyono, 2010).

RESULTS AND DISCUSSION

Regional Regulation Number 10 of 2016 concerning the Formation and Structure of the Banjarbaru City Regional Apparatus serves as the basis and reference in the formation of the Banjarbaru City Personnel, Education and Training Agency organization. The regulation was then strengthened by the issuance of Banjarbaru Mayor Regulation Number 51 of 2016 concerning Position, Organizational Structure, Main Duties, Functions and Work Procedures of the Banjarbaru City Personnel, Education and Research Agency (bkpp.banjarbarukota.go.id, nd).

Based on the Mayor's Regulation, the Personnel, Education and Training Agency has the main task of assisting the Mayor in carrying out the supporting functions of Government Affairs in the Field of Personnel, Education, and Training which are the authority of the Banjarbaru City Region. To maximize these main tasks, the Agency for Personnel, Education and research is guided by its functions, namely: a) Formulation of technical policies in the field of Personnel, Education and Training; b) Implementation of technical support tasks in the field of Personnel, Education and Training; c) Monitoring, evaluation and reporting on the implementation of technical support tasks in the field of Personnel, Education and Training; d) Technical guidance in the field of Personnel, Education and Training; and e) Implementation of other functions given by the Mayor in accordance with his duties and functions (bkpp.banjarbarukota.go.id, nd).

In carrying out its main functions, the Banjarbaru City Personnel, Education and Training Agency is supported by the quantity and quality of existing resources. Until the end of December 2020, the existing resources at the Banjarbaru City BKPP were 52 employees. So that from the number of existing employees, the main function of BKPP can run as planned (bkpp.banjarbarukota.go.id).

Of the 52 employees, 35 are Civil Servants (PNS), 3 are non-permanent

employees, and 14 are contract workers. The condition of employees of the Banjarbaru City Personnel, Education and Training Agency based on rank group consists of group IV as many as 5 people, group III as many as 25 people, group II as many as 4 people, and group I as many as 1 person. The condition of the Banjarbaru City Personnel, Education and Training Agency employees based on education consists of 5 people with master's education, 30 people with undergraduate education, 7 people with diploma education, and 10 people with high school education (bkpp.banjarbarukota.go.id).

With an adequate number of resources, the Banjarbaru City BKPP can certainly maximize its performance in providing services. However, as an effort to improve the performance of BKPP, monitoring is needed to measure its accountability. Furthermore, the accountability of the Banjarbaru City BKPP is measured by indicators of organizational capability in providing services in the field of personnel, education and training to all civil servants within the Banjarbaru City Government.

From the results of distributing questionnaires about the accountability of BKPP services in Banjarbaru City, the data obtained are as follows:

Table 1. Service Accountability

N	Service	Freque	Percent
o	Accountability	ncy	age
1	Accountable	41	78
2	Fairly accountable Not	8	20
3	accountable	1	2
Amount		50	100

Seen in the table shows the opinion of respondents regarding the accountability of the service delivery of the Banjarbaru City Personnel, Education and Training Agency as many as 41 people stated that they were accountable or equal to 78 percent, 8 people stated that they were quite accountable or equal to 20 percent, and 1 person stated that they were not accountable or equal to 1 percent. This means that there is a tendency that the provision of services in the field of Personnel, Education and Training to all Civil Servants in the Banjarbaru City Government is accountable.

The results of the research that have been presented above are then compared with the findings that the researchers obtained from the Performance Report document of the Banjarbaru City Personnel, Education and Training Agency for 2020, as presented in the following description.

The measurement of the achievement of performance indicators is carried out by comparing the target of the main performance indicators and the realization of the main performance indicators that have been stipulated in the Performance Agreement document, so that the gap or gap in performance is known. Based on the difference in performance, an evaluation is carried out in order to get the right strategy to improve performance in the future. Measurement of the main performance indicators of the Banjarbaru City Personnel, Education and Training Agency.

¹ The main performance measurement indicators used by the Banjarbaru City Personnel, Education and Training Agency so far include two indicators, namely increasing the arrangement of personnel resources and increasing the quality of personnel administration services. The targets and realization of the two strategic target achievement indicators are described as follows:

Apparatus Resource Management

The results of the performance accountability research of the Banjarbaru City Personnel, Education and Training Agency regarding ¹³ targets and realization of apparatus resource management are presented in the following table:

Table 2. Targets and Realization of Apparatus Resource Management

No	Indicator	Target	Realization	Achievements
1	Percentage of officers who received	74.72	88.68	118.68
2	competency development		75.54	101.98
3	Percentage of positions filled in accordance with competence	74.07	98.73	98.73
	Percentage of officers who comply with employment regulations	100		
Average				106.46

⁶ Based on table 2 above, it can be seen that the achievement of the target of increasing apparatus resource management is 106.46% which can be stated on a scale that the performance achievement is very high. The first target is to increase the management of personnel resources, supported by 3 (three) main performance indicators, each of which is nearing the final target of the Regional Medium Term Development Plan (RPJMD).

Managerial Training can be seen in the implementation of Level II, III and IV Leadership Training and the implementation of Pre-service Training. At the beginning of 2020 the implementation of the Leadership Training which uses the participation system with the BPSDM of South Kalimantan Province is targeted to be followed by 52 Structural Officials and realized only 46 Structural Officials, this is due to the limited participation quota provided by the Human Resources Development Agency of South Kalimantan Province. to the Banjarbaru City Government, so that it cannot include all of the Structural Officials who have been appointed at the beginning of the planning year.

Education and Training Personnel Agency in carrying out the education and training which is all competency and curriculum based in accordance with the needs of fulfilling HR competencies, the implementation of Technical Training can be seen in Functional Technical Education and Training Activities where in these activities are carried out in 2 (two) patterns, namely the pattern of participation of training participants with other education and training

institutions and independent implementation, namely the implementation of Technical Guidance (Bimtek) which is usually held for 2 to 3 days. At the beginning of 2020 the Personnel, Education and Training Agency targets as many as 300 employees to take part in Technical and Functional Training either through the Participation Pattern or the Implementation Pattern (Bimtek), with details: 225 participants take part in Bimtek, implementation of Functional Technical Education and Training in 2020 there are 43 types of Participation Training, both Technical and Functional and 4 types of Technical Guidance (Organization).

Table 3. Implementation of Technical Guidance in 2020

N o	Technical guidance	Participant
1	Record management	50 people
2	Computer Office Functional Position	75 people
3	Personnel Administration I	50 people
4	Personnel Administration II	50 people

Implementation of Functional Technical Education and Training in 2020 there are 43 types of technical and functional inclusion training and 4 kinds of technical guidance (organization). The calculation for the Key Performance Indicator (KPI) 'Percentage of apparatus that obtain competency development' is as follows:

Table 4. Achievement of Competency Development

N o	Indicator	Targ et	Realizati on
1	Number of employees who have certificates leadership training II, III and IV	52	46
2	Number of CPNS who have certificates pre-service training	6	6
3	Number of employees who have certificates technical and functional training	300	837
	Number of Banjarbaru City Employees	380 6	3806

The percentage of apparatus that received competency development was 88.87%, which at the beginning of the year was targeted at 74.72%, an increase of 14%. The Personnel, Education and Training Agency will continue to strive to improve its performance by continuing to take several steps in order to improve performance in a better direction.

Table 5. Achievement of Positions Filled in accordance with Competence

No	Indicator	2020
1	Structural Formation	634
2	Filled and qualified Structural Formation competence	631
3	Certain Functional Positions	2276
4	General Functional	899
5	Number of civil servants	3806

Table 5 shows the Positions Filled according to Competency.

Table 6. Number of Cases of Discipline Violations

Year	Violation Discipline	Already Follow up
2018	23 Cases	23 Cases
2019	16 Cases	16 Cases
2020	51 Cases	51 Cases

Table 6 shows cases of disciplinary violations within the Banjarbaru city government from 2018 to 2020. From the table it can be seen that all cases of disciplinary violations (100%) have been followed up by the Banjarbaru City Personnel, Education and Training Agency.

Public services provided by the Education and Training Personnel Board are in terms of the Service for Completion of Personnel Administration, which is required by all apparatus within the Banjarbaru City government, the service consists of: first, Completion of Periodic Salary Increases on Time. In 2020, the target for periodic salary increases is 750 proposals and by the end of the year the Education and Training Personnel Board can follow up on as many as 750 SK (100%) periodic salary increases issued on time. Second, Completion of Promotions on Time.

The Education and Training Personnel Agency in 2020 was able to complete the making of 974 SK promotions from the initial target of 600 SKs, this is due to an increase in rank from certain functional positions that cannot be predicted, a promotion that can be calculated is a promotion regular period which has been determined, namely 2 periods (April and October) for each year. Third, Completion of the Issuance of Pension Decree on Time. The number of proposed pensions in 2020 is 127 proposals, more than the initial target of 102 proposals, this is due to the submission of proposals for early retirement, sick pensions for widowers and widows. Of all the proposals submitted to the Education and Training Personnel Agency, all of them have been followed up.

Table 7. Achievement of Personnel Administration Services

No	Indicator	Target	Realization	Achievements
1	Periodic Salary Increase	750 sc	750 sc	100%
2	Promotion	600 sc	974 sk	162%
3	Pension	102 sc	127 sk	124%
Achievements				128%

Based on the table above, it can be seen that the achievement for the Civil Service Administration Settlement Service provided by the Education and Training Personnel Agency is 128%, which means that the Personnel, Education and Training Agency always tries to provide the best service for all employees in the Banjarbaru City Government Environment by always following up every problem submitted to the Banjarbaru City Personnel, Education and Training Agency.

Table 8. Performance Achievements of the Banjarbaru City Personnel, Education and Training Agency in 2020

No	Key Performance Indicators	Unit	Target	Realization	Achievements
Strategic Goal 1: Improved Apparatus Resource Management					
1	Percentage of Apparatus who get Competency Development	%	74.72	88.68	118.68
2	Percentage of Positions filled Appropriately With Competence	%	74.07	75.54	101.98
3	Percentage of Apparatus Obedience to Employment Regulations	%	100	98.73	98.73
Average Achievement of Strategic Goals 1			106.46%		
Strategic Target 2: Improving the Quality of Personnel Administration Services					
4	Service Satisfaction Index	Number	80	78.61	98.26
Officialdom administration					
Average Strategic Goal Achievement 2			98.26%		

Table 8 shows the Performance Accountability of the Banjarbaru City Personnel, Education and Training Agency in 2020. There are two main

performance indicators, namely, first, increased management of personnel resources and second, increased quality of personnel administration services. From the table it is known that the average achievement of the first strategic target is 106.46%, and the average achievement of the second strategic target is 98.26%.

CONCLUSION

The conclusion from the data obtained from the informants' answers and juxtaposed with the accountability performance report data of the Banjarbaru City Personnel, Education and Training Agency is that the Performance Accountability of the Banjarbaru City Personnel, Education and Training Agency in general tends to be good. This is measured by two main indicators, namely the arrangement of personnel resources and the quality of personnel administration services. The indicator for the arrangement of apparatus resources is measured using three items, namely the apparatus item that gets Competency Development where the realization exceeds the predetermined target, the position item is filled in accordance with the competence where the realization also exceeds the predetermined target, and the apparatus item is obedient to the staffing regulations. with the realization that almost reached the specified target. Indicators of personnel administration services with the realization of almost achieving the specified target. Thus, there are two things that need attention to be improved, namely employee compliance with existing regulations and improving service quality.

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