



## Factors Affecting the Performance of State Civil Apparatus at the Department of Population and Civil Registration of Biak Numfor Regency

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### **Abstract**

Employee performance is inseparable from the principles that must be met in realizing service. This study aims to analyze the factors that affect the performance of the State Civil Apparatus in the Biak Numfor district civil registration and population service. The research method used is a qualitative approach. Data collection was carried out through observation and interviews. In addition, the researcher also conducted document analysis and documentation review. The data analysis technique used descriptive qualitative data analysis techniques. The results showed that the factors that affect the performance of the State Civil Apparatus in the population and civil registration services of Biak Numfor district as seen from individual factors, leadership factors, and teamwork factors affect employee performance which ultimately plays a role in improving organizational performance. In addition, the work system for employees at Disdukcapil of Biak Numfor Regency follows the work system established by the central government.

**Keywords:** *Performance; State Civil Apparatus; Biak Numfor Regency*

### **Introduction**

Civil Servants (PNS) are one of the elements of the Government apparatus who play an important and quite decisive role in the implementation of regional and national development. Therefore, the smooth running of Government activities and the implementation of Development can only be carried out by high-quality civil servants (PNS), with a good mentality, honest, clean, and responsible. Civil Servants (PNS) are government bureaucratic machines so that the quality of employees and their performance will affect public services or have an impact on the quality of public welfare in a broad sense. However, seen from history, government employees have always received negative views (stereotypes) from the community because of the various depravities that were committed. Employee performance is inseparable from the principles that must be met in realizing service. Public service standards at least include procedures, time, costs, products, facilities, and infrastructure, as well as the competence of service providers (Wawointana et al., 2019).

In this context, public service activities are the manifestation and description of the duties and functions of the government apparatus in the context of carrying out general government tasks and development including public service activities by encouraging government activities to meet the needs or interests of all aspects of society, especially participation in development (Moynihan & Pandey, 2007; Denhardt & Denhardt, 2015; Insani, 2020). In the context of public administration to realize duties and functions in public services, it is described in the provision of services to the community by service units (Abdul-Nasiru et al., 2014; Daniguelo, 2020). Service officers are at the forefront of dealing directly with the public so they must have the ability and competence to know how to provide the best possible service to the community.

Performance for the bureaucracy is not a coincidence. The performance possessed by the bureaucracy is essentially a result of the job requirements that must be met by employees. Employees will be willing to work with enthusiasm if they feel that both physical and non-physical needs are met. The performance of government offices is largely determined by the performance of the employees who are at the forefront of the office (Anani et al., 2020).

The position and role of Civil Servants as elements of the state apparatus have a significant role in determining the success of national development, both physical and non-physical development (Fransiska, 2018). The number of public comments about the success and failure of government agencies in carrying out the mandate given to them shows the hope and public concern that must be responded to. However, the expectations of the community for the performance of government agencies and what is done by managers and government officials are often different, this means that there is a gap in expectations that can lead to disharmony between government agencies and direct users from the community, this is a result of the absence of a performance measurement system. formal information that can inform the success rate of a government agency.

According to Wahyuni (2016) performance is often translated as appearance, work performance, level of success, or achievement of a target which shows the implementation of the results of an individual or group of individuals who are assessed based on the measures of a performance measurement system. Furthermore, according to Kusuma (2013) performance is a position as a whole equal to the number (average) of the performance of the employee's function or the activities carried out. According to Junianto et al. (2020) performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, vision, and mission of the organization which is contained in the formulation of an organization's strategic planning. Employee and organizational performance are closely related.

Performance appraisal for organizational personnel has a very important meaning, especially in an effort to make improvements in the future (Ayatullah, 2013). According to Haidir (2013), Employee performance can be seen from the performance that has been produced by employees in one agency, whether this is in accordance with the plan and the expected results in implementing organizational goals. Furthermore, according to Nurmasari (2017) Employee performance is a description of the level of achievement of task implementation in an organization, in an effort to realize the goals, objectives, mission, and vision of the organization. Employee performance is the result of work performed by employees in carrying out tasks set by the government. According to Sobirin (2014), in general, the factors that influence performance are individual factors, leadership factors, work team factors, organizational system factors, and situation (context) factors.

## **Methods**

This research uses a qualitative approach, namely descriptive analysis, descriptive research seeks to describe and interpret what is there. The location of this research was conducted at the Department of Population and Civil Registry of Biak Numfor Regency. The determination of the location of this research was carried out purposively. The informants in this study were the State Civil Apparatus within the scope of the Department of Population and Civil Registration of Biak Numfor Regency. Data collection was carried out through observation and interviews, the researcher also conducted document analysis and documentation review. This research technique is used to explore in-depth the factors that affect the performance of the State Civil Apparatus in the Biak Numfor Regency population and civil registration service.

This study uses descriptive qualitative data analysis techniques. The analysis model using qualitative descriptive techniques is designed in such a way that it can reveal important issues related to the predetermined focus of the problem. In connection with qualitative data analysis, Huberman & Miles (2002) suggests that activities in qualitative data analysis are carried out interactively and continue to completion.

## **Results and Discussion**

Conceptually, a performance that is a very complex, multi-dimensional, and multi-faceted construct, of course, involves many factors to make it happen. In general, the factors that affect performance are:

### *Individual Factors*

Individual factors certainly affect employee performance, all of these individual attributes ultimately play a role in improving organizational performance. Individual factors include competence, ability to carry out tasks, knowledge, work attitude, commitment, and motivation. The following sections describe the aspects mentioned above based on the review of documentation, field observations, and interviews.

First, competence is the ability to carry out tasks that are obtained through education and training. Human resources or manpower, abbreviated as HR, is an ability that every human being has. Based on the results of interviews with informants, shows that employees at Disdukcapil Biak Numfor in doing work and services to the community always show competence, this is because as employees have attended training, even for those who are still SMA then they continue their education to the level of strata 1. Based on the description above, it can be concluded that workability can be defined as the potential that employees have obtained through education, training, or development to carry out certain job tasks as rational actions, meeting certain scientific specifications in the performance of its duties and can be used to predict behavior and performance.

Second, knowledge is information that a person has for a particular field. Knowledge scores or tests often fail to predict HR performance because they fail to measure what knowledge and skills should be done on the job. Employee knowledge also determines the success or failure of the implementation of the tasks assigned to him, knowledge refers to information and learning outcomes. Employees who have sufficient knowledge will improve organizational efficiency. However, employees who do not have sufficient knowledge will work intermittently. Waste of materials, time, and energy, as well as other production factors, will be done by less knowledgeable employees. This waste will increase the cost of achieving organizational goals.

Based on the results of observations and interviews with informants, shows that the knowledge possessed by State Civil Servants at Disdukcapil Biak Numfor is able to understand their work in accordance with their respective duties and responsibilities, among these officers there are those who have worked at Disdukcapil Biak Numfor for a long time so they have experience and a lot of knowledge about his job.

The third is that work attitude is a state of mental readiness that is learned and organized according to experience and causes a person's special influence to arise on people and objects. Attitude is related to behavior, perception, personality. One that includes work attitude is job satisfaction. Based on the results of interviews with informants, information was obtained that generally, employees at Disdukcapil Biak Numfor Regency said that their attitude was satisfied in doing work because being a civil servant had a salary and the time to pay could boost work enthusiasm. Working with satisfaction will also affect someone to work earnestly and with enthusiasm. If the agency is able to create job satisfaction for its employees it will support the creation of employee job satisfaction with the company, so that the strength and survival of the agency will also be maintained.

Fourth, commitment is the willingness and ability to harmonize the attitudes and actions of civil servants to realize organizational goals by prioritizing the interests of the office rather than the interests of themselves, a person, and/or groups. Based on the results of interviews with informants, information was obtained that generally employees at Disdukcapil, Biak Numfor Regency stated their commitment to doing work. This is because employees always receive emphasis from the leadership on the importance of commitment to community service.

The fifth is motivation which is an encouragement that provides strength that leads to the achievement of needs, provides satisfaction, or reduces imbalance. Someone's motivation to work determines the result or quality of the work.

Based on the results of interviews with informants, information was obtained that generally, employees at Disdukcapil need motivation from the leadership because they can arouse enthusiasm for work and even show work performance. Individual motivation arises from within the individual itself or is called intrinsic motivation and can also come from outside or extrinsic motivation. The leadership directs employees to understand the tasks that are the obligations and responsibilities of employees in producing maximum performance. The behavior of a leader affects employee satisfaction and performance. The leader as an agent of change provides direction, support, and ensures the goals to be achieved for each member.

### *Leadership Factor*

It is not uncommon in practice to find an employee who has high competence but has poor performance. This doesn't just happen to one or two employees but probably most employees. One of the reasons is the leadership quality of a manager. Managers are often able to carry out their managerial functions, for example, making good decisions but often fail to carry out their leadership functions. Managers, for example, are unable to interact with employees and fail to encourage, motivate, inspire, and support employees. As a result, it can be predicted that employees cannot work optimally so that the organization is unable to produce the desired performance.

Based on the results of interviews with informants, information was obtained that the leadership at Disdukcapil of Biak Numfor Regency always directed their employees to work in teams, generally, employees at Disdukcapil always obeyed the leadership's direction. Leaders have a very important role in enforcing discipline in an organization. Discipline has a very important influence in realizing effective and quality employee performance. Transformational leadership motivates employees to achieve

maximum performance, by transforming attitudes, beliefs, and values of discipline in work. The higher the perception of transformational leadership style, the employee work discipline will increase.

#### *Work Team Factor*

In organizational life, not all work can be completed by an employee independently. Like it or not, the involvement of coworkers cannot be avoided. This means that individual employee performance and overall organizational performance are not only determined by a person's capacity to complete tasks but also the support of colleagues is important. Therefore, work team support is a determinant of organizational performance. From the results of observations and interviews that have been carried out, information related to employee cooperation at Disdukcapil shows that in general, employees at Disdukcapil are aware that in carrying out work they are always carried out jointly, in addition to the leadership always providing directions to subordinates to always be cohesive in doing the job.

#### *Organizational System Factors*

In systems language, an organization consists of several interrelated sub-systems. This means that the failure of one of the sub-systems can derail the overall performance of the organization. This means that the organization must continuously maintain and monitor the organizational system so that the organization can run smoothly so that the organization is able to perform well. Based on document analysis and interviews with informants, information was obtained that the work system of employees at the Disdukcapil of Biak Numfor Regency follows the work system established by the central government, such as roles, responsibilities, and goals in work. It must be admitted that individual employee factors are quite dominant factors that can affect organizational performance, especially if we are aware that daily work activities are carried out by individual employees.

#### **Conclusion**

Individual factors certainly affect employee performance, all of these individual attributes ultimately play a role in improving organizational performance. Among the individual factors, namely: Competence, knowledge, work attitude, commitment, and motivation. The leadership factor shows that the leadership at Disdukcapil Biak Numfor Regency always directs their employees to work together in a team, generally, the employees at Disdukcapil always obey the direction of the leadership. The teamwork factor shows that in general, the employees at Disdukcapil are aware that in carrying out work they are always done together, in addition to the leadership always giving directions to their subordinates to always work together. The work system of employees at the Disdukcapil of Biak Numfor Regency follows the work system established by the central government, such as roles, responsibilities, and goals in work.

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