

Performance Analysis of Millennial Generation Civil Apparatus in The National Unity and Regional Political Agency of Central Sulawesi Province

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Abstract

Performance can be explained as the level of evaluation or achievement of individual work results in the context of the work relationship between the individual and the organization. The millennial generation as a group was born between 1982 and 2000. They are a generation that grew up with technology and tend to prioritize balance between work and personal life. The organizational performance of the National Unity and Political Agency of Central Sulawesi Province in 2020 to 2022 received a weight below that determined by the Regional Inspectorate of Central Sulawesi Province with a value in 2020 of 9.25%, in 2021 of 9.25% and in 2022 of 22.5%. The aim of this research is to determine the performance of the Millennial Generation ASN in the National Unity and Political Agency of Central Sulawesi Province. The research method used is a descriptive qualitative method, by emphasizing performance indicators according to Robbins, namely, Work Quality, Quantity, Timeliness, Effectiveness, Independence, and Commitment. The data used are primary and secondary data through interviews, observation, and documentation studies. The data analysis techniques that researchers carry out are data condensation, data presentation and describing and drawing conclusions. The results of the research show that the performance of the Millennial Generation ASN in the National Unity and Political Agency of Central Sulawesi Province based on the indicator assessment from Robbins can be said to be good with the target being implemented optimally. However, what makes organizational performance low is because there are several obstacles, one of which is that the number of ASNs is not commensurate with the organization's workload.

Keywords performance, ASN, millennial generation

INTRODUCTION

Technological developments have been key to transformation for the State Civil Service (ASN), bringing significant changes to the way they work and interact with society. The implementation of digital systems, such as e-government and collaborative platforms, has increased administrative efficiency, accelerated decision-making processes, and enabled more responsive public services. In Law no. 20 of 2023 concerning State Civil Apparatus (ASN) Article 10, states that ASN employees have the functions of, 1) implementing public policy; 2) public servant; and 3) glue and unify the nation.

The current development of the Indonesian government continues to undergo transformation in order to improve the quality of public services and strengthen better governance. One of them is by digitizing ASN management. Based on Law Number 20 of 2023 article 63 paragraph (1), digitalization of ASN management is carried out to ensure efficiency, effectiveness and accuracy in implementing processes and decision making in ASN Management as well as to create a comprehensive ecosystem for implementing ASN Management.



The Indonesian ASN (State Civil Apparatus) consists of various generations including those born from the 1950s to the 2000s. Kupperschmidt (2000:66) states that a generation is a group of individuals who identify themselves based on the same year of birth, age, location, and significant events in the group's life that influence their stage of growth. Neil Howe and William Strauss in 1991 introduced the theory of generational differences by dividing generations based on the same time span of birth and historical events. Several generations that can be categorized include Baby Boomers, Generation X, Generation Y or Millennials, Generation Z, and Generation Alpha. Baby Boomers are those born after World War II until 1960. Generation 2001 to 2010, while Generation Alpha refers to those born from 2010 to the present.

Neil Howe and William Strauss (1991), baby boomers are a large group in the demographic history of the United States. They describe Baby Boomers as an ambitious, optimistic and revolutionary generation.

Generation X is a generation that grew up in a time of significant social, technological and economic change. The characteristics of Generation X can be seen as commitment to work, independence and resilience. They are also known as a generation that has a more pragmatic attitude in facing change (Kupperschmidt, B. R, 2000:65).

Millennial Generation or Y is a generation that grew and developed during the digital revolution and the rapid development of information technology. This generation uses technology as their main communication tool. Meister and Willyerd (2010) highlight the characteristics of the Millennial generation such as the desire to continue learning, contribute to meaningful work, and utilize technology and social media as tools to connect and collaborate.

Judging from this division, the Millennial generation has several characteristics that can be related to the basic values of the State Civil Apparatus (ASN) in Law Number 20 of 2023, namely, the use of digital technology that is integrated in systems and data to facilitate the implementation and management of ASN services. One of the basic values possessed by the Millennial Generation is to appreciate the importance of communication, consultation and cooperation where this generation has a tendency to work collaboratively and communicate effectively. This generation also has the basic value of being accountable for their actions and performance to the public as an important obligation. The Millennial generation also believes in moral and social values and respects diversity, so they can create a non-discriminatory work environment. In this way, the Millennial Generation is able to provide public services with high integrity, responsiveness, efficiency, accuracy, usefulness, success and ethics. The entry of the Millennial generation into government bureaucracy is predicted to change the image of the Government and Regional Government. Personal potential with educational qualifications and skill levels will accelerate the transformation of work methods, work ethics and performance of government organizations in the future.

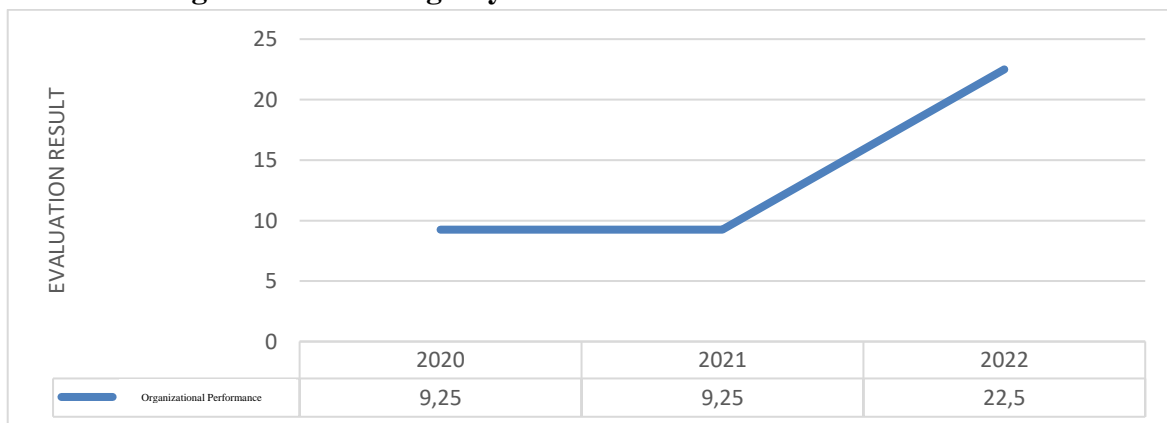
The performance of ASN (State Civil Apparatus) at the regional government level has a very vital role in carrying out its duties and functions to provide quality and effective public services to the community. As the front guard, ASN plays a strategic role in realizing the

vision and mission of local government and achieving development goals and superior public services.

According to Armstrong and Baron (2021:4), performance is the level of achievement of expected work results in the work relationship between individuals and organizations. The good performance of employees has a direct impact on the overall performance of the institution, and improving their performance is a task that demands a great deal of time and effort. Apart from increasing supervision and coaching, performance evaluations are also carried out to assess the extent of success that the employee has achieved. The goal is to measure the achievements of each individual in the organization, and performance appraisals also provide guidance.

Employee performance in the past is considered satisfactory, but it is important to realize that this satisfactory performance still needs to be improved. In the future, satisfactory performance standards will be the main benchmark for success, especially due to increasingly higher demands from society. Optimal performance is the main thing for Millennial Generation ASN who can adopt and utilize integrated digital technology according to the organization's expectations. Thus, the performance of Millennial Generation ASN is the key to achieving organizational success in this digital era. The following is an overview of the data on Target Achievement/Organizational Performance of the National Unity and Regional Political Agency of Central Sulawesi Province from 2020 to 2022:

Figure 1. Achievement of Organizational Targets/Performance of the National Unity and Regional Political Agency of Central Sulawesi Province in 2020-2022



Source: LHE SAKIP National Unity and Regional Politics, Central Sulawesi Province

*Performance Measurement Weight 10% in 2020

*Performance Measurement Weight 20% in 2021

*Performance Measurement Weight 25% in 2022

The targets/performance of regional apparatus are very important in achieving the Main Performance Indicators (IKU) of Heads of Regional Apparatus, supported by the performance of regional apparatus ASN in providing public services. From the picture above, it can be seen that the development of the organizational performance of the National Unity and Regional Political Agency of Central Sulawesi Province has increased from year to year. In 2020 the organizational performance achieved was 9.25%, then in 2021 it reached



9.25%, and in 2022 it reached 22.5%. However, during these 3 years, the achievement of the organizational targets/performance of the National Unity and Regional Political Agency of Central Sulawesi Province was still below the average measurement weight that had been determined by the Regional Inspectorate of Central Sulawesi Province.

The low organizational performance of the National Unity and Political Agency of Central Sulawesi Province below the measurement weight calculated by the Regional Inspectorate of Central Sulawesi Province occurs due to several factors, one of which is that existing human resources are not commensurate with their workload. Meanwhile, the percentage of Millennial generation ASN from 2020-2022 is 46%. So often work that cannot be handled by other employees (Generation X) is transferred to Millennial generation employees. This can be seen from observations that Millennial generation ASNs are working on and completing tasks given by their leaders in a timely and precise manner, which is helped by their understanding of technology so that it is easier to complete them. Meanwhile, other employees have less discipline, either they don't come to the office on time or they just enjoy telling stories while in the office. This can be seen from the results of the recapitulation of personnel data on attendance reports at the National Unity and Regional Politics Agency for Central Sulawesi Province for 2020-2022 as follows.

Table 1. Recapitulation of National Unity and Political Agency Absession Reports for Central Sulawesi Province for 2020-2022

No	Generation	Number Of Employees	Working Days	Sick	Permission	Alpha
YEAR 2020						
1	Generation X	37	247	-	-	247
2	Millennial Generation	17	247	-	-	-
YEAR 2021						
1	Generation X	39	237	-	-	237
2	Millennial Generation	17	237	-	-	-
YEAR 2022						
1	Generation X	31	240	2	3	8
2	Millennial Generation	14	240	2	1	5

Source: Kesbangpol Central Sulawesi Province (processed by researchers)

Judging from the data above, it is clear that the number of Millennial generations from 2020 to 2022 is always less than the number of generation X. And it can also be seen that the number of Alphas in 2020 and 2021 is dominated by generation In 2022, the number of absences from work among generation Meanwhile, the number of absences from work among the Millennial generation in 2022 will be 2 sick days, 1 permit day and 5 alpha days. The number of absences in 2022 for generation With this information, it can be understood that employee absence during the working day is a form of indiscipline by employees of the

National Unity and Regional Politics Agency of Central Sulawesi Province in obeying the rules that have been set and are the responsibility of each employee.

Looking at the condition of the National Unity and Regional Political Agency of Central Sulawesi Province, with organizational performance below the average for 3 consecutive years and a lack of discipline, the National Unity and Regional Political Agency of Central Sulawesi Province can involve Millennial generation ASN in achieving the Indicators. Main Performance (KI) that has been determined by utilizing their level of discipline and the use of digital technology that is integrated in systems and data.

LITERATURE REVIEW

Understanding Performance

Performance is very important in an organization because good performance from employees or work teams can provide benefits to the organization. Good performance can increase productivity, efficiency, effectiveness and quality of products or services produced. Apart from that, good performance can also increase customer satisfaction, strengthen the organization's image and reputation, and increase profits.

Robbins in Sinambela (2012:5) Performance is defined as the result of evaluation of the work carried out by individuals compared to criteria that have been determined together. Meanwhile, according to Armstrong and Baron (2021:4), performance is the level of achievement of expected work results in the work relationship between individuals and organizations.

Civil servant performance according to Indonesian Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment Article 1 paragraph (10) is the work result achieved by each civil servant in the organization/unit in accordance with the SKP and Work Behavior.

Based on the explanation of this definition, it can be concluded that the definition of performance can be explained as the level of evaluation or achievement of individual work results in the context of the work relationship between the individual and the organization. Performance reflects the extent to which an individual meets or exceeds the criteria and expectations that have been jointly established by the relevant organization or entity. In other words, performance reflects the extent to which individuals meet the expectations and parameters set in their work. Overall, performance is very important in maintaining the survival and success of an organization, as well as ensuring individual success in their careers.

Understanding State Civil Servants (ASN)

In the digital era like now, technology also plays an important role in recruiting State Civil Apparatus (ASN) in carrying out bureaucracy, especially in regional governments. The definition of ASN based on Law Number 20 of 2023 concerning State Civil Apparatus is a profession for civil servants and government employees with work agreements who work for government agencies. Furthermore, in Law Number 20 of 2023 in Article 1 paragraph (1) it is stated that the State Civil Apparatus, hereinafter abbreviated to ASN, is a profession



for civil servants and government employees with work agreements who work for government agencies.

ASN also has several functions, duties and roles that must be carried out in running the government. According to the provisions contained in Article 10 of Law Number 20 of 2023, ASN employees have the following important functions: a) implementing public policy; b) public servant; and c) glue and unify the nation.

The duties of ASN in carrying out their functions have been explained in Law Number 20 of 2023 Article 11, namely:

- a. Implementing public policies made by the Civil Service Development Officer in accordance with statutory provisions.
- b. Providing professional and quality public services; And
- c. Strengthening the unity and integrity of the Unitary State of the Republic of Indonesia.

Law Number 20 of 2023 Article 12 also explains the role of ASN in running the government.

ASN employees act as planners, implementers and supervisors of the implementation of general government tasks and national development through the implementation of professional public policies and services, free from political intervention, and free from practices of corruption, collusion and nepotism.

Based on the description above, it can be concluded that ASN (State Civil Apparatus) is a term used to describe civil servants who are appointed based on the laws and regulations in force in Indonesia. The main task of ASN is to carry out government, development and public service tasks to achieve stated state goals. The contribution of ASN is very important in the success of national development and community welfare. Therefore, ASN are expected to work professionally, accountably and transparently in carrying out their government duties.

Understanding the Millennial Generation

Millennial generation ASN have a very important role in carrying out their duties and functions as state civil servants, as regulated in Law Number 20 of 2023 article 1 paragraph (6) that Digitalization of ASN Management is the ASN Management process by utilizing digital technology that is integrated in a system. and data to facilitate the administration and services of ASN Management.

As a generation that grew up in the digital era, Millennial ASN is expected to have the ability and skills to utilize information and communication technology to increase efficiency and effectiveness in carrying out government duties. They are also expected to be able to apply creativity and innovation in providing quality public services to the community. By combining understanding of community needs and skills in using technology, Millennial generation ASN can make a significant contribution in realizing a government that is responsive, transparent and oriented towards the best service for all Indonesian people.

Generations are groups of people born in relatively the same time span and identified by a number of social characteristics, such as values, attitudes and lifestyles that emerge

from the experiences and events they experience together. The concept of generation is used to describe the way individuals form their identities as part of a larger social group, as well as to understand the cultural and social differences that emerge between different generational groups.

Generations according to William Strauss and Neil Howe (1991:5) are groups of people born in the same time period and share the same historical, cultural and social experiences. They argue that generations have common traits and distinctive behavioral patterns because of the life experiences they share.

Putra (2016) compiles the generation groupings proposed by various experts in the following table.

Table 2. Generation Grouping

Source	Label				
Tapscott (1988)	-	Baby Boom Generation (1946-1964)	Generasi X (1965-1975)	Digital Generation (1976-2000)	-
Howe & Strauss (2000)	Silent Generation (1925-1943)	Boom Generation (1943-1960)	13 th Generation (1961-1981)	Millennial Generation (1982-2000)	-
Zenke et al (2000)	Veterans (1922-1943)	Baby Boomers (1943-1960)	Gen-Xers (1960-1980)	Nexters (1980-2000)	-
Lancaster & Stillman (2000)	Traditionalist (1900-1945)	Baby Boomers (1946-1964)	Generation Xers	Generation Y	-
Martin & Tulgan (2002)	Silent Generation (1925-1942)	Baby Boomers (1946-1964)	Generation X (1965-1977)	Millennials (1981-1999)	-
Oblinger & Oblinger (2005)	Maatures (<1946)	Baby Boomers (1947-1964)	Generation Xers (1965-1980)	Gen-Y/NetGen (1981-1995)	Post Millennials (1995-Present)

Source: Putra (2016)

The Millennial Generation, also known as Generation Y, is a generation that is very connected to current technological developments. Based on the table above, Strauss and Howe (2000:2) define the Millennial generation as a group born between 1982 and 2000. They are a generation that grew up with technology and tend to prioritize balance between work and personal life.

Research results from Lancaster & Stillman (2002:23) show differences in the characteristics of 3 generational groups, namely the baby boomers' generation, generation X and generation Y (Millennials)

Based on the research above, it can be concluded that, the millennial generation is a group of individuals born between 1982 and 2000. They are often considered a generation influenced by technology and social media. Another characteristic of this generation is that they tend to be creative, innovative, prioritize work-life balance, and have a desire to improve the world. The Millennial generation is also known as a generation that places greater importance on involvement, fairness and diversity in the work environment. They



are also often seen as a generation that requires constant feedback and recognition and expects companies to provide opportunities to contribute and develop.

Performance Aspects

The performance aspect is very important in measuring and improving the performance of the Millennial Generation State Civil Apparatus (ASN). The performance aspect provides a strong framework for measuring, improving and managing the performance of Millennial Generation ASNs. This helps create a work environment that is transparent, achievement-oriented, and contributes positively to the achievement of organizational goals.

According to Robbins (2016: 260) that performance aspects are a tool for measuring the extent of employee performance achievements. To measure individual employee performance, there are 6 (six) aspects proposed by Robbins (2006), namely:

- 1) Work quality
Work quality reflects employees' assessment of the results of their work and the extent to which these tasks reflect the skills and abilities possessed by employees.
- 2) Quantity
Work quantity relates to the amount of production or activity successfully completed by an employee, often measured in units or activity cycles completed.
- 3) Punctuality
Timeliness includes the extent to which activities are completed according to a predetermined schedule. This involves coordinating the end result and optimizing the use of time for other activities.
- 4) Effectiveness
Effectiveness involves using an organization's resources, including labor, funds, technology, and raw materials, in a maximal manner to achieve optimal results for each unit of resource use.
- 5) Independence
Independence refers to an employee's ability to carry out their duties and responsibilities independently, without much guidance or extensive supervision.
- 6) Committed
Work commitment is the extent to which employees feel emotionally connected and have responsibility for the organization and the tasks they carry out.

From the description above, it can be concluded that, in assessing employee performance using the above aspects, an organization can evaluate and improve the performance of its employees more precisely and effectively.

METHOD

This research is qualitative research, namely a type of research intended to collect information regarding the status or symptoms that exist at the research location. According to the constraints that existed at the time the research was conducted (Arikunto, 2002:309). The research in question is not only limited to data collection but also includes analysis and

interpretation of the meaning of the data. Apart from that, all the data collected is likely to be the key to what will be researched. This research was carried out on National Unity and Regional Political Agency of Central Sulawesi Province. This location was chosen with the consideration of observing organizational performance. The time required for this research is approximately 3 (three) months, namely months based on research permission from the postgraduate by conducting interviews with informants, both preliminary interviews and in-depth interviews, which the author carried out at the research site and outside. This is solely to obtain accurate information.

RESULTS AND DISCUSSION

Aspects of Work Quality

ASN performance in the aspect of work quality is a reflection of the competence, dedication and integrity they possess in carrying out their duties and responsibilities. Aspects of work quality can be seen in technical abilities, ability to adapt to change, efficiency, work ethics, as well as the ability to collaborate and communicate effectively. ASN who have good work quality are able to make a significant contribution in achieving organizational goals, improving public services, and building public trust in government institutions.

The performance of Millennial generation ASN in the National Unity and Political Agency of Central Sulawesi Province has demonstrated good quality of work in various aspects. With strong mastery of information technology and high adaptability, the Millennial generation is able to make significant contributions in carrying out their duties. They show high dedication in improving efficiency, as well as maintaining integrity and high work ethics. As an integral part of government institutions, the performance of Millennial generation ASN at the Central Sulawesi Province Kesbangpol Agency has succeeded in building public trust and supporting the effective achievement of organizational goals. This was confirmed by the Secretary of the Central Sulawesi Province Kesbangpol Agency, Mr. I Wayan Yudana, AP, M.Si on December 4, 2023, saying that:

"Even though there are very few Millennial ASNs here, I can judge that the quality of their work is very good. They helped me in preparing planning, budgeting and performance evaluation documents for regional apparatus. In their work they show high dedication and are able to adapt. And because they are still young, they master technology so they can optimize community service and work efficiency."

Assessment of the work results of Millennial generation ASNs at the National Unity and Political Agency of Central Sulawesi Province is an important process in measuring their performance and contribution to the goals of regional apparatus. With a careful and fair assessment, regional officials can identify potentials that need to be improved and give appreciation and appreciation to Millennial generation ASN who have made significant contributions.

Based on the results of interviews regarding aspects of work quality with the Secretary of the Central Sulawesi Province Kesbangpol Agency, Mr. I Wayan Yudana, AP, M.Si said that:



The criteria for assessing ASN work here include several aspects, such as whether the tasks carried out are accurate in accordance with those directed by the leadership or not, contributions made outside of their duties, discipline, ethics, and many more.

That way, the quality of work reflects their professionalism and dedication to their duties and responsibilities. By paying attention to these various aspects, the Central Sulawesi Province Kesbangpol Agency can ensure that ASN makes maximum contributions in achieving goals and providing the best service to the community.

Programs aimed at improving the Human Resources (HR) of Millennial generation ASN have a very important role in preparing for job demands in the modern era. This program includes various activities, such as training to improve technical and managerial skills, workshops to develop soft skills such as communication and leadership abilities, as well as mentoring and coaching programs to support career growth. With a holistic and sustainable approach in human resource development, Millennial generation ASN can become the backbone of the organization, make a meaningful contribution to achieving goals, and answer future challenges with confidence and excellence. However, at the Central Sulawesi Province Kesbangpol Agency, human resource development only relies on formal education and informal education. This was confirmed by the Secretary of the Central Sulawesi Province Kesbangpol Agency, Mr. I Wayan Yudana, AP, M.Si in an interview regarding the skills and ability development program in carrying out work for Millennial generation ASN, saying that:

"In developing the skills or soft skills of our employees here, we have never done this internally, but usually we send 1 or 2 employees who actively participate in technical guidance outside. The division of tasks is divided based on formal educational background and the officials take part in PIM training to develop their skills. Even if it's just the same people who work, it can't be helped, they're the only ones who want to learn."

The importance of ASN in handling situations where the quality of work is deemed less than satisfactory is vital to maintaining integrity and public trust in the government. When the quality of work is below standard, ASNs tend to have the skills to be responsible for identifying the root of the problem, taking appropriate corrective action, and increasing transparency and accountability in carrying out their duties. This action not only helps improve the efficiency of public services, but also strengthens the relationship between government and society, which is the foundation of a democratic and quality governance structure. This was expressed by the Millennial generation ASN in the Secretariat of the Central Sulawesi Province Kesbangpol Agency, namely, Imam Fatwa A, S.Sos as Program and Activity Plan Analyst (30 Years) on December 14, 2023, said that:

"Currently I am in the Program Sub-sector, here I have an assignment from the leadership to prepare LAKIP documents, Probis documents and Kesbangpol Risk Management. If you hear it, it definitely feels really hard, but in my place, there is no one left who the leadership can rely on because, as you can see, the other employees just sit around telling stories. The leadership only hopes for me. So, I compiled these documents together with my sub-division head. So, the

problem I often face is because there is too much workload, sometimes during the drafting process I am not focused, and several times mistakes occur during the drafting process. However, when I received a correction from my superior regarding the document I had compiled, I accepted it and immediately corrected it according to the leadership's direction. So, thank God the document is well structured."

Based on the results of an interview with the Secretary and Millennial generation ASN at the Central Sulawesi Province Kesbangpol Agency regarding the performance of Millennial generation ASN based on work quality aspects, it can be concluded that the work quality of Millennial generation ASN can be said to be "Good".

Quantity Aspect

Millennial generation ASN shows impressive performance in terms of quantity of work with the ability to complete a number of jobs in a relatively short time. They are skilled at leveraging technology to increase efficiency, enabling them to handle tasks quickly and precisely. Their multi-tasking skills allow them to carry out several tasks at once without sacrificing the quality of their work. In addition, they tend to be adaptive to change and are able to innovate in finding effective solutions to complete work, which further supports overall productivity in the work environment.

Millennial Generation ASN at the National Unity and Politics Agency of Central Sulawesi Province has recorded extraordinary performance by successfully completing each task according to predetermined targets. They demonstrate high dedication in carrying out their responsibilities, not only relying on sophisticated technological skills, but also with strong critical thinking and collaboration skills. This was confirmed by the Secretary of the Central Sulawesi Province Kesbangpol Agency, Mr. I Wayan Yudana, AP, M.Si in an interview related to setting output quantity targets or documents given to Millennial Generation ASN, saying that:

For Millennial ASNs, we divide tasks based on ability, how responsible they are for the work they have been given so far, they also think critically when asked to discuss them and they also understand more about technology. So that the division of tasks has been divided based on their ability and ability to compile how many documents in a year. So far, the Millennial ASN here has been able to complete the work that has been given based on the specified time.

Achieving the target number of output or documents provided to Millennial generation ASN has great significance in the context of organizational productivity and efficiency. By setting clear and measurable targets, organizations can ensure that Millennial generation ASNs have clear guidelines to complete their tasks on time and with the expected quality. This helps maintain high levels of performance and increases individual accountability. In addition, achieving targets also contributes to the achievement of overall organizational goals, leading to increased performance and collective success. This also motivates Millennial generation ASN to achieve higher achievements, strengthens their sense of ownership of their work and builds a work culture that is oriented towards achieving results.



Millennial generation ASN at the National Unity and Politics Agency of Central Sulawesi Province have shown extraordinary dedication in achieving the targets set. They take a proactive approach in utilizing technology to increase efficiency in completing tasks. However, on their journey, they also faced various obstacles, ranging from policy changes to limited resources. In overcoming this challenge, the Millennial generation ASN at the National Unity and Political Agency of Central Sulawesi Province showed extraordinary tenacity and collaborative abilities. They work together as a team, sharing knowledge and experience. This collaboration also ensures that the target quantity of output set can be achieved successfully, resulting in a significant positive impact for the organization. This is also supported by a conversation with Mrs. Sri Rahmawulan as Budget Administrator (36 Years) on December 11, 2023, saying that:

I'm Sri, now working in the Finance and Assets Subdivision. Last year I was assigned to create ASN salary and allowance documents, semi-annual reports on salary realization and annual SPT, the amount of additional employee income, and the number of BKU reports on ASN salaries and allowances. Because I have a lot of assignments, sometimes I have difficulty completing them. That's because there is a lack of human resources in my sub-bid. So, I have to organize my work well, whichever is more priority based on the deadline that is requested first. I also don't work alone; I also often discuss things with my treasurer so that the documents prepared can be completed according to the targets set by my leadership.

Based on the results of an interview with the Secretary and Millennial generation ASN at the Central Sulawesi Province Kesbangpol Agency regarding the performance of Millennial generation ASN based on the quantity aspect, it can be concluded that the achievements in terms of the amount of output provided based on targets determined by the leadership were all completed according to the target or in other words achieved. This is proven by the results of the Millennial generation ASN Employee Performance Targets in the quantity aspect in table 4.4 below.

Timeliness Aspect

The performance of Millennial generation ASNs in the punctuality aspect reflects a combination of technological skills, flexibility in facing change, and strong collaborative abilities. With their strong ability to adapt to technology and a dynamic work environment, the Millennial generation in ASN has a crucial role in ensuring the smooth and efficient operation of government institutions. Punctuality in completing their tasks not only reflects professionalism, but also ensures better public services and responsiveness to community needs. Thus, the reliable performance of Millennial generation ASN in terms of punctuality is a vital foundation for achieving broader organizational and government goals.

The Millennial Generation at the National Unity and Political Agency of Central Sulawesi Province has completed their tasks on time according to the targets set, which reflects their commitment and dedication to their work. They are able to maintain punctuality in carrying out tasks in the field of security and public order. This success not only has a

positive impact on the reputation of the Central Sulawesi Province Kesbangpol Agency, but also makes a significant contribution in providing quality services to the community and strengthening the integrity of the institution in the eyes of the public. This is also supported by a conversation with the Head of the Civil Service and General Subdivision, Mrs. Erni Taslim, SH, MAP in an interview regarding the performance of Millennial generation ASN based on the punctuality aspect, saying that:

“So far, they have completed their tasks on time. Not only their main task, but often we are suddenly asked for data from other agencies. Like yesterday, Bappeda had just sent its letter and it turns out it had to input data with a deadline of tomorrow. So, like it or not, they are the ones who help when there are sudden requests like that. So, Kesbangpol's performance is also good in the eyes of other OPDs because it is always on time for submitting data. And the leadership itself gives rewards to employees who are diligent and complete tasks on time, as those who are diligent will definitely get more official trips than their lazy friends. "It's also a form of motivation for his other friends."

Ensuring the achievement of output targets on time requires a planned and coordinated approach. This involves setting realistic and measurable targets, clear division of tasks in accordance with the competencies of each ASN, and the use of tools and technology that enable continuous monitoring and evaluation of progress. Apart from that, effective communication between leaders and subordinates, as well as solid collaboration between teams, is also key in ensuring that every step towards achieving targets is carried out on time. With a motivating reward system, ASN can increase their ability to achieve output targets efficiently and on time. This is supported by the results of an interview with Mr. Mohammad Syafri, S.Sos as Career Development Analysis (41 Years) explaining that:

"In ensuring the achievement of the output target given, it is based on the results of discussions with the leadership. Target determination has also been measurable and has been adjusted to statutory regulations, we have also adjusted the division of tasks to each position. "If the task given requires involving several people, then we coordinate with other friends so that we can complete the task and complete the task given more quickly."

Millennial generation ASN must also know to ensure that the achievement of output targets can be completed on time, because this is also an assessment of their performance, this was explained in an interview with Mrs. Suci Agustina Lahabu, SE as Treasurer, aged 37 years on January 9 2024, say that "Superiors divide tasks according to the abilities of their subordinates, so it is certain that everyone can complete their tasks on time." So, all employees must complete their tasks on time because they already know the capabilities of each of their subordinates.

Based on the results of an interview with the Head of Civil Service and General Affairs Subdivision and Millennial generation ASN at the Central Sulawesi Province Kesbangpol Agency regarding the performance of Millennial generation ASN based on the punctuality aspect, it can be said that they have achieved the target of completing tasks optimally within the predetermined time. Achievements in terms of the level of punctuality given based on



targets determined by the leadership have all been completed or in other words achieved. This is proven by the results of the Millennial Generation ASN Employee Performance Targets.

Effectiveness Aspect

ASN performance in the effectiveness aspect involves the ability to use organizational resources optimally to achieve optimal results for each unit of resource use. This includes efficiency in the utilization of labor, funds, technology and raw materials to achieve organizational goals effectively. By implementing best practices in resource management and designing appropriate strategies, ASNs can increase their operational effectiveness, ensure quality public services, and achieve organizational goals more efficiently.

The performance of Millennial generation ASN in the Central Sulawesi Province Kesbangpol Agency can illustrate effectiveness supported by organizational resources consisting of human resources (HR), organizational assets/capital, as well as optimized allocation of funds for each unit of resource use. With competent human resources, efficient asset management, and targeted use of funds, Millennial generation ASN is able to make a significant contribution to maintaining security and public order. Their success in utilizing these organizational resources not only reflects high operational effectiveness, but also confirms their commitment to quality public services and achieving organizational goals with optimal results. Resources that support the performance of ASN at the Central Sulawesi Province Kesbangpol Agency include the budget of the Central Sulawesi Province Kesbangpol Agency for 2020 to 2022 as follows:

Table 3. Realization of Central Sulawesi Province Kesbangpol Agency Budget for 2020-2022

NO	YEAR	TARGET	REALIZATION	ACHIEVEMENTS
1	2020	IDR 2,757,276,730	IDR 2,728,582,752	98.96%
2	2021	IDR 18,211,456,484	IDR 17,154,389,389	94.20%
3	2022	IDR 21,039,339,772	IDR 19,561,456,556	92.98%

Source: LAKIP Kesbangpol Agency 2020-2022, obtained by researchers 2023

Data from table 4.6 illustrates that the use of the budget each year has decreased in absorption even though the average achievement for the last 3 years was 95.38%. This was explained by the Secretary of the Central Sulawesi Province Kesbangpol Agency, Mr. I Wayan Yudana, AP, M.Si on December 4, 2023, explaining that: Our realization from 2020 to 2022 has indeed experienced a decline. That's because, in 2021, Covid-19 is at its peak and in 2022 there will be a post-Covid-19 recovery, so there will indeed be a decline. But the absorption is still considered very good.

The involvement of Millennial generation ASN in using resources to increase the effectiveness of their performance is by being involved in budget management. This was agreed with the results of an interview with Mrs. Suci Agustina Lahabu, SE as Treasurer, aged 37 years, explaining that "I really take advantage of the facilities and infrastructure

provided by the office. Apart from that, because I am the treasurer, I am also involved in managing this office's budget, especially for employee expenses." So the realization of the budget obtained by the Central Sulawesi Province Kesbangpol Agency was also the result of carrying out the tasks of one of the Millennial generation ASNs. Furthermore, human resources are in the National Unity and Regional Political Agency of Central Sulawesi Province.

The research data in table 4.7 explains that the number of generation X employees is 31 people, with the proportion of men being 23 people and women being 8 people. Meanwhile, the number of Millennial generation employees is 14 people, with a proportion of 10 men and 4 women. The number of employees based on educational level consists of: Strata 2 consists of 7 people from generation X and 3 people from Millennial generation, Strata 1 consists of 8 people from generation X and 4 people from the Millennial generation, and employees with secondary education levels only consist of 1 person from generation , group III consists of 15 people from generation X and 10 people from the Millennial generation and, group IV there are 9 people from generation This is more than enough to carry out the main tasks and functions of this regional apparatus itself. However, the number of employees does not guarantee the effective performance of all employees. In reality, those who are more dominant in helping to achieve the main tasks and functions of regional apparatus are the Millennial generation ASN. This was confirmed by the Secretary of the Central Sulawesi Province Kesbangpol Agency, Mr. I Wayan Yudana, AP, M.Si in an interview regarding managing the use of existing resources as well as the constraints of limited resources in improving ASN performance, saying that: In supporting the implementation of programs and activities in order to carry out the main tasks and functions in the National Unity and Regional Political Agency of Central Sulawesi Province, it is equipped with suggestions and infrastructure as assets/capital which are shown in table 4 above.

Adequate facilities and infrastructure are key factors in increasing the effectiveness of ASN performance. With the availability of modern office facilities, integrated information technology and smooth transportation, ASN can work more efficiently and productively. A good working environment not only creates comfortable conditions for ASN, but also allows them to focus on their tasks better, improves the quality of services provided to the community, and supports the achievement of overall organizational goals. From table 4.8 it can be seen that the Central Sulawesi Province Kesbangpol Agency has provided everything possible to support the performance of ASN, with the hope that they can maximize their work. However, in reality, the facilities and infrastructure provided are not utilized properly to support their work. This is because not many of them know how to use these tools, especially electronic tools. So that more Millennial generation ASN use electronic devices. This was confirmed by Mr. Imam Fatwa A, S.Sos as Program and Activity Plan Analyst (30 Years) saying that:

The facilities and infrastructure provided by the office really help us in our work, such as computers, wifi, a comfortable place to work and the motorbikes provided to us are sufficient. The biggest obstacle is the lack of employees who



are able to complete their tasks. So, sometimes the boss wants the job to be finished quickly but the person responsible for the task is not there, like it or not, I'm the backup.

Millennial generation ASN, Mr. Albert Prasetyo Patabang, SH as a Financial Analyst (46 Years) also explained the limited resources that could influence the results that:

In my opinion, limited resources, both human resources and infrastructure, affect performance. You can see that the current condition of our office is less comfortable because of the condition of the building after the earthquake yesterday. But thank God, this year our office has plans to rebuild.

Based on the data and results of an interview with the Secretary and Millennial generation ASN at the Central Sulawesi Province Kesbangpol Agency regarding the performance of Millennial generation ASN based on the effectiveness aspect, it can be said that the number of employees and the infrastructure provided does not guarantee that ASN performance will increase. Only Millennial generation ASN are able to use facilities and infrastructure well to support their performance. And in terms of budget use, Kesbangpol Central Sulawesi Province has used the budget with an achievement of 95.38%.

Aspect of Independence

ASN performance in the context of independence shows the extent to which they are able to carry out their duties and responsibilities independently, without requiring excessive guidance or supervision. Equipped with technological skills, they have a tendency to take initiative and act proactively in getting work done. This capability not only increases efficiency in carrying out tasks, but also reflects the flexibility and adaptability that are important in facing an ever-changing work environment. ASNs who have a high level of independence tend to be able to manage their work efficiently and effectively, are able to make the right decisions, and have the initiative to overcome challenges that arise. This ability to act independently not only increases productivity and quality of work, but also reflects the level of professionalism and maturity in carrying out their role in public services.

Millennial generation ASNs at the National Unity and Political Agency of Central Sulawesi Province carry out their individual duties with high integrity. They are consistent in carrying out each task with honesty, responsibility and thoroughness, supported by strong discipline. Through an approach that focuses on the best quality, this Millennial generation ASN is able to provide work results that meet high standards. In this way, their contribution not only strengthens the effectiveness of Kesbangpol, but also forms a solid foundation for building public trust in this institution as the main driver in promoting unity, justice and political stability in Central Sulawesi. This can be proven by the results of the work behavior assessment based on the leadership's specific expectations on the accountable and competent variables, that all Millennial generation ASNs in the Tegah Sulawesi Province Kesbangpol Agency received a work behavior rating of "In Accordance with Expectations". This is also supported by a statement from the Head of the Civil Service and General Subdivision, Mrs. Erni Taslim, SH, MAP who said that:

Thank God, they respond quickly when given assignments, like Mr. Syafri, he also helped me a lot with my assignments. Because I don't need to bother explaining at length, the results are also in accordance with what I ordered. Mr. Syafri is one of the millennial employees who is responsible for all my duties.

One of the obstacles often faced when completing tasks is uncertainty or lack of information or clear communication. Therefore, based on the explanation of Mr. Mohammad Syafri, S.Sos as Career Development Analysis (41 Years) said that:

What the sub-head said is true. As far as possible, I have to be responsible for completing the tasks given to me. Even if there are difficulties along the way, I just have to re-study the assignment given. Does it need to be coordinated with NGOs or related organizations, or coordination with other agencies to find information to make it easier for me to complete the tasks given?

Based on data and the results of an interview with the Head of the Civil Service and General Affairs Subdivision as well as Millennial generation ASN at the Central Sulawesi Province Kesbangpol Agency regarding the performance of Millennial generation ASN based on the aspect of independence, Millennial generation ASN in this organization have carried out their duties responsibly and are able to complete them without many revisions from leadership, in other words an assessment of the work behavior of the leadership, namely "As Expectations".

Committed Aspect

Being committed to carrying out their duties reflects their responsibility for the tasks at hand. They show loyalty to the organization, as well as full responsibility in carrying out their duties with high integrity and professionalism. They understand that the success of the organization depends on their contributions, so they work seriously, prioritize the interests of the organization above personal interests, and are ready to take responsibility for the results of their work.

Millennial generation ASN at the Central Sulawesi Province Kesbangpol Agency show a strong commitment to their work by complying with Employee Performance Targets (SKP) and providing appropriate consequences. They not only see the SKP as a guideline, but as a key milestone in setting their own performance standards. By understanding and internalizing the requirements listed in the SKP sheet, Millennial generation ASN emphasizes their responsibility for the tasks they carry out. This can be proven in the Responsibility Scheme column and Consequences column in the SKP. Where the accountability scheme is the output or results issued by each individual. Meanwhile, consequences are the result of actions taken. The consequences offered by each individual are, "if they meet the leadership's expectations, they will be prioritized on official travel for coordination" and "if they do not meet the leadership's expectations, they will be willing to be coached." This is reinforced by the results of an interview with Mrs. Sri Rahmawulan as Budget Administrator (36 years) who said that:



Because I feel responsible for the tasks given by the leadership, my form of commitment is to complete the tasks well. I am willing that if I do not complete the task, I will be given sanctions. I have included this commitment in the SKP in written form and it has been signed by my direct superior.

According to Mr. Albert Prasetyo Patabang, SH as a Financial Analyst (46 years) explained that he showed commitment to carrying out his duties by "seen from my consistency in completing tasks so far, my discipline at work and my responsibility at work."

Based on data and the results of interviews with Millennial generation ASNs at the Central Sulawesi Province Kesbangpol Agency regarding the performance of Millennial generation ASNs based on the committed aspect that Millennial generation ASNs in this organization are committed to the tasks given by being responsible in completing them and accepting the consequences of what has been done.

Challenges and Obstacles to Millennial Generation ASN in the National Unity and Regional Political Agency of Central Sulawesi Province

Millennial generation ASNs face a number of unique challenges and obstacles in their efforts to improve their performance in the workplace. Challenges and obstacles in improving the performance of Millennial generation ASN refer to various situations or conditions that prevent them from achieving their full potential in their duties as State Civil Servants. From the 4 aspects of Millennial generation ASN performance, starting from the aspects of work quality, quantity, timeliness, effectiveness, independence, and commitment, the results of research on Millennial generation ASN at the National Unity and Political Agency of Central Sulawesi Province, the challenges and obstacles to the performance of Millennial generation ASN are depicted in table 4.9 below this.

Table 4. Challenges and Obstacles to the Performance of Millennial Generation ASN in the National Unity and Political Agency of Central Sulawesi Province

NO	CHALLENGE	OBSTACLE
1	Globalization and digitalization are increasing rapidly	Millennial Generation ASN at Kesbangpol Prov. Central Sulawesi still lacks innovation and creativity
2	Building a Collaborative Work Environment	Millennial generation ASNs have not been given space to contribute to decision making, tend to only be given orders
3	High Expectations for Millennial Generation ASN	The lack of potential in generation X means that the workload is greater for Millennial generation ASN
4	Improve Leadership and Managerial Skills	Kesbangpol does not provide space to develop the skills and managerial skills of its employees in the form of training or internal technical guidance

Source: processed by researcher

The table above illustrates that globalization and digitalization are increasingly rapid, currently it is difficult for Millennial generation ASNs in the Central Sulawesi Province Kesbangpol Agency because they are still less innovative and creative in adapting to rapid global changes so that carrying out their work is still monotonous and appropriate. leadership direction. Building a collaborative work environment here has not been possible because the Millennial generation ASN here has not been given the space to contribute to decision making, they only tend to be given orders. Not only that, the high expectations for Millennial generation ASNs are also a challenge to improve the performance of Millennial generation ASNs in the Central Sulawesi Province Kesbangpol Agency because of the lack of potential of generation X ASNs, resulting in a greater workload being given to Millennial generation ASNs. And the final challenge, namely, improving leadership and managerial skills is difficult to achieve because the Central Sulawesi Province Kesbangpol Agency does not have a program to develop the skills and managerial skills of its employees in the form of training or internal technical guidance.

After understanding these challenges and obstacles, this is also a factor that causes the Central Sulawesi Provincial National Unity and Political Agency to have an assessment weight for measuring the performance of the Central Sulawesi Provincial government below the average set by the Regional Inspectorate of Central Sulawesi Province. And it is hoped that from the challenges and obstacles above, the Central Sulawesi Province Kesbangpol Agency and Millennial generation ASN can take concrete steps to overcome these obstacles. By developing the skills, knowledge and attitudes needed to face the era of globalization and digitalization, as well as by strengthening the culture of innovation and creativity within the organization, Millennial generation ASN at the Central Sulawesi Province Kesbangpol Agency will be able to improve their performance significantly. With awareness of their potential and commitment to continue learning and developing, they can become a driving force in realizing the vision of the Kesbangpol Agency by realizing a safe, peaceful, harmonious, democratic, just and prosperous Central Sulawesi community life order based on national cultural and ethical values. politics towards a quality and competitive society within the framework of the Republic of Indonesia based on Pancasila.

CONCLUSION

The implication of the results of this research is the importance of encouraging the development of the potential and competence of Millennial generation ASN, as well as strengthening factors that have been proven to contribute positively to their performance, in order to support the realization of public services that are quality and responsive to community needs. From the results of the data presentation and discussion, it can be seen from several aspects of indicators starting from aspects of work quality, quantity, punctuality, effectiveness, independence and commitment through primary data and secondary data. It can be concluded that the performance of Millennial generation ASN from 2020 to 2022 at the Provincial Kesbangpol Agency Central Sulawesi can be said to be "good". This can be seen from each aspect that is used as a benchmark in this research, namely: Millennial generation ASN performance from the Work Quality aspect based on a



recap of Millennial generation ASN SKP results from the Conformity Level variable has shown that each individual's planned work results achieved 100% achievement. is appropriate; The performance of the Millennial generation ASN from the Quantity aspect based on the recap of the results of the Millennial generation ASN SKP from the Quantity variable has shown that each individual's planned work results achieve 100% of the predetermined targets; The performance of the Millennial generation ASN from the aspect of Timeliness based on the recap of the results of the Millennial generation ASN SKP from the Timely variable has shown that each individual's work plan achieves 100% of the predetermined target time; The performance of the Millennial generation ASN from the Effectiveness aspect based on data on resources that are utilized effectively at the Central Sulawesi Province Kesbangpol Agency both from the number of employees, facilities and infrastructure, to the use of the budget shows that the Millennial generation ASN has utilized the advice and infrastructure that has been provided to support their work and, the Central Sulawesi Province Kesbangpol Agency has used its budget to the maximum with an average realization of 95.38% even though human resources are not yet commensurate with the organization's workload; The performance of Millennial generation ASN from the Independence aspect based on a recap of the results of the Millennial generation ASN SKP from the Work Behavior Assessment on the Accountable and Competent indicators has shown that each individual's work plan has received an assessment from the leadership, namely "according to expectations" or in other words, Millennial generation ASN have carried out their duties. responsibly and able to complete it without many revisions from the leadership; and Millennial generation ASN performance from the Commitment aspect based on the recap of the results of the Millennial generation ASN SKP, the assessment of the Accountability and Consequence Scheme has shown that each individual's work plan shows that they have been responsible for completing the targeted output and they have offered consequences that have been written in their SKP.

The impact of the results of this research is very important in efforts to improve the abilities and skills of Millennial generation ASN at the Central Sulawesi Province Kesbangpol Agency. Data analysis shows that their performance is rated as "good" from various aspects measured, including work quality, amount of work, timeliness, effectiveness, independence, and commitment. Therefore, continuous encouragement in improving their abilities and skills is necessary, as well as strengthening factors that have been proven to make a positive contribution to their performance. This will support the provision of quality public services that are responsive to community needs and ensure that Millennial generation ASN can continue to make optimal contributions in carrying out their duties at the Central Sulawesi Province Kesbangpol Agency.

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