

Performance of Staff Administrative Services in The Regional Personnel Agency South Kalimantan Province

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Abstrak

This study aims to analyze the performance of personnel administration services at the South Kalimantan Provincial Civil Service Agency and what factors hinder its implementation. The research method used in this study is a qualitative method with a descriptive approach. Technical data collection is done by observation, interviews and documentation. Technical analysis of data is done by reducing data, presenting data and drawing conclusions. Checking the validity of the data was carried out using data triangulation techniques. The results of the study show that the quality of the performance of personnel administration services at the South Kalimantan Provincial Civil Service Agency is generally good where services are provided according to SOPs, carry out procedures, there are no extortion by employees, then civil servants who those given services are also satisfied, as well as the files needed by civil servants too not too long to get, it's just that there are some delays but can still be overcome. This is caused by several things, including the lack of human resources and inadequate infrastructure at the South Kalimantan Provincial Civil Service Agency. From this research, the authors suggest to the Head of the South Kalimantan Provincial Civil Service Agency to apply the rules and always evaluate the performance of personnel administration services carried out by BKD employees.

Keywords | Performance, Administrative Services, Personnel, BKD.

INTRODUCTION

The paradigm shift in public administration management is currently entering a reformation phase marked by actual issues that continue to surface and demands for administrative management that lead to the necessity of good governance. Good governance can be achieved if there is a synergy of the three pillars, namely between the government, the business world and civil servants. Judging from the development phase of this paradigm, there is a shift in management values of governance from feudalism to management professionalism. The era of management professionalism demands the realization of a quality and professional government bureaucracy as a prerequisite in efforts to improve the quality of state administration and the quality of government services to civil servants. In order for every coaching effort towards improving the quality of government apparatus to reach the target and become relevant in responding to demands for bureaucratic reform, increasing the effectiveness of government organizations needs to be directed at achieving optimal service performance for civil servants. According to the researchers, the phenomenon that occurred at the BKD in South Kalimantan Province was that sometimes a lot of civil servants in the South Kalimantan Province complained about the slow bureaucracy. Indeed, not all civil servants complained. However, sometimes every day there are civil servants who complain because they feel they are spending too much time, plus the condition of their workplace is far from the BKD office in South Kalimantan Province, so it takes time to do administrative work.

One of the government offices in Banjarbaru, namely the Regional Personnel Agency for the Province of South Kalimantan or the center for Data on all Provincial State Civil Apparatuses which has the main duties and functions as a Government Agency that manages



all staffing needs and problems, also actively participates in organizing the One-Stop Integrated Service (PTSP).), in order to increase staffing services so as to facilitate the affairs of civil servants, civil servants and non-PNS employees. The following is the proposed data for promotion of civil servants in the BKD of South Kalimantan Province from 2020 to 2022:

Table 1: Data on Proposed Promotion of Civil Servants

Information	2020 year	Year 2021	Year 2022
Amount	1642	955	1848

(Source: BKD Prov. South Kalimantan)

From the data above, it can be seen that in 2022 the most proposals for promotion to the rank of civil servants in the Government Environment of South Kalimantan. This is just 1 phenomenon taken as a problem of administrative services at the BKD of South Kalimantan Province as many as 1848 civil servants who proposed, and with a total of 80 employees at the BKD of South Kalimantan Province, sometimes the service will be a little slow, especially since the duties of employees at the BKD of South Kalimantan Province are not only taking care of only promotion, but taking care of employee transfers, management of PNS education and training, and other administration.

Based on the observations of researchers, the most important problem in the BKD of South Kalimantan Province is the problem of promotion, usually the process for applying for a promotion is always late. Because the promotion of civil servants does not only involve the BKD in the process, but the BKN also participates, so it does take a long time and this must be evaluated at the BKD in South Kalimantan Province so that services remain optimal. Optimal service is not only needed by civil servants as public objects in government services, but also needed by employees who in this case serve as service providers who are employees of the Regional Personnel Agency in a Regency/City or Province. Personnel services are intended for employees to consult and manage various matters related to staffing which have implications for the career path of the employee himself. So that in public sector organizations the challenge from service providers is not only civil servants but also employees within the public organization.

METHOD

This research uses the type and type of qualitative descriptive research. The research process includes making research questions and procedures that are still provisional, collecting data from participants, analyzing data inductively, building partial data into themes and then providing interpretation of the meaning of a data. This study uses descriptive research, namely the method applied by describing or describing the actual situation to be analyzed and interpreted with a qualitative approach because this research seeks to identify, describe and explore the symptoms that occur directly in the field related to the performance of personnel administration services at the Agency. South Kalimantan Provincial Civil Service.

Research Informants

Research informants are people who can provide information. Research informants are things, whether people, objects or organizational institutions whose nature is being studied (Sukandarrumidi, 2002:65). Research informants in this study include:

Table 2: Research Informants

No.	Position	Amount
1.	Head of Regional Civil Service Agency for South Kalimantan Province	1 person
2.	Head of Mutation Development and Promotion Division at BKD South Kalimantan Province	1 person
3.	Head of Apparatus Performance Evaluation and Awards at BKD South Kalimantan Province	1 person
4.	Head of Sub-Sector of Transfers and Ranks at BKD South Kalimantan Province	1 person
5.	Head of General Affairs and Personnel Subdivision at BKD South Kalimantan Province	1 person
6.	Civil servants in the South Kalimantan Provincial Government	5 people

Data analysis technique

After the qualitative data is collected, the next step is data analysis, qualitative data analysis is an effort made by working with data, organizing data, sorting it into manageable units, synthesizing it, looking for and finding patterns, finding what is important and what is important. learned, and decide what to tell others. Data analysis according to Seidel goes as follows:

- a. Notes that produce field notes, with these being coded so that the source of the data remains traceable.
- b. Collecting, sorting, classifying, synthesizing, summarizing, and indexing.
- c. Thinking, by making the categories of data meaningful, looking for and finding patterns and relationships, and making general findings.

Data Validity

Data validity is an important concept that is renewed from the concept of validity (validity) and stability (reliability) according to the positivism version which is adapted to the demands of knowledge of its own criteria and paradigm (Moleong, 2010: 314). Researchers used participatory observation, in-depth interviews, and documentation for the same data source simultaneously. Source triangulation means to obtain data from different sources using the same technique. In order to be accountable, the data obtained needs to first test the validity of the data. The technique of checking the validity of the data (data validity)



in this study is the triangulation technique. The triangulation technique according to Sugiyono (2012: 327) states that the triangulation technique is a data collection technique for existing data and sources.

Thus, the researcher collected various data from the same source, namely that which had been obtained from collecting data from the South Kalimantan BKD then carried out a data triangulation technique as a step to test the validity of the data that the researcher had obtained.

Research schedule

This research was conducted from October 2022 to November 2022 along with details of the research schedule.

Table 3: Research schedule

Activity	August				September				October				November			
Proposal Research	■															
Seminar									■							
Proposal Improvements										■						
Data collection													■	■	■	
Report Research																■

RESULTS AND DISCUSSION

Performance of Personnel Administration Services at the Regional Civil Service Agency of South Kalimantan Province

The performance of this employee administration service includes orientation aspects of Service SOP Availability, Service Quality, Employee Satisfaction Level, Employee Discipline. The assessment of the performance of personnel administration services is considered good if the availability of service SOPs exists and is implemented, because usually when SOPs are implemented it will have a good impact on the quality of services provided and the level of employee discipline can be regulated by implementing the available SOPs. As a result, civil servants who receive personnel administration services will be satisfied with the services provided. Based on the results of observations and interviews conducted by researchers in the field, the data collection techniques are interviews, observation and documentation.



Figure 1. BKD South Kalimantan Province

The picture above also shows the One Stop Service Room at the BKD in South Kalimantan Province, where employees are preparing to provide personnel administration services to civil servants. The form of personnel administration services carried out at the BKD of South Kalimantan Province includes serving the promotion of civil servants, then transferring civil servants within the South Kalimantan Government, then training/training for civil servants, managing the administration of retired civil servants, proposing the application of civil servants, proposing the inclusion of degrees, proposing study assignments. civil servants and others. The results of the interview above were also supported by a statement by the Head of the Apparatus Performance Evaluation and Award Division at the South Kalimantan Provincial BKD, H. Fahri Riza, S.Hut, MM on October 10, 2022.

The results of the interview above regarding the performance of personnel administration services at the South Kalimantan BKD can be concluded that the administrative services served by the South Kalimantan Provincial BKD are of many kinds, and the performance carried out by BKD employees based on the statement above is good even though some work has been delayed but all work has been completed satisfactorily. complete. The hope for improving administrative services at BKD South Kalimantan is to increase employee competence and avoid extortion and implement SOPs so that everything will go well.

In order to improve the quality of services available at the South Kalimantan Province BKD, it is necessary to increase the competence of each BKD employee through Training, Technical Guidance, Workshops or other competency development so that the quality of staffing services at the South Kalimantan Province BKD is getting better. This is in accordance with State Administration Institution Regulation number 10 of 2018 concerning Competency Development for Civil Servants, which explains that every civil servant has the



same rights and opportunities to improve their competency development at least 20 JP each year.



Figure 2. BKD employees provide services to civil servants.

The picture above shows that BKD employees of the South Kalimantan Province are serving personnel administration, which shows the attitude of BKD employees who kindly serve a father who needs service administration at the BKD of South Kalimantan Province. From the results of interviews with the Head of the Sub-Sector of Transfers and Ranks at the BKD of the South Kalimantan Province, it can be concluded that the performance of administrative services carried out at the BKD of the South Kalimantan Province is taken care of a lot so that indeed the employees have carried out their main duties and functions, and indeed all the tasks carried out it's good if there is a delay, that's normal and the BKD of South Kalimantan Province also always evaluates any weaknesses that occur.



The picture above is proof that the South Kalimantan Provincial BKD provides good administrative services, because the documents required for administrative matters have been announced on the website portal <https://bkd.kalselprov.go.id/faq>. Based on the results

of the interviews above, it can be concluded that there are civil servants in the South Kalimantan Government Environment who are satisfied with the administrative services of BKD employees in the South Kalimantan Province, and there are also those who are dissatisfied with the services provided. As for the assessment of civil servants, BKD employees have provided good service, it's just that sometimes there are delays.

According to Dwiyanto (2006) Service Quality, namely: tends to be important in explaining the performance of public service organizations. Many of the negative views that are formed about public organizations arise because of public dissatisfaction with quality. Thus, according to Dwiyanto (2006) satisfaction of civil servants with services can be used as an indicator of the performance of the public bureaucracy. The main advantage of using civil servant satisfaction as a performance indicator is that information on civil servant satisfaction is often easily and cheaply available. Information about civil servant satisfaction with service quality can often be obtained from the mass media or public discussions. The quality of service is relatively high, so it can be used as a measure of the performance of the public bureaucracy that is easy and inexpensive to use. Civil servant satisfaction can be an indicator to assess the performance of the public bureaucracy.

So it can be concluded that overall the performance of personnel administration services at the Regional Civil Service Agency of South Kalimantan Province is good where services are provided according to SOP, carry out procedures, there are no extortion by employees, then civil servants who are given services are also satisfied, and the files needed by civil servants are also not too long to get, it's just that there are some delays but can still be overcome.

Employee Satisfaction Level

Public services are at the forefront of interaction between civil servants and the government as mandated by Law 25 of 2009 concerning Public Services. Civil servants can directly assess government performance based on the quality of public services received, because the quality of public services is in the interest of many people and the impact can be felt directly by civil servants from all walks of life. In this case, the government's success in building public service performance in a professional, effective, efficient and accountable manner will raise a positive image of the government in the eyes of its people.

Considering that the main function of the government is to serve the community, the government needs to continue to strive to improve the quality of service. The measure of the success of service delivery is determined by the level of satisfaction of service recipients, in this case, namely civil servants within the South Kalimantan Provincial Government. Satisfaction of service recipients is achieved when service recipients receive services in accordance with what is needed and expected. From the results of the interviews above, it can be concluded that the civil servant administration services carried out by the BKD of South Kalimantan Province are good and the paperwork and civil servant needs are always well served. From this interview it can be proven that the BKD services in South Kalimantan Province are already good and need to improve to improve services even better.

This is because the promotion process for employees is not only at the South Kalimantan Province Regional Personnel Agency but also at the State Personnel Agency so that the process takes a long time. According to the researcher, it is necessary to re-coordinate between the State Civil Service Agency and the Regional Personnel Agency in order to find a solution so that in the future the promotion process for employees can be timely and straightforward. Furthermore, there are also civil servants in the South



Kalimantan Provincial Government who are satisfied with the staffing services provided by the BKD of South Kalimantan Province.

Employee Discipline

Civil Servants (PNS) Discipline is the ability of Civil Servants to comply with obligations and avoid prohibitions stipulated in laws and/or official regulations which, if not complied with or violated, are subject to disciplinary punishment. To realize civil servants who are reliable, professional and moral as government administrators who apply the principles of good governance, civil servants as elements of the state apparatus are required to be loyal and obedient to Pancasila, the 1945 Constitution of the Republic of Indonesia, The Unitary State of the Republic of Indonesia and the government as well as being disciplined, honest, fair, transparent and accountable in carrying out their duties. The results of the interview above said that in providing personnel administration services at the BKD in South Kalimantan Province, the employees are very disciplined because there are no more employees who are late coming to the office since the finger print took effect so that the employee administrative services provided will be faster and more timely in their implementation. If there are employees who come late, they will be given sanctions in accordance with applicable laws and regulations.

Inhibiting Factors in Personnel Administration Services at the Regional Personnel Agency of South Kalimantan Province

This is evidenced by the issuance of Public Service Standards according to the Decree of the Minister of Administrative Reform No. 63 of 2004, covering at least:

- a. Standardized service procedures for service providers and recipients including procurement;
- b. The time for completion is determined from the time the application is submitted to the completion of services including complaints;
- c. Service fees or rates including the details entrusted in the process of providing services;
- d. The results of the service to be received are in accordance with the conditions that have been set; and
- e. Facilities and infrastructure, which provide adequate service facilities and infrastructure by public service providers;
- f. Human resources place more emphasis on the competence of service delivery personnel, which must be determined appropriately based on the knowledge, expertise, skills, attitudes and behavior required.

Lack of adequate facilities and infrastructure

The most common obstacle occurs in the civil servant promotion file, which sometimes takes a long time. The BKD also always evaluates what causes the long and long time. The next obstacle lies in the facilities which are not very adequate and still need improvement at the BKD Office of the Province of South Kalimantan, this is still the task of the BKD of the Province of South Kalimantan to complete the best facilities.

The results of interviews with the Head of the Mutation and Promotion Development Division at the BKD of South Kalimantan Province can be concluded that most of the problems are in the management of civil servant promotion, there are many PNS files that apply for promotion but there are also a lot of files that overlap and this promotion procedure is indeed time consuming takes a long time so that sometimes it is not timely for the decree to be issued. Then there are still a lot of facilities that need to be fixed at this BKD in order

to support better administration services, one of which is the need for building renovations and the latest work tools.

It can be concluded that the most experienced problems are promotion, sometimes the civil servant files are lacking, so sometimes the process takes a long time. Sometimes the conditions in the field that are planned cannot be as expected, so sometimes delays in issuing decrees for promotions often occur, but not all of them are too late. There are also many civil servants who issue their promotion decrees on time. The next obstacle is the problem of facilities, because the facilities at the BKD in South Kalimantan Province are quite old and need renovation.

Lack of Human Resources

From the theoretical aspect, it is stated that human resources (employees) play a dominant role in the effectiveness of services in organizations. This is in accordance with the new paradigm which indicates that human resources are the most important asset (PKDA I LAN, 2003). Furthermore, Robbins (2003) argues that human resources are no longer seen as a component that can simply be replaced with other components, so that human resources need to be prioritized. The essence of Law Number 43 of 1999 is to regulate the processes and procedures for carrying out the main tasks and functions of civil servants in providing services to civil servants. Based on the results of the interview with the Head of the BKD for South Kalimantan Province above, the most common obstacle occurred in the civil servant promotion files, which sometimes took quite a long time. The BKD also always evaluates what causes the long and long time. The results of the interview above were supported by the Head of the Mutation Development and Promotion Division at the South Kalimantan Provincial BKD, H. Hairani, S.Sos, MM on October 10, 2022:

“Raise in rank, there is still a lot of overlap in the file for promotion. Sometimes civil servants also often contact officers and ask when their promotion will be finished. (Source: Head of Mutation Development and Promotion Division at BKD South Kalimantan Province, H. Hairani, S.Sos, MM on October 10, 2022).

The results of interviews with the Head of the Mutation Development and Promotion Division at the BKD of South Kalimantan Province can be concluded that most of the problems are in the management of civil servant promotion, there are many PNS files that apply for promotions but there are also lots of files that overlap and this promotion procedure is indeed time consuming it takes a long time so that sometimes it is not timely for the SK to be issued, this happens due to a lack of human resources in the BKD of South Kalimantan Province.

From the results of the interviews above, it can be concluded that the most problems encountered were promotion, sometimes the civil servant files were lacking so that sometimes the process took a long time. Sometimes the conditions in the field that are planned cannot be as expected, so sometimes delays in issuing decrees for promotions often occur, but not all of them are too late. This happens due to less optimal service because human resources are still lacking.

Therefore, optimizing efficient and effective services is the main concern of the government in order to provide excellent public services. Service performance that meets the Minimum Service Standards (SPM) is one of the factors that is the hope of all parties in providing appropriate services for civil servants, and at the same time encouraging civil servants to exercise control over the performance of the services provided.

Human resources are things that greatly affect performance. In carrying out personnel administration services themselves must have sufficient human resources so that services can be optimal. The service at BKD itself is quite good. however, additional staff is needed



because if one of the employees is unable to attend it will be burdensome for the employees present. In terms of civil servant promotion services, the number of employees in the BKD is 80 people while the number of civil servants in the South Kalimantan Provincial Government is 10,862 people. Seeing the number of civil servants served by the BKD, it is clear that the BKD in South Kalimantan Province lacks human resources.

CONCLUSION

From the results of the discussion above, the researcher concludes several things as follows:

1. The performance of personnel administration services at the South Kalimantan Provincial Civil Service Agency is generally good where services are provided according to SOPs, carry out procedures, there are no extortion by employees, the level of discipline of BKD Employees of South Kalimantan Province is good, then civil servants who are provided with services are also satisfied, and the files needed by civil servants also didn't take too long to get, it's just that there were some delays but they could be overcome.
2. The inhibiting factors in personnel administration services at the South Kalimantan Provincial Civil Service Agency are the lack of human resources, as well as inadequate facilities and infrastructure.

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