Effectiveness of Performance Assessment for Civil Servants at The Agricultural Extension Center, Agricultural Extension and Human Resource Development Agency, Ministry of Agriculture of The Republic of Indonesia

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ABSTRACT

This research aims is to analyze the effectivity of work performance appraisal in Performance Appraisal Effectivity (Case Study of Government Employee at Program and Evaluation Division Agricultural Center of Counseling Agency for Agricultural Extension and Human Resource Development Ministry of Agriculture of the Republic of Indonesia. Method used in this research is qualitative with 7 participants. The result shows that the work performance appraisal process in Program and Evaluation Group is working effectively given that 5 indicators which is the appraisal itself, linkages, sensitivity, practically, acceptable is effective and one indicator which is reliability is show ineffective. It is expected that Program and Evaluation Division retain their performance appraisal process and increase the effectiveness by reevaluate the reliability of SKP so that it can bet he single tool to appraise work performance

Keywords: Work Performance Appraisal Effectiveness, Work Performance Appraisal, Government Employee's Work Performance, Employee Work Goals

INTRODUCTION

The government, through the State Civil Service Agency (BKN), carries out recruitment of State Civil Servant (ASN). According to Law Number 5 of 2014, ASN employees are civil servants and government employees with work agreements who are appointed by civil service development officials and given duties in a given position or other duties and given salaries in accordance with the statutory regulations that have been determined previously. It was also explained that ASN employees are divided into two, namely Civil Servants (PNS) and Government Employees with Contract Agreements (PPPK). One of the government agencies that accepts ASN candidates is the Ministry of Agriculture.

The Ministry of Agriculture is a government agency that handles the fields of agriculture, food and livestock. The Ministry of Agriculture has an echelon 1 work unit which assists in carrying out the duties of the Ministry of Agriculture itself. One of the echelon 1 work units is the Human Resources Extension and Development Agency (BPPSDMP). BPPSDMP has 3 echelon 2 level work units.

One of the echelon 2 units is the Agricultural Extension Center. The Agricultural Extension Center has three working sections, one of which is the Extension Program and Evaluation Group.

Program and Evaluation Group. Every civil servant in the Extension Program and Evaluation Group carries out an assessment of their performance by filling in the Employee Work Targets (SKP). The SKP is filled in so that ASNs can see their performance scores. An ASN is said to have very good performance if his performance achievement score reaches more than 91 and is said to be good if his performance achievement score is between 76-90. Meanwhile, ASNs whose performance can be said to be adequate are at scores between 61–75. ASN whose performance needs to be improved are below 60, where categories 51 – 60 are said to be poor and below 50 are said to be poor.
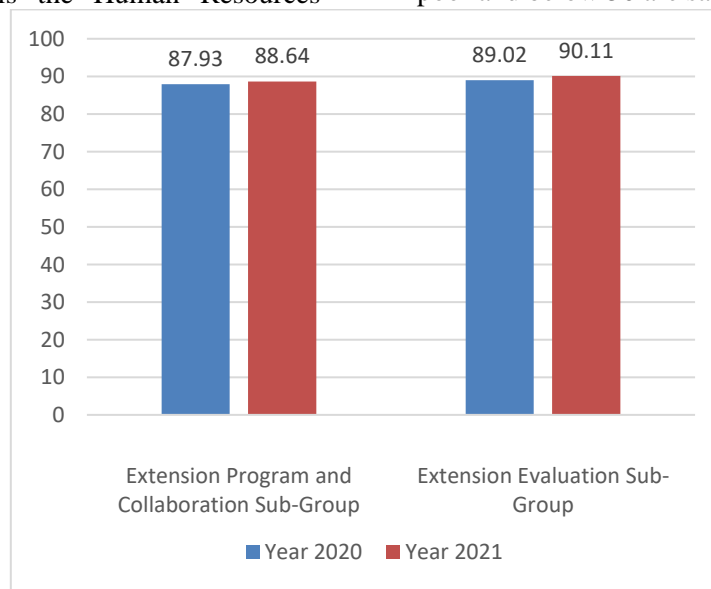

Figure 1. Program and Evaluation Group

In an interview related to the performance of the employees, Mrs. Rina Yulianti Sofyan, SP as Sub Coordinator of Extension Evaluation explained that the SKP (civil servantas performance's appraisal) scores of the employees had increased every year, but the performance assessment in the field was different from what was assessed in the SKP. Mr. Andreas Nadianto, SP as Sub

Coordinator of Extension Programs and Cooperation has the same view as Mrs. Rina Yulianti Sofyan, SP that performance cannot only refer to SKP scores. Mr. Andreas Nadianto, SP said that there is a phenomenon where in his assessment of employees, there are always irregularities that occur. Whether it is related to an incident or an activity where the SKP assessment is not very effective when there is a problem.

Having an effective performance assessment process makes the assessment more objective, therefore the aim of this research is to analyze and determine the effectiveness of the performance assessment of Civil Servants in the Agricultural Extension Center Program and Evaluation Group, Agricultural Extension and Human Resources Development Agency, Ministry of Agriculture of the Republic of Indonesia.

LITERATURE REVIEW
Human Resources Management

Human resource management (HR) is a process of acquiring, training, assessing, and providing compensation to employees to meet the relationship, health, safety, and justice needs of their workers (Dessler, 2018). Human resource management is the main factor in getting the best employee performance, because apart from solving problems regarding an employee's skills or expertise, HR management also has the responsibility to develop employee attitudes and behavior so that employees can continue to contribute to improving organizational performance (Huda, 2020). According to (Michael, 2017, p. 5) HRM Practices currently includes: (1) HR planning; (2) Recruitment and Selection; (3) Employee Placement; (4) Providing Compensation and Awards; (5) Employee Development; (6) Dismissal. So Human Resource Management is a process related to employment which includes HR planning, recruitment and selection,

placement, compensation, development and dismissal so that with HR management the company can improve the company's performance.

Performance

Performance is defined as a result carried out by a person which is achieved through the person's abilities and actions in certain situations (Indrasari, 2017). Performance also has the meaning of a worker's ability to complete the tasks given (Hairunnisa & Ali, 2022). Performance is an element of human resources that can increase the productivity of an organization. Performance can be influenced internally and externally. Rao also revealed that the strength of every organization or company lies in its human resources which makes performance inseparable from an organization or company because the achievement of organizational or company performance is achieved by all individuals in the organization (Indrasari, 2017). Srimulyo (1999) explains that performance is influenced by two factors, namely internal and external factors, where internal factors come from the individual such as attitude, personality, inner motivation, skills and abilities, while externally influenced performance comes from outside the individual or the presence of intervention. external parties such as work environment, job descriptions, organizational structure, and compensation (Rusman, 2020).

Performance Appraisal

According to Yani (2012), performance appraisal is a process used by an organization or company to evaluate the work implementation of individual employees. (Utama et al., 2019). Performance Appraisal also has the meaning of a formal system and is used over certain time periods to assess an employee's work achievements (Setiobudi, 2017).

Performance assessments are carried out so that we can see the

capabilities of human resources and provide rewards or punishments based on these assessments which makes human resources stimulated and motivated to improve their performance (Tangkuman et al., 2015). According to Kreitner dan Kinicki (2001) in (Michael, 2017),

Performance assessment can be carried out using four approaches, namely: (1) Attitude Approach; (2) Behavioral Approach; (3) Results Approach; (4) Contingency Approach. Performance appraisal aims to look for values that influence information, such as how information is used in decision making (DeNisi & Murphy, 2017). Performance Assessment Indicators. In the dimensions of work appraisal, there are 3 aspects that determine namely the tools used in conducting performance appraisals, who assesses the performance, and the frequency of conducting appraisals (Bayo-Moriones et al., 2020). Sutanto (2012) in (Irbiana, 2016) explains that the indicators that influence an assessment to be effective are: (1) The appraiser himself; (2) Relatedness; (3) Sensitivity; (4) Reliability; (5) Practicality; (6) Acceptable

METHOD

The method used in the research is qualitative research. Qualitative research methods are called artistic methods because the research process is artistic, which means it is less patterned and is also called an interpretive method because the data produced depends on the interpretation of data taken from the field (Sugiyono, 2013). In this research, the author used qualitative research with a case study method. The case study method is a methodology used to study a problem intensively regarding environmental interactions, position and field conditions of a unit (Harahap, 2020, p. 44).

The research was located in the Extension Program and Evaluation Group room, 5th Floor, Building D, Ministry of Agriculture of the Republic of Indonesia, Jl. Harsono RM No.3, RT.5/RW.7, Ragunan Village, Pasar Minggu District, South Jakarta, DKI Jakarta.

The research object is Civil Servants in the Program and Evaluation Group of the Agricultural Extension Center with the subject of 3 key informants, namely one Coordinator and two Sub-Coordinators and four Civil Servants who work in the Program and Evaluation Group. Data sources were taken using primary and secondary data sources. Data collection techniques were carried out by means of interviews. During interviews, research subjects ask face-to-face questions about viewpoints, beliefs, and attitudes, with focused questions to encourage retelling of individual experiences, ideas, and feelings (Lefèvre et al., 2019).

Data collection is also carried out by observation and documentation. Data validation techniques use Data Triangulation. Triangulation techniques are also defined as acquiring data using various methods by crossing the information or data obtained so that the data is more complete and in line with expectations (Windayanti et al., 2019). Data was analyzed by reducing data, presenting data, and drawing conclusions.

RESULT

The research was conducted on 7 (seven) respondents, namely the Program and Evaluation Group Coordinator, Program and Cooperation Sub-Coordinator, Evaluation Sub-Coordinator, 2 (two) civil servants who work in the Program and Cooperation Sub-Group, and 2 (two) civil servants who work in the Evaluation Group. The data collection methods used were interviews, observation and

documentation. Interviews were conducted to analyze the effectiveness of civil servant performance assessments in the Program and Evaluation Group. Meanwhile, data collection using the interview method was carried out in June 2022, while observations were from October 2021 to June 2022.

The Appraiser Himself

Based on responses from employees in the Program and Evaluation Group, the performance assessment according to the assessor's indicators itself is quite effective because the assessment is carried out continuously, the assessment is objective. The presence of feedback in the performance appraisal process is not always positive because it can be a means for civil servants to reduce their workload. Therefore, a third party is needed who is truly competent in the field assigned by the civil servant so that the feedback can be interpreted as a positive thing (Rahayu et al., 2019). However, in the Program and Evaluation Group with targets that have been determined by the Annual Work Plan, the assessors only provide feedback in the form of appeals to immediately fulfill their work targets and suggestions for fulfilling these work targets.

Misra et al. (2021) explained that the existence of continuous performance assessments shows that there are efforts to increase the competence of members of the organization, provided that the assessments are clearly programmed (Susanto, 2021). In Government Regulation Number 46 of 2011, it is explained that the work performance of ASNs is assessed once a year. However, in the Program and Evaluation Group, assessments are carried out once a month and once every six months for a total assessment. In this case, the assessment for the January to June period is based on Government Regulation Number 46 of 2011, while the July to December period

is based on Government Regulation Number 30 of 2019.

Linkages

In performance appraisals, the relevance of performance indicators is very important to determine whether the employee can complete the work in accordance with the job description or can understand the work that must be done. According to Cascio (1989) linkage or relevance must exist in every performance assessment because it relates to the work elements and dimensions that will be assessed (Setiobudi, 2017). The conclusion obtained from the respondents was that performance assessment in the Program Group and Extension Evaluation was relevant. This is related to the description of the duties and work that each employee at SKP must carry out. Based on this conclusion, performance assessment is quite effective from the linkage indicators.

Sensitivity

Performance appraisal can influence a decision if the results change. This makes the performance assessment must be accurate because it will impact other things. In Kreitner and Kinicki's theory (2001) in (Michael, 2017) revealed that the purpose of performance appraisal is to assess good and bad employees. Performance appraisal also aims to provide and adjust compensation (Ainnisya & Susilowati, 2018) So the conclusion from the sensitivity indicators is that the performance assessment in the Program and Evaluation Group has been effective, considering that the assessment process is in accordance with existing theory. One of them is that performance appraisal can differentiate between employees who are outstanding or not. Performance appraisal is also said to be effective because it is related to personnel administration which is related to compensation, namely Performance Allowances with absenteeism indicators and performance appraisal results.

Reliability

A performance appraisal is required to guide superiors in decision making. These decisions will later be useful for increasing the effectiveness and efficiency of an organization. The performance of an organization can also be measured by how the performance of its members is assessed. The conclusion obtained from interviews with the Coordinator and Sub-Coordinators shows that the official performance assessment used in the Program and Evaluation Group is only the SKP assessment. This is stated in Government Regulation Number 46 of 2011 that ASN, namely PNS and PPPK, are assessed for their performance based on employee work targets and behavioral assessments. However, in the Program and Evaluation Group, assessing civil servant performance using SKP is not yet reliable because on average informants cannot be as objective as possible in assessing behavior because behavior is subjective. Coupled with the existence of other assessments outside the SKP suggested by the leaders, the performance assessment process in the Program and Evaluation Group is not yet fully effective.

Practicality

Practicality means that the performance assessment tool can be easily understood and applied so that the results obtained from the performance assessment can be more objective and can satisfy stakeholders. Based on the analysis of the interview results, it is felt that using SKP is easy and is confirmed by the employees' statements, but there are difficulties at the beginning of each year due to improvements and difficulties in assessing behavior. Practicality is a criterion for determining whether a performance assessment tool can be used easily. A practical assessment tool is needed so that it can be adapted to the expectations and needs of the field (Bari et al., 2020). Based on this theory, it can

be concluded that the performance assessment process in the Program Group and Extension Evaluation in practical indicators is quite effective

Acceptable

The conclusion that can be obtained is that the indicators can be accepted as effective in the performance assessment process in the Extension Program and Evaluation Group. Looking at the ability of the assessment officials to carry out assessments, it is true that there is no academic training, but this ability is obtained from experience, which according to researchers is quite good considering that experience is more effective in carrying out assessments than just theory. However, there is also a need for performance assessment training for assessing officials to increase their knowledge and skills regarding performance assessment.

Training of performance assessors is also useful to ensure that the assessments carried out are fair, objective and measurable (Murie et al., 2019). Then in the communication aspect, it was also explained that there was an internal consolidation meeting which discussed competency assessment standards for employees. The definition of competent assessment standards has also been stated in existing regulations and is clearly defined in the Personnel section so that assessment officials only need to emphasize the definition of competent assessment standards to their subordinates.

CONCLUSION

The conclusion of the research that has been conducted shows that five indicators show effectiveness in the performance assessment process in the Extension Program and Evaluation Group of the Agricultural Extension Center, Agricultural Extension and Human Resources Development Agency, Ministry of

Agriculture of the Republic of Indonesia, with one indicator showing that it is not effective. The five indicators are the Assessor Himself, Relatedness, Sensitivity, Practicality, and Acceptability. Meanwhile, one indicator that shows the ineffectiveness of the assessment process is Reliability. Some of the author's limitations: Some informants have busy schedules due to large events that will be held and are required to make sudden business trips out of town, making it difficult for researchers to arrange interview schedules and permits and the lack of references to previous research on effectiveness research, performance research, causes difficulties. in obtaining references during research. It is hoped that the Program and Evaluation Group can maintain the performance assessment process that has been carried out and increase its effectiveness by re-evaluating the reliability of the SKP so that it can be used as a single assessment.

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