

Employee Performance Management At The Directorate Of Rivers And Beaches In Directorate General Of Water Resources Ministry Of Public Works And Public Housing

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Abstract

This examines to analyze the employee performance management in the Directorate of Rivers and Coastal at the Directorate General of Water Resources, Ministry of Public Works and Public Housing. The problem that Directorate of River and Coastal at Directorate General of Water Resources Ministry of Public Works and Housing facing are : The decrease of human resource, the decrease of effectiveness the position, the effective job, there's Gap between director and employee, this research has made to analyze and to get description about how is Employee Performance to the Performance Management in the Directorate of River and Coastal at Directorate General of Water Resources Ministry of Public Works and Housing. The research method that used is qualitative and descriptive. While using interview and observe technique. The population in this research is employee that amount 54 people by informant 5 people. Even though the file analyses has done as qualitative and before has done observe participate where researcher combine with has checked it and researcher also action as observer. The result of this research concluded that the employee's performance was good. The result obtained from the average value of Employee Performance Target (SKP) amounted to 90,97. Hopefully the results of this research can be useful and can improve employee performance, especially in the Directorate of River and Coastal at Directorate General of Water Resources Ministry of Public Works and Housing

Keywords: *Employee Performance Management*

INTRODUCTION

It is undeniable that the Civil Servants (ASN) is a government asset to manage other resources. Provisions on ASN have been stipulated in Law No. 5 of 2014 Article 72 verse 1 and Decree of the Head of State Personnel Division No. 43 of 2001, where an ASN must be neutral from the influence of all political groups and parties and not discriminate in providing services to the community. ASN is required to always provide services to the community in a professional, honest, fair and equitable manner in the implementation of state, government and development tasks.

An important factor in the management of government apparatus is in the process of appointing and placing ASN in office, by raising the spirit of "the right man on the right place", both structural and functional. In this process will produce a good organization implementation with the achievement of organizational objectives, working relationships, working methods and appropriate work procedures, so that one will be seen competence through knowledge and educational background, skills through

education and training, and motivation with the aim to obtain skilled apparatus, smart, productive, creative and innovative. Efforts to realize the implementation of clean government including the implementation of public services, certainly require fundamental elements such as professionalism of actors and organizers of government and public services.

Professionalism in the ability to provide good service, fair and inclusive, not just a match with the assignment. ASN is required to have the ability and expertise in translating the aspirations and needs of the community into service activities and programs.

Civil Servant Management is organized based on merit system, where in the development of civil servant career is done on the basis of qualifications, competence, performance assessment, and the needs of Government Institutions taking into account with integrity and morality.

As a public institution, the Ministry of PUPR is obliged to provide information to the public related to the interests and benefits in the nation and state. Directorate of Rivers and Beaches in the Directorate General Of Water Resources Ministry Of Public Works And Public Housing applies standards of employees performance management with the rules and regulations that are bind to all employees in the organization.

Based on the data obtained, the grading for work performance of employees of the Directorate of Rivers and Beaches of the Ministry of Public Works and Public Housing in 2018 shows that the Civil Servants Class VI has an average work performance score of 91.90 for their work performance scores. Meanwhile, the average work performance score of Civil Servants Class III is 90.50. While the average score of civil servant work performance for Group II is 89.42 and year of 2019 shows that the value of work performance of Civil Servants Class VI has an average score of 91.63. Meanwhile, the average performance of civil servants for Class III is 89.11. While the average work performance of civil servants for Class II is 88.47. There is a difference between the leaders' expected/targeted SKP score and the real SKP scores of employees of the Directorate of Rivers and Beaches of the Ministry of Public Works and Public Housing, which are for group IV 100, Group III 100, Group II 100. Because of the gap between hope and reality that then raises the question of what causes the GAP (the problem). Due to the difference or GAP is caused by various factors.

One of the factors that affect the difference or GAP of SKP score is the work performance factor from employees of the Directorate of Rivers and Beaches Directorate General of Water Resources of the Ministry of Public Works and Public Housing. So the author obtained the possibility of problems that occur in the Directorate of Rivers and Beaches of the Ministry of Public Works and Public Housing related to the lack of good coordination between structural and functional Satker and PPK. And this problem is perceived to affect performance measurement such as quality of the work, accuracy of the work, initiative, ability and communication. This issue indicates that current gap may happen due to such problems related to performance. Therefore, the author is encouraged to analyze "Employee Performance Management at the Directorate of Rivers and Beaches In Directorate General of Water Resources Ministry Of Public Works And Public Housing".

METHODS

The research approach used in this study is qualitative approach. According to Sugiyono (2010:4) "Qualitative method is a research method used to research on natural conditions, (as opposed to experiments) where researchers are as a key instrument, data collection techniques are carried out with triangulasi (combination), data analysis is inductive, and qualitative research result emphasizes more on meaning rather than generalization".

The data in the field is collected by several methods, such as Passive Participation Observation Technique. In-depth interview method. The data obtained through both methods classified as primary data, which is the data obtained directly from the source. In addition, some of the data is classified as secondary data, or often called the method of using document materials, because it conducts research directly but by utilizing data or documents produced by the Directorate of Rivers and Beaches. Next is the library study method.

The determination of informant for this research is done by using purposive sampling technique. The point in qualitative research sampling is the completion of the acquisition of information with a diversity of variations that exist, not in many sample data sources. The author has determined the informants that can be interviewed and the data can also be accounted for, they are:

1. Head of Subdirectorate for West Region (first informant)
2. Head of Subdivision of Administrative Affairs :(second informant)
3. Civil Servant Employee (third informant)
4. Civil Servant Employee (fourth informant)
5. Out Sourcing Employee (fifth informant)

RESULTS AND DISCUSSION

Employee Performance Management Analysis

In terms of Employee Performance Management, it gets good result, because the employees have done the tasks given by the supervisor and have been in accordance with the main duties and functions (Tupoksi). Tusi is given by superiors to subordinates based on subordinates' capability, so that if subordinate's SKP score below good criteria then it can also affect supervisor's SKP score. Performance Management at the Directorate of Rivers and Beaches in the Directorate General of Water Resources of the Ministry of Public Works and Public Housing, can be analyzed from the results of the study according to Sri Sundari Theory, Performance Management (2019), with the following dimensions :

a. Performance Planning

Judging from the interview results of the Ministry of Public Works and Public Housing, stated that each employee has performed tasks in accordance with their respective Toxics, if seen from the interview results can indeed be categorized as good even satisfactory in accordance with the Regulation of the Minister of Public Works and Public Housing 03/PRT/M/2019 on Organization and Work Procedure, then the assessment has been done by the Employee Work Target Method (SKP) so that every year employees can be evaluated performance results.

b. Performance Management

Performance management at the Directorate of Rivers and Beaches has been done by providing training- training, seminars, regulatory socialization, etc. And this coaching consists of 2 areas of coaching, namely:

1. Human Resources development
2. Technical development 03/PRT/M/2019

Counseling between superiors and subordinates is also done, in this case it will be done with assessment or called talent management, so the potential of employees will be seen by using the Talent matrix (McKinsey, 2008), so that feedback from our employees can get namely loyalty, high discipline and increased employee competence.

c. Performance Assessment

Employee Performance Assessment is evaluated every year, of course by referring to the government regulations on employee work targets, from the final assessment of supervisors, colleagues and employee discipline, and then conducted periodic evaluations with the Secretariat General of Water Resources (Sekditjen). So that employees will get the same opportunity in a career at the Directorate of Rivers and Beaches.

d. Performance Award

Performance Award by the agency in the form of promotion, employee rotation to improve its competence and also affects the grading of the employee concerned, so that the index benefits of related employee increases.

Barriers in Employee Performance Management

Obstacles in employee performance management is the lack of Water Resources and Budget Development Human Resources (HR) due to Covid-19 seen Employee Mapping and pension proposals in 2020, so that explains the poor results that obtained, on the other hand there are some employees who are having dual positions and there are some who submit individual duties to the Agent in staffing case.

Efforts to overcome obstacles in performance management

Efforts to overcome obstacles in employee performance management, namely by conducting Assessment, Education and training (Diklat), Technical Guidance, Socialization of regulations both in the field of Human Resources (HR) to motivate in order to improve the competence of employees in the environment of Directorate of Rivers and Beaches, Directorate General of Water Resources, Ministry of Public Works and Public Housing.

CONCLUSION

Based on the results of the analysis that has been done on Employee Performance Management at the Directorate of Rivers and Beaches in the Directorate General of Water Resources of the Ministry of Public Works and Public Housing, then the results can be concluded that the performance of employees at the Directorate of Rivers and Beaches in the Directorate General of Water Resources in general belongs to the good category, seen in terms of quality is in accordance with Tupoksi (main tasks and functions) , judging

from the employees in doing their job is good enough in accordance with their duties and functions, although there are still some employees who often delegate their work to other employees, an employee needs to worth the trust with the given responsibility in order for an employee to get results in accordance with the employee's own Tusi.

Judging from the budget of human resources capacity activities are still lacking due to the transfer of funds for helping in curing covid-19 handling activities so that education and training activities, technical guidance (Bimtek) or socialization can not run and hinder the development of employee competency improvement.

Furthermore, the composition of Human Resources in employee mapping still requires thirty-two (32) more employees, so it is still lacking in quantity. In terms of the implementation of the task is quite good, judging from a small percentage of employees who still submit individual duties to the agent. In terms of responsibility is quite good.

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