

Designing A Performance Management Model In The Regional Civil Service Agency Of West Java Province

Alya Azzahra¹, Teni Listiani^{2*}, Sedarmayanti³
alyaazzahra609@gmail.com¹, tenilistiani@poltek.stialanbandung.ac.id²,
sedarmayanti@gmail.com³

Politeknik STIA LAN Bandung^{1,2}, Universitas Dr. Soetomo³

*Corresponding Author: tenilistiani@poltek.stialanbandung.ac.id

Abstract. In the era of development of the global and regional strategic environment, every government organization is required to be able to provide fast and precise services. One effort that can be made is through employee performance management which has an impact on organizational performance. The Regional Civil Service Agency (BKD) of West Java Province, as one of the government agencies with a large role in managing the field of personnel, education and training for West Java, always improves individual performance through performance management. This research aims to find out how performance management is implemented in BKD West Java Province. The research method used is a qualitative research method. The research informants included structural officials and functional officials at the West Java BKD. Data collection techniques were carried out through interviews and documentation studies. The results of the research show that the implementation of performance management in the West Java Province BKD has been implemented well, but the evaluation stage still needs to be improved. West Java Province BKD has not yet optimally followed up on the results of performance assessments through providing feedback. The impact if feedback is not given to employees, the performance improvement process will not run optimally.

Keywords: performance individu, performance management, model

1. Introduction

Currently, organizations face many challenges from environmental changes and increasingly developing knowledge. For this reason, it is necessary to manage employee performance through an employee performance management approach. According to Siswoyo human resource performance management has a huge impact on increasing the work effectiveness of an organization. Based on Permenpan RB Number 8 of 2021, achieving organizational goals requires effective and efficient civil servant performance through performance management. Civil servants act as planners, implementers, mobilizers and supervisors in the process of providing services to the community[1]. According to Listiani, public and private organizations need to improve the performance of employees and work units in order to improve the quality of the services they provide[2]. In an increasingly advanced and increasingly sophisticated era, civil servants are required to provide excellent service to the community. One form is through civil servant performance management. According to PERMENPAN RB Number 6 of 2022 on

Performance Management of State Civil Apparatus (ASN), employee performance management aims to achieve the vision and mission of the organization through improving the quality and competence of employees, strengthening the role of superiors, and building sustainable collaboration between superiors, employees and stakeholders. other.

Armstrong explains that performance management is a continuous performance management process between work agreements, performance appraisal, feedback, performance development and dialogue.[3] The aim is to increase organizational productivity through managing employee performance both individually and in teams with efforts to understand, manage and build agreements containing performance targets. The benefits of performance management for organizations are to align organizational and employee goals, improve performance, motivate workers, grow employee commitment, instill organizational culture, become a consideration for employee education and training, develop employee potential, map career paths, and retain employees. According to Sedarmayanti et al., to build this work environment requires many considerations such as giving awards, career development and competence to increase employee job satisfaction. [4]

The implementation of civil servant performance management at the West Java BKD is carried out by combining an assessment of employee work results plans along with employee performance targets (SKP) and an assessment of employee work behavior expected by superiors. Implementation of performance management is carried out with performance planning stages in compiling and determining SKP. According to Lubis, SKP is arranged systematically through cascading performance.[5] The SKP preparation process aims to determine the superior's hopes or expectations for employees. SKP assessment is carried out based on individual performance indicators which include quantity, quality, time and cost. Evaluation of employee work behavior is assessed based on service orientation, commitment, work initiative, cooperation and leadership. Employee work behavior is manifested in the basic values of the state civil service which are the standards for work behavior for employees with AKHLAK. These work behavior standards consist of service-oriented, accountable, competent, harmonious, loyal, adaptive and collaborative. West Java BKD also uses this civil servant performance management system. The realization of this is of course closely related to the performance management process for civil servants in accordance with the mandate of PERMENPAN Number 6 of 2022.

The West Java Province Regional Civil Service Agency is an agency that has the main task of carrying out the preparation and implementation of regional policies in the field of personnel, of course being a model for other agencies in performance management. The implementation of employee performance management at the West Java Civil Service Agency uses an application system created and managed independently by the West Java BKD. This application is called the TRK (Performance Remuneration Allowance) application.

Based on the results of observations and interviews at the West Java BKD, several phenomena related to the implementation of performance management were found, including based on the results of the interviews it was found that the work discussion process between employees and superiors had not been carried out in determining the work agreement. This is because the superior will formulate employee behavioral expectations independently and provide them directly to the employee concerned. The results of performance management have not been used as a follow-up for employees in obtaining direct rewards or punishments for employees. However, the results of this performance management will be recorded in SIMJAWARA which contains all data on performance achievements, ratings and employee

records. These notes become document material for employees to take care of administrative requirements for promotions, training, and others. The final obstacle in implementing performance management is the implementation of performance management which has only been carried out at the individual and organizational levels. Performance management at the West Java BKD has not been implemented at the group level. There has not been a comprehensive performance assessment at various levels, namely individual, group and organizational levels, taking into account the performance and work achievements that have been carried out.

Based on this, it is known that the implementation of performance management in the West Java BKD can be considered to still have several shortcomings which have an impact on the successful implementation of civil servant performance management. Therefore, it is important to carry out this research in order to develop a systematic performance management system design to minimize obstacles in performance management at the West Java BKD. The title chosen for this research is "Designing an Employee Performance Management System at the West Java Regional Civil Service Agency".

2. Theoretical Foundations

2.1. Performance Management

Performance management is a process of managing human resources to build effective relationships and communication within an organization [1]. Performance management focuses on meeting the needs of individuals, superiors and organizations in order to achieve organizational goals[6]. According to Armstrong performance management is a continuous process of increasing organizational work productivity through managing the performance of individuals and groups within the organization.[3] The aim of implementing performance management is to manage and obtain results from the implementation of individual, group and organizational level performance to develop the organization's human resources in the short, medium and long term [1]. Performance management carries out goals and objectives, competency requirements, skills, attitudes, work plans and employee development[7]. Performance management is a process carried out by organizations in developing employee quality through increasing employee knowledge, skills and competencies in order to achieve previously determined organizational goals [8]. Organizations can do this by providing motivation for employees to continue to improve their performance. Performance management can also be interpreted as a process carried out by an organization in directing and motivating employees to work effectively and efficiently[9]. Performance management is a process approach to strategically improving employee performance in an organization through developing individual and group capabilities [10].

Based on these explanations, it can be concluded that performance management can be interpreted as a process that is carried out systematically in managing human resources in an organization to achieve performance targets at the individual, group and organizational levels. The performance targets are in the form of organizational strategic goals that have been prepared previously based on several aspects such as required competency qualifications, knowledge, skills and attitudes. Clarity is needed between organizational expectations and strategy regarding

how to measure them. Performance management contains several interrelated processes in planning performance, monitoring work implementation activities, assessing performance, and following up on rewards and punishments. Performance management is a process that includes reviewing work results which are assessed based on agreement between targets, knowledge qualifications, skills, competencies, work plans, development and implementation of development plans in the future. Implementing performance management has several goals that can help organizations achieve their goals effectively and efficiently. According to Noe et al [11], there are three objectives of performance management, namely:

1. Strategic Objectives

The strategic objective of implementing performance management is to align organizational goals with the work activities that must be carried out by employees. The alignment strategy contains an explanation regarding the targets that must be achieved by employees, qualifications in the form of knowledge, skills and attitudes of employees that are needed by the organization to achieve goals, developing employee performance and providing feedback on employee performance.

2. Administrative Purposes

The administrative purpose of implementing performance management is for the purposes of administrative decision making. The results of the performance evaluation are used as the basis for giving salaries, considering promotions, dismissing employees, etc.

3. Development Goals

The development objective of implementing performance management is to improve and develop employee competence in their work[12]. The aim of this development also aims to create a supportive work environment for employees both at individual and group levels in carrying out their work.

2.2. Performance Management Activities

According to Armstrong there are several main activities carried out in performance management, these activities are[3]:

1. Role definition.

Role definition is the implementation of discussions related to the Collective Work Agreement (KKB) between employees and the organization regarding the responsibilities and qualifications required by the organization.

2. Performance Agreement.

The Performance Agreement is a process of aligning understanding regarding organizational expectations that must be achieved by employees and indicators of success in measuring employee performance as well as competency requirements that employees need to achieve.

3. Performance Improvement Plan.

An employee performance improvement plan is an explanation of the activities that employees need to carry out to improve their performance.

4. Employee Development Plan.

An employee development plan is an action that employees need to carry out in developing their potential and competencies which include employee knowledge, skills and attitudes.

5. Performance Management.

employee SKPs, superiors and employees can carry out a performance agreement discussion process. The implementation of the performance agreement discussion process aims to clarify employee performance plans, indicators of success in achieving performance, and employee behavior desired by superiors.

3. Methods

This research will use qualitative research methods. The qualitative research method is a research approach to observe phenomena in depth, the researcher acts as the main instrument in this research, the data collection technique used is triangulation. The research location in this study was carried out at the West Java Province Regional Civil Service Agency, which is located at Jl. Ternate Number 2 Bandung. The data sources used in this research are divided into two types, namely primary data and secondary data. Primary data is a collection of main data obtained directly during the research process through the interview process. The primary data used in this research are interviews and direct observation at the West Java Regional Civil Service Agency. Secondary data is supporting data in the research process such as documents, photos and journals needed in the research process. Secondary data used in this research are:

1. General description of the West Java Regional Civil Service Agency;
2. Organizational structure of the West Java Regional Civil Service Agency;
3. Regulation of the Minister for Administrative Reform and Bureaucratic Reform concerning Performance Management of State Civil Service Employees;
4. Regulation of the Minister for Administrative Reform and Bureaucratic Reform concerning Civil Servant Performance Management System;
5. Performance management results of the West Java Regional Civil Service Agency; Benefits Application Performance Remuneration (TRK) West Java Regional Civil Service Agency.

4. Findings and Analysis

4.1. Role Definition

The role definition process, in this case performance management planning, is derived from the vision, mission and regional regulations regarding performance implementation at the West Java BKD. The vision, mission and regulations become the basis for forming work plans. Performance planning is carried out in stages. Role definition is the implementation of determining the roles of each party involved in the Collective Work Agreement (KKB) between employees and the organization regarding the responsibilities and qualifications required by the organization. The quality of employees can ensure the level of achievement of organizational goals, this can be realized through performance management. Performance management at West Java BKD in 2022 and 2023 will be implemented based on PERMENPAN RB Number 6 of 2022. The Vision and Mission are then translated into the preparation of plans and objectives for each division. In essence, organizations have a strategic goal that needs to be achieved. These objectives become a reference for organizations to measure employee performance and work performance in order to manage employee performance [14].

Role definition is an important basis for realizing good employee quality. In the process of implementing performance management, there is a need for employee and superior involvement in order to create a maximum work environment for achieving organizational goals [1]

Performance planning at BKD West Java consists of preparing and setting Employee Performance Targets (SKP). In the SKP preparation process, leadership sets and clarifies superiors' expectations. Carrying out the performance management process is not the responsibility of just one party, it requires cooperation from many parties, including superiors, employees and human resource managers in the organization. One of the roles of superiors in performance management is in the process of setting and clarifying expectations to determine:

1. Performance plan consisting of planned employee work results and performance indicators individual and employee behavior expected by superiors.
2. Resources needed to implement employee performance.
3. Pattern of employee performance accountability.
4. Follow up on employee performance achievements.

4.2. Performance Agreement

The SKP preparation process is derived from the performance tree and performance cascading. SKP is developed based on the results of continuous feedback and assignments to employees in the current year. The SKP is signed by the employee and determined by the Performance Appraisal Officer. The flow of SKP preparation starts from the provincial vision and mission down to the BKD's vision and mission, then down to the superior's vision and mission and then in stages. The aim is for employees to support the organization's performance achievements. Apart from that, reducing the vision and mission is also to ensure that employee performance achievements are in line with organizational performance achievements. The preparation of a performance tree or cascading performance is reduced to the SKP for each employee. Behavioral assessment is derived through 7 aspects of BEHALF to be the expectations of each employee's superior and then reduced to specific employee expectations. Determination and clarification of expectations for the preparation of the SKP is carried out from the time the performance agreement draft is drawn up for each work unit. Determination and clarification of expectations are outlined in the SKP document.

In addition to employee work behavior, leaders can set specific expectations for employee work behavior based on the basic values of the state civil service. Leadership expectations regarding employee behavior are given from their direct superiors and do not open discussion forums. The preparation of these expectations follows the regulations of Minister of Administrative and Bureaucratic Reform Regulation Number 6 of 2022. The purpose of not opening a discussion forum is to strengthen the role of leadership in providing expectations for each employee, assessing the achievement of expectations, validating the achievement of expectations, and providing performance management ratings. Superiors set expectations for each employee differently, adjusted to the character of each employee under their supervision. For example, employees who are in the same field may have different expectations from their superiors. In this case, superiors are required to know the character of each employee.

The giving of leadership expectations is still one-way, namely direct assignments from superiors. This is not in accordance with the performance management process, namely the formation of a Collective Work Agreement (KKB). This is because employees cannot express their opinions in the process of setting expectations that they must achieve. According to Dharma [7], performance management has several goals in order to build transparent goals and explanations related to several aspects, namely the work functions expected by employees, the contribution that employees must make, benchmarks for maximum work implementation, coordination and cooperation between employees and supervisors in employee performance

management, performance appraisal, and evaluation of work implementation. So there is a need for optimal coordination between employees and superiors to achieve a form of Collective Work Agreement (KKB). The principle that must be applied in implementing performance management is that the system is carried out based on agreements and performance agreements, not based on orders. Performance management is also carried out by prioritizing agreement and cooperation, not based on supervision and coercion.

4.3. Performance Improvement Plan

Implementation of performance management at BKD West Java is carried out through the TRK application system. In the TRK application, employees need to fill in work activities every day by filling in the format determined by the system by including proof of activities in the form of photos and activities. After 1 month of filling in the activities, the activities will be validated by the BKD and TEK bodies and audited. The process of providing motivation can also be carried out through the employee TRK application. In this case, employees can have active discussions at any time via the chat feature on the TRK application. Direct superiors are required to play an active role in answering every question asked by employees through this feature. All conversations between employees and superiors are recorded in the chat feature on the TRK application. This is a form of motivation given by superiors to motivate employees to carry out their work. Performance management also aims to improve and develop employee competence in carrying out their work and be able to utilize employee potential optimally in order to achieve organizational goals [6]. This program is in line with the function of performance management, namely to improve organizational performance and productivity. Performance management takes the form of a continuous cycle of planning, developing, developing and evaluating performance[13].

4.4. Employee Development Plan

Every employee of the West Java Province Regional Civil Service Agency is required to fill in work activities every day, by filling in the format determined by the system (based on the SKP that has been input) and including proof of the activity. Evidence included is in the form of photographic evidence and performance implementation activities. The deadline for collecting performance activity filling is 7 calendar days from the time the filling portal is opened. The compilation results stating employee performance can only be accessed by the Head of the West Java BKD Agency. The implementation of performance management at BKD West Java is oriented towards developing employee performance, fulfilling leadership expectations, achieving organizational performance and employee work results and work behavior. The implementation of performance management at BKD West Java aims to achieve organizational goals and objectives through improving the quality and capacity of employees, strengthening the role of leadership, and increasing collaboration between employees and other stakeholders.

4.5. Performance Management

The implementation of performance management at West Java BKD is carried out by paying attention to monitoring and supervising employee performance. Leaders are required to monitor performance in the form of observation and providing continuous feedback. At the West Java BKD, supervision activities are provided by the direct superior by monitoring the employee's work process. Bosses can also conduct performance dialogues either directly or indirectly using the TRK application. West Java BKD also monitors employee performance, one

of which is through the e-performance application by following a predetermined assessment schedule. Supervision and performance assessment begins with the determination of the assessor. In this case the appraiser is the direct superior of each employee. Employees are required to update employee profiles to ensure the suitability of employee profile data in accordance with the latest conditions and make proposals for changes to profile data if any. Differences or errors in entering the profile will result in difficulties in the performance implementation process. This is because all performance management activities, especially employee performance assessments, will be carried out in this application. Updates to employee profiles must be carried out correctly by ensuring that organizational units, leaders, groups and positions are filled in correctly. After the evaluator and employee being assessed have been determined, the system's assessment activities will begin the performance assessment process.

4.6. Performance Review

The annual performance evaluation of employees at BKD West Java is carried out through the following stages:

1. Determine the organization's annual performance achievements.
2. Determine the employee's annual performance predicate pattern based on performance achievements annual organization; And
2. Determine employee annual performance predicates by considering contributions employee performance on organizational performance.

The results of the employee's annual performance evaluation are outlined in the employee's annual performance evaluation document. The performance appraisal officer can provide notes, information or recommendations regarding the employee's annual performance predicate in the employee's annual performance evaluation document to improve performance in the following year. After carrying out the evaluation stage, feedback is provided. This feedback activity can be carried out directly and indirectly. Based on the results of continuous feedback, leaders can find out which employees are showing performance progress or not showing performance progress. If employees show performance progress, leaders can provide appreciation and/or new assignments. In the event that employees do not show performance progress, leaders can adjust expectations, adjust resource support, and carry out or propose performance coaching. If follow-up has been carried out but the employee still does not show performance progress, the leader can provide performance coaching consisting of performance guidance or performance counseling. However, at BKD West Java, adjustments to expectations if employees do not achieve their performance have not been implemented optimally. The results of the implementation of performance management only serve as a record for the employee's career path in the future. Ideally, the implementation of performance management is carried out to achieve administrative and development goals [11].

4.7. Performance Management Model

Based on the obstacles to implementing performance management in the West Java BKD which have been described previously, it is necessary to develop a performance management implementation model that has been implemented in the West Java BKD. The development of this model aims to minimize the subjectivity of assessments, provide objective and fair assessments, avoid bias in assessments and optimize the achievement of the objectives of implementing performance management at BKD West Java. This development will be expressed in the form of a performance management model at BKD West Java. The urgency of

developing this model is because the implementation of performance management at BKD West Java is still experiencing several obstacles in its implementation. This also aims to perfect the model for implementing employee performance management at BKD West Java. The draft model was prepared based on the following discussions:

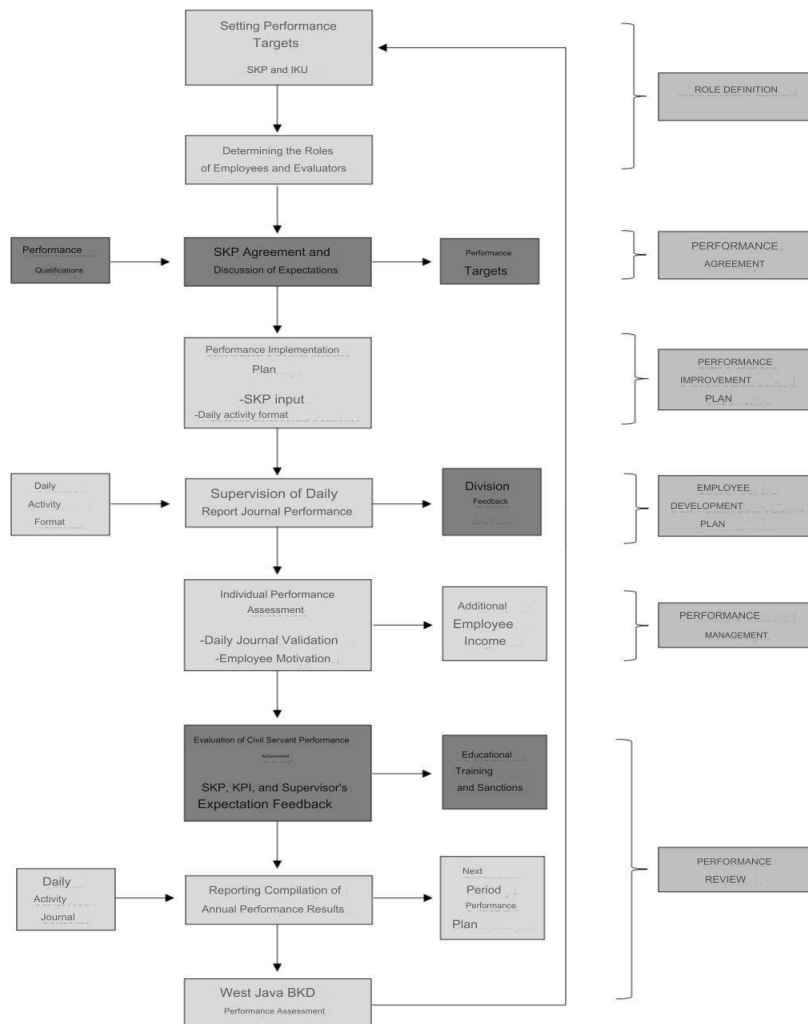


Fig. 2. Proposed Performance Management Model

5. Conclusions and Recommendations

5.1. Conclusion

Based on the results of research on data collection, management and analysis during the performance management research period at the Regional Civil Service Agency of West Java

Province, it can be concluded that the implementation of performance management at West Java BKD has been implemented since 2020 and is implemented through the employee Performance Remuneration Allowance (TRK) application. Implementation of performance management is carried out based on employee performance assessments which are routinely carried out every month. This assessment is carried out based on indicators in the SKP and superiors' expectations. This SKP and superior's expectations are part of the formulation of duties and responsibilities that must be carried out by employees within the scope of performance management. SKP preparation is carried out based on the annual work plan. In the SKP preparation process, leadership sets and clarifies superiors' expectations. The SKP preparation process is derived from the performance tree and performance cascading. The preparation of a performance tree or cascading performance is reduced to the SKP for each employee. Behavioral assessment is derived through 7 aspects of BEHALF to be the expectations of each employee's superior and then reduced to specific employee expectations. The feedback provided at the end of the year takes both aspects into consideration. Monthly assessments focus more on the performance implementation process without considering attendance or reporting of employees' daily activities. However, annual performance management is more focused on employee performance results for 1 year.

5.2. Recommendation

Based on the conclusions presented, several development suggestions can be put forward for the implementation of performance management at the Regional Civil Service Agency of West Java Province should validate the performance management model that has been designed, carrying out performance management at BKD West Java by referring to the performance management model with a 360 degree method that has been designed, become a test material for the effectiveness of implementing performance management based on a model that has been designed by the next generation.

References

- [1] S. Haryono, "Manajemen Kinerja SDM Teori & Aplikasi," *Jakarta Timur: Luxima Metro Media*. 2018.
- [2] T. Listiani, "Manajemen Kinerja, Kinerja Organisasi Serta implikasinya terhadap kualitas pelayanan Organisasi sektor publik," *Jurnal Ilmu Administrasi: Media Pengembangan ...*, 2011, [Online]. Available: <https://jia.stialanbandung.ac.id/index.php/jia/article/view/293>
- [3] M. Armstrong and S. Taylor, "Armstrong's Handbook of Human Resource," *Management Practice (13th ed.)*. Kogan Page. 2014.
- [4] W. Hermawan, S. Sedarmayanti, and ..., "Implikasi Iklim Organisasi, Mutasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai Di Bkpsdm Kabupaten Subang," ... *Ilmu Dan Praktek ...*, 2020, [Online]. Available: <https://jia.stialanbandung.ac.id/index.php/jia/article/view/578>
- [5] B. Lubis, "Manajemen Kinerja Aparatur Sipil Negara di Indonesia: Sebuah Konsep Manajemen Publik Baru," ... : *Jurnal Ilmu Administrasi Publik, Pemerintahan Dan ...*, 2020, [Online]. Available: <http://eprints2.ipdn.ac.id/id/eprint/548/>

- [6] W. Wibowo, "Manajemen Kinerja (Edisi Keenam)," *Jakarta: Jakarta: Rajawali Pers*. 2014.
- [7] S. Dharma, "Manajemen Kinerja, Falsafah, Teori dan Penerapannya, cet," *VI. Jogjakarta: Pustaka Pelajar*. 2013.
- [8] J. Lockett, "Effective Performance Management: A strategic guide to getting the best from people," (*No Title*). cir.nii.ac.jp, 1992. [Online]. Available: <https://cir.nii.ac.jp/crid/1130000796982138240>
- [9] W. Nicholson, "Teori Makro Ekonomi: Prinsip Dasar dan Perluasan, Edisi Kelima," *Terjemahan: Danel Wijaya, Bina Rupa Aksara, Jakarta*. 1995.
- [10] M. Amstrong and A. Baron, "Performance Management, Intitute Of Personnel and Development." The Cromwell Press, Wiltshire, 1998.
- [11] R. A. Noe, "... of human resource management.[CD-ROM]. Student CD-ROM for use with Fundamentals of human resource management; Noe, Hollenbeck, Gerhart" McGraw-Hill, 2003.
- [12] H. Sofyandi, "Manajemen Sumber Daya Manusia, Graha Ilmu," *Adnyana, IW, & Mimba, NPSH (2019). Effect of task* 2008.
- [13] P. J. Simanjuntak, "Manajemen dan Evaluasi Kinerja (Edisi 3)," *Jakarta: Lembaga Penerbit FEUI*. 2011.