



Original Article

Performance of National Unity and Political Agency Office Employees in Gayo Lues Regency

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Abstract:

The problem that occurs is the performance of the Kesbangpol Office employees who are not disciplined during working hours, the community assesses that the quality of the performance provided is still not optimal, the community waits for the arrival of employees, resulting in time delays in providing services to the community. In providing services, it also does not meet the standards as expected. This research aims to analyze the performance and determine the obstacles to employee performance at the Gayo Lues Regency Kesbangpol Agency in Public Services. This type of research uses a qualitative descriptive approach. The theory used is Dwiyanto's theory of performance including productivity, service quality, responsiveness and accountability. The results of this research are the performance of the Gayo Lues Regency National Unity and Political Staff, namely that productivity has not been fully achieved according to the target, quality of service on a priority scale in determining the most important needs to be met first, responsibility for implementing Standard Operational Standards (SOP) is able to improve service quality, Accountability. Implementation of activities is in accordance with the schedule so that programs and activities run properly. Obstacles found in the performance of ASN at Kesbangpol include, among other things, the absence of Standard Operating Procedures (SOP) so that there is no reference in providing services to the community, especially regarding who is implementing it, service time and limited human resources as program implementers, as well as obstacles in terms of limited availability. Facilities and infrastructure.

Keywords: Performance, Service, Employee Apparatus.

Introduction

All organizations or institutions certainly have their own goals. This goal has a great impact on the organization. In the current era of globalization and over time, government agencies must be able to adapt to the environment and sustainable development, and continue to improve the quality of their performance in accordance with existing changes. An organization or agency is a forum that brings together people who are commonly called employees or workers to carry out their main duties and



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responsibilities. Organizations must be able to act in balance with changes that are challenges for the organization or institution. According to [Hasibuan \(2016\)](#), human resources (HR) is one of the important factors that cannot be separated from an organization. "Human resources are the unity of one's thinking and physical abilities." Human resources play a very important role that can determine the life and death of an organization or institution. If the employees of the institution are educated, disciplined, loyal and productive, then the institution can develop well. However, if human resources are stagnant and work morale is low, this can destroy an organization or agency.

As an organization or government agency that is responsible for the implementation of state development, its employees are required to have appropriate knowledge, skills, and attitudes. In an organization, all individuals in it are fully responsible for achieving the organization's goals, realizing common desires and dreams. The actual performance depends on the skills or qualifications of the individual. The suitability of employment with a person's ability is one of the factors that can determine whether a person can work well or not. Achieving organizational goals requires individuals who have the ability to fulfill their duties and responsibilities as well as high-quality performance. In other words, in setting goals, it is very clear to all employees what and how to achieve them, so that each member of the organization directs his energy and thoughts to achieve these goals. To achieve good work results, organizations must have performance according to the duties and responsibilities given to their employees. Employee performance is very important for the achievement of expected achievements for the agency. Good or bad employee performance can affect the overall performance of the organization. How much the organization's performance has been achieved in a certain period of time cannot be answered definitively, because performance measurement and evaluation in the organization have not been carried out. By measuring the performance of the organization, it can be known whether the goals that have been set by the organization have been achieved. must be implemented to correct existing errors and how to overcome them. Employee performance does not always meet the standards set by managers, therefore performance counseling must be carried out.

The success of employee performance achieved by the organization is part of the organization and can be determined by the organization. To improve the performance of an employee, of course, there are factors that affect it. Human Resources (HR) is something that can increase productivity in an organization, so that human resources who have good work skills are needed. Because qualifications or knowledge can support even better results for employees. Performance is the will of a person or group to carry out an activity and fulfill its obligations in accordance with its obligations with expected results, if the activity is called a noun, one of the main points of which is the result of work. The concept of performance is the result of work that can be achieved by a company by a person or a group of people in accordance with their authority and responsibility, trying to achieve the company's goals legally, without violating the law and contrary to morality or ethics Rivai Basri in [\(Sinambela, 2018\)](#).

The Office of National Unity and Politics (Kesbangpol) of Gayo Lues Regency is one of the government offices that is positioned as an element of implementing duties in the field of National Unity and Community Protection in the Gayo Lues Regency Regional Government. In carrying out their activities, they are more directly

related to the community. Employees at the Gayo Lues Regency Kesbangpol Office who have the main task of providing excellent service to the community, are required to be able to carry out their duties and functions properly in accordance with applicable rules.

The forms of public services provided by the Gayo Lues Regency National and Political Unity Agency include: the preparation of planning and agency work programs, the preparation and formulation of policies in the field of national unity and politics, the coordination and implementation of policies in the field of fostering the ideology of Pancasila and national insight as well as the implementation of domestic politics and democratic life, the maintenance of socio-economic and cultural resilience and the fostering of harmony between tribes and intra-tribal, religious, racial and other groups, the handling of social conflicts, the implementation of report evaluation in the field of fostering Pancasila ideology and national insight, the implementation of regional leadership communication forum facilities, the implementation of regional administration, and the coordination of the implementation of monitoring, control, evaluation and preparation of reports on the implementation of agency duties. In providing public services, the Gayo Lues Regency National Unity and Political Agency implements Public Service Standards (SPP) which include administrative requirements and licensing requirements as well as interviews with students by considering several things, including the type of licensing service, form of service, service time, implementing human resources, service facilities and indicators of service achievement. According to [Simanjuntak \(2015\)](#), the definition of performance is the level of achievement of results for the implementation of certain tasks. Each person's performance is influenced by many factors that can be classified into three groups, namely the individual competence of the person concerned, organizational support, and management support. To be able to find out the extent of the existence, role, and contribution of employees in achieving organizational success, of course, performance measurement is needed. Without evaluation or measurement of performance in achieving organizational goals, it is impossible to know the causes or obstacles of organizational failure in achieving goals.

Public Service Standards (SPP) are a measure of service in order to see the performance results of the implementation of tasks and functions at the Gayo Lues Regency National Unity and Political Agency whose implementation is reflected in service achievement indicators so that the Public Service Standards (SPP) can be applied optimally, then service standards are compiled based on the type of service that can be measured, achieved, relevant, and timely. However, from the results of the initial observations made by the researcher, the results of the performance of the Kesbangpol employee apparatus in providing services still have many problems with the service that occur both from delays in preparation, not being on time, employee discipline, and so on so that the researcher feels that the services provided by the Gayo Lues Regency Kesbangpol have not been optimal, as shown in the table below:

Table 1. Employee Attendance

Official		Late	Be presen t	Permi ssion	Uncaptio ned
Domestic organizational politics Community	and	2	2	0	2

Fields of handling Conflict	2	2	2	0
Ideological field of insight Nationality	3	2	2	2
Policy analysis Kesabngpol	2	3	0	0

Source: Attendance of Employees of the Gayo Lues Regency KesbangPol Agency Office in 2020

Public services can be said to be effective if the community gets ease of service with short, fast, precise and satisfactory procedures. Success in improving service effectiveness can be determined by the government's ability to improve the work discipline of service personnel. Based on this statement, it can be said that service effectiveness can be achieved through improving the discipline of the performance of the apparatus which will later also improve the performance of employees in service. From employee discipline, it can also be seen that employees are rarely present, as seen from the absence of employees out of 26 employees, only 18 people are present and without information 4, permission 4, the attendance of employees is almost 60% late/not on time so that it affects the quality of employee performance during working hours, unpunctuality and discipline of public employees consider the service provided to be very poor, The community waits The presence of employees so that there is a delay in the completion of the process, and the standard is also not as expected. Based on these problems, the researcher is interested in taking and discussing the Performance of the Gayo Lues Regency National Unity and Political Employee Apparatus. From the various phenomena of the above problems, the researcher is interested in knowing in detail how the Performance of the Gayo Lues Regency Kesbangpol Employee Apparatus in Public Service and what obstacles are faced by the Gayo Lues Regency Kesbangpol Employee Apparatus in achieving the performance of the Gayo Lues Regency Kesbangpol Employee Apparatus in Public Service. The purpose of this study is to evaluate waste management policies by comparing policy goals/targets with the results achieved and analyzing factors that support and hinder the implementation of waste management in Gayo Lues Regency.

In this study, several theoretical studies were used such as Bureaucracy, State Civil Apparatus, National Unity and Politics, Performance Concepts, Performance Assessment/M Measurement, Performance Assessment Objectives, Performance Indicators, and Benefits of Performance Assessment. [Budiardjo \(2010\)](#) In political science terminology, the Weber bureaucratic model considers a bureaucracy as a collective organization consisting of officials who clearly and definitely carry out their duties and functions based on the authority and influence of the official, which can be felt by all members of the organization. Bureaucratic reform based on weberian theory is a strategic effort to reorganize the bureaucracy in accordance with the principles of good governance. Bureaucratic reform aims to create a professional bureaucracy and government with adaptive characteristics, integrity and clean from corruption, collusion and nepotism and able to serve the public in a neutral, prosperous manner and uphold the basic values and code of ethics of the state apparatus, with the end result, namely the realization of a clean and KKN-free government, improving the quality of services to the community and increasing the capacity and accountability of bureaucratic performance.

Performance is the result of work related to organizational goals, such as quality, efficiency and other criteria of effectiveness ([Gibson et al., 2012](#)). Performance is the implementation of a plan that has been prepared. Performance implementation is carried out by human resources who have abilities, competencies, motivation and interests. How an organization values and treats its human resources will affect its attitude and behavior in carrying out performance. Organizational performance is also shown by how the process of activities takes place to achieve these goals. In the process of implementing activities, monitoring, assessment and review or review of human resource performance must always be carried out.

In measuring the performance of public organizations in Indonesia, according to [Dwiyanto \(2018\)](#) put forward several indicators that can be used in measuring the performance of public organizations, namely: 1) Productivity, which is not only measuring the level of efficiency, but also measuring the effectiveness of service. Productivity is generally understood as the ratio between input and output. Service Quality Orientation. Service Quality, that is: tends to be important to explain the performance of public service organizations. Public satisfaction with services can be used as an indicator of the performance of public organizations. 2) Service quality, namely the performance of public service organizations. 3) Responsiveness, which is the ability of the organization to recognize the needs of the community, prepare service agendas and priorities, and develop public service programs in accordance with the needs of the community and the aspirations of the community. 4) Responsibility, which is explaining whether the implementation of public bureaucratic activities is carried out in accordance with the correct administrative principles with bureaucratic policies, both explicit and implicit. 5) Accountability, which refers to how much public bureaucratic policies and activities are subject to political officials elected by the people.

The Office of National Unity and Politics (Kesbangpol) of Gayo Lues Regency is positioned as an implementing element in the government that has duties in the field of National Unity and Community Protection in the Gayo Lues Regency Regional Government. The implementation of Kesbangpol activities is directly related to the community. The Kesbangpol Office plays a role in providing education to the people of Gayo Lues Regency in carrying out its activities, one of which is providing excellent service to the community in carrying out its duties and functions optimally in accordance with applicable laws and regulations. In the implementation of excellent service, there are many factors that affect employee performance such as leadership, performance motivation, and the atmosphere of the work environment.

Method

In this study, the author uses a qualitative research method. This research uses a qualitative descriptive approach and case studies. Qualitative research is the collection of data that is excavated and obtained from the situation, natural field. Or as it is, without manipulation by experiments or tests. [Sugiyono \(2018\)](#) Various theories about qualitative research, because this type of research focuses on describing data in the form of sentences that have a deep meaning of the information and behavior observed. The research data is in the form of facts that researchers find in the field. The qualitative research approach does not only include the question of why, but most importantly includes the question of how, demanding answers about the essence that exists in the relationship between phenomena or concepts, while what, who, where, when, and how to demand answers

about the process. In this study, the efforts that will be made by the researcher as the main instrument in collecting data from the research focus include observing, conducting interviews, and collecting documentation related to the research object. The research also emphasizes more on objectivity and honesty which is manifested by explaining the purpose of the research to the informants. The data and information used in this study were obtained from observations and interviews. Information obtained from direct observations, interview records, interview recordings, and photos of activities. This information is in documents and event records that are processed into data.

Results

Performance of the Staff of the Office of the National Unity and Political Agency of Gayo Lues Regency

1) Productivity

According to [Hasibuan \(2016\)](#), productivity is the comparison between output (output) and input (input). If productivity increases, it will increase efficiency (time-material-energy) and work systems, production techniques and the improvement of the skills of the workforce. Meanwhile, according to [Sumarsono \(2010\)](#) work productivity is a comparison between what is produced and what is input. Productivity is that every employee's work and tasks can be completed in each specific period that has been set beforehand. From the results of the research, it was found that the Office of National Unity and Politics of Gayo Lues Regency has not been fully implemented according to its target. This is due to changes in regulations issued from the center, which causes one of the programs to not run in accordance with the strategic goals that have been prepared. This obstacle in productivity is also due to the limited personnel from Kesbangpol and the budget given for each program, so that each program is carried out gradually. From the community, they feel that there are some productivity that is not optimal. Productivity not only measures the level of efficiency, but also the effectiveness of service. Productivity is generally understood as the ratio between inputs and outputs. The concept of productivity was considered too narrow and then the General Accounting Office (GAO) tried to develop a broader measure of productivity by including how much public service has expected results as one of the important performance indicators. Productivity is very important in measuring organizational performance because productivity in this case not only measures the level of efficiency but also concerns activities in service to the community ([Dwiyanto, 2018](#)).

The level of productivity achievement at the Gayo Lues Regency Kesbangpol Office is still not running optimally, because there are still many obstacles such as services provided to the community that are not effective and efficient, inadequate human resources, facilities and infrastructure that are still lacking, and the availability of minimal funds. The achievement of productivity that runs well, of course, is a hope for all organizations, both government organizations and private organizations. To achieve maximum productivity, of course, it is inseparable from several supporting factors, both internal and external.

2) Quality of Service

The issue of service quality tends to become increasingly important in explaining the performance of public organizations. Many negative views formed about public organizations arise because of people's dissatisfaction with the quality of services

received from public organizations. Thus, public satisfaction with services can be used as an indicator of the performance of public organizations. Thus, public satisfaction with services can be used as an indicator of the performance of public organizations. The main advantage of using community satisfaction as a performance indicator is that information about community satisfaction is often available young and cheap. Information about satisfaction with service quality can often be obtained from mass media or public discussions. As a result of access to information regarding public satisfaction with the quality of services is relatively very high, it can be a measure of the performance of public organizations that is easy and cheap to use. Satisfaction can be a parameter of public organization performance ([Dwiyanto, 2018](#)).

The quality of work is the acceptable level of work carried out. The quality of employee work is seen to what extent the employees have done their duties and work well. The researcher discusses the quality of employee work regarding whether the employee's work has good work quality. Based on the results of the research obtained through interviews in the field, the researcher can conclude that the employees have a good quality of work. Where the employees work well on their duties and work so that they produce good quality of work in accordance with the direction of their superiors and have also carried out their duties, principals and functions in accordance with existing rules. All employees have their own duties, principals and functions in accordance with their field of work. The performance provided was effective with the provision of a suggestion box that was used to receive complaints from the community which would later be used to fix the shortcomings of the Gayo Lues Regency Office of National Unity and Politics. There is absorption of aspirations from the community through active discussions. The existence of an active discussion program can help address the needs of each community to get services. In addition to the active discussion program, Kesbangpol has a priority scale in determining the most important needs to be met first. Then with the suggestion box, Kesbangpol can take quick and appropriate action related to community complaints.

3) Responsiveness

Responsiveness is the ability of an organization to recognize the needs of the community, prepare service agendas and priorities, and develop public service programs in accordance with the needs and aspirations of the community. Briefly, responsiveness here refers to the alignment between service programs and activities and the needs and aspirations of the community. Responsiveness is included as one of the performance indicators because responsiveness directly describes the ability of public organizations to carry out their missions and goals, especially to meet the needs of the community. Low responsiveness is aimed at the misalignment between services and community needs. This clearly shows the failure of the organization in realizing the mission and goals of public organizations. Organizations that have low responsiveness automatically have less than optimal performance ([Dwiyanto, 2018](#)). The responsiveness at the Gayo Lues Regency Office of National Unity and Politics has not gone well, because there are still several programs that are not in accordance with the needs of the community. Because the success of an organization, if measured by the level of responsiveness, the service programs carried out must be in line with the needs and aspirations of the community so that the community's view of the services provided receives a good response and the community is satisfied. Responsibility explains whether the implementation of public organization activities is carried out in accordance with the correct administrative

principles or in accordance with organizational policies, both explicit and implicit. Therefore, responsibility may at some point clash with responsiveness (Dwiyanto, 2018).

The implementation of Standard Operating Standards (SOPs) is able to improve the quality of services at the Office of National Unity and Politics of Gayo Lues Regency. Because the SOP service has the intention and purpose to always maximize services to the community so that it can be done properly. With the SOP service itself, the public services provided are quite excellent, so that the service process can be carried out quickly which makes the community feel satisfied with the quality of service at Kesbangpol Gayo Lues.

4) Accountability

Public Accountability refers to how much the policies and activities of public organizations are subject to public officials elected by the people. The assumption is that these political officials, because they are elected by the people, will always present the interests of the people. In this context, the basic concept of public accountability can be used to see how much the policies and activities of public organizations are consistent with the will of the public. The performance of public organizations can not only be seen from internal measures developed by public organizations or the government, such as the achievement of targets. Performance should be judged from external measures, such as values and norms that apply in society. A public organization activity has high accountability if the activity is considered correct and in accordance with the values and norms that develop in society (Dwiyanto, 2018).

Accountability at the Office of National Unity and Politics of Gayo Lues Regency is quite good because every activity or program that is carried out is always based on the applicable rules and pays attention to the norms and values that apply in the community so that it can be well accepted. The implementation of activities is in accordance with the schedule that makes the program and activities run properly. And this makes the Gayo Lues Regency Office of National Unity and Politics able to carry out its duties well in accordance with what has been previously determined. The punctuality that is carried out according to the schedule will make it easier for Kesbangpol Gayo Lues because all the needs have been prepared in advance. The schedule of Kesbangpol Gayo Lues has been well arranged, where the Kesbangpol schedule is written on the Kesbangpol schedule board which allows all employees at the Kesbangpol Office to know the schedule for the future.

Performance Constraints of the National Unity and Political Apparatus of Gayo Lues Regency

1) Standard Operating Procedures (SOPs)

Standard Operating Procedures (SOPs) function to form an orderly, systematic, and accountable work system and workflow, in addition to describing how the purpose of the work is carried out in accordance with applicable policies and regulations, explaining how the process of implementing activities takes place, as a means of ordering the implementation and administration of daily work as a set method, ensuring consistency and systematic work processes, and establish mutual relations between work units at the Office of National Unity and Politics of Gayo Lues Regency. In general, the Standard Operating Procedure (SOP) is an overview of the work steps (systems, mechanisms and internal work procedures) that are needed in the implementation of a

task to achieve goals for government officials at the Gayo Lues Regency Office of National Unity and Politics.

Standard Operating Procedures (SOP) as a document/instrument contains the process and procedures of an activity that is effective and efficient based on a standard that has been standardized. The Standard Operating Procedures (SOP) used by government officials at the Office of National Unity and Politics of Gayo Lues Regency can show the level of performance of the performance of the employee apparatus at the Office of National Unity and Politics in Gayo Lues Regency. Standard Operating Procedure (SOP) is a guideline that contains stages, steps, and standard operating procedures in an organization. These SOPs are used to ensure that any decisions, steps, or actions, and use of processing facilities implemented by people within an organization, have been carried out effectively, consistently, standardly, and systematically. SOPs are often used to show compliance with a regulation or operational practice. As well as to document or perpetuate how tasks must be completed in group or individual organizations. SOPs are a guideline for work implementers. Likewise, the Gayo Lues Regency Office of National Unity and Politics should carry out good Standard Operating Procedures (SOPs).

However, based on the results of an interview with the Head of the Office of National Unity and Politics of Gayo Lues Regency, it was stated that SOPs (Operational Standards of Procedures) are owned in areas of performance at Kesbangpol such as the field of strengthening ideology and nationality which is adjusted to its work area. The implementation of SOPs is able to improve the quality of services in the National Unity and Politics of Gayo Lues Regency has not been optimal. The SOP-based service has the intention and purpose to always maximize services to the community so that it can be done properly. With the SOP service itself, the public services provided are quite excellent, so that the service process can be carried out quickly which makes the community feel satisfied with the quality of service in the National and Political Unity of Gayo Lues Regency.

2) Human Resources

The criteria for defining the new role of HR for organizations are focusing on: (1) activities (what do human resources people do), (2) focus on time (where do human resources people spend time), (3) focus on capabilities, (what identity do human resources people have), (4) focus on achieving values, (what value to human resources people create). Work activities at the Gayo Lues Regency Kesbangpol Agency, according to informants who are employees, are still inadequate, such as there are still employees who do not work according to their duties, due to the lack of a ratio of the number of employees working in Gayo Lues Regency, then to fulfill their duties, other people do it. But there are also those who work beyond the workload. Not all are able to carry out the workload, because the existing human resources are not entirely competent in their fields. According to the informant, one of the reasons why they are reluctant to develop their performance is because no reward is given if they work beyond the workload. According to the employees who are research informants, they will become more enthusiastic and improve their work ability if the rights and obligations go hand in hand.

3) Facilities and Infrastructure

The performance of the employee apparatus refers to how much the policies and

activities of the Gayo Lues Regency Kesbangpol Agency are subject to political officials elected by the people. The assumption is that political officials elected by the people must automatically be able to realize what is in the interests of the people. The performance of the employee apparatus of the Gayo Lues Regency Kesbangpol Agency is not only seen from the internal measures that can be developed by the Gayo Lues Regency Kesbangpol Agency or the government, such as accountability. Performance should also be measured from the outside such as values and norms that apply in society. A policy and activity in the Gayo Lues Regency Kesbangpol Agency will have a high level of accountability if the activity is considered correct and in accordance with the values and norms that develop in society.

The Gayo Lues Regency Kesbangpol Agency is an implementing element of the Regional Government in the field of national unity and politics led by the head of the agency and is positioned below and responsible to the Regent through the Regional Secretary and is obliged to provide facilities and infrastructure to the community in carrying out its duties and functions in order to create comfort, satisfaction, accelerate the work process, facilitate the work process, increase productivity and better quality results. A process of activities that will be carried out will not be able to achieve the expected results according to the plan if the facilities and infrastructure are not available. These facilities and infrastructure include the availability of adequate service facilities and infrastructure in providing services to the community. In this case, the facilities and infrastructure at the Gayo Lues Regency Kesbangpol Agency are sufficient but inadequate due to the limited spatial layout owned by the Kesbangpol office. Facilities and infrastructure at the Office of National Unity and Politics of Gayo Lues Regency are one of the factors hindering the performance of Kesbangpol because of the limited availability of facilities and infrastructure. There are still frequent obstacles to facilities and infrastructure in the implementation of its activities, making the implementation process hampered.

Conclusion

Based on the results of the research conducted by the author, it can be concluded that the results of the research show that the organizational performance of the Gayo Lues Regency Office of National Unity and Politics is still not optimal. The community waits for the presence of employees so that there is a delay in providing services to the community. In providing services, it has also not met the standards as expected. Obstacles to the performance of the employee apparatus at the Office of National Unity and Politics of Gayo Lues Regency include not having SOPs as one of the standards in the work reference for ASN in Kesbangpol Gayo Lues, the next obstacle is the lack of human resources, financial resources, and facility resources at the Gayo Lues Kesbangpol Office.

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