

# Employee Performance of the Directorate General of Politics and PUM of the Ministry of Home Affairs

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## ABSTRACT

The purpose of this study is to describe and analyze the performance of employees at the Directorate General of Politics and General Administration of the Ministry of Home Affairs regarding bureaucratic reform in improving employee performance at the Directorate General of Politics and PUM of the Ministry of Home Affairs." This research was carried out by the Directorate General of Politics and PUM of the Ministry of Home Affairs. This type of research is qualitative research by analyzing events and facts in the field and matching existing theories with a case study approach. Data collection techniques used are observation, interviews and documentation." The results of the research that has been done show that; (1) The performance of bureaucratic reform employees at the Directorate General of Politics and PUM of the Ministry of Home Affairs with the bureaucratic reform seen from three areas of change: Organizational Arrangement, Improvement of the Management System, and Management of Human Resources Management System as a whole has gone well. (2) The factor of cooperation between leaders and employees in creating good performance is the key to success in realizing bureaucratic reform"

## ABSTRAK

Tujuan penelitian ini untuk mendeskripsikan dan menganalisis kinerja pegawai pada Direktorat Jenderal Politik dan Pemerintahan Umum Kementerian Dalam Negeri terkait reformasi birokrasi dalam meningkatkan kinerja pegawai di Ditjen Politik dan PUM Kementerian Dalam Negeri." Penelitian ini dilaksanakan Ditjen Politik dan PUM Kementerian Dalam Negeri. Jenis penelitian ini adalah penelitian kualitatif dengan menganalisis peristiwa dan fakta yang ada di lapangan serta mencocokkan teori yang ada dengan pendekatan studi kasus. Teknik pengumpulan data yang digunakan yaitu observasi, wawancara dan dokumentasi." Hasil penelitian yang telah dilakukan menunjukkan bahwa; (1) Kinerja pegawai reformasi birokrasi pada Direktorat Jenderal Politik dan PUM Kementerian Dalam Negeri dengan adanya reformasi birokrasi yang dilihat dari tiga area perubahan : Penataan Organisasi, Perbaikan Sistem Tata Laksana, dan Penataan Sistem Manajemen Sumber Daya Manusia secara keseluruhan telah berjalan dengan baik. (2) Faktor kerjasama antara pemimpin dan pegawai dalam menciptakan kinerja yang baik adalah kunci keberhasilan dalam mewujudkan reformasi birokrasi".

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## I. INTRODUCTION

Currently the government is trying to carry out reforms aimed at improving the bureaucracy in Indonesia, which has a bad image in society. According to Sedarmayanti (2009: 67), reform is a systematic, integrated, conference process aimed at realizing good governance, or realizing good governance. Widjaja (2011: 75), says that reform is an effort intended so that political, government, economic and socio-cultural practices that are considered by the community are not appropriate and not in harmony with the interests of the community itself and the aspirations of the community are changed or rearranged to become more appropriate and aligned (socio-reform). According to the Big Indonesian Dictionary, reform is a drastic change for improvement (social, political

Meanwhile, according to PM Blau and MW Meyer (1987) bureaucracy is defined as a neutral rational administrative instrument on a massive scale. Therefore, the bureaucracy can be defined as a government organization that is run by salaried employees or a system of writing government with the rules that have been in effect (M. Dahlan, 1994: 23-26). At first the term bureaucracy referred to the systematic work activities that were regulated or ordered by an office through administrative activities (Ernawan, 1988). In general, the bureaucracy has a work unit contained in the government environment based on the principle of functionalization (Marx Morstein, 1957: 28). According to Weber, bureaucracy is an ideal type, therefore in its pure form, bureaucracy does not manifest in society (Rohman, 2019: 9). Based on some of the definitions above, it can be concluded that bureaucratic reform is an effort made by the government to realize good governance, as well as carry out reforms and fundamental changes to the government administration system that involves institutional aspects (organization), management (business process). and human resources (apparatus). On that basis, the government seeks bureaucratic reform in the government in order to create a clean and serving bureaucracy. This starts from the Ministry/Agency/local government, so that in the future the real impact of the policy can be seen.

## II. RESEARCH METHOD

The approach used by the author in this study is a qualitative approach, in which the researcher goes directly to the field to collect data according to the facts. The researcher saw directly and interacted with the subjects to get information and their perspective on the bureaucratic reform policy under study. All field activities are oriented to provide a clear picture of "the implementation of bureaucratic reform at the Directorate General of Politics and Public Administration, Ministry of Home Affairs" The perspective of the sources, the nature of data collection, field work, and rich descriptions are the key characteristics of qualitative research. According to Basrowi and Suwandi, (2008:2), through qualitative research, researchers can recognize the subject, and can feel what the subject is experiencing. This study uses various data sources, in accordance with qualitative research in general, such as interviews, observations and documentation. This study uses data collected from the following sources: (1) Interviews with selected participants; (2) program/activity archives and documents, and (3) direct observation.

The use of different data sources is important because it allows a triangulation strategy to be applied to increase the validity of the study findings. Primary data sources come from selected informants, namely the implementation of policies in the field to policy holders. The characteristics of the selected informants are "Informants in this study are the Head of the Planning Section of the Secretariat of the Directorate of Politics and General Government, the Head of the Procedure and

Performance System Subdivision, the Head of the Data, Monitoring and Evaluation Subdivision, the Head of the Program and Budget Preparation Subdivision, and the staff. Planning Section. Existing data were analyzed using several steps according to the theory of Miles, Huberman, Saldana (2014:14), namely analyzing data with three steps, namely data condensation (data condensation), data presentation (data display), and drawing conclusions or verification (drawing conclusions). and verification). Data fading refers to the process of selecting, focusing, simplifying, abstracting, and transforming data.

### III. RESULT AND DISCUSSION

Based on the results of research interviews and secondary data obtained in the field, it will be discussed in this section. Based on the implementation of bureaucratic reform in the Planning Section of the Directorate General of Politics and Public Administration, Ministry of Home Affairs. According to Dewandaru Sigit (2013: 332) Bureaucratic reform is one of the efforts made by the government to achieve good governance. When looking at the experiences of a number of developed countries, this bureaucratic reform is a first step to achieve progress in a country. Through bureaucratic reform, there is an arrangement of government administration systems that are not only effective and efficient, but also bureaucratic reform that becomes the backbone of the life of the nation and state. Bureaucratic reforms will be implemented in line ministries and government agencies. Unlike the case with Ferlie (1996), stating bureaucratic reform as a process to change public bureaucratic processes and procedures and bureaucratic attitudes, to achieve maximum organizational effectiveness, The Ministry of State Apparatus Empowerment issued a Ministerial Regulation as a reference in the use of criteria and measures of success for bureaucratic reform, namely PermenPAN RB No. 11 of 2011, concerning indicators of the success of Bureaucratic Reform. In the Ministerial Regulation there are targets and indicators of the success of bureaucratic reform, where it is stated that the development or development of e-government is one indicator of the success of bureaucratic reform.

In bureaucratic reform there is a policy in which the development of the state apparatus is carried out through bureaucratic reform, which aims to increase the professionalism of the state apparatus and to realize good governance, both at the center and in the regions in order to support the success of development in other fields (Law No. 2007 concerning RPJPN 2005-2025). In order to accelerate the achievement of the results of the area of change in bureaucratic reform, 9 programs to accelerate bureaucratic reform have been established. The acceleration program is used by all government agencies to support the implementation of bureaucratic reform in agencies, both in Ministries, Institutions and Regional Governments as stipulated in Presidential Regulation Number 80 of 2011 concerning the Grand Design of Indonesian Bureaucratic Reform 2010-2025, the acceleration program for bureaucratic reform,

1. Structuring the Government Organizational Structure
2. Structuring the Number and Distribution of Civil Servants
3. Open Selection and Promotion System Development
4. Increasing the Professionalism of Civil Servants
5. Development of an integrated Electronic Government System
6. Public Service Improvement
7. Improvement of Apparatus Performance Integrity and Accountability

8. Improving the Welfare of Civil Servants
9. Improvement of Apparatus Expenditure Efficiency

In accordance with the applicable provisions, each Ministry/Institution/Local Government must carry out bureaucratic reform so that what is expected can be realized, as is the case with the Planning Section of the Directorate General of Politics and Public Administration, the Ministry of Home Affairs has implemented a policy of bureaucratic reform with several areas of change including the following: researched by researchers in the Organizational Arrangement, Management System Improvement, and Human Resource Management System Arrangement. According to the Head of the Planning Section, the three areas of change have been running as expected.

### **1. Improvement of the Management System**

First, by making fixed operational procedures (SOPs), in order to improve the quality of services within the Secretariat of the Planning Section, several SOPs have been set including SOPs for Visiting Guests and Employees entering the office during a pandemic, SOPs for SPP Testing and Issuing SPMs, SOPs for Data Management Supporting Salary Payments and Performance Allowance, SOP for Drafting Legislation, SOP for Letters, SOP for Issuance of SKT Ormas. Second, the existence of an E-Office with the use of the Sikerja Application for Staffing Data Storage, Inputting Daily and Monthly Performance Data, and Fulfilling the Preparation of Annual SKP. Then, the use of the Simpeg Mobile Application for absences, wfh reports, leave, filling in work, and information on employee biodata. Third, cooperation with the Directorate General of Aptika, the Ministry of Communication and Information in the context of developing, developing and improving existing systems within the Directorate General of Politics and Public Administration. Fourth, there is a letter on the implementation of the development of an online administrative information system on the registration service of Community Organizations. Fifth, the application of electronic signatures on outgoing letters, assignment orders, official notes, issuance of SKT for Community Organizations. Sixth, the provision of zoom meeting facilities, online attendance lists and the provision of free e-certificates at every webinar held by the Directorate General of Politics and Public Administration. Seventh, the use of technology in analyzing the development of the latest issues through social media and online media with four applications, namely Intelligence Media Analytic (IMA), Intelligence Socio Analytic (ISA), Information Admiralty System (IAS) and Advance Network Analysis (ANA). the output is in the form of daily reports and weekly reports submitted by the team in stages from the technical team to the leadership.

### **2. Structuring the HR Management System**

The Planning Section of the Directorate General of Politics and Public Administration has set several indicators that are basically to realize bureaucratic reform, namely :  
First, Planning for Employee Needs is in accordance with the needs of the organization in accordance with the Anjab and ABK that have been prepared. Then the recruitment system is carried out nationally based on the proposed positions that have been proposed by the work unit through the personnel bureau. Furthermore, several meetings for the appointment of CPNS of the Ministry of Home Affairs were held which involved all components including the Secretariat of the Directorate General of Politics and General Administration. There is an acceptance of graduates from IPDN, STAN, STIN official schools to be placed in work units as needed. Finally, the availability of job maps to the implementing level/JFU in each Echelon II Work Unit within the Directorate General of Politics and General Government as a basis for planning employee needs. Second, the Internal Transfer Pattern,

by transferring employees between positions as a form of employee career development and monitoring and evaluation of employee mutations of the Directorate General of Politics and General Administration has also been carried out. Third, Competency-Based Employee Development, by conducting various level and technical training as well as employee assessments within the Directorate General of Politics and Public Administration, including intelligence training, hypermedia training, training on the preparation of maps, and training on the implementation of employee assessments. Then, socialization of programs and activities as well as duties and functions within the scope of the Directorate General of Politics and General Government and socialization of the mechanism of tasks and credit score assessment for functional officials. The existence of basic training for CPNS carried out by the Human Resources Development Agency of the Ministry of Home Affairs and assessment for civil servants within the Directorate General of Politics and Public Administration by the Civil Service Bureau. The existence of online media and social media training with four applications of Intelligence Media Analytics (IMA), Socio-Analytic Intelligence (ISA), Information Admiralty System (IAS) and Advance Network Analysis (ANA). Furthermore, the Planning Section requires all employees to attend webinars related to the latest issues in the fields of Politics and General Government which are held regularly every week by filling out attendance lists, documenting attendance and making minutes to keep ASN productive while working from home (WFH). Fourth, Determination of Individual Performance, the Planning Section of the Directorate General of Politics and General Government has drawn up work agreements, work plans, strategic plans that are the performance targets of the Directorate General of Politics and General Administration from Middle, Primary, Administrative/Equivalent, and Supervisory/Equals. (Echelon I-IV).

There is a performance assessment based on SKP, setting employee targets and filling out the work of each employee. Recap of employee month attendance sourced from finger print and/or mobile simpeg absences. And, Anjab and ABK have been prepared for each position within the Directorate General of Politics and General Government. Fifth, Enforcement of Discipline Rules/Employee Code of Ethics by issuing an official memorandum of the employee work system.

### **3. Organizational Arrangement,**

The Planning Department has made full efforts to organize the organization so that employees can work well so that the desired performance can be achieved. Even this has been fulfilled, it's just a matter of how employees work consistently.

## **IV. CONCLUSION**

Based on the results of the analysis and the results of direct interviews with resource persons, it can be concluded that: The implementation of Bureaucratic Reform in the Planning Section of the Directorate General of Politics and General Government has been going well, this can be seen from the good performance of employees, in accordance with the direction of the bureaucratic reform policy so that in the future employees are expected to be able to provide better service, Of the several areas of change that exist in bureaucratic reform, three of them such as Organizational Arrangement, Improvement of the Management System and Structuring the Human Resource Management System have been well implemented in the planning section with various programs that have been made in order to realize good governance.

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