

Analysis of Employee Performance at the Regional Secretariat of the Riau Islands Province During the Covid-19 Pandemic

Lamidi Lamidi¹ 

¹ Program of Public Administration, Universitas Maritim Raja Ali Haji, Tanjungpinang, Indonesia

Corresponding Author: lamidi@umrah.ac.id

Article Info

Keyword:

Performance;
Employee; Covid-19.

Abstract: Employee performance is a result achieved by employees in their work according to certain criteria that apply to a particular job. Employee performance is a function of the interaction between ability and motivation. The purpose of this paper is to analyze the performance of employees at the Regional Secretariat of the Riau Islands Province during the COVID-19 Pandemic. The research method uses descriptive qualitative. Data collection techniques using secondary data and data analysis using a triangulation approach of relevant facts and logic. The analysis shows that employee performance is not optimal due to the lack of supporting facilities that are not focused on performance budgeting. Because during the COVID-19 period, the focus was only on recovering the national economy so that services at the Provincial Secretariat were not optimal. Then the change in performance culture during the COVID-19 pandemic made employees have to understand information systems and technology in providing public services as a form of service innovation in the future.

INTRODUCTION

The definition of public services according to Law No. 25 of 2009 concerning Public Services: Public services are activities in the context of meeting service needs in accordance with laws and regulations for every citizen and resident of goods, services, and/or administrative services provided by public service providers (Dwiyanto, 2017; Masdar et al., 2009). Public service providers according to Law No. 27 of 2009 is every state administration institution, corporation, independent institution formed under the law for public service activities, and other legal entities formed solely for public service activities (Sucipta & Edison, 2022; Yoserizal & Yudiatmaja, 2010).

In the public service law, it is stated that a public service provider organization is a work unit for public service providers within the environment of state administrative institutions, corporations, independent institutions established under the law for public service activities,

and other legal entities formed for public service activities (Siagian, 2001; Umar, 2005). Therefore, the implementers of public services are the government, employees, officers, and everyone who works in the organizing organization in charge of an action or series of public service actions.

To ensure that public services run properly, the Public Service Law provides a reference in the form of service standards as benchmarks that are used as guidelines for service delivery. The reference for assessing service quality is the obligation and promise of the organizer to the community in the context of quality, fast, easy, affordable and measurable services (Wulandari & Riharjo, 2019; Yuditia & Mahadiansar, 2019). These changes are based on the desire of the majority of the community to realize democratic government and accelerate the realization of people's welfare based on basic values as stated in the Preamble to the 1945 Constitution as a state goal. (Simamora, 2011).

To support regional performance in supervision, the Regional Secretariat of the Riau Islands Province provides services and facilitates all activities of the Regional Secretariat of the Riau Islands Province to carry out their duties properly in order to realize the development of the Riau Islands Province. In the context of providing services, the Regional Secretariat of the Riau Islands Province is supported by adequate staff and infrastructure, in addition to policies from the Governor and Regional Leaders as a reference and guide in carrying out each activity, where the references and guidelines have been set forth by the Regional Secretary in the Vision and Organizational Mission.

Bureaucratic reform will turn the government bureaucracy into a strong bureaucracy and become a world-class government (Boehm, 2009; Hosen, 2007), who are able to provide facilitation and excellent public services and are free from KKN (Dwiyanto, 2013; Prasajo, 2020). For this reason, bureaucratic reform must be carried out seriously, consistently, institutionally, gradually, and sustainably. It is hoped that a bureaucracy will be formed that is able to support and accelerate the success of development in various fields (Lipsky, 1971; Sedarmayanti, 2013). Economic activity will increase and in the aggregate will encourage higher economic growth. With wider economic activity, a larger base of state revenue will be available to finance the sustainability of bureaucratic reform and development in other broader fields. (Susilawati et al., 2020).

Performance measurement or assessment is the act of measuring various activities in the value chain that exist in the organization (Ortega et al., 2010; Sonnentag & Frese, 2005). The measurement results are used as feedback that provides information about performance, implementation of a plan and what the company needs in adjustments and controls. From some of these expert opinions, it can be concluded that performance evaluation is an assessment carried out systematically to find out the results of employee work and organizational performance (Rozi et al., 2016; Sobirin, n.d.; Thoha, 2002). Besides that, it is also to determine the need for proper job training, assign appropriate responsibilities to employees so that they can carry out better jobs in the future and as a basis for determining policies in terms of promotions or determining rewards.

So far, the recipients of secretariat services have never been measured and surveyed, so there is no empirical data showing how satisfied or dissatisfied they are with the services provided by the Regional Secretariat. On the one hand, the mandate of the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 16 of 2014 concerning Guidelines for Surveys of Public Satisfaction with

the Implementation of Public Services requires every government agency to conduct a survey of public satisfaction with the implementation of public services as an evaluation material as well as improvements in the future. Based on the above, it is important to analyze the dimensions of employee performance at the Regional Secretariat of the Riau Islands Province during the COVID-19 pandemic.

RESEARCH METHODS

Literature study is a data collection technique by conducting a review study based on the results of observations described in the form of descriptive words. Qualitative research is research that is used to examine the condition of natural objects, the researcher is the key instrument (Zed, 2014). Qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perception, motivation, action (Creswell & Creswell, 2018). By means of description in the form of words and language, in a special natural context and by utilizing various natural methods. The purpose of qualitative research is to explain a phenomenon as deeply as possible by collecting the deepest data, which shows the importance of depth and detail of the data being studied. (Moleong, 2012).

RESULTS AND DISCUSSION

Changes in the internal system include aspects of the system and internal procedures that are simple, definite and fast so as to enable services to run effectively and efficiently, setting service standards that allow the community to obtain certainty of the services they want. Changes in work culture that are oriented towards a culture of quality, focusing on services provided to the Regional Secretariat of the Riau Islands Province, which are served by establishing service ethics, improving support for facilities and infrastructure, including the use of information technology, documentation systems, ease of access for the community to open communication services with the community through various media providing information for the community, service systems and others.

Changes in aspects of human resources include leadership that is more service-oriented, individual competence, which is more oriented to professional service, each individual has patience, friendliness, is proactive in mastering the field of work well, has high responsibility, discipline, respects the community served, is productive, employee development system that is oriented towards increasing competence for waiters, giving authority to spearheading officers to make decisions in the context of solving problems that arise when services are carried out, a reward and punishment system supported by a performance appraisal system that reflects the real performance of the supervisor's supervisory system to subordinates in the framework of the internal control system.

Clean and Effective Performance Services

Clean and effective government is seen from a performance, at this time performance during the COVID-19 pandemic has greatly changed the pattern of public services. One of them is the performance of the staff of the Regional Secretariat of the Riau Islands Province. Based on the results of observations of secondary data findings, researchers show that the majority of employees in carrying out public services for several Regional Secretariats of the Riau Islands Province are not optimal, this is because in preventing the spread of COVID-19

so that it guides some existing employees to work at home and are not present in the form of services that are not available. should be their duty to work. Technological services also cannot be maximized due to the unstable position of the archipelagic region with access to technology and information (Lestari & Wicaksono, 2019; Sutrisno & Maryono, 2016; Utami, 2013).

Furthermore, in the context of clean and effective performance carried out by employees of the Regional Secretariat of the Riau Islands Province in accordance with existing regulations. Clean performance is indicated by the absence of issues or news that the service in the performance of the Regional Secretariat of the Riau Islands Province is still in the positive category better by prioritizing performance ethics to maintain bureaucratic reform to be better in public services and avoid maladministration in the executive bureaucracy.

Open Information System for Public Eligibility

An important role in realizing an open state administration is the right of the public to obtain information in accordance with the laws and regulations. The right to information becomes very important because the more open the state administration is to public scrutiny, the state administration can be accounted for (Syairozi et al., 2021). Everyone's right to obtain information is also relevant to improving the quality of community involvement in public decision-making processes. Community participation or involvement does not mean much without the guarantee of public information disclosure.

Information systems on employee performance in strengthening the bureaucracy of the Regional Secretariat of the Riau Islands Province, based on the observations of researchers, show that the use of information systems in the implementation of public decent rights is not adequate and far below the standard of information systems. For example, the absence of technology in the form of mass media such as the website for the Regional Secretariat of the Riau Islands Province, both in the form of videotronn, does not yet exist to provide information on the performance activities of the Regional Secretariat of the Riau Islands Province. The service information system from the secretariat to the Regional Secretariat of the Riau Islands Province still uses the right of inquiry in the form of a form to assess the performance of the employees of the Regional Secretariat of the Riau Islands Province. But researchers have not found a significant amount of the information system budgeted by the facilities of the Regional Secretariat of the Riau Islands Province.

However, in the context of bureaucratic reform, it is necessary to have competent human resources so that they can be responsible for managing information systems both in terms of performance reports and informal conditions carried out by the regional secretariat of the Riau Islands Province. The dimensions of bureaucratic reform should be better, prioritizing public digitization-based information systems (Hakim, 2007; Haning, 2015). It is intended that the people who visit the Regional Secretariat of the Riau Islands Province know what activities have been carried out both in the long and short term.

Competent Apparatus

Human resources are the most important and most decisive factor in every organization (Kurnianingsih et al., 2017; Thoha, 2012; Umar, 2005). He is the determinant of the path or not of an organization. Human resources are human capital and intellectual capital which will determine the effectiveness of other resources owned by an organization such as

capital/funds, equipment, organizational technology, structure, and others. No matter how good the system that has been prepared or equipped and whatever facilities and infrastructure are available in the organization, without being supported by the existence of human resources that have it.

Currently, human resources in the Regional Secretariat of the Riau Islands Province are both fulfilled in quantity according to the needs in the environment in carrying out their duties, but in terms of quality there is a need for improvement in the form of socialization and technical guidance on the success of bureaucratic reform, among others, through achieving targets with key performance indicators) is well fulfilled (Borman & Motowidlo, 1997; Greene, 2015). If the achievement of the above targets is gradual, it is expected to have resulted in quality governance. The better the quality of governance, the better the development outcomes (Behn, 2003; Ortega et al., 2010).

Participative and Serving

Participation in serving is basically a form of active involvement and participation of all parties in the whole process of institutional activity (L. Hakim, 2011; Mariana, 2015; Wahyudi, 2012). Participation is cooperation between two or more people, the role is not only limited in terms of physical participation but involvement that allows carrying out an assessment of the problems and potentials that exist in their own environment, then determining the activities they need.

The participatory performance of the Regional Secretariat of the Riau Islands Province is still minimal to serve optimally, for example there are not many community activities that visit to convey aspirations to employees both formally and informally. Based on the observations that researchers found, there was no service campaign with the motto of serving well. This makes the public's ignorance of the performance of the Regional Secretariat of the Riau Islands Province not have a very important role, it is necessary to reform the participatory bureaucracy in serving based on performance empowerment initiatives. Initiative in the sense that they can show a breakthrough in their participation in serving by maintaining their role as professional employees of the Regional Secretariat of the Riau Islands Province.

Community involvement is an involvement that leads to the growth of their abilities to be more empowered in facing life's challenges without having to depend on others (Castells, 2004; Kumari & Shukla, 2020). When the role of society is strong, the role of outsiders is reduced. Therefore, participatory public services are needed even participatory public services can be the main force for improvement in public services.

CONCLUSION

A clear plan in employee performance, bureaucratic reform must have a clear vision with a mission, goals and objectives leading to the achievement of a clearly defined vision so that operational change steps can be carried out in a sequence of priorities, the targets that must be achieved can be achieved. measured with certainty the time of achievement which shows step by step the change will be achieved. Reforms must be carried out with a high commitment from the top leadership as shown by the provision of performance units and staff of the Riau Islands Province Regional Secretariat who have the capacity to handle services properly.

All elements in the organization of government agencies must have joint efforts that work hand in hand to realize a change, synergy is needed in order to see the interrelation and balance of all efforts made by work units and individuals, all elements in the organization have an important role in realizing change efforts. Therefore, if these elements work partially or do not function properly, the balance of efforts to achieve the goals of change will be disturbed.

The reform process requires continuous communication from the leadership to their subordinates in the form of supervision, routine meetings, discussions, formal and informal or forms of communication through the internet, communication will not only encourage synergy but will also encourage the exchange of knowledge that makes the possibility of innovations in this condition is very much needed in the process of bureaucratic reform. All of the above principles must be carried out consistently, it is very important to be carried out consistently in an effort to create internalization for each individual, when each individual realizes the importance of change, efforts to make changes for the better will become a culture that will accelerate the process of bureaucratic reform.

REFERENCES

- Behn, R. D. (2003). Why measure performance? Different purposes require different measures. *Public Administration Review*, 63(5), 586–606.
- Boehm, F. (2009). Anti-Corruption in Regulation – A Safeguard for Infrastructure Reforms. *Competition and Regulation in Network Industries*, 10(1), 45–75.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99–109.
- Castells, M. (2004). *The network society : a cross-cultural perspective*. Edward Elgar Pub.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (Fifth). Sage Publications.
- Dwiyanto, A. (2013). *Mengembalikan kepercayaan publik melalui reformasi birokrasi*. Gramedia Pustaka Utama.
- Dwiyanto, A. (2017). *Manajemen Pelayanan Publik: Peduli Inklusif dan Kolaborasi*. In UGM Press.
- Greene, R. J. (2015). Reward performance? What else? *Compensation & Benefits Review*, 47(3), 103–106.
- Hakim, A. (2007). *Korupsi dan Reformasi Birokrasi*.
- Hakim, L. (2011). Manajemen kebijakan dalam membangun partisipasi publik. *Otoritas : Jurnal Ilmu Pemerintahan*, 1(1). <https://doi.org/10.26618/OJIP.V111.20>
- Haning, M. T. (2015). *Reformasi Birokrasi Desain Organisasi Yang Mendukung Pelayanan Publik Di Indonesia*. Ilmu Giri.
- Hosen, N. (2007). Sharia and constitutional reform in Indonesia. In *Sharia and Constitutional Reform in Indonesia*. ISEAS Publishing. <https://doi.org/10.1355/9789812305701/MACHINEREADEABLECITATION/RIS>
- Kumari, T., & Shukla, V. (2020). Impact of COVID-19 on Environment and Society. *International Journal of Biological Innovations*, 9(5), 7352–7363. <https://doi.org/10.46505/IJBI.2020.2101>
- Kurnianingsih, F., Edison, E., & Safitri, D. P. (2017). *Manajemen Sumber daya manusia*. UMRAH Press.

- Lestari, A. W., & Wicaksono, D. B. (2019). Pengembangan kapasitas kelembagaan (capacity building) dalam upaya meningkatkan kinerja pegawai (Studi pada kantor pelayanan perbendaharaan negara/KPPN Kudus). *REFORMASI: Jurnal Ilmu Sosial Dan Ilmu Politik*, 9(1), 76–81.
- Lipsky, M. (1971). Street level bureaucracy and the analysis of urban reform. *Urban Affairs Review*, 6(4), 391–409.
- Mariana, D. (2015). Partisipasi masyarakat dalam proses kebijakan. *CosmoGov: Jurnal Ilmu Pemerintahan*, 1(2), 216–229. <https://doi.org/10.24198/COSMOGOV.V1I2.11834>
- Masdar, S., Asmorowati, S., & Irianto, J. (2009). *Manajemen sumber daya manusia berbasis kompetensi untuk pelayanan publik*. Airlangga University Press.
- Moleong, L. J. (2012). *Metodologi penelitian kualitatif*. Remaja Rosdakarya.
- Ortega, E. M. P., Saez, P. Z., & Cortes, E. C. (2010). Can formalization, complexity, and centralization influence knowledge performance? *Journal of Business Research*, 63(3), 310–320. <https://doi.org/10.1016/j.jbusres.2009.03.015>
- Prasojo, E. (2020). *Memimpin reformasi birokrasi: Kompleksitas dan dinamika perubahan Birokrasi*. Prenada Media.
- Rozi, F., Novianti, T., & Aziz, A. (2016). *Sistem informasi akuntabilitas kinerja instansi pemerintah pada biro organisasi pemerintah provinsi Jawa Timur* [Um Surabaya]. <http://repository.um-surabaya.ac.id/1237/>
- Sedarmayanti, S. (2013). *Manajemen Sumber Daya Manusia; Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Refika Aditama. <https://opac.perpusnas.go.id/DetailOpac.aspx?id=549729>
- Siagian, S. P. (2001). *Organisasi dan perilaku administrasi*. Gunung Agung.
- Simamora, J. (2011). Eksistensi pemilukada dalam rangka mewujudkan pemerintahan daerah yang demokratis. *Mimbar Hukum*, 23(1), 221–236. <https://doi.org/10.22146/JMH.16200>
- Sobirin, A. (n.d.). Organisasi dan Perilaku Organisasi. In *UT* (pp. 1–69).
- Sonnentag, S., & Frese, M. (2005). Performance Concepts and Performance Theory. *Psychological Management of Individual Performance*, October 2017, 1–25. <https://doi.org/10.1002/0470013419.ch1>
- Sucipta, P. R., & Edison, E. (2022). Alternatif Penerapan Diskresi dalam Model Pelayanan Publik di Daerah yang bercirikan Kepulauan. *Journal Presumption of Law*, 4(1), 64–81. <https://doi.org/10.31949/JPL.V4I1.2078>
- Susilawati, S., Falefi, R., & Purwoko, A. (2020). Impact of COVID-19's Pandemic on the Economy of Indonesia. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 1147–1156. <https://doi.org/10.33258/BIRCI.V3I2.954>
- Sutrisno, E., & Maryono, J. (2016). Pengaruh Kualitas Pelayanan dan Kinerja Pegawai terhadap Kepuasan Masyarakat Pada Lembaga Pemasyarakatan Kelas IIB Slawi. *Multiplier*, 1(1).
- Syairozi, M. I., Pambudy, A. P., & Yaskun, M. (2021). Analisis Penerapan Good Governance dalam Sistem Informasi Keuangan Daerah. *Prosiding Penelitian Pendidikan Dan Pengabdian 2021*, 1(1), 677–682. <http://prosiding.rcipublisher.org/index.php/prosiding/article/view/208>
- Thoha, M. (2002). *Perilaku Organisasi*. PT Raja Grafindo Persada.
- Thoha, M. (2012). *Manajemen sumber daya manusia*. PT. Bumi Aksara.

- Umar, H. (2005). *Riset sumber daya manusia dalam organisasi*. Gramedia Pustaka Utama.
- Utami, S. B. (2013). *Pengaruh kualitas pelayanan dan kinerja karyawan terhadap kepuasan nasabah pada PT Taspen (PERSERO) Cabang Yogyakarta*. Universitas Negeri Yogyakarta.
- Wahyudi, R. (2012). Partisipasi masyarakat dalam program pembangunan. *Kutubkhanah*, 15(2), 105–116. <http://ejournal.uin-suska.ac.id/index.php/Kutubkhanah/article/view/234>
- Wulandari, D. E., & Riharjo, I. B. (2019). Pengaruh Penganggaran Partisipatif Terhadap Kinerja Manajerial Dengan Komitmen Organisasi dan Gaya Kepemimpinan. *Jurnal Ilmu Dan Riset Akuntansi (JIRA)*, 5(4), 1–21. <http://jurnalmahasiswa.stiesia.ac.id/index.php/jira/article/view/285>
- Yoserizal, & Yudiatmaja, W. E. (2010). Strategi Pemerintah Provinsi Sumatera Barat dalam mengembangkan e-government sebagai upaya peningkatan kualitas pelayanan publik. *JIANA (Jurnal Ilmu Administrasi Negara)*, 10(1), 89–100.
- Yuditia, & Mahadiansar. (2019). *Perilaku Organisasi Positif Dalam Kinerja : Sebuah Konsep dan Teori* (1st ed.). Umrahpress.
- Zed, M. (2014). *Metode penelitian kepustakaan* (3rd ed.). Yayasan Obor Indonesia.