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## AN EVALUATIVE ANALYSIS STUDY ON THE PERFORMANCE OF ASN AT THE SECRETARIAT OF THE CIREBON CITY DPRD

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### Abstract

**Background.** Employee performance has a crucial role in the optimal implementation of work programs. Performance management encompasses processes ranging from planning, monitoring, and evaluation to giving appreciation and sanctions. Success in planning and control depends on the quality of employee work.

**Aims.** This study analyzes ASN's (state civil apparatus) performance within the Cirebon City DPRD Secretariat.

**Methods.** This research uses a descriptive qualitative method. The author describes the performance of ASN based on the dimensions of quality, quantity, timeliness, cost efficiency, and supervision.

**Result.** The study's results show that many obstacles exist, such as the limited number of ASNs, low productivity and work discipline, mismatch between educational background and positions, and the dominance of high school graduates among pon-ASN employees.

**Conclusion.** In addition, informal groups in the work environment still affect work effectiveness.

**Implementation.** The efforts show that the professionalism and effectiveness of ASN work will continue to increase to support the overall performance of DPRD agents.

**Keywords:** Performance, ASN, Cirebon City DPRD Secretariat

## INTRODUCTION

As a democratic country, Indonesia considers Pancasila a fundamental element of its government process. This system of government is essential for the region's long-term economic development, as stated in the regulation. Regional autonomy gives local governments, including districts/cities, the opportunity to adjust/city and to adjust and direct their policies by the aspirations and needs of the people. Directs its policies per the aspirations and needs of the people.

The Regional People's Representative Council (DPRD) is authorized to act as a legislative body in the region that represents the people in autonomy activities. The authority to act as a legislative body in the region that represents the people in autonomous activities. To support the DPRD's duties and functions, the DPRD Secretariat was formed, consisting of the State Civil Apparatus (ASN) as an administrative body. This Secretariat is led by a Secretary of the DPRD who is supervised by the Mayor. In carrying out its duties, the DPRD can be assisted by personnel experts according to the organization's needs to increase its work's effectiveness.

Quality human resources (HR) English: a key factor of success, one factor of the success of government agencies in carrying out their duties. In this context, ASN, as a component of human resources, is expected to have competence, professionalism, and integrity in carrying out its duties. Efforts to improve the quality of ASN are carried out through education and training which is believed to be able to support performance growth and more importantly to be able to respond to increasingly complex global challenges, through education and training, which is believed to be able to support performance growth and, more importantly, to be able to overcome more complex global challenges .<sup>1</sup>

Regarding civil equipment, it should be expected that the staff will no longer be looking for superior non-municipal staff, and that they will be able to improve the management of the government towards public services. To deal with this situation, a government apparatus is generally needed to improve skills, creativity, example, and professionalism continuously. To support this, you need a sound performance measurement system. This is important so that the wheels of government can work properly under the implementation of the main tasks and functions of the organization. To support the implementation of this performance measurement system, the government created a measurement system in Law number 43 Article 12, paragraph

(2) of 1999.<sup>2</sup> It was found that HR needs to act as agents of change, services and community authorization are required by civil servants who respond to professional standards and service systems. The Income System, or Income System, is basically a career system for civil servants (PNS) based on the results. The success and use of an organization can be seen in the aspects contained in it: the quality of human resources. To achieve this success, the good and correct organizational management of the state institutions in this case must certainly be prepared with proper training, so it is highly dependent on the personnel representing what anyone can hold. ASN is expected to provide good service if there is a consistently high motivation for the interests of morality, culture, and work morality, *Harsono, (2006:151)*.<sup>3</sup>

The effectiveness and utilization of specific organizations can be observed from the Quality of human resources. The utilization of a particular organization can be observed from the following elements: Quality of human resources. To achieve this success In this case, the effective success and organizational management of the national organization must be carried out correctly and adequately, accompanied by proper coaching. Therefore, it is very dependent on the personnel who are responsible for determining what can be done. The well-run organizational management of the national organization in this case must be carried out with proper training; therefore, it is very dependent on the personnel in charge of determining what can be done. ASN is believed to be able to provide good service if there is a high motivation for the importance of morality, ethics, and work ethic.

One of the most critical aspects of program implementation is employee performance. Therefore, performance management includes a wide range of activities, including planning performance, monitoring/reviewing performance, assessing performance, and follow-up in the form of awards and punishments. Various activities, including planning performance, monitoring/review, assessment, and follow-up in the form of awards and punishments. As mentioned above, on the effectiveness of the English language planning control depends on the employee's work. Performance refers to achieving work objectives related to quality, quantity, and time. In other words, skill and time are two outcomes of work. If you can find motivated and hardworking employees, you will achieve ideal productivity.

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<sup>1</sup> Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus.

<sup>2</sup> Law of the Republic of Indonesia Number 43 of 1999 concerning Personnel Matters.

<sup>3</sup> Harsono. (2006). *Bureaucracy and Politics in Indonesia*. Jakarta: Sinar Harapan Library.

Motivated and hardworking employees will achieve perfect productivity. This is because employees have perfect working conditions and the appropriate skills to work. They have ideal working conditions and the proper skills to work. Cherington (in Irham Fahmi, 2012: 188).<sup>4</sup>

Several factors determine productivity. According to Joko Widodo (2005:80), knowledge, expectations, and skills all significantly impact a person's work life. On the other hand, according to Keith Davis, A.A. Anwar Prabu M. wrote the article (2000:67-68).<sup>5</sup> focus on two factors that affect employee performance: skills (capability) and motivation. This refers to the performance of employees in the House of Representatives performance of the people in the Cirebon City House of Representatives, especially in the following problems: Cirebon City, especially in the following issues:

1. Lack of discipline of employees.
2. Not after the last educational subject he sat on.
3. There are still many employees (non-pn) who are high school graduates.
4. There are still groups in the work area.

## **METHODS**

The research method used in this study uses qualitative research studies and qualitative approaches. The author's studies aim to explain the performance of ASN in the Cirebon City House of Representatives. In addition, the author also conducted interviews to ensure the accuracy of the information.

### **Information and Informant Selection Techniques**

Qualitative research samples are referred to as informants or research subjects. That is, people who question or observe the purpose of the research. Information providers are portrayed as research subjects because they are asked and considered active in constructing reality. The research topic for this study was determined for the washing technique as needed, as there is no sample frame for all the elements contained in the population. In addition, this study does not consider the number of informants.

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<sup>4</sup> Fahmi, I. (2010). *Performance Management*. Bandung: Alfabet

<sup>5</sup> Anwar Prabu Mangkunegara. (2005). *Corporate Human Resources*. Bandung: Remaja Rosdakarya.

The participants in this study were selected in accordance with their association with the research objectives. In accordance with the focus of this study, individuals selected from the Secretary of the Cilebon City Regional Representative Council are a significant source of information. On the other hand, Pendukne's information provider comes from Jana Pairwai, who is stationed at the secretariat of the Cilebon City House of Representatives.

### **Data Collection Techniques**

A method used by the old rules to collect data as material in adjusting research reports with a qualitative approach. This study utilizes two types of data: primary data and secondary data. Primary data is sourced directly from the source, and the author obtains primary data from in-depth interviews with informants. Secondary data is collected from information from other parties, while primary data is obtained from sources related to the issue being discussed. The data collection methods used in this study include:

- a. Library Research. You can find information or research data by reading academic journals, reference books, and materials available in libraries and on the Internet.
- b. Data collection techniques through interviews or by designing oral questions. Usually, if you want to get more in-depth information from respondents, this data produces qualitative information.
- c. Observation to obtain data and information through direct observation and recording of the location or object being studied. Observers who did not take part in the supervised activities, the researchers were not the only people who explored the site, but they were not involved in the activities there. In this case, the researcher plays the role of an outsider.
- d. Document search to obtain information that supports data analysis and interpretation. This document is a recording of the event, including photos, writings, works, and more.

### **Data Validity Testing Techniques**

The technique to validate the data applied by the author is through triangulation. Triangulation is a method of testing the validity of data that involves using other sources, either for evaluation purposes or to compare with existing data (Moloeng, 2010:330).<sup>6</sup>

In this study, the author applied the triangulation method and theoretical triangulation. Quell triangulation refers to comparing and evaluating data reliability from various time and qualitative research tools. Here, the author analyzes the interview results and the content of the relevant documents. Meanwhile, theory triangulation is related to assessing reliability based on one or several theories (Moloeng, 2010:330-331).<sup>7</sup>

### **Data Analyst Techniques**

Activities in Data Analysis according to Miles and Huherman's Model (Moloeng, 331-332).

Include:

- a. Data collection, which means searching for and collecting the necessary information of different types and formats within a given field and recording that data.
- b. Data reduction, which means the study's results are compiled, summarized, and organized in a more structured way to assist researchers in finding the necessary information.
- c. Data presentation is a way of presenting data in the form of a brief description, including a narrative that helps researchers understand the events that occurred. Data examination includes data analysis from interviews, in which the researcher observes the importance of the research results. Researchers try to find patterns, relationships, and things that often emerge from the data received.

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<sup>6</sup> Moleong, L. J. (2004). *Qualitative Research Methods (Revised Edition)*. Bandung: PT Remaja Rosdakarya.

<sup>7</sup> Moleong, L. J. (2004). *Qualitative Research Methods (Revised Edition)*. Bandung: PT Remaja Rosdakarya

## DISCUSSION

### Results of Research and Discussion of the Performance of the State Civil Apparatus at the Secretariat of the Cirebon City DPRD

The Cirebon City DPRD Secretariat assesses ASN's performance by referring to several main indicators, such as quality, quantity, timeliness, cost efficiency, need for supervision, and interaction between employees.

#### 1. Quality

Employees generally show a proactive attitude in providing ideas and contributing to the institution's progress. Individual creativity is starting to be seen in the implementation of tasks, although there is still room for improvement to be more optimal.

#### 2. Quantity

Regarding numbers and work productivity, the ASN at the DPRD Secretariat is not considered fully meeting expectations. The compatibility between employees' qualifications and the tasks carried out is still lacking, and some parts have a shortage of ASN.

#### 3. Timeliness

Awareness of the importance of completing tasks on time is growing, but its implementation still depends on each workload. In general, punctuality has shown a positive trend.

#### 4. Cost Effectiveness

The use of information technology in the work environment has not been maximized. Many employees are not fully skilled in IT, impacting overall work effectiveness and efficiency.

#### 5. The Need for Supervision

The leadership's supervision, from the head of the section to the secretary, is considered to have gone well. However, internal supervision still needs to be improved so that the work results are more controlled and meet the expected standards.

#### 6. Interpersonal Relations

The interaction between employees and between employees and leaders is relatively good. However, it does not fully reflect solid teamwork, as informal

groups are still in the work structure, which tend to hinder communication and coordination.

### **Obstacles to ASN Performance at the Cirebon City DPRD Secretariat**

In carrying out their duties, ASN within the Cirebon City DPRD Secretariat face several obstacles that affect work effectiveness. Some of the main barriers found include:

1. ASN. This is still limited in some strategic areas, especially in hearings and court laws.
2. Low quality and labor productivity for employees.
3. Unevenly distributed levels of discipline, such as differences with applicable regulations.
4. Non-Meeting between the Last Education Division and the Occupied Territories.
5. Many non-ASN employees are still only high school graduates.
6. The existence of informal groups formed in the work environment can cause conflict or hinder cooperation.
7. The limitations of information technology learning based on ASN.
8. Work facilities, supporting facilities, and literary references are still insufficient.

### **Efforts to Overcome Obstacles to ASN Performance**

The DPRD Secretariat has taken several strategic steps by the DPRD Secretariat to overcome the shortage of employees

1. Proportional Labor Division.
2. Include section heads in technical training (BIMTEK) to increase capacity.
3. Give employees who show excellent performance as a form of motivation.
4. Conduct regular briefings to provide instructions, resolve obstacles and improve communication.
5. Provision of worship facilities such as prayer rooms to support wages.
6. Apple's activities' moral motivation and encouragement every Monday morning.
7. Encourage employees to communicate ideas and evaluate them as positive contributions.
8. Provide and improve the quality of your work facilities and infrastructure.
9. Find intensive and open communication between managers and all employees.
10. Organize regular information technology training to improve the skills of civil servants in the IT area.

### **CONCLUSION**

Based on the analysis results, we can conclude that the performance of ASN from the Cirebon City DPRD secretariat is generally adequate, especially in terms of quality and

topicality. However, there is a need to improve the dimension of volume and cost-effectiveness, especially regarding the use of technology. The limited number of obstacles, such as ASNS, a lack of suitability in educational backgrounds, and their control must be addressed immediately with improved training, management, and better work facilities. The efforts show that the professionalism and effectiveness of ASN work will continue to increase to support the overall performance of DPRD agents.

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