
PERFORMANCE OF REGIONAL CIVIL SERVICE AGENCY EMPLOYEES IN PALU CITY

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ABSTRACT

This study was conducted at the Office of the Regional Civil Service Agency of Palu. In this study, the researchers applied the concept proposed by Agus Dwiyanto concerning five indicators that determine the performance of government employees, namely productivity, responsiveness, accountability, service quality, and responsibility. This study was descriptive research with a qualitative approach. Informants were selected purposively, in which the researchers deliberately chose people who were considered to understand the investigated problem. The informants in this study were the Head of the Regional Civil Service Agency of Palu, the Head of the Division of Transfer and Rank, the Head of the Sub-Division of Rank, employees of the Regional Civil Service Agency of Palu, and three civil servants from other agencies. Results showed as follows. In terms of productivity, there are still employees who are late to come for work which can result in a lack of employee working hours from the work time that has been set. In terms of service quality, it has not been running well because there are often delays in making decrees concerning appointments to be civil servants. In terms of responsiveness, it has gone well. The government employees of the Regional Civil Service Agency of Palu provide solutions to the problems faced by civil servants in Palu regarding promotions. In terms of responsibility, it has run quite well, as shown by the presence of a suggestion box and telephone-based service for civil servants to submit their suggestions and criticisms. In terms of accountability, it has run well, as indicated by the conditions found, in which employees have completed their works and reports on time. In addition, they are also responsible for the results of their works and reports to their respective heads of division if an error is found in making reports or delays in collecting reports.

Keywords: Productivity, Responsiveness, Accountability, Service Quality

INTRODUCTION

Before going further, in this study, government employees specifically working in the Regional Civil Service Agency of Palu are referred to as “government employees” or “employees” only. Meanwhile, government employees in the general scope are referred to as “civil servants”. The differentiation of these two terms is to make the readers easily understand to whom it is referred. The government bureaucracy must be managed based on the principles of good and professional governance. Besides, the bureaucracy must fully serve the interests of the people and work to provide excellent, transparent, and accountable services while being free from corruption, collusion, and nepotism practices at the same time. However, in the public eye,

the government bureaucracy always has a negative connotation. The performance of the government, which is still relatively low and has not fully met public expectations, is still felt by the public, such as in carrying out main tasks, functions, authorities, and responsibilities, especially in terms of administration, development, and services. Efforts to create a good bureaucracy have actually been carried out for a long time, although they are still in highly limited actions.

The implementation of good and professional employee performance is needed in providing the best service to the community. Without good performance, it will result in slow task execution, low quality of service, and ineffective work. Currently, according to the community perspective, the existing services provided by the government are convoluted, slow, expensive, and tiring. For this reason, the performance of government employees plays a highly important role and supports the achievement of goals efficiently and effectively, which must be carried out based on the main tasks, work division programs, implementation guidelines, and applicable laws & regulations (Sutrisno, 2009).

The Regional Civil Service Agency (Indonesian: *Badan Kepegawaian Daerah*) is one of the regional apparatus organizations. It carries out the management of civil servants. The main task of the regional civil service supervisory officers is to improve the efficiency, effectiveness, and professionalism of civil servants in terms of the implementation of the duties, functions, and obligations. Their efforts include planning, procurement, quality development, placement, promotion, remuneration, welfare improvement, dismissal, and appointment of regional civil servants. In addition, the Regional Civil Service Agency also serves or assists civil servants who want to process their staffing management issues.

As mentioned in Indonesia's Law No. 43/1999 concerning amendments to Indonesia's Law No. 8/1974 concerning the Main Points of Civil Servants, currently replaced by Indonesia's Law No. 5/2014 concerning State Civil Apparatus, to realize the state civil apparatus (government employees) as part of bureaucratic reform, it is necessary to define the state civil apparatus as a profession that has the obligation to carry out self-management and development, to account for the self-performance, and to apply the principle of merit in the implementation of the management of the state civil apparatus. In addition, work efficiency must be more directed to the use of funds and resources that are appropriate, not wasteful, and accounted for. Efficiency can be achieved if every employee can contribute to the organization. Therefore, it is necessary to uphold the principle of "do not ask what you get from the organization but what you give to the organization" (Widodo, 2011).

In other words, to achieve a maximum, effective, and efficient organizational performance, the employees who have good knowledge, skills, attitudes, and behaviors are highly needed to improve the performance of employees in an organization.

Government Regulation No. 43/2007 concerning the Promotion of Civil Servants mentions that rank is a position that indicates the level of a civil servant based on his/her post in the framework of staffing. In addition, this rank is used as a basis for salary and promotion. Furthermore, it is also an award given to civil servants for their work performance and service

to the country. By considering the explanation contained in the regulation, promotion is a basis for civil servants to improve their welfare and can affect the work performance of each civil servant in carrying out tasks based on their respective fields.

Based on the preliminary observation regarding the performance of employees at the Regional Civil Service Agency of Palu, those who are responsible to provide promotion services to civil servants within the scope of the Secretariat of Palu are categorized as still not effective and efficient based on their performance. For example, some of them are late to come for work, even though it has been regulated in the Government Regulations No. 53/2010 Article 3 Point 11 concerning the provisions of working hours. In addition, the promotion service for civil servants is often found to be unsatisfactory, such as the slow process of the completion of the decree concerning the promotion. As a result, it has implications for other processes, such as salary adjustments. In the end, it causes dissatisfaction from the civil servants concerned. The promotion proposal files are important documents in the promotion requirements. However, incomplete promotion proposal files are often found.

Therefore, this study aims to present an overview of various aspects that affect **“The Performance of Government Employees of the Regional Civil Service Agency of Palu in Providing The Promotion Service”** and provide useful solutions to improve the performance of government employees at the Regional Civil Service Agency of Palu in providing quality service to the public.

A good bureaucracy is highly determined by the possessed human resources. There are many factors that may affect the performance of human resources. Performance is the result of the work carried out by the employees, in which its completion must be based on their tasks and functions with the expected results. In addition, performance as an object means “things done” (results of what are done). In other words, performance is the result of a work achieved by a person or group of people in a bureaucracy based on their respective authorities and responsibilities in order to achieve the goals of the organization legally, not violating the law, and based on moral ethics (Suyadi Prawirosentono, 1999 in Widodo, 2010).

Individual performance and organizational performance have a very close relationship. The achievement of organizational goals cannot be separated from the resources possessed by an organization that is driven or run by a group of people who play an active role as actors in achieving the goals of the organization. Meanwhile, individuals or groups of people as implementers in carrying out their duties, authorities, and responsibilities properly depend on the structure (management and technology) and other resources, such as financial equipment possessed by the organization. Therefore, the performance of an organization is highly determined by the performance of a group of people as organizational actors. In contrast, the performance of a group of people as organizational actors is determined by the structure, equipment, and finances possessed by the organization. In addition, the group of people must have a sense of responsibility and can be responsible for all their attitudes, behavior, and actions that are influenced by possessed knowledge, abilities, skills, and expectations.

The following are some of the definitions put forward by experts. According to Sutrisno (2009), performance is a person's level of proficiency in carrying out the tasks given. This definition highlights the weight of the individual's ability to fulfill the provisions contained in one's work. Meanwhile, work performance is the result of a person's efforts determined by the personal ability and perceptions of his/her role in the task given.

Ilyas (2001) argues that performance is the demonstration of personal work both in terms of quantity and quality in an organization. Performance can be the demonstration of individuals or groups of people. The demonstration of the result of the work is not only limited to personnel holding functional and structural positions but also to the entire line of personnel within the organization.

The description of performance involves three important components, namely goals, measures, and assessments. Determining the goals of each organizational unit is a strategy to improve performance. This goal will provide the direction and influence how the work behavior of each personnel expected by the organization should be. However, setting goals is not sufficient because it needs a measure, whether someone has achieved the expected performance, in which quantitative and qualitative performance standards for each task and position play an important role.

The factor of the ability of civil servants consists of the potentials (IQ) and ability (knowledge + skill), while the factor of the motivation is built from the attitude of civil servants in dealing with work situations. Motivation is a condition that moves civil servants in a directed manner to achieve the goals of the government, namely good governance.

From the various definitions of performance above, it can be concluded that performance is the level of achievement of the implementation of an activity or program that has been planned to realize the goals, objectives, missions, and visions that have been set for a certain period of time, which can be in the form of products, behavior, skills, competencies, or facilities to meet public needs.

Bureaucracy can be interpreted as an organization that has a command with a pyramid shape, in which more people will be at the lower level than at the top level, usually found in administrative and military agencies. The main element in the government bureaucracy is government employees or civil servants (Indonesia: *Pegawai Negeri Sipil* (PNS)). In Indonesia, civil servants must go through the procedure of taking an oath to the government. Since they take the oath, they are bound by a contract with the government and must be ready to serve the community. From that time on, they have become government employees or civil servants. This form of attachment is further strengthened by their status as members of the Indonesian Civil Servant Corps (Indonesian: *Korps Pegawai Republik Indonesia* (KORPRI)) and bearing the title of state servants (Indonesian: *Abdi Negara*).

According to Gronroos (1990), service is an activity or series of activities that are invisible (cannot be touched) that occur as a result of interactions between customers and employees or other things provided by service providers that are intended to solve customer problems. Meanwhile, according to Lukman (2000), service is every activity that is profitable in

a group or unit and offers satisfaction even though the results are not tied to a physical procedure.

Based on those concepts, services are characterized as follows.

1. Services cannot be touched and are very opposite in nature to finished goods.
2. Services actually consist of real action and are an influence in forms of social actions.
3. Production and consumption of services cannot be separated significantly because they generally occur simultaneously and at the same place.

The aspect of quality is one of the indicators to assess the success of a service. The quality of service provided by the government bureaucracy can be achieved if the government bureaucracy is able to answer the demands of the needs of the community by paying attention to democratic values. Therefore, it highly needs human resources (bureaucratic apparatus) who have the awareness and willingness to identify the needs of the community in a series of service strategies. According to Zeithaml, Parasuraman, & Berry (1990) (in Dwiyanto, 2008), there are several indicators that can be utilized to assess the quality of public services, namely as follows.

1. *Tangibles*: physical facilities, equipment, employees, and communication facilities possessed by service providers.
2. *Reliability*: the ability to carry out the promised service accurately.
3. *Responsiveness*: the willingness to help service users and provide services sincerely.
4. *Assurance*: the knowledge, courtesy, and ability of service providers in providing trust to service users.
5. *Empathy*: the ability to give attention to service users individually.

The government bureaucracy must be able to work based on the principles of good and professional governance. For this reason, the capacity building for the civil servants must continue to be pursued in the application of competence with professionalism and a disciplined work culture so that they can possess high technical abilities, which at a certain level are also accompanied by great managerial skills in all culture of hard work and high achievement. Therefore, in improving the performance and for being able to compete in global competition, the civil servants must be able to emphasize and implement simple bureaucratic behaviors. Bureaucracy is defined as a place for managing services to the public in an administrative form. According to Dwiyanto (2008) (in Delly Mustafa, 2014), there are several bureaucratic performance indicators that can be put forward, namely as follows.

1. *Productivity*: not only measure the level of efficiency but also the effectiveness of services. Productivity is generally defined as the ratio between inputs and outputs.
2. *Service quality*: this indicator tends to become increasingly important in explaining employee performance. Many negative views are formed about public organizations arising from public dissatisfaction with the quality of services received from public organizations.
3. *Responsiveness*: the ability of the bureaucracy to recognize community needs, set agendas & service priorities, and develop service programs according to community needs and aspirations. This indicator measures the responsiveness of the bureaucracy to the hopes, desires, aspirations, and demands of service users.

4. *Responsibility*: this indicator explains whether the implementation of the activities of public organizations is carried out based on correct administrative principles or the policies of the organizations.
5. *Accountability*: a fundamental prerequisite to prevent abuse of power and to ensure that power is directed at achieving efficiency, effectiveness, responsiveness, and aspirations.

METHODS

The type of study was descriptive research. According to Sugiyono (2008), descriptive research is intended to make a systematic, factual, and accurate description of a particular population. Descriptive research aims to describe what is currently happening. Furthermore, the basis of this study was qualitative research. The main source of the data in this study was existing data at the Regional Civil Service Agency of Palu (Indonesian: *Badan Kepegawaian Daerah Kota Palu*) as one of the government agencies. Sources of data in this study were informants, archives obtained through library searches, and documents from various official sources, such as decrees, laws, regulations, photographs, and manuscripts. The applied data collection techniques were observations, interviews, and document review.

RESULTS AND DISCUSSION

Government employees, state apparatus, or civil servants as bureaucrats in the government bureaucracy must be able to manage good and professional governance. Besides, they must fully serve the interests of the public and work to provide services that are excellent, transparent, accountable, and free from corruption, collusion, and nepotism practices. In community service activities, the determinant factor is human resources. For this reason, every civil servant is always required to have service performance that is oriented to community satisfaction based on environmental demands.

To make customers satisfied with the given services, government employees must carry out their tasks and provide services wholeheartedly. With performance that is oriented to community satisfaction, it is expected that it will continuously increase public participation and support to the government bureaucracy. Therefore, all government programs and development can run well.

To achieve it, the performance of government employees must be good, especially in providing services to the public. In this study, the researchers use several indicators proposed by Agus Dwiyanto (in Delly Mustafa, 2008) to measure the performance of the government employees, namely responsibility, productivity, accountability, service quality, and responsiveness. For more details, the researchers describe one by one in the following based on the results of interviews.

Responsiveness

Responsiveness in this study is the ability of employees to recognize the community demands through the formulation of policies that favor the community (partiality) and the provision of quality services. For this reason, responsiveness is seen through the needs of the community and the responsiveness & readiness of government employees in dealing with and solving problems conveyed by the community. In short, it measures the responsiveness of the

employees at the Regional Civil Service Agency of Palu in following up on civil servants' problems in processing their employee promotions. This is highly necessary because it is evidence of the ability of employees to recognize the needs of the community. In the promotion of civil servants, especially functional civil servants, they are required to make a journal as one of the requirements for promotion. For civil servants who have difficulty writing journals, this requirement will certainly be very burdensome. For structural government civil servants who do not make a journal, it will not affect their promotion. The most important thing is the response given by the apparatus in the Regional Civil Service Agency.

Parasuraman argues that "responsiveness being willing to help" is the ability to help customers and provide the right service. This view emphasizes the degree of sensitivity and alertness of government employees to have attention and accuracy in handling requests, questions, complaints, and problems conveyed by the public or customers of government products. With a high level of responsiveness, the responsiveness of the government employees to the wishes, hopes, aspirations, and demands of the community will also get better. According to Agus Dwiyanto (in Delly Mustafa, 2008), responsiveness is intended as one of the performance indicators because responsiveness directly describes the ability of public organizations in carrying out their mission and goals, especially meeting the needs of the community. Low responsiveness is indicated by the misalignment between the services provided by the apparatus and the needs of the community. This clearly shows the failure of the organization in realizing its mission and goals. Organizations that have low responsiveness naturally have poor performance as well.

The results of this study indicate that the employees of the Regional Civil Service Agency of Palu have given good responsiveness in accepting the needs and complaints of the community. This can be seen from their responsiveness in providing good responses to civil servants who come. They also assist with what they need in processing employee promotion files. However, the results of the interviews show the problems faced by the employees of the Regional Civil Service Agency of Palu concerning making journals. It is expected that the Regional Civil Service Agency of Palu can provide a solution to the problem of making journals even though it is actually the responsibility of every functional civil servant who wants to process their promotion. In addition, to find out to what extent the responsiveness of the employees at the Regional Civil Service Agency of Palu, the researchers distributed questionnaires, in which the results are presented in the following table.

That 6 informants (37.5%) responded with "highly responsive", 2 people (12.5%) responded with "less responsive", 8 people (50%) responded with "responsive", and no one responded with "not responsive". Therefore, it can be concluded that the performance of the employees of the Regional Civil Service Agency of Palu in terms of responsiveness is sufficiently good, which only 2 informants responded that the employees of the Regional Civil Service Agency of Palu are less responsive towards the civil servants who need services.

Service Quality

The service quality provided by the employees of the Regional Civil Service Agency of Palu is defined as being able to provide quality services to the public. In addition, quality services mean services that are able to give satisfaction to the public and are able to meet the expectations of the public. Quality service can be a parameter to assess the performance of the employees in an agency. Most of the people who come to the Regional Civil Service Agency of Palu are civil servants who need services in processing their personnel management problems. One of them is the promotion of civil servants. In line with this, civil servants need quality services from the employees of the Regional Civil Service Agency of Palu. Therefore, the employees of the Regional Civil Service Agency of Palu must always attempt to improve their abilities to provide better services.

In the context of performance, the employees of the Regional Civil Service Agency of Palu not only provide the services expected by the public but must also be honest in providing services to the public, such as not doing illegal levies because all administration costs in the Regional Civil Service Agency of Palu have been budgeted for by the government.

Fair services to civil servants who come to process promotions have been provided quite well. However, office services are not the only services expected. Services in the form of information about the time of the promotion are also highly needed because things like that will have implications for the quality service provided by the employees at the Regional Civil Service Agency of Palu.

The provision of services to the public can be identified by comparing the perceptions of the public on the services they actually receive with the services they actually expect from the government employees. If the perceived service is as expected, then the service quality is considered good and satisfactory. Furthermore, if the service received exceeds expectations, then the service quality is considered very good or having high quality. Conversely, if the service received is lower than the expectation, then the service quality provided is very poor. As argued by Agus Dwiyanto (in Delly Mustafa, 2008) in his theory of service quality, the performance of public service organizations is closely related to service quality. In the government bureaucracy, there are many negative views regarding public organizations that do not provide satisfaction to the community. Therefore, it results in an assumption that the performance of the government employees related to public services is very bad. For this reason, public satisfaction with service quality can be used as an indicator of the performance of public organizations.

Every service provided by the government employees is certainly not fully categorized as good. There are still many improvements needed so that the quality of services provided to the public can be optimal. The lack of service quality in the Regional Civil Service Agency of Palu can be seen by the presence of complaints from the public, such as the problem of time in processing the decree concerning the civil servant status, in which the process must be quickened so that civil servants who are about to be promoted do not longer need to reorder their salary shortages for one month. However, from the results of the interviews, the Head of

the Division of Transfer and Rank disagreed with the conclusion. He said that the delay in processing the decree usually came from the concerned civil servants who processed the promotion. The Regional Civil Service Agency asks to complete the missing files. However, the person concerned takes a long time to fulfill what is requested so that employees of the Regional Civil Service Agency must intervene with the relevant agencies. In addition to the lack of services provided by the Regional Civil Service Agency of Palu, there are also advantages provided, such as the employees in the Regional Civil Service Agency of Palu do not discriminate against race, class, wealth, or connections. They all are served without exception. For the problem concerning the costs, there is no levy given to civil servants who process their file for promotion. However, the performance of the employees still must be improved so that the services provided can be more optimal.

To find out to what extent the service quality provided by the employees at the Regional Civil Service Agency of Palu to civil servants who came to the office, especially for processing their promotions, the researchers distributed questionnaires, in which the results are presented in the following table.

That informants (31.25%) responded with “very good”, 2 people (12.5%) responded with “less good”, 9 people (56.25%) responded with “good”, and no one responded with “not good”. Therefore, it can be concluded that the provision of services at the Regional Civil Service Agency of Palu in terms of service quality is not optimal.

Responsibility

Responsibility explains whether the implementation of the activities of public organizations is carried out based on administrative principles and correct rules both explicitly and implicitly. In addition, it also indicates the availability of a forum for the community to submit their suggestions and whether their suggestions are followed up.

To overcome the lack of performance of the Regional Civil Service Agency of Palu which has not been optimal and is far from the expectation of civil servants who come to process their personnel administration, various efforts have been made, such as the provision of a suggestion box as reference material for the employees of the Regional Civil Service Agency of Palu to generate better performance as expected by civil servants. However, based on researchers' observations, the suggestion box in the Regional Civil Service Agency of Palu has not been used optimally even though it is one of the things that must be available. This indicates that civil servants are not optimizing the submission of suggestions through the suggestion box.

In other words, the provision of suggestions and criticisms to the Regional Civil Service Agency of Palu is still lacking. From the participation provided by civil servants through the suggestion box, civil servants who want to provide input regarding the performance of the employees of the Regional Civil Service Agency of Palu prefer to convey their suggestions directly than through the suggestion box. Related to programs implemented by the government in a broad sense to achieve goals or which concern the interests of the wider community in terms of the concept of professional standards and technical competencies possessed by the public bureaucracy in carrying out its duties, the public can assess the behavior, attitudes, and

actions of the government employees based on personal assessment standards which are administrative and technical, but not political. In this case, the public bureaucracy needs to be receptive to criticism and suggestions. Therefore, it is expected that a responsible bureaucracy will be able to provide good and professional public services.

In terms of responsibility, the Regional Civil Service Agency of Palu has provided a facility in the form of a suggestion box for civil servants who want to provide input regarding the performance of the employees of the Regional Civil Service Agency of Palu, making it easier for civil servants to submit their suggestions at any time. Civil servants can also submit suggestions orally to employees of the Regional Civil Service Agency of Palu. Furthermore, it will be followed up as a material for better public services. In other words, the Regional Civil Service Agency of Palu has implemented one of the programs to achieve goals or those that concern the interests of the wider community. However, many civil servants in Palu still do not use the suggestion box.

In addition to the results of the interviews above, to find out to what extent the responsibilities of the employees at the Regional Civil Service Agency of Palu to civil servants who come to process their promotion, the researchers distributed questionnaires, in which the results are presented in the following table.

That 6 informants (37.5%) responded with “highly appropriate”, 3 people (13.75%) responded with “less appropriate”, 11 people (43.75%) responded with “appropriate”, and no one responded with “not appropriate”. Therefore, it can be concluded that the responsibility provided by the employees of the Regional Civil Service Agency of Palu has been appropriated as expected.

Productivity

Productivity is defined as the relationship between the produced quality and the amount of work done to achieve the results. In addition, employees who have high productivity performance will be dynamic, creative, innovative, open, and responsive to new ideas and changes. Productivity is also interpreted as the ratio between input and output in the public sector. The output is everything related to public services and distributed through public organizations to the entire community which is produced in the short term. Meanwhile, the input is all the resources used to produce work, including manpower, equipment, and other resources used to produce a particular public service. In this study, the productivity of employees of the Regional Civil Service Agency of Palu is considered from the level of ability and discipline of the respective employees in their work or field.

Disciplinary issues are indeed very problematic. Therefore, various ways have been carried out so that the disciplinary problems of the government employees can be corrected, making the achievement of the expected work targets be able to be carried out properly. However, for the promotion service, no target must be achieved because it has been technically regulated.

Productivity is associated with an efficient system method so that the work process takes place on time. Therefore, no overtime work is required and is carried out by the employees of

the Regional Civil Service Agency of Palu. Related to what extent the final result, the effectiveness that leads to the achievement of bureaucratic performance, such as the achievement of targets regarding quality, quantity, and time, is highly needed. In addition, efficiency is a measure of comparing planned inputs with actual inputs. If it turns out that the actual input used is greater in terms of savings, it requires a higher level of efficiency. The concept of productivity does not only measure the level of efficiency but also the effectiveness of services. This concept is too narrow in understanding so that the GAO (General Accounting Office) must develop a broader productivity measure by including how much the public service has the expected results as one of the important performance indicators (Agus Dwiyanto in Delly Mustafa, 2008).

In terms of productivity regarding employee discipline, the performance of the employees of the Regional Civil Service Agency of Palu is categorized as not optimal due to the fact that there are still employees who come late, resulting in a reduction in employee working time. In this case, a sanction will usually be given in the form of a verbal and written warning from the Head of the Regional Civil Service Agency of Palu by considering the attendance recapitulation of the employees which can be found from the Sub-Division of Staffing and General Affairs.

Discipline development through disciplinary training can be provided, aiming to produce highly disciplined and qualified employees, in which this training must be carried out systematically and explore the potential and abilities of the employees according to the needs of the organization. As government employees who have taken oaths and promises, they should be able to increase their actualization as someone who provides public services. In other words, they must understand the job descriptions they carry out.

In terms of productivity, the workability of employees at the Regional Civil Service Agency of Palu has been sufficiently good due to having an adequate educational background and the skills possessed. However, additional human resources in certain fields are also needed so that the work and existing human resources are balanced to be able to achieve quality and maximum work results.

To find out to what extent the productivity provided by the employees at the Regional Civil Service Agency of Palu to civil servants who came to the office, specifically regarding the level of employee discipline, the researchers distributed questionnaires, in which the results are presented in the following table.

That 3 informants (18.75%) responded with “very disciplined”, 8 people (50%) responded with “less disciplined”, 5 people (31.25%) responded with “disciplined”, and no one responded with “not disciplined”. Therefore, it can be concluded that the performance of the employees of the Regional Civil Service Agency of Palu in terms of productivity has not been classified as good because there are still many employees who lack discipline, especially those who are late to come for work.

Accountability

Accountability is an organizational ability to implement the policies and activities consistently and full of loyalty and responsibility because, with high accountability, attitudes

and actions become superior in terms of ethics, principles, values, governance, systems, and common sense. It can be seen from superiors who ask for accountability to employees lower than them in completing reports or taking responsibility for mistakes they have made.

One of the responsibilities given to all employees of the Regional Civil Service Agency of Palu is making reports. Accountability is shown from the absence of delays by the employees in completing their monthly reports. In addition, because this is a part of responsibilities, they will be given sanctions if making mistakes in terms of delays.

All employees in an organization must have a relationship, in which a certain party is required to report actions against other parties. Accountability is the foundation for the governance process. In addition, it is an obligation to provide accountability or explain the performance of the actions of a person, agency, or leader of an organization to parties who have the right or authority to ask for information. The implementation of an accountable government motivates and becomes a commitment for the local government to be responsible for what is planned and carried out, in which they must be ready to be sued if making an action that is not suitable with their main tasks and functions.

The performance of the employees of the Regional Civil Service Agency of Palu, when measured from accountability, is classified as good. This indicates that the employees of the Regional Civil Service Agency of Palu do not experience problems in completing their work reports. Employees are also responsible for the results of their reports to the heads of their respective fields who have been given authority from the Head of the Regional Civil Service Agency of Palu. In addition, they can also complete the reports on time.

To find out to what extent the accountability of the employees at the Regional Civil Service Agency of Palu, as supporting data from secondary data and as additional material to determine the performance of the employees at the Regional Civil Service Agency of Palu, researchers distributed questionnaires, in which the results are presented in the following table.

That 4 informants (25%) responded with "very accountable", 2 people (12.5%) responded with "less accountable", 10 people (64.5%) responded with "accountable", and no one responded with "not accountable". Therefore, it can be concluded that the accountability of employees at the Regional Civil Service Agency of Palu has been sufficiently good because there are more informants who respond with "accountable", namely 10 people.

Obstacles and Supports to the Performance of the Employees of the Regional Civil Service Agency of Palu

In general, the process of the promotion service managed by the employees of the Regional Civil Service Agency of Palu experiences many obstacles. These obstacles become one of the weaknesses that affect the issuance of the decree concerning the civil servant status and other public services. Some of the obstacles affecting the performance of the employees of the Regional Civil Service Agency of Palu are as follows: 1. The civil servants who come to process their promotion are late to submit their requirement files or fulfill the missing files; 2. The officers concerned in terms of document approval are not in place due to carrying out official duties; 3. Electrical problems can also become an obstacle because all the work done

must utilize electronic equipment. Therefore, if the electricity in Palu goes out, it can hamper the existing work process; 4. The number of computer units in each field is inadequate.

Those obstacles can be overcome by intense cooperation between employees, a high level of discipline, and assistance from the local government to add a number of computers or engine generator sets to prevent unexpected situations. In addition to the obstacles that hamper the performance of the employees at the Regional Civil Service Agency of Palu, the researchers also found factors supporting the performance of the employees at the Regional Civil Service Agency of Palu, namely as follows. First, it is generally known that what supports the performance of all government employees is the salaries and allowances which have been regulated in Indonesia's Law No. 5/2014 concerning State Civil Apparatus in Chapter VI concerning Rights and Obligations of Government Employees. Therefore, it has been the obligation of all government employees to serve the public or other civil servants who need public services.

Second, to process the completion of proposal files, the Regional Civil Service Agency of Palu, specifically the Division of Promotion needs air transportation means, such as special cargo aircraft – a special aircraft for transporting cargo only without being accompanied by passengers. This kind of delivery is used for sending files out of town, such as sending the promotion files to the Regional Office IV of the State Civil Service Agency in Makassar, so that it can help and speed up the processing of employee promotion data.

CONCLUSION

This study investigates the performance of the employees of the Regional Civil Service Agency of Palu related to the promotion services. In addition, this study utilizes the indicators proposed by Agus Dwiyanto. Based on the results and discussion aforementioned, it can be concluded that the performance of the employees of the Regional Civil Service Agency of Palu is still not as expected. Because the ability of employees to comply with regulations on discipline is still low, this affects the services provided to the public.

In terms of productivity, there are still employees who are late to come for work, resulting in a lack of employee working hours from the work time that has been set. In terms of service quality, it has not been running well enough because there are often delays in processing the decrees regarding civil servant status, resulting in civil servants having to reorder their salaries in the following month. In terms of responsiveness, it has been going well. The employees of the Regional Civil Service Agency of Palu have provided solutions to the problems faced by civil servants, making them very helpful in managing their promotion in the Regional Civil Service Agency of Palu. In terms of responsibility, it has gone quite well, as shown by the presence of a suggestion box and telephone-based service for civil servants to submit their suggestions and criticisms. In terms of accountability, it is known that it has been running well. This is indicated by that employees in completing their reports are on time. In addition, they are also responsible for the results of their reports to their respective heads if errors are found in the process of making reports or delays in collecting reports.

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