

Model Development of Employee Work Target (SKP) In Order To Improve State Civil Apparatus (ASN) Performance around Regional Secretariat Sidoarjo Regency East Java Province

Diah Wulansari Rachmawati, S.STP

*) *Magister Student of Human Resource Development Postgraduate Program Airlangga University
Jl. Airlangga 4-6 Surabaya 60286*

Abstract: The objective in this research is to know and obtain empirical evidences related to the implementation of Employee Work Target (SKP-Sasaran Kerja Pegawai) around Regional Secretariat as well as to conduct model development of SKP around Regional Secretariat in order to improve performance. This research conducted by using qualitative approach and the research object was State Civil Apparatus (ASN-Aparatur Sipil Negara) around Regional Secretariat Sidoarjo Regency East Java Province. Data used in this research was primary and secondary data, in which primary data collected by interview method. The research result showed that model development of Employee Work Target (SKP) 1 to the State Civil Apparatus (ASN) around Regional Secretariat Sidoarjo Regency East Java Province resulted SKP with indicators as follow: a) Quantity, the employee performance shows the appropriateness between number of accomplished main tasks with the established target; b) Time, the employees conduct their tasks on time; c) Cost, the use of cost still in appropriate level in accordance to the plan; d) Quality, the employee performance has showed quality size for each achieved work result. However, assessment of quality through SKP system based online is less effective due to the officer's assessment tends to be subjective and only sees the output of performance, while the outcome of employee's tasks tends to be ignored.

Keywords: Model Development, Employee Work Target (SKP), Performance

Date of Submission: 10-02-2018

Date of acceptance: 26-02-2018

I. INTRODUCTION

Employee is the most important asset must be owned by an organization, and it is not only serves as tool to reach the goal. Therefore, employee – or it may be called as human resource – must be developed, empowered, and keep motivated in order to be productive and have better performance. Any organizations, either governmental organization or private organization, in order to reach the organization goal, absolutely depend on human resource in the organization itself. Human resource, which also called as apparatus or employee should be empowered by an organization for the interest of organization continuity. The existence of human resource is main element played important role in order to reach the goal and success of an organization (Wahyudi, 2015).

In order to realize reliable and professional State Civil Apparatus (ASN-Aparatur Sipil Negara) as government implementer that able to implement good governance principles, then ASN, as state apparatus element, demanded to be discipline, honest, fair, transparent, and accountable in conducting the tasks. In the Law No. 43 Year of 1999 about Employment Principles, it is clearly mentioned that Civil Servant management is the whole efforts in order to improve efficiency, effectiveness, and professionalism level of tasks, functions, and employment duties implementation.

The establishment of Law No. 43 Year of 1999 to replace Law No. 8 Year of 1974 about Employment Principles brings fundamental change in order to realize professional apparatus source, which is by career development of Civil Servant conducted based on combination of work achievement system and career that heavily pointed on work achievement system basically is to improve public service.

The government of Sidoarjo Regency also supports government programs by conducting employee work achievement assessment system with the implementation of Employee Work Target (SKP-Sasaran Kerja Pegawai) as with Government Regulation No. 46 Year of 2011 by using implementation guidance ruled in the Regulation of State Employment Agency (BKN-Badan Kepegawaian Negara) Chief No. 1 Year of 2013. Employee Work Target (SKP) established since 2014 in order to replace List of Work Implementation Assessment (DP3) by government of Sidoarjo Regency.

Since 2015, the implementation of SKP around government of Sidoarjo Regency established in online method by creating Employee Work Target in the beginning of the year and filling work activity everyday that will be directly assessed by the leader as basic of allowance given to Civil Servants around government of Sidoarjo Regency. With the system that requires employees to fill their activities everyday to the online SKP, then it is expected that the employees will be more motivated in implementing their tasks and functions as Civil Servant.

As public organization, it is necessary to conduct test or assessment over service quality given by Regional Secretariat to the public in order to know people perception about the given service quality. However, in fact, it is never conducted by Survey of Community Satisfaction Index (IKM) yet to the public as service user provided by Regional Secretariat Sidoarjo Regency. It is proven by no data of Community Satisfaction Index (IKM) of Regional Secretariat. Thus, it is necessary to know State Civil Apparatus (ASN) performance based on assessment included in SKP, Organization Department and Regional Employment Agency (BKD-Badan Kepegawaian Daerah) need to review the extent of Online SKP system has implemented by overcoming weaknesses in the system as well as contribution from this SKP system towards direct improvement of State Civil Apparatus (ASN) performance around Regional Secretariat Sidoarjo Regency East Java Province.

The objective in this research is to know and obtain empirical evidences related to the implementation of Employee Work Target (SKP) around Regional Secretariat as well as to conduct model development of SKP around Regional Secretariat in order to improve performance.

II. THEORETICAL REVIEW

Concept of Civil Servant Performance Assessment

1. Definition and Dimension of Civil Servant Performance Assessment

Robbins (1996) in Sinambela (2012:5) stated that individual performance defined as individual ability in doing something with certain skills. In line with the statement above, Stephen Robbins argued that performance defined as result of evaluation to the works or tasks conducted by individual compared to the jointly established criteria.

The aims of performance assessment, according to Mahmudi (2007:14) as follow: 1) Knowing achievement level of organization goal; 2) Providing employee learning facilities; 3) Improving performance for the next period; 4) Giving systematic consideration in creating decision about reward and punishment; 5) Motivating employees; and 6) Creating public accountability.

2. Basic of Civil Servant Performance Assessment based Employee Work Target (SKP)

Government Regulation No. 46 Year of 2011 about Civil Servant Work Achievement Assessment aims to guarantee objectivity of Civil Servant development conducted based on work achievement system and career system that highly pointed on work achievement system. First, State Employment Agency (BKN) issued implementation rules on Government Regulation No. 46 Year of 2011 (Regulation of State Employment Agency Chief No. 1 Year of 2013) as basic in assessing work achievement elements included in List of Work Implementation Assessment (DP3 – Daftar Penilaian Pelaksanaan Pekerjaan) of Civil Servant.

However List of Work Implementation Assessment (DP3) with its various obstacles has been replaced with new format, which is by using Employee Work Target (now it is conducted online) that more in line to the content of Government Regulation No. 46 Year of 2011. It is mentioned in the regulation that “Employee Work Target which next abbreviated with SKP (Sistem Kerja Pegawai) is plan of work and target that will be achieved by a Civil Servant (Paragraph 1 Section 4)”.

The systematics of employee work assessment explained in Regulation of State Employment Agency Chief No. 1 Year of 2013 about Implementation Rules and Government Regulation No. 46 Year of 2011 about Civil Servant Work Achievement Assessment. While, standard of score for Civil Servant work achievement (Paragraph 15 and 17) stated in number and the explanation as follows: 1) 91-above: very good; 2) 76-90: good; 3) 61-7: enough; 4) 51-60: less; and 5) under 50: bad.

3. Assessment Indicator based SKP and Work Behavior

In Government Regulation No. 46 Year of 2011, it is explained two important aspects related to Civil Servant work achievement assessment consist of element, which is Employee Work Target (SKP) and work behavior (Paragraph 4). Work achievement assessment conducted by combining SKP assessment and work behavior assessment (Paragraph 15, section 1). While, weight of score for SKP element is 60% (sixty per cent) and work behavior is 40% (forty per cent) (Paragraph 15, section 2).

Meanwhile, the assessment conducted by comparing assessment aspects of initial target in the beginning of the year and realization achieved in the end of the year (Government Regulation No. 46 Year of 2011, Paragraph 8, section 1), in which it consists of: 1) Quantity Aspect. According to Wungu and Brotoharsojo (2003:56) that “Quantity is any size units related to the number of work result and stated in

number or can be equaled in number”; 2) Quality Aspect. According to Wungu dan Brotoharsojo (2003:57) that “Quality is any size units related to quality of work result and stated in number or can be equaled in number”; 3) Time Aspect. This punctuality related to time efficiency in completing tasks (works) as with given time. Each work or task conducted by employees has established time standard; and 4) Cost Aspect. Cost aspect, here, is about level in where the use of organization fund source related to the maximized financial use in order to achieve the highest result or reducing loss from each unit.

Despite by SKP, employee work achievement also assessed with work behavior indicator. Parameters used to assess work behavior are service orientation, integrity, commitment, discipline, cooperation, and specific to the structural officers, it is added by one dimension, which is leadership (Government Regulation No. 46 Year of 2011, Paragraph 12, section 1). Operational definition from the indicators above explained as follow:

- 1) Service orientation
Service orientation is work attitude and behavior of Civil Servants in giving their best service to the serviced persons including public, superior, colleague, related work unit, and/or other institutions
- 2) Integrity
Integrity is ability to act as with values, norms, and ethics in an organization.
- 3) Commitment
Commitment is willingness and ability to make attitude and action of Civil Servants in harmony in order to achieve organization goal by prioritizing Department interest than self, individual, or group interest.
- 4) Discipline
Discipline is capability of Civil Servants to comply their duties and avoid prohibitions established in law rules and/or Department rules, in which if it is not complied or violated, then there will be discipline punishment.
- 5) Cooperation
Cooperation is Civil Servant willingness and ability to cooperate with their colleague, superior, subordinate in their work unit also other institutions in completing the established tasks and responsibilities, thus it can reach efficiency and result as large as possible
- 6) Leadership
Leadership is Civil Servant willingness and ability to motivate and influence their subordinates or others related to the work field in order to reach organization goal.

III. RESEARCH METHOD

Research Type

The research type is qualitative research. Bogdan and Taylor in Moleong (2001:3) stated that qualitative method is research procedure results in descriptive data of written words or oral from the observed persons and behaviors. In this case, the researcher intended to analyze the effort of Regional Secretariat Sidoarjo Regency in order to improve Civil Servant performance through the implementation of Employee Work Target (SKP). Therefore, this research needed empirical data in order to gain in-depth information from subjects or informants.

Data Collection Technique

Interview

Interview in this research conducted by asking questions directly to the informants and answers received from the informants noted directly. Interview technique used in this research was in-depth interview. The research informants determined based on purposive sampling by considering criteria as follow: 1) Highest position: 2 persons; 2) Lowest position: 2 persons; 3) Longest working period: 2 persons; and 4) Shortest working period: 2 persons. The whole number of research informant is 11 persons with the detail that one person comes from each Department and two of them are key informant who understand appropriately about research object condition and serves to give recommendation for other informants. The key informants in this research are Department of Regional Employment Agency (BKD) that handles Employee Work Target (SKP) around Regency area and Department of Organization that handles SKP around Secretariat area.

Document Study

Document study conducted by studying secondary documents related to the research focus. Those documents such as data related to the implementation of SKP and model development of SKP around Regional Secretariat Sidoarjo Regency.

Data Analysis Technique

Data analysis in this research conducted inductively as with qualitative research path (from data to theory). While, the steps of data processing and analysis as follow:

1. Classifying data material from the obtained interview transcript, field note and observation, primary and secondary data.

Analyzing empirical facts about the implementation of Employee Work Target (SKP) and model development of SKP around Regional Secretariat Sidoarjo Regency as with Work Target of State Civil Apparatus (ASN) and Work Behavior of ASN below:

Table 1: Work Target and Behavior of State Civil Apparatus (ASN)

Work Target of ASN		Work Behavior of ASN	
1.	Input Dimension	1.	Knowledge about Main Tasks and Functions
2.	Goal Dimension	2.	Commitment/attitude to the tasks
3.	Time Dimension	3.	Work discipline
4.	Cost Dimension	4.	Work quantity and quality
5.	Output Dimension	5.	Work and service ability
		6.	Motivation and Initiation
		7.	Skills
		8.	Cooperation
		9.	Integrity/honesty
		10.	Leadership

Source : Adapted from Rao (2014:5-8), Soromole (2010:28-29), and Government Regulation No. 46 Year of 2011 about Civil Servant Work Achievement Assessment

IV. RESEARCH RESULT AND DISCUSSION

Data Analysis and Discussion

1. The Implementation of Employee Work Target (SKP) around Regional Secretariat Sidoarjo Regency

Based on observation and interview result, it is found that implementation of employee performance assessment system around Regional Secretariat Sidoarjo Regency has been changed significantly since the establishment of Government Regulation No. 46 Year of 2011 about Civil Servant Work Achievement Assessment. The system change proves that the old system still has many weaknesses, thus it is unable to assess appropriately about employee performance.

It can be seen in the employee assessment system for Civil Servants, in which during this time it uses List of Work Implementation Assessment (DP3 – Daftar Penilaian Pelaksanaan Pekerjaan) consists of 8 (eight) assessment elements (honesty, loyalty, obedience, work achievement, responsibility, cooperation, leadership and initiation). If it is reviewed carefully, then actually, this DP3 format still has hesitation whether DP3 able to describe accurately about Civil Servant performance. It is, for instance, stated by Chief in Department of State Civil Apparatus Development Regional Employment Agency Sidoarjo Regency, Happy Setianingtyas Astrawati that:

“DP3 format seems less flexible to express cases of specific character which differentiate a profession to other professions. The assessed elements have overlapping items, and it also has unclear standard. The DP3 assessment is vulnerable to be subjective, moreover, the assessment result never discussed or evaluated together in order to gain feedback from employees (Interview on August, 2nd 2017)”.

In order to anticipate weakness in that system, Regional Secretariat Sidoarjo Regency implements new system, which is employee work assessment of Employee Work Target (SKP) based online (online SKP). The development towards this application conducted by Government of Sidoarjo Regency in 2014 or in the beginning of year where Government Regulation No. 46 Year of 2011 started to be prevailed and it refers to the State Employment Agency Chief No. 1 Year of 2013. In the end of 2014, it was conducted by dissemination towards the use of online SKP consists of Annual SKP and Department Activities or daily activities. Since January 2015, the first model of SKP online has prevailed for all employees around Regional Secretariat Sidoarjo Regency and Annual SKP must be created by employees through this application to the Civil Servant Work Achievement Assessment. In its development process, according to Chief in Department of State Civil Apparatus Development Regional Employment Agency Sidoarjo Regency, Happy Setianingtyas Astrawati, the second model of SKP will start to be prevailed in 2017 with the changes on aspect of activity filling that correlated with work target:

“Actually it is almost the same, in filling performance target then the process is same, the difference is only in activity filling. In the new model SKP, activity filling related to the performance target. Thus the activity filling supports work target, in which it is already included in this SKP. Then, in time filling, we changed it, in which it is not directly filled by how much minutes. However, it is filled by activity implementation process that

conducted from time to time, then automatically the system will process number of minute in order to complete that task (Interview on August, 2nd 2017).”

However, in the implementation of Employee Work Target (SKP) around Regional Secretariat Sidoarjo Regency, it is still considered as unoptimal. It is such mentioned by Chief in Department of State Civil Apparatus Development Regional Employment Agency Sidoarjo Regency, Happy Setianingtyas Astrawati, that the new SKP still unable to describe the extent of employee performance achievement around Regional Secretariat Sidoarjo Regency:

“Not yet, because it is still same with the old SKP, this new model of SKP still unable to adapt Performance Agreement. Thus, it still not included performance indicator to assess employee performance. It is still same with the old SKP, this new model of SKP also still consists of only daily employee activities (Interview on August, 2nd 2017).”

Based on the information above, it is found that the implementation of online SKP still not integrating Performance Agreement as with mandated by Law No. 5 Year of 2014 about State Civil Apparatus which confirms about performance agreement needs to be realized by State Civil Apparatus (ASN-Aparatur Sipil Negara). In this law, especially Paragraph 1, it is mentioned that ASN is profession for civil servants and government employees with “employment agreement” that work in government institution. However, it cannot be a reason that SKP regulation in Regional Secretariat Sidoarjo Regency does not mention specifically about assessment indicators over employee performance. In Government Regulation No. 46 Year of 2011 which then affirmed by State Employment Agency Chief No. 1 Year of 2013, it mentions that Work Achievement Assessment (PPK-Penilaian Prestasi Kerja) to the employee conducted by viewing four (4) indicators of SKP: quantity, quality, time, and cost (Paragraph 7, section 2).

a. **Quantity Dimension**

Based on observation data, it is found that Employee Work Target (SKP) period 2014 to 2016 has implemented by employees of Regional Secretariat Sidoarjo Regency. In this context, achievement of employee performance around Regional Secretariat targeted for one year focused on output and outcome assessment, where programs implemented by Regional Secretariat Sidoarjo Regency divided into 10 Departments that been conducted the tasks with each performance achievement has average of 100%.

b. **Quality Dimension**

Based on observation result to the online SKP around Regional Secretariat Sidoarjo Regency, it is obtained value of work quality for each employee about 65-90%, thus it can be stated that as a whole it is in good category, although there are many employees have less quality in their works. Assessment on employee performance quality based on direct observation by superior of assessor officers, absolutely, has weakness, mainly if the assessment has no criteria reference of quality and observation time limitation, thus it may result in subjective assessment by officer as assessor.

c. **Time Dimension**

From the observation result to data explanation of online SKP around Regional Secretariat Sidoarjo Regency, especially employees that become research informant are able to implement their tasks punctually in one year period where the employees have average value of 100.

d. **Cost Dimension**

Based on observation result to data explanation of online SKP around Regional Secretariat Sidoarjo Regency, it is found that cost utilization still in appropriate level with the plan. While, value gained by employees in the assessment is appropriate to calculation aspect formulated in Government Regulation No. 46 Year of 2011 and State Employment Agency Chief No. 1 Year of 2013, in which cost realization is more efficient than the established target.

2. Analysis to the Employee Work Behavior around Regional Secretariat

Assessment on work achievement conducted by combining Employee Work Target (SKP) assessment and work behavior assessment (60% SKP assessment and 40% work behavior). SKP assessment consists of position task activities and target that must be achieved in the assessment period as real and can be assessed. While, systematics of employee performance assessment explained in State Employment Agency Chief No. 1 Year of 2013 about Implementation Principles and Government Regulation No. 46 Year of 2011 about Civil Servant Work Achievement Assessment.

Based on observation result to data explanation of online SKPa around Regional Secretariat Sidoarjo Regency by conducting triangulation towards interview data to the explanation of assessor officers, then it is obtained data about assessment result of Civil Servant/State Civil Apparatus (PNS/ASN) work behavior around Regional Secretariat Sidoarjo Regency as follows:

a. Service Orientation

Based on observation data, it is found that service orientation from employees around Regional Secretariat Sidoarjo Regency has average value of 87.77% (Table 5.15). It means that service orientation from the employees is quite satisfying or in good category.

b. Integrity

Based on observation data, it is found that integrity dimension from employees around Regional Secretariat Sidoarjo Regency has average value of 87.77% (Table 5.15). This number shows that, as a whole, the employees have good integrity. However, according to the statement by Chief in Department of State Civil Apparatus Development Regional Employment Agency Sidoarjo Regency, Happy Setianingtyas Astrawati, although it has been conducted by assessment on integrity aspect to the whole employees around Regional Secretariat Sidoarjo Regency, in certain cases, there is fact that it is found by employee with no integrity, "Already done, but from about 12,000 Civil Servants in Sidoarjo Regency, of course, there are violations such as case of red-handed operation that occurred recently, that violates the norm and ethical code as employee (Interview on August, 2nd 2017)".

c. Commitment

Based on observation data, it is found that commitment dimension from employees around Regional Secretariat Sidoarjo Regency has average value of 87.77% (Table 5.15). It means that employee commitment is in good category level. Employee commitment around Regional Secretariat Sidoarjo Regency has showed loyalty to conduct their tasks and take priority on organization interest.

d. Discipline

Based on observation data, it is found that discipline dimension from employees around Regional Secretariat Sidoarjo Regency has average value of 87.77% (Table 5.15), it means that employee commitment is in good category level. Related to the statement by Chief in Department of State Civil Apparatus Development Regional Employment Agency Sidoarjo Regency, Happy Setianingtyas Astrawati, it shows that employees around Regional Secretariat Sidoarjo Regency approximately have understood normative rules about employee discipline as ruled in Government Regulation No. 53 Year of 2010 about Civil Servant Discipline.

e. Cooperation

Based on observation data, it is found that cooperation dimension from employees around Regional Secretariat Sidoarjo Regency has average value of 87.77% (Table 5.15), it means that cooperation between employees is in good category level.

f. Leadership

Based on observation data, it is found that leadership dimension from structural officers around Regional Secretariat Sidoarjo Regency has average value of 87.77% (Table 5.15), it means that leadership dimension is in good category level. However, according to the statement by Chief in Department of State Civil Apparatus Development Regional Employment Agency Sidoarjo Regency, Happy Setianingtyas Astrawati, leadership aspect tends to have more problems: "These problems come out mostly when we conduct assessment to structural officers. Many of structural officers still unable to develop their subordinates, where in other words, to drive others. Meanwhile, as a leader we are not only demanded to work, but also we must be able to develop others to reach organization goal (Interview on August, 2nd 2017)."

3. Model Development of Employee Work Target (SKP) in order to Assess State Civil Apparatus (ASN) Performance around Regional Secretariat Sidoarjo Regency

As initial step in conducting development, it needs assessment to the State Civil Apparatus (ASN-Aparatur Sipil Negara) performance. The assessment towards ASN performance is process of activity conducted in order to evaluate level of work implementation or performance appraisal. This assessment, then, used as consideration materials in order to conduct sustainable ASN development, such as in considering position upgrade, placement in occupation, mutation, education and training, periodic salary upgrade, and so forth. In this sub-discussion, it will be explained about model development of ASN performance assessment around Regional Secretariat Sidoarjo Regency since the establishment of DP3 system to the latest system of ASN performance assessment using online SKP.

4. Evaluation to the State Civil Apparatus (ASN) Performance Assessment Based DP3

Based on observation and interview result, it is found that ASN performance assessment model around Regional Secretariat Sidoarjo Regency before the establishment of Government Regulation No. 46 Year of 2011 about Civil Servant Work Achievement Assessment, then ASN performance assessment conducted based on List of Work Implementation Assessment (DP3) instrument as with Government Regulation No.10 Year of 1979. However, this DP3 model considered as irrelevant with current condition and irrelevant to the reformation of bureaucracy which emphasizes on performance.

Empirical facts around Regional Secretariat Sidoarjo Regency shows that process of ASN performance assessment tends to be trapped into formality process. DP3 perceived as loss truly definition and substantive meaning, indirectly related to what been conducted by ASN. according to the statement by Chief in Department of State Civil Apparatus Development Regional Employment Agency Sidoarjo Regency, Happy Setianingtyas Astrawati, DP3 implementation around Regional Secretariat Sidoarjo Regency, during this time, the assessment process is confidential, thus it has less educative values due to the assessment result is not communicated openly.

5. Model Development of Employee Work Target (SKP) Around Regional Secretariat Sidoarjo Regency

Through this model, State Civil Apparatus (ASN) performance assessment systematically combines between SKP assessment and Work Behavior assessment based on observation result around Regional Secretariat Sidoarjo Regency. The application establishment conducted in 2014, in the beginning of year where Government Regulation No. 46 Year of 2011 started to be prevailed and it refers to the State Employment Agency Chief No. 1 Year of 2013. While, in the end of 2014, it was conducted by socialization towards the use of online SKP to all Local Government Work Units (SKPD) around Regional Secretariat Sidoarjo Regency. The online SKP consists of Annual SKP and Department Activities or daily activities. Therefore, the implementation step just started on January 2015 around Regional Secretariat Sidoarjo Regency. The online SKP has prevailed for all State Civil Apparatus around Regional Secretariat Sidoarjo Regency and the Annual SKP must be created by employees through this application to the Civil Servant Work Achievement Assessment. Employee Work Target (SKP) that started to be implemented in the beginning of 2015 has included many aspects such as annual work plan, target that must be achieved, and achievement analysis from superior. However, there are many weaknesses in this first model of online SKP, which then developed by Regional Employment Agency to be online SKP model 2.

First, online SKP model 1 still not integrating daily activities that been conducted to what been targeted by employees in the beginning of year. It is in line to the statement by Chief in Department of State Civil Apparatus Development Regional Employment Agency Sidoarjo Regency, Happy Setianingtyas Astrawati. Second, the first model of SKP still consists of daily activities. And, the result of monthly assessment that made as basic of Employee Improvement Allowance (TPP) also still based on time inputted by employees at their daily activities in one month period of assessment. It can be viewed and observed directly from SKP of each employee, that score gained each month is Achievement Score of daily activities, and it is not realization from the result of performance achievement. It is stated by Chief of Sub-Department of Reporting and Performance, Dwi Eko Saptono, S.Sos, MM, MT.

It is, then, conducted by improvement by Regional Employment Agency as institution handles Employee Work Target (SKP) in Sidoarjo Regency. before this second model of SKP established, Regional Employment Agency of Sidoarjo Regency implemented re-socialization to the use of new model online SKP to all employees in Sidoarjo Regency which also conducted to all employees around Regional Secretariat Sidoarjo Regency. The difference between SKP model 1 and SKP model 2 explained by Chief in Department of State Civil Apparatus Development Regional Employment Agency Sidoarjo Regency, Happy Setianingtyas Astrawati as follows:

“Actually, it is almost the same, the process is same in filling performance target. The difference is only in filling activities. In new model SKP, activity filling related to performance target. Thus, this activity filling supports performance target that been included in this SKP. Then, in time filling, we change the format, it should not directly be filled for how much minutes. However, it is filled by activity implementation process that conducted from time to time, then automatically the system will process number of minute in order to complete that task”.

For the next implementation, the arrangement of Employee Work Target (SKP) by employees expected to be directly communicated with their superior which then established as work achievement contract, finally in the end of year, that SKP used as standard of work achievement assessment. The same thing for assessment result directly conducted by superior, it must be accepted by subordinates due to the assessment has been conducted objectively with work target and work accomplishment time that ease the assessors (direct superior) in conducting assessment.

V. CONCLUSION

Based on data explanation from research result above, it can be drawn by conclusion about the implementation of employee performance assessment around Regional Secretariat Sidoarjo Regency by referring to 2 assessment aspects in Government Regulation No. 46 Year of 2011 and State Employment Agency Chief No. 1 Year of 2013, the aspects are Employee Work Target (SKP) and Work Behavior as follow:

1. The Employee Work Target (SKP) conducted with indicators: a) Quantity, where Employee Work Target around Regional Secretariat Sidoarjo Regency shows appropriateness between number of employee main task accomplished as the established target in that main task; b) Time, where the employees are able to conduct their tasks punctually and officer superior also played an active role to conduct assessment to the employees through online SKP system; c) Cost, where the use of cost is still in appropriate level to the plan, either individual plan in SKP or organization plan such as Regional Medium Term Development Plan (RPJMD) and Budget Implementation Document (DPA); d) Quality, where the Employee Work Target has showed size of quality for each achieved work result. However, the assessment of quality through online SKP still less effective.

2. Work Behavior conducted with indicators: a) Service orientation given by employees around Regional Secretariat Sidoarjo Regency is quite satisfying . However, it is still not in line with Community Satisfaction Index (IKM) based survey where the public can directly assess the service orientation; b) Having good integrity; c) Employee commitment is in good category level where the employees have showed good performance; d) Employee discipline is in good category level where approximately the employees already understood about normative rules of employee disciplinary as regulated in Government Regulation No. 53 Year of 2010 about Civil Servant Discipline; e) Cooperation shows good category level where among employees has attempted to create good work relationship; f) Leadership is in good category level. However, this leadership aspect tends to have more problems related to structural officer assessment that still unable to develop the employees.

VI. SUGGESTIONS

Based on research conclusion above, it can be stated many suggestions that need to be followed up:

1. In order to develop model of Employee Work Target (SKP) assessment, Regional Secretariat Sidoarjo Regency needs to include Performance Agreement in SKP as part of performance indicator. SKP assessment based performance, of course, needs to include Performance Agreement indicator, thus it can assess the extent of performance for each employee. Integration of Performance Agreement in SKP should be adjusted from superior to subordinate that the implemented performance is performance supports Sidoarjo Regent as with Vision and Mission of Regional Government.

2. Regional Secretariat Sidoarjo Regency in giving assessment to performance quality should view it comprehensively both in process, output, and outcome aspect. Thus, it can give appropriate value to the employee performance. By involving participation from all individuals, it may enable performance quality assessment becomes more accurate, thus parameter of employee work quality not only depends on the output, but also process of work accomplishment and the outcome level that will be able to give more optimum benefit in the future.

REFERENCE

- [1]. Brotoharsojo, Hartanto & Wungu, Jiwo 2003, *Tingkatkan Kinerja Perusahaan dengan Merit System*, PT. Rajagrafindo Persada, Jakarta.
- [2]. Handoko, Hani. (2001). *Manajemen personalia dan sumber daya manusia*. Yogyakarta : BPFE Yogyakarta.
- [3]. Hasibuan, Malayu. (2007). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: Bumi Aksara.
- [4]. Mahmudi. 2007. *Manajemen Kinerja Sektor Publik*, UPP AMP YKPN, Yogyakarta
- [5]. Moleong, Lexy J. (2001) *Metodologi Penelitian Kualitatif*, Penerbit PT Remaja Rosdakarya. Offset, Bandung
- [6]. Newstorm, J.W., Davis, Keith. (2012). *Organization behavior : Human behavior at work* (11th ed). New York : McGraw-Hill.
- [7]. Sulistriyo, Edy (2003). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
- [8]. Wahyudi, Bambang. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Sulita.

Rule of Law

- [9]. Law No. 43 Year of 1999 about Employment Principles; Law No. 32 Year of 2004
- [10]. Government Regulation No. 46 Year of 2011 about Civil Servant Work Achievement Assessment
- [11]. Regulation of State Employment Agency Chief No. 1 Year of 2013 about Implementation Rules; Government Regulation No. 46 Year of 2011 about Civil Servant Work Achievement Assessment.
- [12]. Government Regulation No. 53 Year of 2010 about Civil Servant Discipline.

Diah Wulansari Rachmawati "Model Development of Employee Work Target (SKP) In Order To Improve State Civil Apparatus (ASN) Performance around Regional Secretariat Sidoarjo Regency East Java Province." *IOSR Journal of Humanities And Social Science (IOSR-JHSS)*, vol. 23, no. 2, 2018, pp. 69-76.