

## Implementation Of Employee Performance Management In The Regional Secretariat Leader Administration Bureau Riau Islands Province

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**Abstract :** *This research aims to determine the implementation of Employee Performance Management in the Administrative Bureau of the Regional Secretariat of the Riau Islands Province. This research uses qualitative methods by collecting data in the form of observations and interviews. Data analysis used descriptive analysis and triangulation. The results of this research show that the planning and staffing section of the Leadership Administration Bureau has implemented performance management for employees in carrying out their work. The planning process can be seen from the preparation and determination of employee performance targets. In the implementation of performance, it has also been carried out in accordance with their respective main tasks and functions. Communication and coordination are effective in implementing activities so that results are obtained as expected.*

**Keywords:** *Performance Management, Planning and Personnel Department*

### INTRODUCTION

The Riau Islands Provincial Government, in order to create a professional and reliable ASN, continues to provide guidance to the Riau Islands Province ASN so that it can create a government that is accountable, clean and able to provide good service to the community. One of the efforts made by the Riau Islands Provincial Government is to implement Performance Management as regulated in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 8 of 2021 concerning the Performance Management System for Civil Servants. The implementation of ASN Employee Performance Management is expected to encourage the creation of professional employees so that goals and targets can achieve success.

In achieving organizational goals, the State Civil Apparatus will face increasingly difficult challenges after challenges, challenges to increase their professionalism in carrying out their duties and functions and to be clean and free from corruption, collusion and nepotism will arise from within or outside the country.

According to KEPRI (2021) The Leadership Administration Bureau is a vertical institution that carries out the duties and functions of the Riau Islands Provincial Government. In carrying out its duties and responsibilities, the Leadership Administration Bureau carries out the following functions:

- a. formulate work programs within the Leadership Administration Bureau;
- b. coordinate the implementation of tasks within the Leadership Administration Bureau;
- c. developing subordinates within the Leadership Administration Bureau;
- d. directs the implementation of subordinate tasks within the Leadership Administration Bureau;
- e. reviewing concepts and formulating policies for the Planning and Personnel Section of the Regional Secretariat;
- f. reviewing concepts and formulating policies for the Leadership Materials and Communication Section;
- g. reviewing concepts and formulating Protocol Section policies;
- h. evaluate the implementation of subordinate duties within the Leadership Administration Bureau;
- i. prepare reports on the implementation of tasks within the Leadership Administration Bureau; And
- j. Carry out other official duties given by the leadership either verbally or written

Furthermore, in the Position, Organizational Structure, Duties and Functions, and Work Procedures in accordance with the Regulation of the Governor of the Riau Islands Number 92 of 2021 in article 57, it is stated that the Planning and Personnel Section of the Regional Secretariat has the task of carrying out the preparation of policy implementation materials, carrying out monitoring and evaluation in the fields of planning and reporting, staffing, administration.

The Leadership Administration Bureau implements a performance management system which is guided by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 8 of 2021 concerning the Performance Management System for Civil Servants where the Civil Servant Performance Management System consists of :

- a. Performance planning
- b. Performance implementation, performance monitoring and performance coaching;
- c. Performance assessment;
- d. Follow-up; And
- e. Civil Servant Performance Information System.

In its implementation, Employee Performance Management in the Leadership Administration Bureau is carried out by carrying out Performance Planning, Performance Implementation, Performance Monitoring and Performance Evaluation.

## **THEORETICAL STUDY**

### **Work Management**

Performance management is a systematic process for improving organizational performance by developing individual and team performance. This is a way to get better results by understanding and managing internal performance a framework of planned objectives, standards and agreed competency requirements Dr. Wehelmina Rumawas, S.Sos (2021).

Performance management functions as a means for organizations to achieve goals successfully. Even though there are many successes in performance management, it does not rule out the possibility that there are also quite a few failures, which can be detrimental to the organization's image. Therefore, the challenge in performance management is that there are tendencies that leaders and employees must avoid so that company goals can be achieved. (Dra. Rahma Yudi Astuti, M.E.Sy, Performance Management book p. 3)

According to Sadikin & Misra (2019) Management is the function of achieving something through the activities of other people and monitoring individual efforts to achieve something through the activities of other people and monitoring individual efforts to achieve common goals. According to Suwanto (2019) explaining the word performance, if you look at the origin of the word, it is a translation of the word performance which comes from the root word to perform which means carrying out or perfecting responsibilities. Measuring Performance aims to assess the results and output produced by an employee within a certain temporary period.

## **RESEARCH METHODS**

This study uses a Qualitative method, by describing and explaining the situation and location that occurred, after observations and interviews were carried out related to Employee Performance Management in the Administrative Bureau of the Regional Secretariat of the Riau Islands Province. The population of this research was 13 employees of the Planning and Personnel Department and the sample for interviews was 5 people. Location: This research was conducted at the Administrative Bureau of the Regional Secretariat of Riau Islands Province which is located at the Sultan Mahmud Riayat Syah Office Area, Daeng Celak Building, Dompok Island, Seri Darul Makmur, Tanjungpinang City. Data collection techniques can be

carried out by means of field observation, interviews and documentation. Sugiono (2015) states: "in qualitative research, there is no other choice than using humans as the main research instrument. The reason is that, everything does not yet have a definite form

## **RESEARCH RESULT**

Implementation of Performance Management in the Leadership Administration Bureau follows the provisions contained in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 8 of 2021 which regulates the Performance Management System for Civil Servants. This system involves planning, implementation, monitoring and evaluation in employee performance management which is adapted to the processes carried out in the office.

### **Employee Performance Planning**

The Leadership Administration Bureau is one of the government agencies, which has the obligation to provide assistance and support to programs implemented by the Riau Islands Province government. And of course, in carrying out these tasks, effective steps are needed so that the government's hopes or goals can be implemented and realized.

Based on the results of interviews with the Head of the Planning and Personnel Section, it was stated that:

"The Planning and Personnel Section is in charge of 3 subsections where the subsections consist of the Administration Subdivision, the Planning and Reporting Subdivision, and the Personnel Subdivision. The duties of each of these sections have been regulated in the Riau Islands Governor's Regulation Number 92 of 2021 articles 57 and 58 which in general outline the duties of the Planning and Personnel section are to carry out the preparation of policy implementation materials, carry out monitoring and evaluation in the fields of planning and reporting, staffing , administration"

From the statement that has been explained by the head of the Planning and Personnel Section, it is explained that the subsections under the Planning and Personnel section already have different tasks, and in these subsections there are already staff who are given their respective duties and responsibilities in matters of planning, staffing, and administration.

Then it was continued with one of the administrative analyst functional staff saying that:

“Usually at the beginning of the year programs and plans for regional government organizations have been prepared. So, we have previously prepared plans, some of which we prepared based on DIPA and some were also based on the leadership administration bureau's own duties. "In this Leadership Administration Bureau, the SKP planning is determined based on the program created by the Head of the Bureau and the Head of the Division will take the programs from the Head of the Bureau, then from this program the Head of the Division divides it into subsections according to their respective duties."

Based on this, it can be concluded that performance planning in the leadership administration bureau works by preparing and setting employee performance targets. This is in accordance with PANRB Ministerial Regulation Number 8 of 2021, in article 6, it is stated that the preparation of the SKP plan is carried out in stages, starting from high-ranking officials or independent work unit leadership officials to administrative officials and functional officials. This is done to align performance from high level leadership positions to lower positions and divide tasks using the Results Role Matrix. Individual performance indicators are prepared taking into account criteria such as accuracy, measurability, realism, achievement deadlines and adaptation to internal and external conditions are taken into account.

Employee Performance Targets include plans for a 1-year period of work results from superiors who are involved in the work, planned work results, aspects, individual work indicators and targets, where the targets consist of quantity, quality and target. The target for employee performance targets in 1 year must reach a percentage above 90%.

It can be said that the performance planning in the Planning and Personnel Section of the Administrative Bureau of the Regional Secretariat of the Riau Islands Province is quite good, from tasks that can be completed correctly and completed within the given time period, and also that management between employees and leaders can be carried out in accordance with the provisions.

### **Implementation of Employee Performance**

Performance Implementation is the process of implementing and carrying out predetermined plans to achieve organizational goals. It involves appropriate actions to achieve the desired results. According to Winarno (2018) limits the meaning of implementation/implementation to "actions carried out by individuals (or groups) of the government and private sector which are directed to achieve the goals set out in previous policy decisions.

Implementation of performance in the Administrative Bureau of the Regional Secretariat of the Riau Islands Province, especially in the Planning and Personnel Section, has been carried out in accordance with the duties and functions of the respective subsections. Communication and Coordination is one of the implementations of effective performance carried out by Planning and Personnel Department employees, both from superiors to subordinates or vice versa so that work can run according to what is expected. Communication and coordination are carried out directly and indirectly by utilizing communication media.

Based on the results of interviews with personnel analysts, the following results were obtained:

"In carrying out their duties, employees usually carry out their duties under the direction of their leadership. For example, the Head of the planning and personnel department carries out duties based on the direction of the Head of the Administrative Bureau. Before carrying out the duties, of course the head of the department will coordinate with the head of the bureau regarding the implementation of his performance, whether the performance to be implemented is appropriate or not. If it is deemed appropriate, then the section head will communicate and coordinate again with his subordinates, namely the subsection heads regarding the implementation of their duties."

The implementation of the Leadership Administration Bureau's Employee Performance is based on directions from direct leadership or based on innovation. For example, the Head of the Planning and Personnel Section carries out duties based on the direction of the Head of the Leadership Administration Bureau and the Head of Subdivision carries out duties based on the direction of the Head of the Division. In carrying out tasks, of course there must be communication and coordination between the leadership and staff.

Implementation of the management function has a role in the management of regional apparatus organizations in the Leadership Administration Bureau, especially in the Planning and Personnel Section. Each Subdivision Head under the Planning and Personnel Section has been given the responsibility to lead, coordinate and provide guidance in the implementation of tasks to their respective staff. To assist in carrying out duties and functions, the subsection has staff who are given the task by the leadership to assist the subsection head in carrying out his duties.

Every month, employees of the Leadership Administration Bureau, especially those in the Planning and Personnel section, must submit periodic work implementation reports to the leadership according to the time specified. The report on the implementation of this task is submitted to the leadership and uploaded to the SIMANJA Application (Performance

Management System) on the 20th of every month. Then the report submitted to the leadership will be managed and used as a reference for preparing follow-up reports so that the leadership can provide direction to their subordinate staff.

### **Employee Performance Monitoring**

Performance monitoring is a process of monitoring and evaluating the performance of individuals, teams or organizations to ensure that the goals or standards that have been set can be achieved. Daulay (2017: 218) explains that supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out runs according to predetermined plans.

Supervision and control of each activity needs to be carried out by the Leadership Administration Bureau, especially in the Planning and Personnel Section related to planning and reporting, personnel of the Regional Secretariat of Riau Islands Province. This aims to ensure that the planning and implementation of activities has been carried out properly in accordance with implementation activity standards.

Based on the results of interviews with the Head of Administration Subdivision, the following results were obtained:

“The person who carries out performance supervision in the Planning and Personnel Section is the leader or direct superior. For example, the Head of the Section directly supervises the Head of the Bureau, and the Subdivision supervises the Head of the Department. If it is related to discipline, the employee who supervises it is from the Civil Service Agency and KORPRI”

From this statement it can be said that supervision of employee performance in the Leadership Administration Bureau is carried out internally and externally. Internal Supervision is supervision carried out by the leadership or direct superior in the Leadership Administration Bureau, the Head of the Planning and Personnel Section who supervises is the Head of the Leadership Administration Bureau, and for the heads of Subdivisions and staff under the Planning and Personnel Section who supervises performance is the Head of the Planning and Personnel Section. External Supervision is supervision carried out outside the Leadership Administration Bureau environment. Supervision outside the Leadership Administration Bureau is related to employee discipline.

This supervision is carried out to monitor whether the implementation of activities is in accordance with what has been planned so that in the future there can be an increase in employee performance.

## **Employee Performance Evaluation**

Performance Evaluation is a systematic process for measuring, analyzing and evaluating individual and organizational performance against predetermined goals and standards. Evaluation also requires feedback from employees regarding how the agency assesses work activities. In addition, determining rewards is based on performance evaluations so that decisions can be made about who gets salary increases and other benefits as assessed by performance appraisals.

Evaluations carried out at the Leadership Administration Bureau, especially in the Planning and Personnel Section, relate to performance assessments which are carried out once a year or are usually carried out at the end of each year. At the end of December or no later than the end of January of the following year, a performance assessment is carried out by attaching an employee performance target sheet which includes employee assessment, job descriptions and work activities, as well as goals that have been achieved which consist of qualitative and quantitative aspects. Assessment of quantitative objectives can be in the form of documents, concepts, decision letters, reports, and other similar things. In addition, to achieve quality targets, it is necessary to predict the best quality of the work results, where the value given is 100 in the "very good" category. For example, the quality target must reach 100.

Based on the results of interviews with the Head of the Planning and Personnel Section, it was stated that:

“Once every month the Bureau Head usually holds a leadership meeting to evaluate the implementation of activities. At the evaluation meeting, the Bureau Head asked the leadership to convey the progress of performance implementation, and ask about the obstacles that exist in carrying out tasks. After the leader explains the implementation of his duties, the bureau head evaluates the causes of obstacles in carrying out his duties so that these problems can be organized by providing solutions or solutions.”

From this statement it can be concluded that the Leadership Administration Bureau has carried out performance evaluations well. Performance evaluation is carried out by the leadership in relation to evaluating the implementation of tasks and also the obstacles that arise when carrying out tasks. In this evaluation process, the leadership also looks for solutions or solutions that can be used to resolve obstacles during the implementation of tasks. so that this evaluation can certainly increase the performance and motivation of employees in implementing their performance.

Evaluations are also carried out at the end of the year, by looking at employee



performance target achievements within a 1 year period. Evaluation is carried out by looking at the target achievements of performance targets. The target that employees must fulfill is from the aspect of time or time target, how long it takes to complete the performance.

## **CONCLUSIONS AND SUGGESTION**

### **Conclusions**

Based on the results of this research, it can be seen that the planning and staffing section of the Leadership Administration Bureau has implemented employee performance management. The planning process can be seen from the preparation and determination of employee performance targets. In the implementation of performance, it has also been carried out in accordance with their respective main tasks and functions. Communication and coordination are effective in implementing activities so that results are obtained as expected. In implementing its performance, it includes planning, implementation, supervision and evaluation. This planning is carried out by creating employee performance target plans that are based on the duties and functions of each subsection. The implementation of the performance of employees in the planning and personnel department can be seen from the task implementation report and always pay attention to coordination and communication when carrying out tasks so that performance can run optimally. Work supervision is carried out internally and externally, where internal supervision is carried out by leadership officials in the authorized Leadership Administration Bureau and external supervision is carried out by authorized leadership officials outside the Leadership Administration Bureau of the Regional Secretariat of the Riau Islands Province.

### **Suggestion**

The suggestion for the head of the planning and personnel department is that regarding employee performance planning in the Administrative Bureau of the Regional Secretariat of the Riau Islands Province, it is in the good category, with good results of course the leadership hopes that in the future planning can be carried out effectively and there can also be an increase in goals and objectives. performance targets so that the results obtained are very good. From the results of the implementation of employee performance, it is seen that they have good performance, so it is hoped that the leadership will further increase supervision and evaluation so that employee performance becomes better. Suggestions for researchers, to evaluate themselves more in understanding insights regarding performance management and in taking important things as a basis for extensive knowledge related to employee performance management

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