



# **APPARATUS PERFORMANCE NORTH BARITO REGENCY PERSONNEL AND HUMAN RESOURCES DEVELOPMENT AGENCY IN 2021**

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## **Abstract**

The performance of the Personnel and Human Resources Development Agency of North Barito Regency plays a very important role. This is because apart from being a leading sector for human resource development for the apparatus, it is also a staff manager within the North Barito Regency Government. Optimal or not optimal performance of the Agency for Personnel and Human Resources Development of North Barito Regency is a reflection of the apparatus of the North Barito Regency Government. This study aims to analyze the performance of the Agency for Personnel and Human Resources Development in North Barito Regency. The research method is descriptive qualitative. Data were collected through interviews, field observations, and documentation. Data analysis was carried out through data reduction, data presentation, and drawing conclusions. Based on the results of the study, it was concluded that the quality, quantity, and accuracy of the performance of the Personnel and Human Resources Development Agency of North Barito Regency were still hampered. The obstacles are lack of discipline, lack of a high level of education, and lack of effectiveness and efficiency in work.

**Keywords:** Apparatus Performance, North Barito Regency, Human Resources.

## INTRODUCTION

The main function of the government apparatus is to serve the community and the public interest with the existing equipment (Sample, 2013; Maindoka et al., 2017). In serving the public interest of the government apparatus as servants, not vice versa seeking profit or prioritizing personal or group interests (Timumu, 2015; Paisa et al., 2019).

Law Number 5 of 2014 concerning the State Civil Apparatus (UU ASN) is the basis for the management of the State Civil Apparatus. The law has the aim of building a State Civil Apparatus with integrity, professionalism, neutrality and free from political intervention. Its presence is also so that the state civil apparatus is also free from the practice of KKN and is able to provide quality public services for the community.

The main objective of the ASN Law is to increase the competence of the State Civil Apparatus. Increasing the competence of the State Civil Apparatus will also increase the ability, expertise, professionalism and work experience (Hayat, 2014; Rostanti et al., 2016; Chairiah et al., 2020). Thus, with the increase in competence, it is expected that there will also be an increase in the work performance/productivity of the State Civil Apparatus.

The improvement of the quality of the State Civil Apparatus is expected to be obtained by competent state apparatus, state servants and public servants. This quality improvement makes the apparatus able to carry out their duties properly and responsibly, loyal to Pancasila, the 1945 Constitution, the state and government. In addition, being able to motivate oneself to obtain more effective and efficient work results (Haririya, 2013; Jakaria, 2021).

In line with the above intent, it can be seen that the State Civil Apparatus as an apparatus is a human resource that plays an important and very decisive role (Timumu, 2015; Irmayanti et al., 2019). The State Civil Apparatus is the executor of the government who formulates state policies in order to expedite the tasks of government and development (Hanibe et al., 2018; Chilmi, 2020).

Kartasasmitha (2007) further said that humans are the most important development resource among other resources whose capabilities and strengths must be continuously built as implementers and drivers of development. In order to increase Human Resources, the development of the State Civil Apparatus is very much needed. This is due to the fact that one of the supports for the smooth running of governance and national development lies in the perfection of the State Apparatus, more specifically, the Civil Servants.

Civil Servants are the largest element in the State Apparatus. Civil Servants besides being demanded and needed in terms of quantity are also of sufficient quality. Sufficient quality and quantity can produce performance and work performance in carrying out their duties and responsibilities. Therefore, professional human resources really support the success of an organization to be able to compete in the global era in order to realize National Development. Development in Indonesia is intended to realize national ideals. These ideals are to protect the entire Indonesian nation, promote general welfare and educate the nation's life.

The rapid national development in all fields in this reform era requires a reliable workforce, meaning workers who can continue the continuity of national development. This can be achieved through the improvement of existing human resources in a professional manner. Professionalism can be realized through a highly dedicated workforce, good morality, guaranteed loyalty and high work discipline (Hidayat, 2019).

The implementation of development involves government employees or apparatus with the people. The State Civil Apparatus plays an important role as an implementer in carrying out development and as a driver of the pace of development in all fields. The role of ASN or state

apparatus is highly demanded in carrying out their respective duties in their respective fields to be more tenacious, skilled, agile, highly dedicated and efficient. Thus, the achievement of the national goal, namely the realization of a just and prosperous society that is equitable and sustainable, both materially and spiritually, can be realized.

To realize National Development, it is required the role of quality human resources (Widiansyah, 2018; Mardhiyah et al., 2021). Therefore, development activities are needed in the development process itself. Development activities are expected to improve and overcome deficiencies in carrying out the work. Thus, better human resources are obtained, in accordance with the development of science and technology.

In line with that, the position and role of employees are very important in determining the success or failure of the tasks of government and development administrators in the context of achieving goals. To be able to move or direct appropriately so that employees can work more efficiently in order to achieve the goals set in the organization, the human element in the organization, especially employees or government officials, needs serious attention from every organization.

One of the keys to the success of an organization in achieving its goals is largely determined by the abilities and skills of its employees. This is because the employee as the executor of the task / job, in addition to the ability to move and direct subordinates or employees of the leadership of the organization itself.

The enactment of Law Number 23 of 2014 concerning Regional Government which has been amended 2 times, the latest by Law Number 9 of 2015 concerning the Second Amendment to Law Number 23 of 2014 concerning Regional Government has provided a direction for changes in the administration of government. Each region is given the authority and is required to increase regional independence both in terms of finance and the quality of its human resources.

Local governments must strive to further improve the quality of apparatus resources in all fields. Quality human resources, especially government officials, are expected to improve organizational performance, especially in providing excellent service to the community.

The emergence of various serious problems faced by the organization, such as management errors or operational errors caused the organization to be less productive, as a result many jobs were delayed and many losses were incurred. This happens more due to the factor of inadequate employees and lack of attention to be developed.

Employee development can be done through development channels such as education and training. This means that the human resources in the organization in a professional manner must be given the best possible education and training, even as perfect as possible.

The success of the organization is largely determined by employee performance. Thus, the development of the State Civil Apparatus aims to improve employee performance. Work performance is also one of the most important human needs and always wants to be achieved.

Work performance is a condition in which a person feels that he has been able to complete his work and feels that the results of his work are a need for himself and others. Work performance according to Nainggolan (1987) is the result achieved by a Civil Servant in carrying out the tasks assigned to him.

The management of the State Civil Apparatus at the provincial and district levels is carried out by the service or agency in charge of personnel affairs. This is based on Government Regulation of the Republic of Indonesia Number 18 of 2016 concerning Regional Apparatus. Whereas, the establishment of Regional Apparatus with the principle of proper function and right

target which is in line with the principle of structuring Regional Apparatus which is rational, proportional, effective and efficient.

The Agency for Personnel and Human Resources Development of North Barito Regency is an organization or Regional Apparatus in the North Barito Regency Government. This Regional Apparatus aims to provide staffing services and human resource development for the State Civil Apparatus of the North Barito Regency Government.

The development of human resources which is facilitated by the Agency for Personnel and Human Resources Development of North Barito Regency aims to improve the competence of the State Civil Apparatus within the Scope of the Government of North Barito Regency. Thus, it is hoped that there will be an increase in the performance and community services provided by the North Barito Regency Government.

In addition to providing services, the Barito Regency Personnel and Human Resources Development Agency also has program and activity targets as stated in the Budget Implementation Document for the Regional Apparatus Work Unit. The achievement of the program and activity targets is reported in the budget and activity realization reports, both monthly and annually.

The performance of a Regional Apparatus can be seen from the results of reports on the realization of programs and activities that have been determined. A Regional Apparatus is said to be successful if it is able to realize the targets it has set, which can be seen in the report on the realization of program and activity targets that are prepared every period, be it monthly, semester or yearly.

The performance of the regional apparatus is determined by the performance of the apparatus in it. If the performance of the apparatus is good, the performance of the regional apparatus will also be good, and vice versa.

The performance system of the apparatus, especially Civil Servants, based on Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Performance Assessment of Civil Servants is the Performance Management of Civil Servants. The Civil Service Performance Management System is a systematic process consisting of planning, implementation, supervision, guidance, assessment, follow-up and a performance information system.

Assessment of the performance of Civil Servants is carried out periodically. Assessment is carried out by appraisers to measure performance based on performance targets that are able to be realized and their work behavior. The assessment must also pay attention to the principles of being objective, measurable, accountable, participatory and transparent.

The Civil Service and Human Resources Development Agency of North Barito Regency is the leading sector of human resource development for the State Civil Apparatus of the North Barito Regency Government. As a leading sector, it is expected to be able to carry out tasks and realize work achievements above other regional apparatuses.

The performance of the Personnel and Human Resources Development Agency of North Barito Regency plays a very important role. This is because apart from being a leading sector for human resource development for the apparatus, it is also a staff manager within the North Barito Regency Government.

Optimal or not optimal performance of the Agency for Personnel and Human Resources Development of North Barito Regency is a reflection of the apparatus of the North Barito Regency Government. So, if the performance is not optimal, it is possible that the existing apparatus settings are not optimal, the impact can affect the performance of the existing

Agency/Department/Office within the North Barito Regency Government. Based on the description above, the researchers took the research title "Performance of the Personnel Agency and Human Resources Development Agency of North Barito Regency".

## **RESEARCH METHODS**

This research approach uses a qualitative research approach. Qualitative methodology is a research procedure that produces descriptive data in the form of written and spoken words from people and observed behavior. The researcher makes a complex picture, examines words, reports in detail from the respondent's point of view, and conducts studies in natural situations.

This research belongs to the type of descriptive qualitative research which is intended to study intensively about the background of the problem, the situation and position of an event that is currently taking place, as well as the environmental interactions of certain social units that are given. Research subjects can be individuals, groups, institutions or society. In this study, the researcher tried to present the opinion of the Head of BKPSDM, Secretary, Head of Subdivision, All Head of Sub-Division and all staff of the Agency for Personnel and Human Resources Development of North Barito Regency in an effort to find out about the Performance of the Personnel and Human Resources Development Agency of North Barito Regency in its implementation and what obstacles it faces.

As for the key informants of this research are:

- 1) Head of the Agency for Personnel and Human Resources Development of North Barito Regency.
- 2) Head of the Agency for Personnel and Human Resources Development of North Barito Regency.
- 3) Head of Sub Division of the Agency for Personnel and Human Resources Development of North Barito Regency.
- 4) North Barito Regency civil servants who have had dealings.
- 5) Public.

Data were collected through interviews, field observations and documentation. Data collection tools are instruments, cameras, and voice recorders. The data were analyzed through several stages including data reduction, data presentation, and drawing conclusions. The data process that has been put forward is carried out continuously by reviewing the data, grouping the data, finding what is important according to the research problem and studying and deciding what to report. Through this analysis, it is attempted to reveal what data still need to be searched, what questions must be answered, what methods must be updated.

## **RESULTS AND DISCUSSION**

### **Research Result**

The focus observed in this study is on the Performance of the Personnel Agency and Human Resources Development of North Barito Regency. Measurement of employee performance according to Dharma (2004) which says almost all ways of measuring performance consider quantity (amount that must be completed or achieved); quality (quality that must be produced); and timeliness (in accordance with the planned time).

#### **1. Quality**

The results of the researcher's interviews with several informants relate to the background of the problem and the focus of research that measures performance based on quality. Based on the

results of interviews submitted by the Head of the Agency for Personnel and Human Resources Development, North Barito Regency said:

*"The work carried out by the Personnel and Human Resources Development Agency of North Barito Regency has been carried out according to the orders and procedures applied, so that it does not violate the applicable rules of the game. However, there are some employees who have not carried out orders from superiors as well as possible, some are still neglecting their duties, lacking discipline and have not developed creativity within the employees themselves. In addition, every policy taken is in accordance with real data in the field and applicable regulations and requires a study or study.. (Interview, 15 October 2021)*

The same opinion was conveyed by the Head of Sub-Division of BKPSDM stating:

*"The superior's order is an obligation that must be carried out by his subordinates in order to complete the work within an agency. Judging from the real condition of the Personnel and Human Resources Development Agency of North Barito Regency, currently there are indeed employees who carry out tasks according to orders, so that the superior's orders have not fulfilled what they wanted. Furthermore, it is said that in order to improve service quality, it is necessary to study the performance of the apparatus, so that maintenance is supported by valid and accountable data. In addition, capacity building and division of tasks also need to be improved and monitored, so that the quality of service can be improved.".* (Interview, 15 October 2021)

From the interview statement above, the respondents indicate that every employee in the Agency for Personnel and Human Resources Development of North Barito Regency has worked or carried out his duties as instructed by his superiors. The boss here also plays an important role in achieving or not achieving the goals of the organization concerned, without any coordination or coordination. If it is well coordinated, it is impossible for a job to achieve the expected results. Work in an organization. Before anything is practiced or done, employees in addition to knowing their main duties and functions must also pay attention to directives or appeals from superiors which can help employees think at work. So with this it is hoped that the quality of the work produced by the Agency for Personnel and Human Resources Development of North Barito Regency can be accepted by elements in the organization in order to aim to increase work targets / targets more optimally in the future.

In addition, in carrying out their work, employees must do so in accordance with accurate data and information concerning the organization concerned. It also plays a very important role in supporting the achievement of optimal quality of work. With accurate data and information, the organization's targets/targets and goals can be achieved.

Thus, based on the data obtained, it can be concluded that employees who are equipped with knowledge in carrying out their work can affect the quality of the work produced and with the knowledge possessed based on their respective duties will support the implementation of tasks in their position in a professional manner and with extensive knowledge an employee is expected to be able to do the job well and productively. Because with the knowledge that is in accordance with the field and work carried out by employees, it can help in the process of completing the work. Where knowledge is the accumulation of the results of the educational process, both formally and non-formally that contributes to a person in the prevention of problems.



Based on the results of interviews submitted by the Head of Sub-Division 3 of BKPSDM stated:

*"Increasing the capacity of the apparatus really needs to be improved, it is recognized that limited understanding and knowledge causes the implementation of services to be less than optimal, so it is hoped that in the future the capacity of the apparatus needs to be increased by participating in formal training and education as well as technical guidance.".* (Interview, 15 October 2021)

Education and training are also part of investment in human resource development, the longer time a person spends on education and training, the higher his ability or competence and knowledge in doing work and thus the higher his performance.

Asked about how the efforts to develop the competence or quality of employees currently exist in the Personnel and Human Resources Development Agency of North Barito Regency, the Head of Division II explained:

*"Until now, our efforts to develop the competence of Civil Servants in the Agency for Personnel and Human Resources Development of North Barito Regency are still very limited. This is because our main program is still limited to basic education and training for CPNS, education and training for Administrators and Supervisors. Even then, we are still constrained by quotas, because until now we have not been able to organize it ourselves so we have to join the Human Resources Development Agency of Central Kalimantan Province. What's more, now with the refocusing of the budget, the already small budget is getting less and less. Meanwhile, related to technical training, the amount and the available budget are still very limited.".* (Interview, 15 October 2021)

Currently, efforts to develop competence as a Civil Servant are still facing many obstacles. Innovative tips are needed in order to meet the needs of Civil Servants for the need for competency development to support capabilities that support performance so as to improve organizational performance in this case the Civil Service and Human Resources Development Agency of North Barito Regency.

Efforts have been made by the Agency for Personnel and Human Resources Development of North Barito Regency, in order to improve the competence of civil servants which have been routinely carried out, namely participation in Basic Education and Training for CPNS, as well as including Education and Leadership Training for Structural Officials consisting of on:

- 1) Supervisory Leadership Education for Supervisory Officers
- 2) Administrator Leadership Education for Administrator Officers.
- 3) National Leadership Education for Primary High Leadership Officers.
- 4) Provision of study assignment programs for civil servants
- 5) Granting study permit

This is in line with the explanation from the Head of Sub-Division I under Field I which states:

*"...the programs carried out by the North Barito Regency Government in the context of increasing competence for civil servants carried out by the North Barito Regency Personnel and Human Resources Development Agency are Latsar Education and Training for Civil Servants, PKP Training for Supervisory Officials, PKA Training for Administrator Officials, Education and Training for Civil Servants PKN for Primary High Leadership Officials, giving study*

*assignments and study permits. Meanwhile, for technical training, it still depends on the financial capacity of each Regional Apparatus.”(Interview, 15 October 2021)*

Regarding the obstacles faced in developing the competence of Civil Servants, the Head of the Personnel and Human Resources Development Agency of North Barito Regency explained:

*“Actually, according to the Law and Government Regulation, every civil servant is entitled to obtain competency development of at least 20 hours per year. However, to participate in these activities formally, many obstacles were encountered. Budget problems especially, very limited. In addition, there is also the issue of quotas for structural tiering training. Plus, at this time of the Covid-19 pandemic, it is difficult to get a quota and the budget for it is also reduced. We hope that in the future there will be an additional budget so that more employees can be included.”(Interview, 15 October 2021)*

Observing this information, it can be seen that the implementation of civil servant competency development is still focused on formal activities. Activities in the form of face-to-face training or seminars are very limited, especially during this Covid-19 pandemic.

There are several ways that can be taken to increase the need for increasing this competency to meet the need for a minimum of 20 hours per year. The method taken by utilizing today's information technology. Many learning media programs or seminars can be followed remotely using computer applications. In this way, it is expected to be able to increase the knowledge and competence of Civil Servants, thereby increasing their performance and being more professional.

## **2. Quantity**

The quantity of this work is related to the number / volume of tasks (jobs) that are completed at the specified time. The quantity of work can be obtained from the results of work measurement or participatory goal setting.

Determination of the quantity of work can be done through discussions between superiors and their subordinates, where the discussion material includes job objectives, their role in relation to other jobs, organizational requirements, and employee needs. Thus this quantity aims to determine how many personnel and how many responsibilities or workloads can be delegated to an employee. In determining the quality of work that must be done is to identify both the number of employees and the job qualifications needed to achieve organizational goals.

To get good work results in an organization, one of the elements that must be considered is the organization must be able to regulate the amount/volume of work with a predetermined time period in other words other tasks do not interfere with each other.

Regarding the problem, in other words, the other tasks do not interfere with each other. Regarding the matter of regulating the volume (quantity) of work with the time/schedule that has been found, according to the Head of the Agency for Personnel and Human Resources Development of North Barito Regency. say that:

*“Alhamdulillah, the time for completing tasks and responsibilities is always on time. The staff has done a very good job.”. (Interview, 15 October 2021)*

This was also confirmed by the Head of Sub-Division 4 of BKPSDM who said that:



*"For every task and responsibility given, usually on time and very good". (Interview, 15 October 2021)*

However, according to Head of BKPSDM 2, sometimes there are several obstacles in completing a job or activity, namely:

*"In every activity or job, we can actually be on time but sometimes we are not. This is caused by several things, among others: the availability of funds, usually for activities that are incidental or unplanned or have been planned but there are orders from the leadership above to be carried out immediately; the second is if the work involves the signature of the leadership above the head of the BKPSDM such as the Regional Secretary, Deputy Regent or Regent, where the obstacle is that the official whose signature is required is busy or out of town so he has to wait."*(Interview, 15 October 2021)

Based on the results of the interviews above, it can be concluded that the number of employees' work is completed based on a predetermined schedule. However, sometimes there are still obstacles in the solution. This is due to an order or request from the top management to carry out work whose schedule has not yet arrived, while budgeting is in accordance with the schedule. Thus, these jobs sometimes clash with each other's schedules so that leadership policies are needed to complete them.

The second problem is the involvement of officials outside the Personnel and Human Resources Development Agency of North Barito Regency in terms of signing documents. There is a procedural initial in stages up to the signer of the document who sometimes have to wait because of busyness or the official concerned is not in place.

Despite the obstacles as described above, many work programs have been implemented. And it cannot be separated from the number of existing employees who have been assigned to work on each work target which is divided based on each, so that the amount of workload with the number of employees working can be balanced so that each job can be completed properly.

### **3. Punctuality**

Regarding timeliness is the completion of a job. Where on time means that public services can be completed within the allotted time. Basically the measure of timeliness measures whether an individual can do what he is going to do. The value where a job can be carried out in accordance with a predetermined time, or at a time faster than this time is also one of the factors that a job can be completed in accordance with the previously planned time. In this regard, in an organization we must know how a job done by employees can be completed on time.

To be able to find out the timeliness of employees in completing their duties at the Agency for Personnel and Human Resources Development of North Barito Regency, it can be seen in the interview with the Head of the Agency for Personnel and Human Resources Development of North Barito Regency:

*"Every employee here has understood their respective duties because each employee already has their respective job descriptions, and with such things, it is hoped that employees will easily complete each of their work on time so that other jobs do not collide with each other as a result. late completion of tasks."*(Interview, 15 October 2021)

This was also confirmed by the Head of Sub-Division of PSDM which says that:

*"It's true, with the job descriptions that are owned by our employees, we really know for sure what we have to do and when we need the results of the work, because it is in accordance with the rules of the game that have been set. The problem is usually we have to ask for approval from our superiors before the work is carried out whether it is approved or not, usually this is to the Regional Secretary or the Regent, after the approval comes down, we will do it, after that sometimes we have to go through the Legal Department of the Regional Secretariat to check the draft before submitting a request. initials and signatures. It cannot be completed in a day or two, especially if he happens to be absent."*(Interview, 15 October 2021)

However, sometimes there are still obstacles, as stated by the Head of Sub-Division 2 for field 2, namely:

*"In completing a job, sometimes we face several obstacles such as the official who signed the document is not in place, there are new rules from the center so we have to study the provisions first or sometimes there are requests or jobs that require us to consult or coordinate with related parties to the solution..."*(Interview, 15 October 2021)

In line with that, a civil servant who had worked with the Personnel and Human Resources Development Agency of North Barito Regency said:

*"We, civil servants in North Barito Regency, on average, have dealt with the Personnel and Human Resources Development Agency of North Barito Regency. We were well served by the staff. Regarding the settlement of our affairs, sometimes it is finished quickly, not infrequently we have to wait. This happens when our needs are in their authority to finish quickly, but if we have to proceed to higher leadership, it usually takes a while to finish. We can't blame them either because that's the procedure because we have a file that we have to go to the Regent, or have to go to the Regional VIII BKN Office or to other agencies. We understand that so we don't mind it because when our file is finished they will definitely contact us to get it."*(Interview, October 18, 2021)

Based on the opinion above, it can be concluded that the Personnel and Human Resources Development Agency of North Barito Regency is serious enough in doing their work and trying to complete it on time. However, sometimes there are still obstacles so that the work is somewhat less timely due to internal factors and external factors such as new rules or having to consult and coordinate with related parties.

In carrying out their work, each employee/individual already has a job description which contains the obligations and responsibilities of employees for the duties and functions they must perform. although it is recognized that there are still some employees who are less serious in completing their duties. For this reason, it is necessary to improve employee discipline in terms of completing their work on time even before the need for the work so that they can achieve the organizational work targets that have been set.

Besides that, to be able to improve organizational performance, every employee is required to complete his work/tasks when needed or if necessary the work has been completed before it is needed so that employees can pursue other tasks so that they can streamline the available time.

## **Discussion**

Based on the theory of Dharma (2004) on how to measure performance and also based on the results of interviews with several informants during observation and research, the discussion is as follows:

### **1. Quality**

Quality is related to the results of the task (work) as determined (Erawati et al., 2017). The quality of work in an organization can be interpreted as an activity provided by a party to an organization in this case the employees by paying attention to quality (Ahmad & Murtopo, 2019), the work is completed in accordance with what was ordered, according to accurate data, in accordance with the laws and regulations. - applicable laws so that the results of the work can be accepted by all parties, both internal to the organization and external to the organization.

The quality of this work is also very helpful in achieving the vision and mission of an organization. To achieve good quality work in an organization, there are several characteristics that must be considered, such as:

- 1) The work carried out by employees must be in accordance with what is considered by superiors, this is intended so that the work carried out is based on existing inputs so as to achieve the work targets set, therefore the vision and mission of the organization can be achieved. In an organization, one of the things that is most needed is a cooperative relationship between employees in the organization concerned. This is intended if there is an error in the implementation of the task easily resolved because between superiors and subordinates before carrying out their duties there has been communication in the form of orders that must be obeyed.
- 2) Data accuracy, all decisions and policies issued must be supported by the accuracy of the data. The success or failure of a job depends on the level of accuracy of the data used.
- 3) The knowledge possessed by employees also greatly affects the quantity of their respective work because knowledge that is in accordance with their respective fields of work can assist in the work process to improve the quality of the work.

Based on the data obtained, it can be seen that employees who are equipped with knowledge in carrying out their work can affect the quality of the work produced and with the knowledge possessed based on their respective duties will support the implementation of tasks in their position in a professional manner and with extensive knowledge an employee is expected to be able to do the job efficiently. good and productive. Because with the knowledge that is in accordance with the field and work carried out by employees, it can help in the process of completing the work. According to Titisari (2019), knowledge is the accumulation of the results of the educational process, both formally and non-formally that contributes to someone in preventing problems, including creativity in doing or completing work.

Education and training are also part of investment in human resource development, the longer a person spends on education and training, the higher his ability or competence and knowledge in doing work and thus the higher his performance.

### **2. Quantity**

The quantity of this work is related to the number of tasks (jobs) that are completed at the specified time, the quantity of ordinary work is also said to be a process for determining the number of working hours people use or need to complete a job in a certain time (Suparman, 2020). In other words, this quantity aims to determine how many personnel and how many

responsibilities or workloads are assigned to an employee. The quantity of work can be obtained from the results of work measurement or participatory goal setting. Determination of the quantity of work can be done through discussions between superiors and their subordinates. The process of determining the quantity of work like this often results in greater employee commitment, morale, satisfaction, and motivation.

Based on the data that the number of employees' work is completed based on a predetermined schedule, where these jobs do not clash with each other's schedule because it is already listed in the workload of each employee so that more work programs are carried out. It is inseparable from the number of employees who have been assigned to work on each work target which is divided according to each, so that the amount of workload with the number of employees working can be balanced so that each job can be completed according to schedule. However, the completion of tasks and responsibilities, especially road maintenance, is strongly influenced by budget factors that are still lacking in road maintenance.

### **3. Punctuality**

Punctuality relates to the time for completing tasks (work) in accordance with the time allotted (Aulady & Orleans, 2016). Every work performed by employees has a predetermined standard time. The vision and mission of an organization will be achieved if the work carried out by employees can be carried out in accordance with the specified time.

Based on data from the Personnel and Human Resources Development Agency of North Barito Regency, they are quite serious in doing their work and trying to complete it on time because every employee/individual already has a job description which contains the obligations and responsibilities of employees towards their duties and functions. they have to do although it is acknowledged that there are still some employees who are less serious in completing their duties. For this reason, it is necessary to improve employee discipline in terms of completing their work on time even before the need for the work so that they can achieve the organizational work targets that have been set.

## **CONCLUSION**

Based on the results of the study, it was concluded that the quality, quantity, and accuracy of the performance of the Personnel and Human Resources Development Agency of North Barito Regency were still hampered. The obstacles are lack of discipline, lack of a high level of education, and lack of effectiveness and efficiency in work.

### **Suggestion**

The quality of service can be optimized by increasing the Performance of the Personnel and Human Resources Development Agency of North Barito Regency by conducting formal and informal education and training as well as providing motivation. The results of the implementation were then re-examined as a comparison of data quality, quantity, and timeliness of the performance of the Personnel and Human Resources Development Agency of North Barito Regency.

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