



PERFORMANCE OF REGIONAL PEOPLE'S REPRESENTATIVE COUNCIL SECRETARIAT APPARATUS MURUNG RAYA DISTRICT

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Submit : July 16, 2022

Accepted : February 12, 2023

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Abstract

This study aims to determine employee performance and factors that play a role in the performance of the DPRD secretariat apparatus of Murung Raya Regency. Indicators used to determine employee performance: quality of work, promptness, initiative, capability and communication. Factors that play a role in performance: ability factor and motivation factor. The type of research on the performance of the Murung Raya Regency DPRD secretariat apparatus is descriptive qualitative. The research informants consisted of DPRD members, DPRD secretaries and echelon officials of the DPRD secretariat. The results showed that aspects of work quality, the initiative has not shown good performance, while aspects of promptness, capability and communication have shown good performance. The ability factor as a factor that plays a role in performance shows good performance.

Keywords: Performance, DPRD Secretariat Apparatus, Performance Indicators.

INTRODUCTION

The Law of the Republic of Indonesia number 23 of 2014 concerning Regional Government, as amended by the Law of the Republic of Indonesia number 9 of 2015 regarding the second amendment to the Law of the Republic of Indonesia number 23 of 2014 concerning Regional Government states that the implementation of regional governance is directed at accelerating realizing community welfare through improving services, empowering and participating the community, as well as increasing regional competitiveness by taking into account the principles of democracy, equity, justice and the uniqueness of a region within the system of the Unitary State of the Republic of Indonesia.

It was further disclosed that regional government is the implementation of government affairs by the regional government and the Regional People's Representative Council (DPRD) according to the principle of autonomy and co-administration with the principle of broadest autonomy within the system and principles of the Unitary State of the Republic of Indonesia as stipulated in the Constitution of the Republic of Indonesia. Indonesia in 1945. The duties of the regional government include leading the implementation of government affairs which are the authority of the region based on the provisions of laws and regulations and policies established together with the DPRD; drafting and submitting draft regional regulations (perda) on regional long-term development plans (rpjpd) and draft regional regulations regarding the regional mid-term development plan (RPJMD) to the DPRD to be discussed with the DPRD, as well as to formulate and determine the regional government work plan (RKPD); drafting and submitting a draft regional regulation on regional revenue and expenditure budget (apbd), a draft regional regulation on changes to the regional budget and a draft regional regulation on accountability for the implementation of the regional budget to the DPRD for joint discussion.

In chapter vi, article 365 of the Law of the Republic of Indonesia number 17 of 2014 describes the functions of the district/city DPRD namely legislation, budget and supervision. Furthermore, in article 366 it is stated regarding the authority and duties of the regency/city DPRD, which include forming regency/city regional regulations with the regent/mayor; discuss and give approval for the draft regional regulation regarding the district/city regional revenue and expenditure budget submitted by the regent/mayor; carry out supervision of the implementation of regional regulations and district/city regional revenue and expenditure budgets.

In carrying out the duties and functions of the DPRD as described above, it is assisted by elements of the regional apparatus, namely the DPRD secretariat (Setwan). Article two (2) Murung Raya Regent Regulation number 47 of 2021 explains the position of the DPRD secretariat as an implementing element for government affairs in the field of administrative services and providing support for the tasks and functions of the Regency DPRD which is the regional authority. It is further disclosed in article four (4) concerning the functions of the setwan, namely the administration of the DPRD secretariat; implementation of DPRD financial administration; facilitating the implementation of DPRD meetings; provision and coordination of experts required by DPRD; and the implementation of other functions in accordance with the authority of the field of duty.

The success of the secretariat of the regional people's representative council (DPRD) in carrying out its functions is highly dependent on the performance of the state civil apparatus within the secretariat of the regional people's representative council (Kapile et al., 2021). In addition, what also influences the performance of the DPRD is the existence of Setwan organizations, which are an internal part of the regional and city governments whose existence is an inseparable part (Hikmat, 2018; Hidayanti, 2020; Rahayu, 2022). It is in this setwan

organization that most of the formulations and evaluations as well as the implementation of the functions and existence of the council are implemented and worked on or in simple language the "kitchen" of the council's work is in the council secretariat (Ramadhanti, 2018; Sriyana, 2021).

The author reveals that with the complexity of the functional duties of the Murung Raya Regency DPRD secretariat, the working relationship between the setwan apparatus and DPRD members must be properly maintained. The DPRD secretariat has the task of carrying out secretarial and financial administration, supporting the implementation of the DPRD's duties and functions, as well as providing and coordinating the experts needed by the DPRD in carrying out its rights and functions in accordance with the needs and financial capabilities of the region. To carry out the main tasks referred to, the setwan has functions including the implementation of DPRD secretarial administration; Implementation of DPRD financial administration; Implementation of facilitating the holding of DPRD meetings; and Provision and coordination of experts needed by the DPRD (in Murung Raya Regent Regulation number 47 of 2021).

Preliminary observations made by the author by conducting interviews with the secretariat of the regional people's representative council on February 17 2021 revealed that the basic problem in the performance of the Murung Raya Regency DPRD secretariat apparatus is the level of discipline and implementing regional regulatory policies in assisting the Murung Raya Regency DPRD in carrying out function assignment.

The scope of work relations for the Murung Raya Regency DPRD secretariat apparatus in carrying out their duties and functions is very heavy, but it is not supported by adequate quality apparatus capabilities, lack of discipline of the apparatus such as delaying work, even though the workload is so large. The demands of DPRD members in carrying out their duties and functions are very broad, but they are not supported by the quality of the Murung Raya Regency DPRD secretariat apparatus.

In a different interview with a member of the Murung Raya Regency DPRD, he stated the following:

"In my opinion, the professional level of this apparatus is declining because government officials tend to be uncompetitive at work, less creative and innovative, and unhealthy competition arises in the work environment. And that's actually true, because there are several government officials in the DPRD secretariat who are not in accordance with their expertise and scientific disciplines" (source: interview, 22 February 2021).

On different interview occasions, expressed by a different DPRD member:

"There is a vacancy in the organizational structure of the DPRD secretariat. The mutation system that was carried out made it difficult for government officials to determine performance targets and the process of adapting to a new work environment. And what makes it difficult for apparatus to adapt is due to discrepancies such as educational background, skills and expertise of apparatus in the tasks and functions they carry out. In addition, government officials do not know the vision and mission of the elected regional head, so they do not know where to go from year to year" (source: interview, 24 February 2021).

The author adds, from the three interview opportunities above, there are similarities in responses that lead to the organizational performance of the government apparatus of the Murung Raya Regency DPRD secretariat. This provides space for researchers to study the problem of lack of discipline in the performance of the secretariat apparatus of the Murung Raya Regency DPRD in carrying out its duties and functions. This background is what makes

the writer interested in conducting research related to the achievement of the performance of the state civil apparatus with the title "Performance of the Secretariat Apparatus of the Murung Raya Regency DPRD.

RESEARCH METHODS

Types of Research

The research to determine the performance of the Murung Raya Regency DPRD secretariat apparatus which was conducted this time is a type of qualitative descriptive research. People's experiences are explained in depth, according to the meaning of life, experiences and social interactions of the research subjects themselves. Next, the qualitative data is in the form of detailed descriptions, direct quotations and case documentation. This data is collected as an open story (open-ended narrative). The results of this study only describe or construct the results of in-depth interviews with research subjects so that they can provide a clear picture of the performance of apparatus at the secretariat of the DPRD of Murung Raya Regency.

Research Informants

Informants in this study are people or actors who really know and master the problem, and are directly involved with the research problem. By using qualitative research methods, the researcher is very closely related to contextual factors, so in this case the sample captures as much information as possible from various sources. The selection of informants as data sources in this study is based on the principle of subjects who master the problem, have data and are willing to provide complete and accurate information. Informants who act as sources of data and information must meet the requirements, who will become informant informants (key informants) in this study are Members of the Murung Raya Regency DPRD, Secretary of the Murung Raya Regency DPRD, echelon officials and executors at the DPRD secretariat.

Data Collection Technique

Data collection is done through interviews, observation, and documentation. Interview is a form of communication between two people, involving someone who wants to get information from another person by asking questions based on a specific purpose. Meanwhile, observation is used to describe the environment (site) observed, the activities that take place, the individuals involved in the environment and the activities and behaviors that arise, as well as the meaning of events based on the perspective of the individuals involved. Documentation serves as a complement to the observations and interviews conducted. Interviews and observations were conducted on primary data sources, while documentation on secondary data sources.

Data Analysis Technique

Data analysis in this study uses qualitative data analysis techniques, because the data obtained is a collection of statements. The process of data analysis begins by examining all available data from various sources, namely through observation, interviews and documentation. Activities in analyzing qualitative data include data reduction, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

Research Result

The results of the research are the presentation of data and information that researchers get in the field which are then made into discussions with a research focus on the performance of the secretariat apparatus of the Murung Raya Regency DPRD. In accordance with the formulation

of the problem created for this research, it consists of two discussions, namely: how is the performance of the Murung Raya Regency DPRD secretariat apparatus and what factors play a role in the performance of the DPRD secretariat apparatus.

The research to determine the performance of the Murung Raya Regency DPRD secretariat apparatus uses the theory put forward by Sedarmayanti (2001), consisting of five performance indicators which include:

1. Quality of Work

Quality of work is a result that can be measured by the effectiveness and efficiency of a job carried out by human resources or other resources in achieving organizational goals or objectives properly and efficiently (Farchan, 2016). Therefore, for the benefit of government agencies, especially city or regional governments, improving the quality of work is very important. The results of interviews with researchers with informants related to the background of the problem and the focus of research that measures performance based on quality of work were conveyed by a member of the Murung Raya Regency DPRD, Ms. Aning Gengsi Rakyati, HS, SH as follows:

"The quality of the performance of the apparatus is considered not good because there are still many apparatus who are not disciplined, such as arriving late to the office, taking a break before recess, leaving before the time, not even entering without explanation, so the results of their work are of less quality because there are still many employees who neglect discipline that causes their work to be of poor quality" (interview 20 October 2021).

The researcher as an apparatus working at the secretariat of the Murung Raya Regency DPRD during the observation found what was stated by Ms. Aning Gengsi above. This is recorded in the documentation and employee absences which are included in the research attachment section. The same opinion was also expressed from the results of an interview with the head of the finance section (Plt. Board secretary) of the Murung Raya Regency DPRD, Mr. Negu, SE:

"The quality of the performance shown is still not said to be performing, because the apparatus at the Murung Raya Regency DPRD secretariat from the aspect of effectiveness can be seen from the understanding of office duties and work, the grace period for solving a problem, the accuracy in completing problem files and the number of completion of problem letters/files can be said it was not going well" (interview October 20, 2021).

On the occasion of an interview with a DPRD member, Mr. Heriyus, SE revealed:

"There are still DPRD secretariat employees in carrying out their main tasks and functions that need a lot of improvement to get maximum work results. This is caused by the position being filled is not in accordance with the field of knowledge possessed by the employee, causing a lack of quality of work produced" (interview 20 October 2021).

The interviews with some of the informants above were proven by the documentation made in the attachment to this study so that it became an integral part. Based on the informant's interview statement above, it was revealed that the performance of the Murung Raya Regency DPRD secretariat employees in carrying out their duties still did not show good quality performance. It takes many other factors such as motivation from within the employee himself, responsibility for work, and how leaders can provide direction and bring or influence their employees to improve the quality of employee work. If things such as work quality are not

considered, it will further worsen the performance of employees at the Murung Raya Regency DPRD secretariat.

2. Promptness

This timeliness will show the arrangement of the work plan that has been set, the accuracy of the plan with the work results and the timeliness in completing the assigned tasks. Timeliness also shows the completion of a job in accordance with a predetermined time, without disturbing other work (Habaora et al., 2021).

Based on the results of interviews that have been conducted with Mr. Drs. Abrianor, head of the general section of the Murung Raya Regency DPRD secretariat:

"To produce apparatus performance, it can be seen in terms of the quality of work carried out by apparatus and supported by timeliness in completing an activity so that there is an initiative (creativity). For this reason, abilities (skills/expertise) and the ability to communicate with all parties are required" (interview 25 October 2021).

The same opinion was also conveyed by Irwan Ritoyan, S.Sos, head of the legal section of the proceedings and minutes of the Murung Raya Regency DPRD secretariat, who stated that:

"Not all employees are able to complete their duties. And on average, employees of the Murung Raya Regency DPRD secretariat do not work according to the working hours set by the government" (interview 25 October 2021).

Meanwhile, according to the results of an interview with Rahmanto Muhidin, SH, MH, deputy chairman II of the Murung Raya district DPRD:

"Not in time. There are still many employees who enter and leave the office as they please without following working hours, there are still those who like to postpone work, so that often a lot of work piles up" (interview 20 October 2021).

Some of the statements above reveal that the performance of the DPRD secretariat apparatus needs to be improved, in terms of timely completion of tasks. There are still officials who postpone work, lack discipline with the set working time so that there is a buildup of work.

3. Initiative

Work initiative is the idea to take a new action or a different action, but with the same goal, namely to complete the work or to achieve a predetermined goal (Hasibuan, 2018). Interviews were conducted with Mr. Likon, SH, MH, deputy chairman I of the Murung Raya Regency DPRD as follows:

"Some employees convey ideas, some don't. The initiative to complete work is still not good, because there is no work cohesion between employees" (interview 25 October 2021).

In an interview with Mr. Ahmad Tafruji, SP, a member of the Murung Raya Regency DPRD:

"Employees often give ideas in the organization. Approximately eighty percent (80%) of employees carry out their work with responsibility, but still needs to be communicated a lot" (interview 25 October 2021).

The interview results above explain that employees provide ideas, but sometimes these ideas cannot be accommodated properly. The initiative of the DPRD secretariat apparatus in completing its work is quite good, but a lot of communication still needs to be done.

4. Capability

Abilitywork is what is expected in the workplace and refers to knowledge, skills and attitudes which in their application must be consistent and in accordance with the performance standards required in work (Nurhayati & Suprapti, 2019). There are three important components that are not visible in human abilities, namely: skills, abilities and work ethic (Muttakin, 2020). Without the three components above, all resources remain hidden, cannot be utilized and remain mere potentials. From the researcher's interview with Mr. Imanudin. S.Pd. I. a member of the Murung Raya Regency DPRD said that:

"The ability of the DPRD secretariat staff is to always try to complete the work as much as possible both as a group and individually both in the office and in the field" (interview 3 November 2021).

Based on the results of an interview with Ms. Tuti Marheni, SE, a member of the Murung Raya Regency DPRD:

"Ability, skills and potential to master an expertise obtained from education and training (training) as well as practice are used to complete the main tasks and functions of each apparatus" (interview 3 November 2021).

Meanwhile, from the researcher's interview with Ms. Olivia Wiswanti, SE, a member of the Murung Raya Regency DPRD:

"The enthusiasm and ability of the staff of the Murung Raya Regency DPRD secretariat apparatus is very high in carrying out work and completing their responsibilities, but there are still delays in work which result in a pile of work" (interview 20 October 2021).

Some of the interviews conducted above explained that in carrying out their duties and work, the Murung Raya Regency DPRD secretariat apparatus had carried out their duties responsibly and mobilized their abilities. Although there are still results of the performance of employees who do not complete their work on time. Responsibility should be followed by ability is something that must be implemented to complete the job on time.

5. Communication

To get communication that good rules are needed that apply in the process of conveying maximum information as well (Kusumawati, 2019). The main issue concerning information for leaders to subordinates is how to utilize various kinds of information for the benefit of the organization, how to use information so that it is beneficial for organizational improvement and efficiency in achieving goals. Based on the results of interviews with one of the heads of sections, namely the trial law section and treatise Mr. Irwan Ritoyan, S.Sos. secretariat of DPRD Murung Raya Regency:

"In carrying out my performance, as a superior, I always communicate to direct employees so that the work carried out is in accordance with the duties and functions of the apparatus. Communication as an important performance indicator in directing subordinates" (interview 20 October 2021).

The head of the general secretariat of the Murung Raya Regency DPRD, Mr. Drs. Abrianor:

“Every work is always communicated so that there are no misunderstandings in completing tasks and achieving good performance. Even though performance is sometimes found to be less than optimal, this is due to the different understanding in communication for each employee” (interview 20 October 2021).

The information obtained from the interviews above indicated that communication between leaders in directing tasks and work to staff at the Murung Raya DPRD secretariat was going well, but performance was still found to be less than optimal due to different understandings in communication.

Next, to find out the factors that play a role in the performance of the secretariat apparatus of the Murung Raya Regency DPRD using the theory put forward by Anwar Prabu Mangkunegara (2009) consisting of two factors which include:

a. Ability Factor: everything that is owned by someone, which is influenced and formed from the knowledge and skills they have.

Apparatuses who work at the Murung Raya Regency DPRD secretariat are required to have the ability to do the tasks that have been done, the tasks that have been carried out. Currently done and the work to be done. The existence of an apparatus who has knowledge of the process of a job will help the success of the performance of the secretariat apparatus of the Murung Raya Regency DPRD. With regard to the ability of the apparatus in the work of each section, it was found that the knowledge of the apparatus in the work was clear and detailed because the employees in each field understood well the tasks assigned.

However, the ability of apparatus in the secretariat of the Murung Raya Regency DPRD still needs to be improved in the future, so that the process of assisting members of the Murung Raya Regency DPRD in carrying out their main tasks and functions can be done well. So, there is a need for continuous coaching to improve the abilities, knowledge and insights of apparatus at the secretariat of the DPRD of Murung Raya Regency.

Employees in the local government environment in their placement must be adjusted to the level of education and skill level possessed by these employees so that mistakes do not occur in carrying out the tasks assigned to them. Not quite enough each answered.

The results of an interview with Mr. H. Barlin, SE, a member of the Murung Raya Regency DPRD some time ago:

“The working capacity of the Murung Raya Regency DPRD secretariat apparatus in general is sufficient, it only needs additional education and training as well as technical guidance to make it more qualified” (interview 24 August 2021).

Even so, the results of an interview with Mr. Rahmat Hidayat, S.Km., a member of the Murung Raya Regency DPRD, stated that:

“Actually, they already have sufficient skills, but sometimes more abilities are needed to match their duties and responsibilities. This is because there are several apparatuses who are not placed according to their educational background” (interview 24 August 2021).

Completed with information from the results of interviews with the informant Mr. Rahmanto Muhidin, SH, MH as deputy chairman of the DPRD:

“In general it is quite good, but because the placement is not appropriate it makes the capacity of the apparatus invisible and contributes less to its performance” (interview 26 August 2021).

Interview conducted with Mr. Yetro M. Yoseph, MM, a member of the Murung Raya Regency DPRD:

"Because education and knowledge about the field of work make DPRD secretariat employees less optimal in completing their work" (interview 27 August 2021).

The following is information from the results of an interview with the informant Mr. Negu, SE, head of the finance section (Plt. Council Secretary) of the Murung Raya Regency DPRD:

"In carrying out their duties, employees of the Murung Raya Regency DPRD secretariat must be accompanied by good work skills and mentality so they can perform well" (interview 20 October 2021).

The results of the information above reveal the ability factor as a factor that plays a role in the performance of the apparatus at the Murung Raya Regency DPRD secretariat is adequate. However, this does not rule out the fact that there are still some employees who do not use their abilities to perform because they do not have an educational background that is in accordance with the tasks they carry out.

b. Motivation Factor (Motivation): formed from the attitude (attitude) of an employee in dealing with work situations

Motivation of organizational members or employees places a key position in an organization's performance and is directly related to work ethic, because it raises the spirit of work from within an employee. Motivation according to Kurnia et al. (2019) is a process in which needs encourage a person to carry out a series of activities to achieve a certain goal.

The basis of all work motivation for someone who becomes a civil servant of the state should be devoted to the government, nation and state. Of course, in his service, a person gets material rewards that allow him to satisfy his needs naturally, in addition to non-material satisfaction such as recognition of his dignity, social needs and intellectual needs in the form of self-actualization.

There is still a lack of performance by employees of the Murung Raya Regency DPRD secretariat to facilitate members of the Murung Raya Regency DPRD in carrying out their duties and function, especially in terms of completing tasks and work that are not on schedule and there are even planned activities that are not realized.

From this case the results of an interview with Mr. H. Fahriadi, SE, MM, a DPRD member Regency Murung Raya said that:

"Not all employees at the DPRD secretariat can carry out their duties optimally, one of which is due to the lack of employee motivation. Often employees have personal/family problems that affect the work results of these employees in the office" (24 August 2021).

Things like the case above need to be addressed quickly because it will indirectly become a habit in work and not in accordance with work achievement targets. Based on a subsequent interview with Muhammad Nujhan, a member of the Murung Raya Regency DPRD:

"Most of the employees always attend according to working hours and always arrive on time, although sometimes some employees arrive late. This is understandable on the grounds that there are employees who go to take their children to school or take their wives to work first" (interview 26 August 2021).

While the results of the interview with Mr. Likon, SH, MH, deputy chairman I of the Murung Raya Regency DPRD:

"Most of the employees work only to make ends meet. Of course, this situation greatly influences the performance of employees in carrying out their duties" (interview 25 October 2021).

Interview with Mr. Heriyus, SE, a member of the Murung Raya Regency DPRD:

"There are employees who don't have the drive to work, it can be seen from the work that is produced only as long as it is finished" (interview 20 October 2021).

The information generated above as one of the factors influencing the performance of the Murung Raya Regency DPRD secretariat apparatus as a whole is quite good. But there are also employees who do not have motivation within themselves so that work activities are carried out sober.

Discussion

The results of the research that has been done, can be described the discussion of each performance indicator, in this study the employees of the DPRD secretariat of Murung Raya Regency. Discussion done by interpreting the results of the interviews, considering various theoretical studies and previous research, both those that support and those that do not support this research.

Discussions are held for knowing the performance of the Murung Raya Regency DPRD secretariat apparatus uses the theory put forward by Sedarmayanti (2001), consisting of five performance indicators which include:

1. Work quality

Assessment of the quality of this work is done to see how far the contribution made by employees to the organization, namely in terms of accuracy, perfection, waste of time or material money used to produce a product or work result (in Sedarmayanti, 2001).

The findings obtained from the aspect of work quality are that there are still employees who are not disciplined, come late to the office, take a break before recess, go home before time or don't come to work without explanation. Next, there are still employees who do not understand the tasks and work in their work unit, the resolution of a problem or file is still said to be not going well.

From the observations made on this aspect of work quality, each part of the work unit of the Murung Raya Regency DPRD secretariat has performed. Each part of the work unit has employees who are the driving force in completing their duties, but there are also employees who do not carry out their responsibilities. So that employees who are the driving force in each part of the work unit become the foundation in completing their duties, this becomes a burden in producing a work product.

This can be seen when there are discussion meetings involving DPRD members, local government and the community. It can be seen that the apparatus in charge of facilitating the said activity is focused on certain apparatus only. Meanwhile, apparatuses that should be part of their duties to provide facilitation services do not involve themselves, or even are not seen at all in the office.

Previous research on performance to describe and describe employees at the University of Surabaya library, using the dimensions of work quality conducted by Ika Merriana revealed that the suitability between results and assigned tasks, minimal errors, complied with work

rules and procedures. From the results of data collection through questionnaires, it was found that the work quality of librarians and non-librarian employees at the University of Surabaya library was in the high or very good category.

Research was also conducted by Sarbani, Djumadi and Muhammad Noor in 2014 regarding employee performance at the Tanjung Palas Tengah sub-district office in Bulungan District, which revealed the quality of employee work as seen from the neatness of work and thorough work or the level of employee errors, which is still a public complaint.

The performance assessment carried out by the author using a measure of the quality of work for employees of the Murung Raya Regency DPRD secretariat shows that performance has not been optimal. The indicators used to assess them are seen from the work results obtained, the suitability of the work results with organizational goals and the benefits of the work performed.

By conducting a performance appraisal of the secretariat apparatus of the Murung Raya Regency DPRD which shows that performance has not been optimal, this research provides a basis for leaders to set future targets related to work results, the suitability of work results and the benefits resulting from a job.

2. Punctuality

Performance appraisal with the timeliness aspect emphasizes how employees act in carrying out their work, emphasizing to employees how a job can be completed on time with little possibility of error (in Sedarmayanti, 2001).

Assessment of apparatus performance using the timeliness aspect states that not all employees are able to complete their duties, there are employees who enter and leave the office not according to working hours, there are employees who delay work resulting in work piling up.

On the other hand, through the observations made by the author in this performance appraisal, many employees are able to complete their work on time. This can happen with a work plan that comes from the individual employee, then there is encouragement from his superiors to direct the work and have the motivation to complete the job.

Referring to previous research regarding the performance of civil servants at the regional staffing agency office of East Kutai Regency conducted by Dirk Malaga Kusuma in 2013. Evaluation of employee performance using the punctuality aspect revealed that punctuality by employees is still lacking due to lack of discipline by employees in adhering to office hours, thus delaying work that should be completed quickly. The ineffectiveness of increasing discipline is caused by the lack of awareness of the employees regarding the duties and responsibilities given and the weak supervision and sanctions given for a violation.

Most employees have carried out their duties, by having a work plan in the office, the accuracy of the work plan with the work results to be achieved, the timeliness in completing tasks. However, the presence of several employees who did not carry out their main duties and functions resulted in the majority of employees who had carried out their duties, having to carry out additional tasks from several employees who were not performing.

Performance measurement according to Mardiasmo in Sinambela (2012) has objectives which include helping to improve performance so that activities are focused on the goals and objectives of the work unit program. The research conducted this time provided information to stakeholders that the Murung Raya Regency DPRD secretariat apparatus had performed well, in terms of timeliness. The indicators used as performance appraisal include structuring work plans, accuracy of work plans with work results and timeliness in completing tasks.

3. initiative

The initiative aspect is described as the ability to act independently of other people, developing a series of activities and finding new ways that are both respected and innovative and in increasing responsibility. An employee is able to complete the work assigned to him as well as possible and dare to face the risks of the decisions he makes.

The results of the apparatus performance appraisal interviews viewed from the initiative aspect explain the tendency of employees to lack initiative. Employees have not yet come up with new ideas in the work environment, even if there are they do not dare to disclose them in discussion forums or internal coordination meetings. There is still no cohesiveness between employees at work, so that communication is not well established.

The author expresses the lack of anticipation and understanding of problems that will occur, planning the necessary solutions to solve problems. An example that can be given in terms of plenary session activities to be held, the plenary session room was not prepared in good condition. The preparation of this courtroom is waiting for the leadership's instructions to prepare it. In addition, the secretariat apparatus still carry out their daily duties in a monotonous manner because they are used to doing it continuously. Not yet seen any new ideas to facilitate the implementation of the task of the difficulties that have occurred before.

Previous research by Ika Merriana in measuring performance using the initiative aspect is explained by generating new ideas that have not been implemented in agencies, it is known from field data, employees sometimes propose new ideas, often provide the right solutions when a problem occurs, sometimes have creative ideas that appears thanks to the journals that have been read. This is as expressed by Mitchel in Sedarmayanti (2001), initiatives arise based on self-awareness to carry out duties and responsibilities.

Most employees have not developed themselves regularly, as seen from the limitations of employees in providing useful ideas for the organization, the actions needed to solve the problems they face. Because the changes in the regulations that form the basis for carrying out their duties are currently changing rapidly following global developments, government officials are required to adapt quickly. In times like this, self-development can be done online because of the large amount of literacy that can be obtained via the internet. This can be done by employees, only constrained by the initiative of each individual.

Gordon (1993) expressed the purpose of conducting performance measurements which include identifying training and development needs of employees as a basis for providing selection criteria and evaluation of employee training and development programs. By conducting this research, it will provide information for the secretariat leadership of the Murung Raya Regency DPRD which is useful for improving employee performance from the initiative aspect.

4. Ability

Performance appraisal with the aspect of ability is used to see an employee individually or in groups in completing the assigned task. The willingness of employees to cooperate with others, inside and outside the organization will improve work results.

The information gathered from research activities revealed the ability of employees of the Murung Raya Regency DPRD secretariat to always try to get the job done as best as possible. The enthusiasm and ability of employees is very high in carrying out work and completing their responsibilities.

The results of observations made by researchers in this performance appraisal revealed that DPRD secretariat employees had used their abilities in completing a job. The abilities, skills

and potential possessed in mastering an expertise obtained from the results of education and training are applied to complete the main tasks and functions of the apparatus.

Previous research regarding performance appraisal with aspects of ability had been carried out by Sarbani, Djumadi and Muhammad Noor in 2014. The intended research described the performance of employees at the Tanjung Palas Tengah sub-district office in Bulungan Regency in providing services to the public seen from the ability of employees to complete their work, both in KTP, SITU and land documents still need to be improved. Because there is little that must be corrected by the district, such as increasing its ability to complete its work so that there is no diversity in the ability of employees to provide services.

The Murung Raya Regency DPRD secretariat apparatus has carried out its main tasks and functions assessed from the aspect of ability by deploying their abilities. The purpose of performance measurement according to Mardiasmo in Sinambela (2012) includes allocating resources and making decisions. This study provides information that the secretariat apparatus of the Murung Raya Regency DPRD has properly mobilized its capabilities in carrying out the assigned tasks. The indicators used as apparatus performance evaluation include capabilities possessed, skills possessed and utilization of resources or potential.

5. Communication

Performance appraisal using the communication aspect emphasizes that in an organization, communication plays a very important role in achieving goals, because without communication, the organization will not develop. Communication is very important to influence, create changes in behavior and encourage employee motivation, in this case it is a means to achieve organizational goals (Wibowo, 2007).

Performance appraisal using the communication aspect in this study indicated that communication with the Murung Raya Regency DPRD secretariat was going well. In carrying out tasks, the leader always communicates with employees to direct the tasks being carried out. This is done so that there are no misunderstandings in completing tasks in order to get good work results.

The author adds, in this era where technology is very helpful in completing tasks. Communication does not have to be through face-to-face meetings, but can be through the gadgets available to each employee. For example, a letter originating from another organization can be immediately followed up by the leadership to then be conveyed to an employee in charge of a particular task.

An example that was disclosed in the implementation of this research was during the past Covid-19 pandemic, where to break the chain of transmission of the virus, reduced apparatus who entered the office together, the rest carried out work from home. The point that the researcher wants to express here is that, even though the apparatus works from home, they can still facilitate the activities of DPRD members by utilizing technology in carrying out meetings with zoom cloud meeting media.

Previous research on the performance of civil servants using the communication aspect was carried out by Dirk Malaga Kusuma in 2013. Communication in the Regional Personnel Agency (BKD) office of East Kutai Regency was in the form of vertical communication, namely from the head of the agency to employees, while horizontally, namely communication that between employees. Communication in the Regional Personnel Agency office of East Kutai Regency has been running well because it is supported by existing technology so that the distribution of information related to the implementation of functions and tasks is faster.

The objectives of performance measurement according to Mardiasmo in Sinambela (2012) include realizing public accountability and improving institutional communication. The indicators used as performance appraisal include organizational internal communication, organizational external communication, relations and cooperation in carrying out tasks.

Communication is a tool to convey information from the provider of information to the recipient of information. Good communication will form a good working relationship as well. The communication of the Murung Raya Regency DPRD secretariat apparatus has been well established, of course in the current era it has been greatly assisted by increasingly sophisticated technology.

Furthermore, a discussion was carried out to find out the factors that play a role in the performance of the secretariat apparatus of the Murung Raya Regency DPRD using the theory put forward by Anwar Prabu Mangkunegara (2009) which consists of two factors, namely:

6. Capability Factor

Keith Davis in Anwar Prabu Mangkunegara (2009) formulates the factors that can affect performance are ability factors and motivational factors. The first factor to be discussed is the ability factor. Psychologically, employee abilities consist of potential abilities (IQ) and reality abilities (knowledge and skills). This means that employees who have an IQ above the average (110-120) with an adequate level of education for their position and are skilled, it will be easier for them to achieve the expected work performance.

In general, the working capacity of the Murung Raya Regency DPRD secretariat apparatus is adequate. This is influenced by the knowledge and skills possessed by employees, the habit of carrying out tasks on a regular basis so that they become accustomed to it. It was found that the ability of the apparatus in carrying out work in each section, the knowledge in carrying out their responsibilities was clear and detailed because of the understanding of the apparatus.

Observations made by researchers in assessing the factors that play a role in achieving this performance indicate that employees who are used to carrying out their duties have the ability to complete their work well. It is different with employees who have just joined the Murung Raya Regency DPRD secretariat, who are not yet able to complete their work properly. It gets worse if the new employee occupies a position that is not in accordance with the field of knowledge he has.

Research on the influence of ability and motivation on employee performance was conducted by Nenny Anggraeni at the Indonesian Art College (STSI) Bandung in 2011. The results of the research described regarding the effect of expertise on work results are included in the very good category. One of the performance can be said to be optimal if the work can be done in a professional and proportionate manner, in accordance with the abilities, skills and expertise. Siagian (2008) argues that skills and expertise are important for organizations and society which cannot be ignored so that the accuracy of completing work, so that work enthusiasm and discipline will be better for work results.

One of the dynamics that occurs in the state civil apparatus is the mutation of employees. The occurrence of employee mutations is commonplace as state civil servants who are ready to be placed anywhere, which results in mutations including refreshing positions held, political interests, needs in a particular workplace, and so on. The impact that often occurs from this mutation activity is the transfer of employees who have the ability, expertise in the previous position and are replaced by new employees who do not necessarily have the same

qualifications as the replaced employees. So this mutation is a factor that plays a role in achieving the performance of employees who have abilities, expertise and skills in certain fields.

7. Motivational Factors

The second factor that plays a role in performance is the motivational factor expressed by Keith Davis in Anwar Prabu Mangkunegara (2009). Motivation is a condition that drives employees to be able to achieve their goals and motives (in Mangkunegara, 2009). Strong motivation as an encouragement in employees to do a task as well as possible in order to achieve employee satisfaction goals. If a person is motivated, the employee will try to be strong because motivation is the emergence of behavior that leads to a certain goal with full commitment until the intended goal is achieved (in Nenny Anggraeni, 2011).

The Murung Raya Regency DPRD secretariat apparatus does not yet have strong motivation in carrying out their main daily tasks. It can be seen from interviews with research informants who said that not all employees can carry out their duties optimally, one of which is due to the lack of employee motivation. Most employees work only to make ends meet, this situation certainly affects the performance of employees in carrying out their duties.

The author reveals that from the results of observations made, the employees of the Murung Raya Regency DPRD secretariat do not have a strong drive in carrying out their duties. Real evidence from the author's statement above is that there are several employees who enter the office not according to working hours, before the work break time they have already left the office and gone home before the time. This is only a small part of the evidence that there is no motivation from the employees of the Murung Raya Regency DPRD secretariat.

Previous research was conducted by Samsul Arifin, Rahayu Mardikaningsih, Yusuf Rahman Al Hakim in 2017. Research on the effect of discipline, competence and work motivation on employee performance resulted in findings that discipline, competence and work motivation have a real influence partially and simultaneously.

Hasibuan (2018) defines motivation as something that causes, channels and supports human behavior so that they want to work hard and enthusiastically achieve optimal results. This research can provide information that the motivational factor as a factor that plays a role in achieving performance is not yet found in the secretariat apparatus of the DPRD of Murung Raya Regency. This research can be used by stakeholders in the secretariat of the Murung Raya Regency DPRD in order to increase the motivation of its employees.

CONCLUSSION

Performance indicators with aspects of work quality in the Murung Raya Regency DPRD secretariat apparatus revealed that performance was not yet optimal. Next, performance indicators in the Murung Raya Regency DPRD secretariat apparatus were known to have performed well in terms of timeliness. The performance indicator with the initiative aspect is that it is known that the Murung Raya Regency DPRD secretariat apparatus does not yet have the initiative in carrying out their daily tasks. Next, the performance evaluation using the ability aspect revealed that the apparatus of the Murung Raya Regency DPRD secretariat had mobilized their capabilities in carrying out their main duties. Evaluation of the performance of the Murung Raya Regency DPRD secretariat apparatus using the communication aspect as a performance indicator is known to have been well established. The psychological ability factor as a factor that plays a role in the performance of the Murung Raya Regency DPRD secretariat apparatus, in general, has been adequate in carrying out the main tasks carried out. Next, the

second factor, namely the motivational factor, shows that there is no motivation for the secretariat apparatus of the Murung Raya Regency DPRD in carrying out its responsibilities.

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