

EMPLOYEE PERFORMANCE EFFECTIVENESS IN DELIVERING PUBLIC SERVICES AT ORGANIZATION BUREAU OF THE REGIONAL SECRETARIAT EAST JAVA PROVINCE

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ABSTRACT

²⁶ *The government carried out bureaucratic reforms to realize good governance. The effectiveness of a government system is determined by the merits of public service delivery. Work effectiveness is the basis for employees to carry out program tasks and activities so that the implementation goes on target and optimally. This study aims to describe the process of implementing public services from an employee's perspective as well as describe and analyze the constraints and describe the solutions undertaken to increase the effectiveness of the work of employees in the Organizational Bureau of the Regional Secretariat of East Java Province. The type of research used is descriptive qualitative. Data analysis used is data reduction, presentation, and conclusion. Data collection methods include interviews, observation and documentation. The results of the study obtained an overall picture that the effectiveness of employee work in realizing public services at the Regional Secretariat Organizational Bureau of East Java Province is already good, employee work results can be proven by Employee Work Targets which meet the target every month but are not optimal due to a shortage of employees and less use of working time.*

Keywords: Work Effectiveness, public service

A. INTRODUCTION

¹ The Organizational Bureau of the Regional Secretariat of East Java Province, which will contain project research the performance of employee work in delivering public services, is also taking steps in the right direction. It is hoped that the Organizational Bureau, as the leading sector in the implementation of the Bureaucratic Reform program, will serve as an example for other regional apparatuses in East Java

Province in better enforcing the bureaucratic reform program. In 2022, the Team for the Acceleration of Bureaucratic Reform, comprised of the Organizational Bureau, the Regional Personnel Agency, the Regional Development Planning Agency, and the Communication and Informatics Service, will evaluate the implementation of bureaucratic reform in the Organizational Bureau of the Regional Secretariat of East Java Province. The Organizational Bureau, along with the Inspectorate, obtain a reform index value of 75.93 with a BB category. In terms of public service implementation, the Regional Secretariat Organizational Bureau of East Java Province aims to improve the quality of public services. While the first conditions to be realized are to enhance the quality of public services by providing it faster, cheaper, safer, and more accessible. The second phase is to standardize national and/or international services, and the third phase is to elevate the index of public satisfaction with the public service delivery.

There are numerous things that need to be improved in the Organizational Bureau's service standards. Improvement initiatives are being undertaken in the Organizational Bureau to handle and improve service standards, primarily attempts and innovations to encourage good public services. Initially, there had been no innovation from Organizational Bureau employees who expressed ideas or suggestions for enhancing public services in the Organizational Bureau. Public service in the opinion of Boediono (2003:60) that service is the process of assisting other people in particular ways, which necessitates sensitivity and interpersonal relationships for success and satisfaction. In the ongoing time, administrations are expected to give the best to User/customers. In the Organizational Bureau, the focus of service is not on the community, but on Provincial and Regency / City Regional Apparatuses. Needed speed and accuracy in service. There are still many employees who do not use their time to do their job.

In line with the previous description, the problem formulation in this study is as follows:

1. How effective is employee performance in providing public services at Organizational Bureau of the Regional Secretariat East Java Province?
2. What restrictions and alternatives have been accomplished to enhance the effectiveness of employees' work at Organizational Bureau of the Regional Secretariat East Java Province?

The following **research** goals are derived from the formulation of the problem above:

1. To explain and examine the process of implementing public services from the perspective of employees at Organizational Bureau of the Regional Secretariat East Java Province.
2. To identify and assess the barriers as well as provide alternatives to enhance the effectiveness of staff performance at Organizational Bureau of the Regional Secretariat East Java Province.

Moreover, the work effectiveness theory that will be applied to solve this research questions is According to Kadarisman (2019), there are four dimensions or aspects of work effectiveness:

1. Participation. Employees are responsible for their actions, and participation is procedure that makes them feel engaged in organizational activities. Participation refers to the freedom or independence that everyone has in expressing their thoughts. In terms of suggestions, group or organization leaders must value this participation in order to improve and foster the company or organization. Commitment consists of three indicators notably special encouragement, team orientation and capacity building.
2. Consistency. ²⁰ The extent to which organizational members agree on the organization's basic assumptions and core values is regarded as consistency. Two aspects of consistency are the establishment of coordinated activities and a system of beliefs, values, and symbols that are understood and shared by members of the organization. An organization requires consistency It is distinguished by employee engagement. One of its core values is clarity about what can and cannot be done. Association consistency is an aspect that contributes to the organization's strength and stability. Three indicators of consistency are core values, consensus, coordination, and integration.
3. Adaptability. The ability of an organization to adapt to changes in its environment is called adaptability. The capacity of an organization to adapt internally in response to changes in the external environment is called adaptation. Change (creating change), focus on patients (customer focus), and organizational conditions (organizational learning) are three indicators of adaptability.

4. Mission . Organizational mission is a cultural dimension that denotes the underlying goals that inspire members to remain steadfast and concentrate on organizational priorities. Employees will not be able to understand the results to be achieved and the long-term goals that have been set will become unclear if the mission is not carried out effectively by the organization. The three indicators of adaptability are strategic direction and intent and goals.

B. METHODS

Methods This research was carried out using a qualitative descriptive approach because the problems discussed in this study are not related to numbers but describe, describe and describe the effectiveness of the work of employees of the Regional Secretariat Organization Bureau of East Java Province in realizing Public Services. The research design is the overall plan for the research. It outlines the activities the researcher will undertake, from developing hypotheses and the operational implications of those hypotheses to carrying out the final analysis, which ends with the data and offers recommendations. In this study the method used is qualitative research. Using qualitative information retrieved from primary and secondary sources. The information was gathered through interviews, observations, and documentation.

C. DISCUSSION

1. The Effectiveness of Employee Work in Realizing Public Services at the Organizational Bureau of the Regional Secretariat East Java Province .
 - a. Employee participation in making employees' work at the Organizational Bureau of the Regional Secretariat East Java Province more effective, especially regarding employees carrying out their duties and obligations in accordance with the tasks and functions delegated to them. Employees carry out their duties in compliance with the regulations, such as the East Java Governor's Regulation concerning Organizational Structure and Work Procedures (SOTK), as evidenced by the presence of Employee Work Targets (SKP) initiated at the beginning of the year and reported monthly to measure target achievement and fulfillment. However not all successfully completed their tasks on time. Furthermore, employees coordinate with their direct superiors, although they are sometimes constrained by their busy schedules, making coordination seem so to be a lengthy process. Coordination should be done without meeting face-to-face. there is sophistication in this modern

era, and coordination does not need to be met in person; you can also do it online so that it is more efficient. Teamwork, on the other hand, has not been fully implemented because it is still forced to stick in the old, structured working style. We wanted to be able to work as a team in the future, rather than being fixated on one field.

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- b. Employee consistency in optimizing the work of employees in achieving public services to The Organizational Bureau of the Regional Secretariat of the Province of East Java, that is, not every employees have sufficient competence, some are able to carry out their duties on time, and some take longer than other employees. The Organizational Bureau has neglected to perform an employee competency analysis, which is critical in assisting agencies, in this case the Organizational Bureau, in choosing appropriate fields for their employees. Furthermore, if the Organizational Bureau are aware of each employee's competencies, the Organizational Bureau can facilitate in employee's growth. Developing employee competence does not always imply that the Organizational Bureau holds events or activities to improve employee competence, but that its employees can take part in initiatives or activities to improve the competence of employees from other agencies. Coordination must be carried out in such a form that there isn't any overlap between responsibilities.
 - c. Employee adaptation in making employee work more efficient in providing public services at the Organizational Bureau of Regional Secretariat East Java Province, especially regarding employees' willingness to adapt to the emergence of new regulations. In this day, advanced skills and mindsets are necessary; it is no longer about being served by the community, instead it is about serving the community. Adaptability is also required for endurance in the organization, and changing work processes will support employees in surviving and keeping up with their surroundings. Employees of the Organizational Bureau have also implemented system changes as part of a bureaucratic reform program based on ASN's core values of morality. Organizations cannot change unless they are preceded by changes and development of their employees. Services have become centered on how to assist provincial and district/city regional apparatuses.
 - d. The employees' mission in optimizing their work in delivering public services at the Regional Secretariat Organizational Bureau of East Java Province is to

undertake the program-planned bureaucratic reforms. Remain focused on what is happening in the eight areas of change. However, not all employees can keep up with and implement changes as they occur. Communication is essential for cooperating with all employees so that the Bureau of Organization's vision and mission are maintained and carried out by all employees. Not all employees have the ability to coordinate with other co-employees and it is still difficult to integrate their work. To be able to control the employee, the role of a direct supervisor is considered necessary.

2. Barriers that prevent employees from providing effective public services in the Organizational Bureau include:
 - a. Less efficient employee working hours; working hours should be used for work, but many employees use them for breakfast and socializing. Working hours are decreased as a result.
 - b. It assumes the direct supervisor's oversight role in implementing or urging employees to focus on work.
 - c. According to the position plot of job analysis and workload analysis, a lack of employees results in less effective work by employees in delivering public services.
 - d. There is no employee competence - based analysis. So that it is accurate when holding or involving employees in existing training.
3. The Bureau of Organization's efforts to optimize employees' work in delivering public services are as follows:
 - a. make adjustments to regulations that are understandable and stricter, sanctions will be given to employees who are not disciplined as well as to their direct superiors as a form of firmness, and an intertwined relationship between direct superiors and subordinates will be managed.
 - b. Conduct and include training for employees based on their competencies so that they are equipped with the skills.
 - c. Conducting objective employee evaluations serves as the basis for improving the effectiveness of staff performance in the Organizational Bureau. When employees are not working effectively, they can be recognized and their work can be enhanced by evaluating the objective assessment of the direct supervisor.

- d. The addition of employees in accordance with the position plot required in the Organizational Bureau, so that employees do not perform multiple tasks, potentially cause their work to be less effective.

D. CONCLUSION

Based on the findings of the preceding discussion of Employee Work Effectiveness in Delivering Public Services at the Organizational Bureau of the Regional Secretariat of East Java Province, it is possible to conclude in this study that:

1. The Effectiveness of Employee Work in Delivering Public Services at the Organizational Bureau of the Regional Secretariat of East Java Province has not been effective, as evidenced by the analysis of several data sets.
2. The lack of concern between all of employees to notify each other is the inhibiting factor or obstacle in the process of employee work effectiveness in delivering public services at Organizational Bureau of Regional Secretariat, East Java province. There are no rewards or punishments for employees who violate the rules and who perform better. The leadership lacks tenacity in dealing with employees who violate discipline rules. Lack of Employee work ethic and optimizing working hours, as well as good coordination between executors and their superiors, are required to minimize the occurrence of disputes, chaos, and job vacancies. Furthermore, according to the role diagram of job analysis and workload analysis, a lack of employees is one of the less effective employee tasks.
3. The Organizational Bureau's efforts to increase employee effectiveness in delivering public services by conducting employee training and involving employees if training is available outside the Organizational Bureau based on their competencies. To improve employee effectiveness, the role of the direct supervisor is also required. As a direct supervisor with managerial responsibilities, you can encourage and direct employees to work even harder and more efficiently. Create activities that raise employee awareness. Maintain a positive relationship between the immediate supervisor and subordinates or executors in order to create a pleasant working environment and maintain employee discipline so that work goals can be achieved. By submitting a formation to the Regional Personnel Agency of East Java Province, employees are being added in accordance with the role chart calculated for the Organizational Bureau of the Regional Secretariat of East Java Province.

E. SUGGESTIONS

Suggestions based on the findings of research on the Effectiveness of Employee Work in Delivering Public Services at the Organizational Bureau Regional Secretariat of East Java Province are addressed to the following individuals: the Head of the Organizational Bureau, the Head of Section, and ASN:

1. To the Head of the Organizational Bureau of the Regional Secretariat, East Java Province, to optimize support, attention, and supervision, as well as training for employees of the Regional Secretariat Organizational Bureau, in order to complete both the quality and quantity of their employees' work. In addition, through the Administrative Bureau of the Regional Secretariat Leadership of East Java Province, you can apply for a shortage of employees to the Regional Personnel Agency of East Java Province.
2. To the Head of Section in the Organizational Bureau of the Regional Secretariat, East Java Province must provide guideline regarding employee discipline within the scope of the section as an effort to improve employee discipline and result in the effectiveness of the employee's work.
3. It is necessary to improve self-quality and self-awareness of work discipline for the State Civil Apparatus (ASN) Organizational Bureau of the Regional Secretariat, East Java Province. In addition to actively participating in and assisting with each activity.

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