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Performance of the Personnel Mutation and Information Sector of the Bitung City Regional Human Resources Development and Personnel Agency in the Civil Servant Promotion Process in Bitung City

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Abstract

This study was conducted to describe and analyze the performance of the Personnel Mutation and Information Division at the Bitung City Regional Human Resources Development and Personnel Agency in the Civil Servant Promotion Process in Bitung City. This is due to the discovery of delays in the promotion service process by the Personnel Mutation and Information Division. The high number of proposals returned by the State Civil Service Agency, the documents submitted do not comply with the promotion requirements and also the employees are less responsive. As a result, the determination of the Civil Servant Promotion Decree is not on time. By using a qualitative design, it is considered that the concept of Efficiency, Effectiveness, Justice, and Responsiveness in performance can be a theoretical basis for explaining this problem. The research findings that in its implementation there are three aspects that have been running as expected, namely efficiency, effectiveness and justice. Weaknesses in the responsiveness aspect can be seen from the negative response of civil servants who do not receive services according to their expectations.

Keywords: Performance; Mutation; Personnel

Introduction

Discussion on the development of public services in Indonesia is always an interesting topic because it is related to government agencies. In order to implement good governance, the government issued a policy that requires the bureaucracy to make changes (Tasyah et al., 2021). With this policy, all government agencies have an obligation to improve their bureaucracy. One of the goals of bureaucratic reform is to make updates in services related to the general public. Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services, Article 1, states that Public Services are activities or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and / or administrative services provided by public service providers.

The Bitung City Regional Human Resources Development and Personnel Agency (BKPSDM) is an organization that has the task of implementing the preparation and implementation of regional policies in terms of personnel and human resources. The Bitung City BKPSDM is divided into three areas, namely: general development, human resource development, and personnel mutation and information. Bitung Mayor Regulation Number 71 of 2019 Article 5 paragraph (1), states that the duties of the personnel mutation and information division are to prepare rank administration, implement the administrative process of transfers between agencies, dismissals and retirements, prepare/provide in the field of personnel information systems and data storage, management of electronic personnel archives and carry out other official duties assigned by the Head of the Agency.

The personnel mutation and information division of the Bitung City BKPSDM as a service provider is required to be able to provide optimal services in order to realize public services that can answer the needs of service users, in this case civil servants in the Bitung City area. The personnel mutation and information division of the Bitung City BKPSDM is a representation of the Bitung City Government in providing public services in terms of civil servant (PNS) promotion service administration in the Bitung City area. Public services for promotion services in the Bitung City area are an important part of the administration of government. Promotion services are one of the real forms of the Bitung City government in serving civil servants in the Bitung City area.

Promotion for Civil Servants (PNS) is a form of appreciation that reflects their achievements and dedication (Amalia et al., 2024). The promotion process is divided into two categories: regular and elective, each with different requirements and procedures. According to Sudiantini (2023), the timely promotion process greatly influences the motivation and performance of PNS. When promotions are given according to the set schedule, this can increase work enthusiasm and provide proper recognition for their efforts and dedication. Conversely, if this process is not timely, it can result in frustration and reduce PNS motivation. Therefore, it is important for related agencies to ensure that the entire administrative process runs smoothly and transparently, so that PNS feel appreciated and motivated to continue to perform optimally (Mandashari et al., 2024).

The promotion service process in the field of Mutation and Personnel Information of the Bitung City BKPSDM begins with the Head of the Personnel Sub-Division of each regional apparatus submitting a proposal and uploading documents according to the promotion requirements through the E-Sepakat Application then the proposal is verified by a personnel analyst in the field of Mutation and Personnel Information, if the proposal meets the requirements then the proposal will be forwarded to the Regional Office XI of the Manado State Civil Service Agency to be verified by the verification team in the Field of Mutation and Personnel Status of the Regional Office XI BKN when the proposal meets the promotion requirements then the Technical Consideration for Promotion (Pertek BKN) will be determined, this Pertek BKN is the basis for the Bitung City BKPSDM to issue a Decree on Promotion of Civil Servants.

Management of employee promotions which is part of the public sector service requires the Mutation and Personnel Information field of the BKPSDM to produce good performance. In order to meet these demands, the Mutation and Personnel Information field of the BKPSDM needs to improve services to civil servants. According to Lewis and Glaman in Hayat (2017; 21) explains that public service is public trust. Public service is carried out responsibly and in accordance with existing provisions and regulations, public trust is the basis for realizing good government. In line with this statement, of course, the trust of civil servants who take care of promotions is important, but the promotion service process which should be in accordance with service standards only takes 30 minutes, unlike the facts in the field where the service process takes a long time, this of course makes the level of civil servant trust decrease (Hartanto et al., 2021).

In addition to the long promotion service process, as an initial study, the researcher also interviewed informants who came to the Personnel Mutation and Information Division who stated that employees in the Division were less informative regarding the documents of requirements and provisions for promotion and the minimal response from employees in the Personnel Mutation and Information Division when contacted by civil servants to ask about the status of their promotion proposals, the researcher also found that many civil servant promotion proposals were returned by BKN due to inappropriate documents, and even proposals were found containing documents in the name of other civil servants, coupled with

the still widespread selective system in promotion services in other words, civil servants who have closeness/relative factors of officials will be prioritized in the promotion service process and also the low level of issuance of Civil Servant Promotion Decrees compared to promotion proposals received by the Personnel Mutation and Information Division of BKPSDM Bitung City.

Methods

The type of research used in this study is qualitative with a descriptive approach (Creswell, 2010; Sugiyono, 2016). The data in this study are primary data and secondary data. Primary data is a data source that directly provides data to data collectors. Data is collected by the researcher himself by taking it directly from the first source or the place where the research object is carried out, namely in the Field of Mutation and Personnel Information of the Regional Human Resources Development and Personnel Agency (BKPSDM) of Bitung City, in addition data or information is also obtained from civil servants who work in SKPD in the work area of the Bitung City BKD. While secondary data is a source that does not directly provide data to data collectors is supporting data, can be obtained from existing data or previous researchers, from archives, publications issued by institutions or other media, where researchers do not receive directly from the data source. The data for this study were obtained indirectly through archives, media, and other information related to the duties and functions of the Personnel Mutation and Information Division of the Bitung City Regional Human Resources Development and Personnel Agency (BKPSDM), also supported by literature studies related to the theory of organizational service performance. In this study, the informants referred to by the researcher were the Head of the Personnel Mutation and Information Division, Junior Expert Human Resources Analyst, First Expert Human Resources Analyst, and Bitung City Civil Servants. In qualitative research, data analysis is carried out during data collection and after data collection is completed within a certain period. Analysis of the interviewee's answers was carried out by the researcher during the interview. After being analyzed, if the interviewee's answers are not satisfactory, then the questions are continued, until credible data is obtained (Sugiyono, 2016). This study uses data analysis techniques according to Miles and Huberman, namely Data Collection, Data Reduction, Data Display, Conclusion Drawing/verification.

Results and Discussion

The Bitung City Regional Human Resources Development and Personnel Agency (BKPSDM Bitung City) located at Jl Sam Ratulangi No.45, Maesa District, Bitung City, North Sulawesi Province was established based on Bitung City Regional Regulation Number 8 of 2016 concerning the Formation and Composition of Bitung City Regional Apparatus. The organizational structure of BKPSDM Bitung City consists of the Head of the Agency; secretariat; division; and functional position groups. The results of this study are based on primary data, namely the latest information obtained directly from the field through observation, interviews and documentation using audiovisual tools such as recorders.

The results of this study also review and analyze data that researchers obtained from interviews with six informants, namely the Head of the BKPSDM Bitung City Personnel Mutation and Information Division, Junior Apparatus HR Analyst and First Apparatus HR Analyst in the Personnel Mutation and Information Division, Civil Servants whose KP proposals do not meet the requirements, Civil Servants whose KP proposals have the status of Inappropriate Files (BTS), Civil Servants whose KP proposals are approved. Performance is work achievement or the results of work implementation. The term performance comes from the word "performance".

Performance as a record of results (outcomes) produced from the function of a particular job or activity during a certain period of time (Gomes, 1999). Performance is the quality of behavior that is oriented towards tasks or work (According to Murphy & Cleveland 1995). Performance is the result of work in terms of quality and quantity achieved by a person in carrying out his function in accordance with the responsibilities given to him (Mangkunegara, 2002). Performance as a result of work that can be achieved by a person or group of people in an organization, both quantitatively and qualitatively, in accordance with the authority and responsibility of each, in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Mulyawan, 2016).

Service is an activity or series of activities that are invisible (cannot be touched) that occur as a result of interaction between consumers and employees or other things provided by the service provider company that are intended for service providers to be able to solve consumer/customer problems (Ratminto & Atik, 2006). Decree of the Minister of State Apparatus Empowerment Number 63 of 2003, the definition of public service is: All forms of service carried out by government agencies at the center, in the regions, and in the environment of State-Owned Enterprises or Regional-Owned Enterprises in the form of goods and/or services, both in the context of implementing the provisions of laws and regulations.

According to Law No. 25 of 2009 concerning Public Services, Public Service is "an activity or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers". With the slow process of promotion services by the Personnel Mutation and Information Division, it started from the high number of proposals returned by BKN because they did not comply with promotion requirements and also employees who were less responsive to the determination of the Civil Servant Promotion Decree which was not on time. Therefore, the performance of the Personnel Mutation and Information Division as an object of research needs to be examined scientifically. Conceptually, it was found that the performance measurement criteria proposed by Kumorotomo (1996) are Efficiency, Effectiveness, Justice, and Responsiveness.

The researcher assessed that the performance measurement proposed by Kumorotomo was appropriate and more appropriate to measure the performance of the Personnel Mutation and Information Division of the Bitung City BKPSDM in implementing civil servant promotion services in Bitung City. Through performance measurement using the aspects of efficiency; effectiveness; justice; and responsiveness, we can find out whether the performance of the Personnel Mutation and Information Division of the Bitung City BKPSDM has been running optimally or not. Researchers use performance measurement aspects based on Kumorotomo's theory (2018) which includes four aspects to measure the performance of the BKPSDM Bitung City Personnel Information and Mutation Division, namely:

Efficiency

Efficiency is a comparison between output and input. For example, increasingly efficient public services are the provision of services to the community that are flexible and uncomplicated and existing facilities and infrastructure can be used as much as possible. A fast and timely process is an indicator of efficiency (Tarantika & Megawati, 2022). Time wasted due to complicated bureaucracy or unclear procedures is inefficiency. improve performance. An effective process will ensure that promotions are given to the right people and at the right time. The purpose of the mutation and employee status division in the promotion service process is a fast service process so that the promotion decision letter can be received on time by civil servants.

In this study, it will be examined whether the service providers in this case employees in the personnel mutation and information division have provided services appropriately in accordance with procedures and supported by appropriate facilities and infrastructure. The interview results show that the administration of promotion is shortened and simplified so that civil servants do not need to spend a lot of time and money. Optimal utilization of the promotion application has also been carried out by the mutation and personnel information division so that civil servants feel that the promotion service process is faster with the online system, this certainly provides convenience for civil servants in proposing promotions. The existing procedures are considered easy to understand by civil servants, making it easier for them to complete the files.

Effectiveness

Effectiveness measures the extent to which the goals or objectives of the organization are achieved. In the context of promotion services, effectiveness means how well the services provided by employees in the field of mutation and personnel information meet the needs and expectations of civil servants related to promotion services. According to Sinaga (2020) the purpose of the promotion system is to reward employees who excel and motivate them to work better. Based on interviews with informants, it can be concluded that the effectiveness of promotion services in Bitung City has increased significantly. With a paperless system, the file checking process is faster. Employees who are tasked with checking promotion proposals can identify the completeness of the files without taking a long time. With the completion of the promotion process on time, the promotion decision letter can also be received before the effective date.

Fairness

Fairness in civil servant promotion services is an important aspect that must be maintained. When employees feel that the promotion process is carried out fairly and transparently, their trust in the system will increase. A fair promotion system will create stability in the organization. Employees will feel safer and do not need to worry about discrimination. Based on interviews with related informants, it can be concluded that there are efforts to realize fairness in civil servant promotion services in Bitung City. This can be seen from the employees who are in charge of the promotion process who have committed to carrying out their duties in accordance with applicable regulations without discrimination. Promotion proposals are processed based on the order of acceptance, which shows transparency and fairness in the process. Employees who apply for promotions feel that information related to procedures, criteria, and promotion schedules is conveyed transparently.

Responsiveness

Responsiveness in civil servant promotion services is indeed an important benchmark in assessing the services of a government agency. High responsiveness not only reflects work efficiency, but also shows the agency's commitment to providing services. High responsiveness will provide a sense of security and comfort for employees who are taking care of promotions. Based on interviews with informants, there is a diverse picture of the responsiveness of civil servant promotion services in Bitung City. From the three informants, it can be concluded that the agency has made proactive efforts to provide information, such as through service groups and official websites, but services still vary, depending on the officers handling them.

Communication between employees in the field of mutations and personnel information with civil servants who need services is also less than optimal. The level of understanding and ability of officers in providing information and services also varies, especially in providing complex information to parties who do not understand the technicalities related to promotion.

Employees may consider the information provided to be clear, while civil servants still feel confused. Based on the description above, as an answer to the problems in this study, it can be concluded that the performance of the mutation and personnel information division of the Bitung City BKPSDM in the process of serving the promotion of Bitung City civil servants if analyzed with Kumorotomo's performance theory has been quite successful in terms of efficiency, effectiveness, and justice but is still less than optimal in terms of responsiveness.

The next problem is the aspect that causes the high number of proposals for promotion that do not meet the criteria and the issuance of SK KP that is not on time according to the results of this study is the ability and competence of employees in responding to the needs of civil servants related to promotion services. Employees in the mutation and personnel information division who handle the promotion process may lack in-depth knowledge of the regulations, procedures, and criteria for promotion.

Employees are less proactive in providing information, verifying data, and resolving problems that arise. This results in civil servants who will propose a promotion not getting enough information so that the attached files do not match the promotion requirements. Civil servant promotion proposals that do not meet these requirements will be rejected and returned so that the civil servant concerned must start the process from the beginning again, this certainly takes a long time and has an impact on the issuance of the Civil Servant KP Decree which is not on time which of course affects the receipt of the new salary of the civil servant.

Conclusion

Based on the research results, it can be concluded that the performance of the Bitung City Civil Servant mutation and information division in the promotion service process for Bitung City Civil Servants is still not optimal. There are several obstacles that cause the performance of the Bitung City Civil Servant mutation and information division to not meet the aspects of successful achievement in promotion services. In its implementation, there are three aspects that have been running as expected, namely the efficiency aspect, the effectiveness aspect and the justice aspect. The efficiency aspect has been running well starting from the proposal to the determination of the KP Decree, which has experienced a significant increase in efficiency, especially with the online system and simpler procedures.

The process that previously took a long time can now be completed in a shorter time. In addition to the efficiency aspect that has been running well, the effectiveness aspect has been running quite optimally as seen from the response of Civil Servants who received the KP Decree on time without a long process. The fast and timely process shows the effectiveness of the service system run by the Bitung City Civil Servant mutation and information division is running well. Efforts to realize the optimal justice aspect in promotion services have been carried out by the Bitung City Civil Servant mutation and information division as seen from the positive response of Civil Servants regarding transparency of information and equal treatment in promotion services. Information regarding the requirements, criteria, and stages of the promotion process (promotion service standards) has also been published in the service room of the Bitung City BKPSDM office so that all civil servants who come can access the information without exception. In terms of checking promotion proposals, employees in the field of mutation and personnel information apply the first in first out system, meaning that every proposal that comes in first will be checked without discrimination.

Employees in the field of mutation and personnel information also assess promotion proposals based on promotion rules without regard to ethnicity, religion, race, gender, or other backgrounds. This study revealed weaknesses in the responsiveness aspect which can be seen from the negative response of civil servants who did not receive the service they expected.

Civil servants who hope to get information related to promotion, but the explanation given by employees in the field of mutation and personnel information is not clear enough. The responsiveness of employees in the field of mutation and personnel information also varies quite a bit, there are employees who are fast in serving consultations related to promotion information, but there are also employees who are slow or even unclear in providing promotion information.

Suggestions

Based on the findings of this study, the researcher would like to provide suggestions to the Division of mutation and personnel information of BKPSDM Bitung City, which are expected to be considered in efforts to overcome the problems faced, namely to improve Employee Competence through Periodic Training, conduct Performance Evaluations: and implement Certification. Promotion service standards must be evaluated periodically to ensure their relevance and effectiveness.

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