

Article

Performance Appraisal Analysis of Civil Servants of Community Empowerment and Village Government Service in Maros Regency

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Abstract: The study investigates the implementation of performance appraisal principles in evaluating the performance of civil servants at DPMD Kab. Maros, addressing gaps in objectivity and measurability despite adherence to PP No. 30 of 2019. Performance appraisal is critical for improving accountability, participation, and transparency, yet challenges in applying these principles persist. Employing a qualitative phenomenological approach, data were collected through interviews, observations, and documentation, analyzed using triangulation to ensure validity. Findings reveal that while the appraisal process aligns with regulatory guidelines, its application is suboptimal due to factors such as commitment, mindset, socialisation, resources, and organisational culture. The study proposes strategies including enhanced resources, improved communication, training, and innovative assessment methods to optimise the appraisal process. These insights contribute to advancing public sector performance management and fostering effective governance practices.

Keywords: Analysis, Principles, Performance Appraisal

1. Introduction

In government organisations, the purpose of government organisations is clearly stated in the Preamble of the Constitution 1945, namely to protect all Indonesian people and all Indonesian territory, and to advance public welfare, educate the nation's life, and participate in implementing world order based on independence, eternal peace, and social justice. It is further stated in the explanation of the Undang-Undang Republik Indonesia No. 43 of 1999 concerning amendments to UU No. 8 of 1974 concerning the principles of civil service that, "the smooth implementation of government duties and national development is very dependent on the perfection of the state apparatus, specifically civil servants."

Therefore, the performance of government organisations will be a benchmark for the success of civil servants in carrying out their duties/work that is their responsibility and if a decline in performance detected, efforts must be made to find the causal factors, and then find a solution so that the problem does not drag on and hinder the achievement of organisational goals.

The success of an organisation depends on the availability of human resources (HR) which is a centralised determining factor to contribute towards achieving organisational goals effectively and efficiently. HR is a resource used to mobilise and synergise other resources to achieve organisational goals such as in government organisations where the role of the State Civil Apparatus is very important in achieving the goals and objectives stated in the vision and mission of the organisation, as stated in UU No. 5 of 2014 concerning the State Civil Apparatus, it is stated that the State Civil Apparatus has

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functions and roles, namely implementing public policies made by the Personnel Development Officer in accordance with the provisions of laws and regulations, providing professional and quality public services and strengthening the unity of the Unitary State of the Republic of Indonesia.

Along with the rapid development of information and technology, it demands that a government organisation must have the ability to adapt, provide, and manage employee resources with high abilities to carry out all their responsibilities well. Human Resources as an organisational function that facilitates employees to achieve individual and organisational goals. However, empirical conditions that can be observed at this time, there are still many stakeholders and the public believed that the performance of the State Civil Apparatus (ASN) is still in the negative spotlight and has drawn various criticisms that indicate there are still many ASN who are not responsible for all their duties such as working by neglecting established operational procedural standards, low discipline of time and employee work, low employee initiation to innovate, ASN attitudes and behaviors that often appear disharmonious and low empathy both in cooperation with fellow ASN and towards the community they serve therefore this condition has a significant impact on achieving organisational goals. Therefore, to improve employee performance, it is very necessary for a government bureaucracy to conduct performance appraisal, because performance appraisal have a strategic approach and integrate organisational policies and human resource activities.

Conceptually, it is well comprehend that ASN is a state servant who has given particular duties and functions in which they should be able to perform their duties professionally as David H. Maister (1998) stated that "professionals are people who are relied on and trusted because they are experts, skilled, knowledgeable, responsible, diligent, disciplined and serious in carrying out their work duties". Today, some organisations want to measure the results of performance appraisals that can be used as a driving tool to spur employee motivation in performing work. With these efforts, hopefully will increase employee productivity, it can also generate a sense of belonging and loyalty to the organisation. ASN performance appraisal is basically a systematic appraisal of employee work performance and potential in an effort to develop themselves for the benefit of the organisation.

The performance appraisal system performed in each organisation also reaps public assessments where the assessment system by each superior in the government bureaucracy is not performed objectively and transparently. With the enactment of PP No. 46 of 2011 concerning the Performance Appraisal of State Civil Apparatus, since 1 January 2014 the government has implemented a new method of performance appraisal system called Employee Performance Targets (SKP). Employee Performance Targets (SKP) are plans and performance targets that must be achieved by State Civil Apparatus within a one-year assessment period, measureable, and agreed reciprocal by employees and their superiors.

One of the factors that employee and organisational work achievements are considered less effective in achieving their goals is due to the existence of a performance appraisal system that does not run procedurally, accountably and honestly. Performance appraisal is the process of measuring an organisation in achieving its goals. Performance appraisal can also be interpreted as a periodic determination of the operational effectiveness of an organisation, organisational divisions, and personnel, based on the vision, mission, and organisational standards that have been previously determined. The organisation is basically operated by human resources, so performance appraisal is actually an assessment of human behavior in performing roles in the organisation.

Performance measurement is a system that aims to help managers or leaders in assessing the achievement of a strategy through financial and non-financial measuring instruments. The performance measurement system can be used as organisational control

because performance measurement is strengthened by establishing a reward and punishment system. Performance appraisal is one of the most important personnel management activities for an organisation, with this activity the organisation's leaders can see to what extent the human factor can support the goals that have been set.

Furthermore, PP No. 30 of 2019 concerning Civil Servant Performance Appraisal in Article 3 states that Civil Servant Performance Appraisal is performed based on performance planning at the individual level and unit or organisational level, taking into account targets, achievements, results, and benefits achieved, as well as ASN behavior, and in Article 4 it is stated that in the Civil Servant Performance Appraisal is carried out based on the principles of a. objective; b. measurable; c. accountable; d. participatory; and e. transparent. Observing what is expected from the regulatory policy in performance appraisal for ASN, it has no other purpose than 1) aligning the goals and objectives of the agency/work unit/direct superior into the SKP, 2) carrying out measurement, monitoring, performance coaching and performance appraisal, and 3) determining follow-up to the results of the performance appraisal. Of the three objectives, of course, the biggest hope for the latest Civil Servant Performance Appraisal system is to realise work productivity for employees who can improve better organisational performance. Based on the results of observations during the research by the author from November 2022 to 2023 at the respected institution regarding the implementation of the employee performance appraisal system, where currently there is an indication of a discrepancy between what is produced by employee performance and the results of the performance appraisal performed by superiors.

This is indicated by the problem of lack of understanding and unpreparedness of the assessor and the employee being assessed, sometimes there are employees who cannot explain their main tasks or job descriptions, as well as the targets that must or are to be achieved, so that this will make it difficult in terms of giving assessment grades or feedback. Sometimes the parties involved in the assessment process also feel that the assessment format is too complicated in terms of filling it in, causing difficulties in filling out the assessment format based on Information Technology. The ASN performance appraisal process is not accountable and objective in assessing the performance of its employees by always giving the best grades even though in reality the employee's performance is not in accordance with what is expected according to the work plan and targets. The employee performance appraisal system at the Community Empowerment and Village Government Service in Maros Regency (DPMD Kab. Maros) since the last three years from 2020 to 2022 has recorded that employees have good appraisals, this can be seen in the performance appraisal recapitulation report in Figure 1.2 Employee Performance Assessment Report Page 9.

Based on the employee performance assessment report data above from the number of employees of the DPMD Kab. Maros as many as 34 people, it shows that from 2020 to 2023 almost all employees have very good assessments. However, on the other hand, the results of the assessment are quite far from the reality of employee work achievements, which are still found that some employees spend more time chatting with colleagues than doing their jobs, in addition, there is also time discipline and employee attitudes that are less responsive when providing services to the community. With the existence of an employee performance appraisal system that is not carried out professionally, objectively, and transparently, this will certainly have no impact on improving employee performance.

The second problem is the low level of participation of employees of the DPMD Kab. Maros to optimise information technology in the performance management system. Many government agencies have implemented IT-based performance management. But this IT system is not an absolute guarantee of successful performance appraisal. This is another myth in performance management. Those who must implement performance management are performance managers, performance assessors, and performance

assessment teams. In the early stages, there must be a system that forces performance assessors to conduct routine monthly assessments, for example. Then there must be a system that also forces performance dialogues at each assessment level. Ideally, provision of evaluators, starting from the top leadership, is carried out using workshop methods, role play, to getting used to using IT systems in performance appraisals and dialogues. Not a few leaders in the government environment have very poor mastery of IT tools, so that their passwords are given to their trusted staff to carry out several functions that they should do themselves.

The third problem is that the employee performance appraisal system at the DPMD Kab. Maros is not performed realistically and measurably between the quantity and quality of what is done by employees with the goals of the organisation's vision and mission. In the Civil Servant Performance Appraisal System, it is expected to assess the work achievements and work behavior of employees that are in accordance with factual conditions because basically it is understood that the civil servant performance appraisal system is actually intended to evaluate what is lacking in employees, besides that, the purpose of carrying out performance appraisals with realistic and measurable principles so that employees can be more motivated to improve their performance in the future because it is known that motivation is one of the important factors that has an impact on a person's performance, as Davis and Newstorm (1985) identified two main factors that can influence a person's performance (human performance), namely ability and motivation.

An employee's ability is largely determined by the knowledge and skills they have. Digital strategy is a plan and steps taken to achieve goals related to digital technology. In general, digital strategies cover various aspects that involve the use of digital technology to achieve desired outcomes, such as increasing efficiency, improving service quality, developing new products, or achieving competitive advantage. Integration of character building in sociology learning involves the use of digital literacy to develop students' positive attitudes, values, and behaviors. For example, students can learn social values through online research on social issues, collaborate on projects that encourage cooperation and leadership, and engage in online discussions that promote respect, tolerance, and understanding.

Nowadays, obtaining information is very easy. Digital media makes it easy for every user to share information with each other. Sources of information can come from anywhere. The digital era is unavoidable. Anyone can easily use it well, but it can also often destroy someone. The public's lack of understanding of digital media leads to misuse that has consequences for personal and social life, (Pratiwi, N., & Pritanova, N. 2017). For example, currently there are many cases related to defamation, insults, prostitution, kidnapping, bullying that can trigger depression in children. The ease of spreading information, both positive and negative, to the whole world and known by social media users makes children embarrassed, inferior, and hurt. These phenomena show that internet users in Indonesia do not yet understand how to use the internet properly and correctly. On the one hand, they can access the network, but do not fully understand the consequences of using digital media. So, even though they have mastered reading and writing, internet users in Indonesia do not yet fully have digital literacy skills.

In terms of encouraging good employee behavior or improve and reduce substandard work performance, an objective performance appraisal is needed with a planned behavioral assessment method, namely the attitude of employees who are burdened with the responsibility of office tasks as a consideration of the formation of employee behavior by considering previous experiences and predicting future events will be able to identify the implementation of work tasks, whether they can be carried out easily or are difficult to complete. Therefore, the role of the government of the DPMD Kab. Maros is also required to have an innovative breakthrough to formulate an objective employee performance appraisal procedural system that is integrated through the use of information

technology with evidence of all work results produced by employees. The objectives of this study are to 1) analyse the application of the principle of civil servant performance appraisal in the Civil Servant Performance Appraisal process at the DPMD Kab. Maros; 2) to find out and analyse what determinant factors are obstacles in the DPMD Kab. Maros; 3) to find out the strategy in optimising the performance appraisal of Civil Servants at the DPMD Kab. Maros. The theory used in this study is the theory of Measurement, Assessment and Performance Assessment Objectives. To find out the success of an activity by conducting measurements and assessments. Performance measurement is an activity to assess the performance achieved by an organisation.

The core activity of performance measurement is to conduct assessments, to be able to conduct assessments, of course, real data is needed (actual results obtained) and assessment standards (goals, plans or targets). The level of success achieved by employees, then there needs to be performance as stated by Dharma (2014) that almost all performance measurements consider the following: 1) quantity, related to the amount that must be completed or achieved; 2) quality, related to the quality produced in the form of neatness of work and accuracy of work or the level of errors made by employees; 3) punctuality, namely whether or not it is in accordance with the planned time. Furthermore, Siagian (2014) performance appraisal system is an approach in assessing employee work performance where there are various factors, namely: what is assessed in a human being who in addition to having certain abilities is also not free from various weaknesses and deficiencies. The assessment is carried out on a series of certain realistic benchmarks, directly related to a person's duties and criteria that are set and expected objectively.

2. Materials and Methods

This study uses a qualitative descriptive research method. This study uses a qualitative approach, which is a type of research whose findings are not obtained through statistical processes or calculations with formulas but rather as a form of research that aims to explain symptoms contextually by using researchers as a natural part of the research. This research was conducted from February 2024 to June 2024 at the DPMD Kab. Maros as the research location based on the following considerations: (a) government concern for the DPMD Kab. Maros in evaluating the implementation of the civil servant performance appraisal system and (b) public concern for the life of the district government bureaucracy, there is also a government commitment to the DPMD Kab. Maros to improve the effectiveness of the local government bureaucracy, one of which is the embodiment of good governance. The data collection method in this study uses interview, observation, and documentation techniques. Data collection begins with reviewing and studying all data obtained from observation, interviews and documentation. The data analysis used in this study is data collection, data condensation, and data display.

3. Results and Discussion

1. Implementation of Appraisal Principles

Based on the research results that have been described in the previous sub-chapter, data has been presented on employee performance management in carrying out the employee performance assessment process, the ASN performance assessment system based on performance output standards and the determinant factors of the ASN performance assessment system for the DPMD Kab. Maros. The data presented next after being triangulated by the method is then reduced and adjusted to the indicators used in this study. Based on PP 30 of 2019 concerning ASN performance assessment, where the principle of ASN performance assessment is assessed based on five indicators including: (a) objective, (b) measurable, (c) accountable, (d) participatory, and (e) transparent.

This is very important in various contexts, from employee performance assessments in the workplace to assessing the quality of public services. When the assessment process

is carried out transparently, it can increase trust and fairness in the system, as well as provide valuable feedback for individuals being assessed to improve themselves.

The application of the principle of transparency in assessment requires a commitment to providing clear and open information about the objectives, criteria, and assessment processes. This can also involve the use of objective and fair assessment methods, as well as providing an opportunity for individuals being assessed to provide input or clarification. Thus, transparent assessment can be a strong foundation for building trust and improving the quality of evaluation results (Eisenhardt, 1989).

Based on research findings related to the employee performance assessment process management system at the DPMD Kab. Maros, it can be concluded that the planning, process, and follow-up aspects carried out were considered to have been implemented quite well. This can be seen from the existence of supporting data and a very important role in the preparation of Employee Performance Targets (SKP). In this discussion, support from various relevant management theories will be included to strengthen the findings of the study.

First of all, historical data on employee performance is a valuable source of information in evaluating past performance achievements. Performance management theory, as stated by Bacal (2011), emphasizes the importance of evaluating past performance as a basis for future planning. By analysing past performance data, the head of the service and the head of the section can identify performance patterns, strengths, and weaknesses that can help in setting realistic and meaningful SKP. In this context, the theory supports the finding that historical performance data plays a crucial role in employee performance appraisal planning. In addition, data on organisational goals and strategies are also an important basis in preparing SKP. Strategic management, as stated by Hasibuan (2009), emphasises the importance of the alignment between organisational goals and individual goals in achieving organisational success. Information about the organisation's vision, mission, and strategic plan helps in understanding the direction and focus of work desired by management. This theory provides a strong conceptual basis to show that data on organisational goals and strategies are an important basis in determining employee SKP.

Furthermore, human resource management (HRM) theory also provides relevant insights related to the importance of employee performance management. According to Armstrong (2006), performance management is an integrated process that includes performance planning, performance development, and performance appraisal. In this context, the discussion of historical performance data and organisational goals is in accordance with HRM theory, which emphasizes the importance of understanding past performance, setting future expectations, and providing appropriate feedback to employees.

In performance appraisal management theory, the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) concept first introduced by George T. Doran in 1981, is also relevant in this discussion. Setting SKP in accordance with the SMART principle ensures that the goals set are clear, measurable, achievable, relevant to organisational goals, and have a clear time limit.

Therefore, historical performance data and information about organisational goals can be used to formulate SKP that meets the SMART criteria. In addition, motivation theory is also relevant in the context of employee performance appraisal. Maslow's Hierarchy of Needs Theory (1943) suggests that the satisfaction of high-level needs, such as recognition and fulfillment of individual potential, is the main motivator in employee performance. In the context of performance appraisal, setting SKP that is relevant to organisational goals can increase employee motivation because they feel that their contributions are recognized and contribute directly to the achievement of organisational goals. Thus, organisational goals with the SMART concept and motivation theory are important elements in the preparation of employee SKP. Integration between various

management theories and relevant information sources allows the community and village empowerment service to prepare SKP that is objective, measurable, and relevant to the overall organisational goals. Thus, the findings of this study provide a strong foundation for further improvement and development in the Civil Servant performance appraisal management system at the DPMD Kab. Maros.

The research findings related to the Civil Servant performance appraisal system based on the process aspect and follow-up of the Civil Servant performance appraisal results provide an important picture in understanding the effectiveness and success of the implementation of the performance appraisal system in the government environment. The process aspect includes the stages from planning to evaluation, while the follow-up of the Civil Servant performance appraisal results includes the steps taken after the assessment is carried out for employee development or performance improvement. In this discussion, the research findings related to the process aspect and follow-up of the Civil Servant performance appraisal results will be described, accompanied by relevant theoretical support. The Civil Servant performance appraisal process in several government agencies tends to have well-structured and well-documented stages. This is in accordance with the operational management theory which emphasizes the importance of a structured process in achieving organisational goals (Slack et al., 2013). In this context, careful planning, consistent implementation, and measurable evaluation are key to ensuring the success of the Civil Servant performance appraisal system.

There are various variations in the follow-up of civil servant performance appraisal results in various government agencies. Some agencies implement proactive follow-up, such as organizing continuous training and development, and providing incentives or rewards for employees who achieve performance targets. Meanwhile, there are also agencies that tend to be less responsive in responding to civil servant performance appraisal results, so that their follow-up is ineffective. Human resource management (HRM) theory supports the importance of effective follow-up in improving employee performance (Boxall & Purcell, 2011). By providing appropriate training and development, as well as recognizing good employee contributions, organisations can improve employee motivation and performance. In addition, research findings also highlight the importance of an effective feedback mechanism in the civil servant performance appraisal process. This mechanism allows employees to better understand their assessment results, as well as receive direction and support for further development. Performance management theory emphasizes the importance of constructive feedback in improving individual and organisational performance (Aguinis, 2019). By providing clear and measurable feedback, organisations can help employees identify areas for improvement and provide the support needed to achieve these improvements.

The civil servant performance appraisal system performed by DPMD Kab. Maros from the aspect of the process and follow-up of the results of the civil servant performance appraisal has a significant impact on the effectiveness and success of the performance appraisal system. Support from the theory of operational management, human resource management, and performance management provides a strong foundation for understanding the importance of a structured process and effective follow-up in achieving organisational goals through civil servant performance appraisal. Therefore, the implementation of a performance appraisal system that pays close attention to the aspects of the process and follow-up of the assessment results is the key to improving performance and better public services.

The output-oriented civil servant performance appraisal system is important in the context of increasing the efficiency and effectiveness of public services. The output-oriented performance appraisal system emphasizes the achievement of concrete results that can be measured and assessed, thus becoming an effective tool for evaluating the contribution and performance of employees in achieving organisational goals. In this discussion, the research findings related to the output-oriented civil servant performance

appraisal system will be described, accompanied by relevant theoretical support. First, the output-oriented civil servant performance appraisal system emphasizes the importance of achieving concrete results that can be measured.

Performance management theory, as proposed by Armstrong and Baron (2004), emphasizes that an effective performance appraisal system must pay attention to the achievement of targets and work results that can be measured objectively. In this context, the use of measurable and clear performance indicators is crucial in evaluating employee performance. By measuring the output produced by employees, organisations can assess their contributions more accurately and objectively. Furthermore, strategic management theory also supports the concept of an output-oriented performance appraisal system. According to this theory, organisations need to set clear goals and strategies to achieve long-term success. By setting performance targets related to organisational goals, the performance appraisal system can help direct employee efforts to achieve desired results. In this context, strategic management theory provides a strong conceptual basis for developing a performance appraisal system that focuses on outputs that are relevant to the organisation's vision and mission.

In this context, a performance appraisal system that sets measurable performance targets can increase employee motivation because they have a clear picture of what is expected of them and how they will be evaluated based on their achievements, as Nonaka and Takeuchi (1995), organisations can improve their performance through continuous learning and innovation. In the context of an output-oriented performance appraisal system, measuring and evaluating work results can be a valuable source of information to increase the organisation's knowledge of best practices and extracting lessons from successful or failed experiences. Thus, an output-oriented performance appraisal system can help create an organisational environment that supports continuous innovation and learning.

Output-oriented civil servant performance appraisal management has a significant impact on improving the efficiency and effectiveness of public services. Support from various management theories, such as performance management, strategic management, motivation, and knowledge management, provides a strong foundation for understanding the importance of an output-focused performance appraisal system in achieving organisational goals. Therefore, the implementation of an output-oriented performance appraisal system is an important step in improving performance and providing better services to the public.

2. Determinant Factors Inhibiting Employee Appraisal

Regarding the constraints faced by this institution concerning performance appraisal system, it is an important part of understanding the obstacles that can hinder the implementation of the principles of accountability, objectivity, honesty, and fairness in assessing civil servant performance. One of the constraints faced by DPMD Kab. Maros is limited resources, both in terms of personnel and technology. This includes the limited number of staff available to carry out the performance appraisal process, as well as the limited information technology infrastructure needed to support the management of employee performance data. Human resource management (HRM) theory emphasises the importance of adequate resource allocation to support an effective performance appraisal process (Boxall & Purcell, 2011). With limited resources, the DPMD Kab. Maros may face obstacles in ensuring that performance appraisals are carried out accurately and on time.

In addition, resistance to change can also be a significant constraint in the implementation of an accountable, objective, honest, and fair civil servant performance appraisal system. Organisational change theory emphasises that resistance to change is a natural reaction of individuals or groups who feel threatened by proposed changes (Kotter, 1996). In this context, employees or managers at the DPMD Kab. Maros who are accustomed to the old appraisal system may feel uncomfortable or worried about the

proposed changes, thus creating obstacles in implementing a new system that is more accountable and objective.

In addition to internal factors, organisational culture factors can also be an obstacle in an accountable and objective civil servant performance appraisal system. Organisational culture theory emphasises that a strong organisational culture can influence the behavior and decisions of individuals in an organisation (Schein, 1990). If the organisational culture tends to value factors such as seniority or personal relationships more than actual performance, then a performance-based appraisal system may not be implemented effectively. The DPMD Kab. Maros may face obstacles in improving or changing an organisational culture that does not support the principles of accountable, objective, honest, and fair performance appraisal.

3. Performance Appraisal Strategy

In dealing with these constraints, the DPMD Kab. Maros can take certain steps to overcome or reduce their impact. For example, by increasing the allocation of resources for the implementation of performance appraisals, both in terms of personnel and technology, the DPMD Kab. Maros can ensure that the performance appraisal process is carried out more efficiently and accurately. In addition, by conducting effective communication and socialization about the importance of changes in the performance appraisal system, the DPMD Kab. Maros can reduce resistance to change and gain support from employees and managers. Finally, by fostering an organisational culture that supports the principles of performance appraisal, the DPMD Kab. Maros can create a work environment that promotes good performance and quality public services.

In this context, research can be an effective tool in identifying the constraints faced by the DPMD Kab. Maros in implementing the principles of accountable, objective, honest, and fair civil servant performance appraisal. With a better understanding of the factors that influence the implementation of the performance appraisal system, appropriate steps can be taken to overcome these constraints and improve the effectiveness of the overall civil servant performance appraisal system. Therefore, in order to create an objective and measurable civil servant performance appraisal management system, the DPMD Kab. Maros needs to implement the right strategy. This strategy must be designed to address the constraints that have been previously identified and ensure that the new performance appraisal system is in accordance with the principles of accountability, objectivity, honesty, and fairness. Here are some strategies that can be implemented by the DPMD Kab. Maros: 1. Increasing Resources: The DPMD Kab. Maros Regency needs to increase resource allocation, both in terms of personnel and technology, to support the implementation of an objective and measurable ASN performance appraisal system. This is in accordance with the theory of human resource management (HRM), which emphasises the importance of adequate resource allocation to support an effective performance appraisal process (Boxall & Purcell, 2011). With increased resources, the DPMD Kab. Maros can ensure that the performance appraisal process is carried out more efficiently and accurately. 2.

Communication and Socialisation: The DPMD Kab. Maros needs to carry out effective communication and socialisation to all employees and managers about the importance of changes in the performance appraisal system. This aims to reduce resistance to change, in accordance with the theory of organisational change which emphasises that resistance to change is a natural reaction of individuals or groups who feel threatened by the proposed change (Kotter, 1996). Through good communication, the DPMD Kab. Maros can gain greater support from employees and superiors of the organisation. 3. Organisational Culture Development: The DPMD Kab. Maros needs to develop an organisational culture that supports the principles of accountable, objective, honest, and fair performance appraisal. This is in accordance with the theory of organisational culture, which emphasises that a strong organisational culture can influence the behavior and

decisions of individuals in the organisation (Schein, 1990). It can create a work environment that promotes good performance and quality public services through the development of an organisational culture that supports the principles of good performance appraisal. 4. Training and Development: The DPMD Kab. Maros needs to provide training and development to employees related to the new performance appraisal system. This aims to improve employee understanding of the assessment criteria and evaluation process that will be carried out. Organisational learning theory emphasises the importance of training and development in improving employee skills and knowledge (Argyris & Schön, 1978).

Through proper training, it can ensure that employees have a better understanding of the new performance appraisal system and can implement it well. 5. Continuous Evaluation and Improvement: The DPMD Kab. Maros needs to conduct periodic evaluations of the implementation of the new ASN performance appraisal system. This aims to identify areas that need to be fixed or improved, and to develop specific follow-up plans. Total quality management (TQM) theory emphasises the importance of continuous evaluation and improvement in improving organisational performance (Deming, 1986). By conducting continuous evaluation and improvement, DPMD can ensure that the new performance appraisal system continues to develop and meet the needs of the organisation. 6. The DPMD Kab. Maros can conduct and plan a special time and budget allocation every year to carry out Focus Group Discussion (FGD) activities related to mechanisms and everything related to assessment, for example starting from each unit planning targets for each existing position, then making a time allocation for each activity so that this can be measured and formulated through the FGD. 7. The assessment results can be carried out by following the value of the institution's performance, for example if the institution's performance contract is not achieved, then the value of the unit to the employees in the agency will also be affected, this aims to ensure that there is a unified performance from one service with the apparatus within it.

The DPMD Kab. Maros can innovate by making internal assessments that can adopt external assessment systems and be adjusted to the conditions or environment of the agency, for example, the selection of the best employees every month and year, this is done of course by using indicators that must be measurable in order to eliminate problems in the assessment, this assessment can aim to cover up deficiencies in the SKP, for example, less effective follow-up.

4. Conclusion

From a series of problems from the existing research results, it can be concluded that 1) The ASN performance assessment process at the DPMD Kab. Maros, in accordance with the principles of PNS performance that have been regulated in PP No. 30 of 2019 concerning performance assessment which includes planning, process, and follow-up is considered to have been implemented quite well with the criteria set optimally including accountable, participatory and transparent, but sub-optimality was found in objective and measurable indicators. This can be seen from the determination of targets and realisations that are still not going well, in addition, the follow-up expected from the assessment has not been in accordance with expectations so that the implementation of employee performance management in this office is considered to be less than optimal. 2) Several determinant factors that influence employee performance assessment and can be obstacles include enthusiasm and commitment, employee mindset, resource factors, socialisation and cultural factors in the organisation. 3) The strategy in the management of the ASN performance assessment system at the DPMD Kab. Maros is carried out in various stages, namely Increasing Resources, Communication and Socialisation, Developing

Organisational Culture, as well as providing Training and Development to employees consistently and continuously and innovation in assessment also needs to be carried out.

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