

PERFORMANCE ANALYSIS OF CIVIL SERVANTS IN TAKOKAK DISTRICT CIANJUR REGENCY IN THE VILLAGE DEVELOPMENT PLAN

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ABSTRACT

In West Java, the performance of civil servants has been monitored by the e-Kinerja application which has been prepared by the West Java Regional Personnel Agency (BKD). Likewise in Cianjur Regency, the performance of civil servants can be measured through the SeKOCI application. The acceleration of development is important as the government's effort to reduce inequality and realize fair and equitable development so that the results can be felt by the whole community. The Developing Village Index (IDM) as a composite index formed from the Social Resilience Index (IKS), the Economic Resilience Index (IKE) and the Environmental Resilience Index (IKL) which provides basic data and information for village development, can be a measure of the success of a village. One of the villages with developing status is Pasawahan Village with an IDM value of 0.69. The performance of Civil Servants in Takokak District, Cianjur Regency needs to be improved as a form of responsibility and so that the village development planning process that is prepared can accommodate the needs of the community and move the community to become the main actors and movers in village development. The objectives to be achieved in this study are as follows: To determine the performance of Civil Servants in Takokak District, Cianjur Regency in the Village Development Plan. In this study, researchers used qualitative research methods. Based on the results of the study indicate that individual factors, psychological factors and organizational factors, the performance of Civil Servants in Takokak District is quite good, however, motivation is needed to further improve the abilities and expertise possessed, equalize perceptions to minimize conflicts, add Human Resources to avoid the occurrence of conflicts. overlapping, applying reward and punishment fairly, and establishing good working relationships to build organizational synergy.

Keywords: Performance, Civil Servants, Village Development Planning.

INTRODUCTION

The performance of civil servants is very decisive in the village development planning process. The performance of civil servants plays an important role in facilitating the preparation of participatory development planning. In Law number 25 of 2004 concerning the National Development Planning System that planning with a participatory approach is carried out by involving all stakeholders in development.

In West Java, the performance of civil servants has been monitored by the e-Kinerja application. Meanwhile, in Cianjur Regency, the Performance of Civil Servants can be measured through the SeKOCI application. By implementing this application, it is hoped that the Civil Servants of Cianjur Regency can be more optimal in their work so that they support the acceleration of development. It is important for the Government to accelerate this development as an effort to reduce inequality and realize a just and equitable development so that the results can be felt by the entire community.

However, in Takokak District, Cianjur Regency, the development carried out has not been able to accommodate all the needs of the community, the causes are:

1. The number of activities proposed by the community while the available sources of funds are limited;
2. Lack of understanding from Village apparatus and Civil Servants of Takokak District in determining development priorities to be implemented;
3. Lack of community participation in development.

The Developing Village Index (IDM) as a composite index formed from the Social Resilience Index (IKS), the Economic Resilience Index (IKE) and the Environmental Resilience Index (IKL) which provides basic data and information for village development, can be a measure of the success of a village. One of the villages with developing status is Pasawahan Village with an IDM value of 0.69. In accordance with the Village Status classification, it has been determined that for Developing Villages the IDM threshold is > 0.599 and < 0.707 and for Advanced Villages the IDM threshold is > 0.707 and < 0.815 .

From this description, it is necessary to improve the performance of Civil Servants in Takokak District, Cianjur Regency to assist the Village in the process of preparing the Village development plan, so that the plans prepared play a role in improving the Status of the Village from Developing to Advanced Village. As stated in the Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus that the Performance of Civil Servants needs to be improved with the aim of realizing the State Civil Apparatus as part of bureaucratic reform. And in realizing the bureaucratic reform, it takes Civil Servants who have the relevant qualifications and competencies. Based on the description above, the goal to be achieved in this study is to determine the performance of civil servants in Takokak District, Cianjur Regency in the Village Development Plan.

THEORETICAL FRAMEWORK

Civil Service Performance Analysis

There are various opinions of experts and academics who put forward the meaning of analysis, including:

1. Wiradi, analysis is an activity that includes sorting, parsing, differentiating something to be classified and grouped according to certain criteria and then looking for an estimated meaning and relation,
2. Komarudin, analysis is a thinking activity to decompose a whole into components so that they can recognize the signs of the components, their relationship with each other and their respective functions in an integrated whole.
3. Dwi Prastowo Darminto, analysis is defined as the decomposition of a subject from its various parts and the study of the parts themselves, as well as the relationship between the parts to obtain the right understanding and understanding of the meaning of the whole. (Accessed through the website <https://www.guruPendidikan.co.id/analysis/> on February 20, 2021)

According to A.A. Anwar Prabu Mangkunegara (2017: 9), employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Prawirosentono in Lijan (2019: 5), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their

respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and according to morals and ethics.

From the formulation it can be seen that there are 4 (four) elements in performance, namely: 1) work results, which are the 'final results' of a work process produced by individuals or groups, 2) authority and responsibility, in carrying out their duties an employee will be given the authority to carry out the work assigned to him with full responsibility so as to obtain results in accordance with predetermined criteria, 3) legal, in carrying out his duties an employee must do so by following the rules that have been set, 4) moral and ethical, in addition to must follow the rules set by the organization, the work carried out must also not conflict with the morals and ethics that apply in society.

Meanwhile, According to Henry Simamora in A.A. Anwar Prabu Mangkunegara (2017: 14) that performance is influenced by three factors, namely:

1. Individual Factors consisting of abilities and expertise, background and demographics,
2. Psychological factors consisting of perception, attitude, personality, learning and motivation,
3. Organizational Factors consisting of resources, leadership, rewards, structure and job design.

Village Development Plan

Village Development Planning is a process of stages of activities organized by the Village Government by involving the BPD and elements of the community in a participatory manner for the utilization and allocation of village resources in order to achieve village development goals (Accessed through the website <https://bappelitbang.banjarkab.go.id/konten/uploads/downloads/2018/03/pedoman-planning-desa-baru> on February 25, 2021).

According to Law Number 6 of 2014 that development planning must involve the community, even though in substance the village medium-term development plan is an elaboration of the vision, mission of the elected village head but in the preparation it must remain participatory. The principles of village development planning include: 1) Learning from experience and appreciating differences, 2) Oriented to practical and strategic goals, 3) Sustainability, 4) Excavating village information with the main source from the village community, 5) Participatory and democratic, 6) Empowerment and regeneration, 7) Strength-based, 8) Self-reliance, 9) Openness and accountability. (Accessed through the website <https://www.simpeldes.com/blog/seberapa-pentingkah-principles-dalam-planning-desa> on February 25, 2021).

In order for village development to run well and provide benefits, village development must be planned, coordinated, and in accordance with the conditions of the local community. In addition, in terms of implementation, it involves the active role of the community, village officials, village institutions, institutions at the sub-district and district levels. The RPJM document is a tool in monitoring and evaluating the implementation of village development, so that the direction does not deviate from the lines that have been set in the village development planning itself.

In the preparation of the Village RPJM, the Village Head includes elements of the village community by considering the objective conditions of the village and the priorities of the district/city programs and activities. The following are the stages of preparing the Village RPJM:

Stage 1: Formation of the Village RPJM Drafting Team

Phase 2: Alignment of District/City Development Policy Directions

- Stage 3: Village Condition Assessment
- Stage 4: Preparation of Village Development Plans through Village Deliberations
- Stage 5: Drafting of the Village RPJM
- Stage 6: Preparation of Village Development Plans Through Village Development Planning Deliberations
- Stage 7 : Completion and Determination of the Village RPJM Draft

The activities in the preparation of the Village RKP include the following:

- Phase 1: Preparation of Village Development Planning Through Village Deliberations
- Stage 2: Formation of the Village RKP Drafting Team
- Stage 3: Observation of the Village Indicative Ceiling and Alignment of Programs/Activities Entering the Village
- Stage 4: Reviewing the Village RPJM
- Stage 5: Drafting of Village RKP
- Stage 6: Organizing Development Planning Deliberations village
- Stage 7 : Determination of Village RKP

METHOD

The research method used to conduct the research "Performance Analysis of Civil Servants in Takokak District, Cianjur Regency in the Village Development Plan" is to use qualitative research methods. The qualitative method was taken by researchers considering that the performance of Civil Servants as research objects is a natural object, an object as it is, and in accordance with existing facts so that the conditions when the researcher enters the object, after being in the object and after leaving the object are relatively unchanged.

In qualitative research, the instrument is a person or human instrument. To be able to become an instrument, the researcher must have the provision of theory and broad insight, so as to be able to ask questions, analyze, photograph, and construct the object under study to be clearer and more meaningful (Sugiyono: 2020, 9). To test the validity of the data in qualitative research, it can be done through the credibility test (validity interval) with the triangulation process through source triangulation, technical triangulation and time triangulation.

The analytical steps carried out by the researcher are through Data Collection, Data Reduction, Data Display, and Conclusion Drawing/Verification. The location of this research was carried out at the Takokak District Office, Cianjur Regency, which is located at Jalan Datar Pasawahan Number 07, Pasawahan Village, Takokak District, Cianjur Regency.

DISCUSSION

Performance Analysis of Civil Servants in Takokak District, Cianjur Regency in the Village Development Plan

Individual Factor

The results of the analysis of the Performance of Civil Servants in Takokak District, Cianjur Regency In the Village Development Plan, individually, the Takokak District Civil Servants have the ability and expertise to assist the Village in preparing the Village

Development Plan.

The capabilities and expertise possessed by Civil Servants of Takokak District, Cianjur Regency include the ability and expertise to rank the work plans that are prepared as well as the ability and skills to provide advice and input on the work plans that will be prepared. To prepare a good village development plan it is necessary to be supported by a sufficient amount of data and information so that the prepared plan can be a means of solving existing problems. The results of the study conducted by researchers on Pasawahan Village, Takokak District, Cianjur Regency, showed that Pasawahan Village already had general data that was quite supportive in preparing the Village Development Plan.

The background/experience possessed by a Civil Servant of the Takokak Sub-district was obtained when the Civil Servant concerned worked in the Village as a Village Secretary or was even obtained while serving as an Acting Village Head. Based on a review of existing documents (Village Potential Data) it appears that the male population of Pasawahan Village is 4,194 people, the number of female residents is 3,710 people with a total of 2,518 households. Meanwhile, the population based on the age of the researcher is described in the following table:

Table 1.1 Total Population by Age

Age Group	Male	Female	Total
0 – 3	219	194	413
4 – 6	161	160	321
7 – 12	552	525	1077
13 – 15	412	359	771
16 – 18	388	348	736
19 Keatas	2166	2156	4322

Source: Village Profile Data in 2021

Based on the results of time triangulation conducted by researchers by conducting interviews and observations at different times and situations in the morning, afternoon and evening, the researchers got the same answer.

Psychological Factor

Psychological factors from the analysis of the performance of Civil Servants in Takokak Subdistrict, Cianjur Regency in the Village Development Plan are more directed to the behavior of the Takokak District Civil Servants in preparing the Village Development Plan. Because the development plan is the basis of planned social change. So that the Psychological Factors of Civil Servants in Takokak District is a collection of attitudes or behavior of Civil Servants with an intention or desire to intervene to make a change.

The attitude and behavior of the Takokak Subdistrict Civil Servants are also shown by the seriousness of the Takokak Subdistrict Civil Servants to assist the Village in the process of preparing the Village Development Plan starting from the formation of the Team, providing directions for the development to be carried out which is aligned with the direction of Regency/City development policies, to evaluate the draft Village Development Plan document before the design is established and used as a reference in the implementation of development in Pasawahan Village, Takokak District.

In terms of setting a good example, it is closely related to the Personality of each Civil Servant. The personality referred to here is the awareness of a Civil Servant of the Takokak District to carry out official duties in accordance with what has been given by a leader and

poured into the agreed Performance Agreement. To minimize errors that may exist in every village development plan, it can be done by increasing understanding of the aims and objectives of village development planning, the steps that must be taken at each planning stage and development policies that are currently being implemented.

Unfavorable experiences with the Village Development Plans that have been drawn up will be a means to improve oneself and introspect on mistakes that have occurred. Meanwhile, good experience will lead Civil Servants of Takokak Sub-district, Cianjur Regency to be even better so that from the planning process carried out, Pasawahan Village, Takokak District will become an advanced village from 8 (eight) other villages in Takokak District.

To be better requires motivation. There are sources of motivation that come from within the Civil Servant or from outside the said Civil Servant. However, the biggest motivation is motivation that comes from within the relevant Civil Servant. However, motivation that comes from outside such as rewards from the leadership must still exist as an effort to improve performance.

Organizational Factor

Organizational factors in the study of Civil Servant Performance Analysis, Takokak District, Cianjur Regency in the Village Development Plan include Resources, Leadership, Awards, Structural and Job Design. Human Resources is very important for an organization. Human Resources will also determine the progress and development of an organization and the achievement of organizational goals.

In addition to setting a good example, another attitude that must be possessed by a Civil Servant as a leader is to have self-confidence and must be able to focus, focus on doing the best and strive to achieve the goals as mutually agreed upon by the Village. In an effort to improve work performance that has been achieved, a leader will give awards to Civil Servants for their achievements.

The award given is a form of appreciation from the leadership given to the Civil Servant in question and aims to motivate other Civil Servants to be able to excel as well. Thus, it is hoped that a healthy and productive competitive climate will emerge. In realizing a participatory Village Development Plan, it is necessary to build a good working relationship between the District and the Village. So that with a good working relationship between the District and the Village, any information from the District relating to the process of preparing the Village Development Plan can be conveyed properly.

As a working partner, between the District and the Village a cooperative bond is established according to the applicable organizational structure, the District as an extension of the Regent is obliged to provide guidance to the Village to realize the goals of the local government, one of which is to realize a participatory Village Development Plan that can provide benefits to the community. Village.

The form of responsibility of Civil Servants in preparing the Village Development Plan can be seen in the mentoring process carried out for the Village. The Subdistrict Assistance Team was formed on the basis of the Camat Decree which aims to assist the Village from planning to evaluation. On the basis of the District Head's Decree, the District Assistance Team will provide assistance at every stage of the planning process until the planning document is approved and becomes the basis for implementing development in the village.

CONCLUSION

Based on the results of the research analysis that has been done, the researchers can draw conclusions, as follows:

The performance of Civil Servants in Takokak District, Cianjur Regency in the Village Development Plan has been going quite well. This can be seen from the three performance factors studied by the researchers, namely: Individual Factors, Psychological Factors and Organizational Factors, all of which have gone well.

Judging from the individual factors, civil servants in the Takokak sub-district have the ability and expertise to assist the village in preparing the village development plan, although not entirely. The Takokak District Civil Servants who have the ability and expertise in preparing the Village Development Plan are Civil Servants who have the background (experience) as a Village Secretary or have served as Acting Village Heads. Supported by current demographic data, the Pasawahan Village Development Plan, Takokak District has been prepared in a participatory manner. Village Development Plans that involve the community and aim to meet the interests of the community.

Judging from the Psychological Factors possessed, it shows that the perception held by Civil Servants of Takokak District is quite good, although not all of them have the same perception in interpreting information regarding the mentoring process carried out to the Village in order to prepare a participatory Village Development Plan. Supported by a good attitude, so that the civil servants of the Takokak sub-district are able to set a good example in the implementation of the Village Deliberation. It is also supported by the understanding possessed by the Takokak District Civil Servants of the planning flow so that they can provide some direction and input to the Village on how to prepare a good Village Development Plan. This understanding can be obtained by Civil Servants of Takokak District from past mistakes which are then used as lessons not to repeat them at this time. It is strengthened by the motivation that exists within the Takokak District Civil Servants to provide assistance to the Village, thus providing convenience for the Village to realize a participatory Village Development Plan.

Likewise with the Organizational Factors owned by the current Takokak District Civil Servants, seen from the Human Resources they have, in terms of quality and quantity, they are quite good and support in providing assistance to the Village. Supported by the leadership spirit that is owned is quite good too, so that it can influence and provide instructions to the Village regarding the steps for preparing the Village Development Plan in accordance with the provisions of the applicable legislation. Even though at this time the awards are given in non-material form in the form of oral speech, but it does not dampen the enthusiasm of the Takokak District Civil Servants to achieve achievements and continue to provide the best service to the village. One of the efforts that have been made is by establishing a good working relationship between the District and the Village as a form of responsibility for the tasks and functions that have been given.

Based on the results of the discussion and conclusions that have been drawn by the researchers, the researchers can submit the following suggestions:

1. Motivation is needed from the leadership so that Civil Servants in Takokak District can improve their abilities and expertise in providing assistance to the Village to realize a participatory Village Development Plan.
2. Strive to equalize perceptions of the information that must be conveyed to the Village, thereby minimizing the possibility of conflict.

3. Mistakes made in the process of preparing the Village Development Plan to be used as lessons to never repeat them and be more careful.
4. Addition of Human Resources in Takokak District to avoid job overlapping.
5. Strive to train the leadership spirit of the Takokak District Civil Servants to be able to interact with the Village well, as an effort to realize the Village Development Plan in accordance with the needs of the community and can provide benefits.
6. Apply Reward and Punishment fairly to create a positive work climate.
7. Establish a good working relationship between the District and the Village by taking into account the line of coordination of the applicable organizational structure, to build organizational synergy.
8. Each Civil Servant of Takokak District is given a different Job Design (job responsibilities) to be accounted for by each as a material for evaluation of the leadership which is carried out periodically.

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