



## PROFESSIONALISM OF STATE CIVIL APPARATUS PERFORMANCE IN SERVING THE COMMUNITY AT THE DISTRICT LEVEL OF MALANG REGENCY

By

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### ABSTRACT

Expertise or professionalism will be determined from the ability of a person to do work according to their duties. The results of work achievements are reviewed in terms of output according to plan and realization, routine in the same or different situations or conditions. This study aims to analyze the professionalism of employee performance (ASN) in serving the public in the District of Malang Regency. The type of study used is a qualitative study, analysis of study data using interactive analysis, namely; collecting data, reducing data, presenting data and drawing conclusions. The expertise or professionalism of employees in serving the public in the District of Malang Regency, from the aspect of knowledge based on a sufficient and adequate level of education. According to the data, that the ASN sub-district is capable and responsive to its duties, working until finished. The service runs quite effectively with professional support in work, according to the established procedures. The time limit for the service provided to the District is maximized, ASN's responsibility for work in service activities is optimal, where employees work according to procedures. For professional apparatus, they are able to avoid bad practices, violating ethics and morals. As able to respect, appreciate, obey and comply with the regulations, and be able to carry them out well. Increasing capacity competency towards professionalism must be developed, efforts to increase capacity are directed at the professionalism of the apparatus carried out systematically and continuously, so as to produce a professional apparatus with high quality performance.

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## 1. INTRODUCTION

The main task of the government is essentially a service activity to the public in order to improve public welfare. Likewise with the e-Government of the Sub-district which is also the first spearhead in providing services to the public. In serving the public, the sub-district government is also inseparable from problems related to relatively unsatisfactory service conditions. This is especially related to the good and bad quality of professional government apparatus resources. Kadir & Purnomo (2022) stated; "to organize good governance, professional government apparatus is required, this is a prerequisite in improving the quality of implementation and quality of services provided to the public".

Komara (2019) stated; "The importance of professionalism of government officials is in line with Article 3 of Law No. 43 of 1999 which states: "Civil servants are positioned as elements of the state apparatus whose duties include providing public services professionally, honestly, fairly, and equitably in carrying out state, government, and development tasks". A person's abilities and expertise are important in carrying out work according to their respective

fields of duty and levels. The results of the work are reviewed from all aspects according to the portion, object, continuous nature in any situation and condition and a relatively short work completion period (Agustang & Idkhan, 2021). To maintain organizational dynamism, every organization must be adaptive to organizational changes. A bureaucracy that is able to compete in the future is a bureaucracy who have knowledge-based human resources have various skills and expertise (Bleskadit et al, 2020).

One of the public's expectations is to want fair and equitable services. A fair and equitable form of service is only possible by the psychological readiness of government bureaucrats who always adapt to social changes and public dynamics as the target of their services. In this context, service becomes an obligation and responsibility of the bureaucracy in adopting changes and social needs based on professionalism and human values. Given the importance of the existence of human resources in the field of government activities, it is stated that the smooth implementation of government and development tasks will depend on the perfection of the apparatus, especially civil servants (Natika & Septianti, 2023).

Therefore, every apparatus is required to be able to carry out their duties and functions professionally. However, in reality, it is not easy to form it by itself (Kadarisman, 2019). The ability and acceleration of the public service system in responding to the dynamics that occur in the public, especially those related to public service issues appropriately and efficiently, will be determined by the standardization of public services regulated in laws and regulations. The absence of standardization of public services causes the services provided to the public to be so diverse and complicated that it often causes inefficiency.

The spirit of regional autonomy is increasingly open for each regional government to be able to bring the government closer to the public, so that bureaucratic pathology can be suppressed and possibly avoided. Thus, it will bring public access closer to the government. In addition to bringing logical consequences, the responsibility of the regional government for its public interest services is clearer. In this study, researchers can formulate what is related to the study of expertise or professionalism of employee performance in serving the community in the sub-district as follows:

1. How is the professionalism of ASN performance in serving the public in the Malang Regency Sub-district?
2. What are the inhibiting and supporting factors for the professionalism of ASN performance in serving the public in the Malang Regency Sub-district?

This study can academically deepen the theory related to the professionalism of ASN performance and can be useful as a finding that can support the development of science. In practice, as material or information for the relevant agencies to take concrete steps in order to improve the quality of human resources.

## 2. LITERATURE REVIEW

### Paradigm Professionalism

The expertise or professionalism of ASN will be determined by the level of employee ability reflected through daily behavior in the organization. The level of organizational ability that has been planned in advance, on the other hand, if the employee's ability level is low, the organizational goals that will be achieved tend to be slow and even deviate from the original plan (Hardiyansyah, 2011). The term ability indicates the potential to carry out tasks that may or may not be possible. If it is called potential, then the ability here is not yet a strength that exists within a person (Hasibuan, 2017).

The term ability can also be used to indicate what a person will be able to do. Understanding the professionalism of employee or workforce work contains six aspects (Mulyawan, 2016). First, the potential aspect that every workforce has dynamic potentials, which continue to develop and can be developed. These potentials include: the power of remembering, the power of thinking, also the power of will, the power of feeling, talent, interest, motivation, and other potentials (Mulyawan, 2016). Second, the vocational aspect, that every worker has the ability and skills of work or vocation in a certain field, with that ability and skill, can dedicate themselves in a certain field of work and create good results optimally (Mulyawan, 2016). Third, the functional aspect, that every worker carries out their work appropriately, meaning working according to their duties and functions in the appropriate field, for example a worker who has skills in electronics should work in the field of electronics, not work as a carpenter for buildings (Mulyawan, 2016).

Fourth, operational aspects, that every workforce utilizes their abilities and skills in the process and procedures for implementing work activities that they are currently engaged in (Mulyawan, 2016). Fifth, personal aspects, that every workforce must have personality traits that support their work, for example: independent and tough attitudes, responsible, diligent and hardworking, love their work, discipline and high dedication (Mulyawan, 2016). Lastly, productivity aspects, that every workforce must have a motivation to achieve, strive to succeed and the results of their work, both in quantity and quality (Mulyawan, 2016).

### Employee Performance

Performance is the work result achieved by a person/ASN in carrying out their duties and responsibilities. Basically, the definition of performance can be interpreted in various ways. Some experts view it as the result of a work completion process, while others understand it as the behavior needed to achieve the desired results (Dessler, 2015). Performance can also be described as the level of achievement of the implementation of an activity in realizing the targets, goals, missions, visions contained in the formulation of an organization's strategic planning (Dharma, 2016).

This study cannot be separated from the process which is an activity of processing input into output or a study in the process of formulating policies, programs or activities that are considered important and influential in achieving targets and objectives (Haryono, 2018). Performance will depend on the following dimensions: ability, effort and skill, ability presents stable and broad characteristics of an individual's physical and mental appearance to the maximum. Skills are raw materials that a person brings into an organization (Wibowo, 2016). Even though the skills are optimally owned, if they cannot work properly, without motivation, it will affect the level of job satisfaction. These things will be a picture of the ASN's self-concept of what has and has not been done.

### 3. RESEARCH METHODS

The type of approach to this study is descriptive qualitative, namely a study that attempts to describe the solution to existing problems based on data (Moelong, 2005). The type of qualitative descriptive study used in this study is intended to obtain information regarding the expertise or professionalism of ASN employee performance in serving the community in Malang Regency District in depth and comprehensively.

This study began in early July 2024 until the end of July 2024. Each study requires a standard to see the degree of trust or truth of the results of the study. In qualitative studies, this standard is called data validity or the level of trust in the results. In the study, it meets the criteria for data validity (Sugiyono, 2016). In line with the thoughts of Miles & Saldana (2014), the components of data validity used in this study are the degree of credibility, transferability, dependability and certainty (Confirmability).

The qualitative analysis model of the study is an interactive data analysis model using the following model.

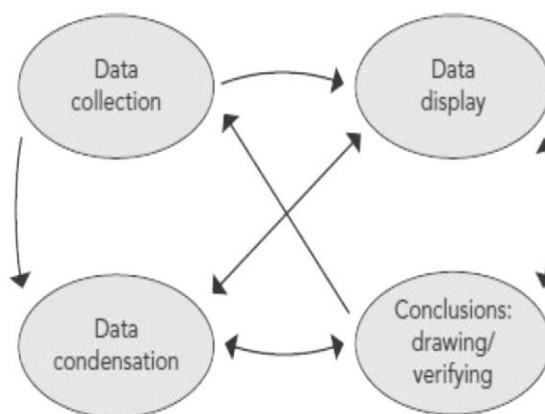


Figure 1. Components of interactive data analysis

Source : Miles, M.B., Huberman, A.M., & Saldana, J. (2014)

Qualitative analysis emphasizes meaning, reasoning, definition so as to produce understandings, concepts and the development of a new theory. Examples of qualitative analysis models are domain analysis, taxonomic analysis, componential analysis, cultural theme analysis, and constant comparative analysis (grounded theory research).

### 4. RESULTS AND DISCUSSION

Related to the study, namely the expertise or professionalism of employee performance in serving the community in the District of Malang Regency, there have been several indicators that have been determined. Based on these indicators and the informant's answers to the presentation of the study results, it can be seen that the expertise or professionalism of employee performance increases satisfaction in serving the community in the District of Malang Regency, there are 14 indicators that the author presents, as listed in the table below.

**Table 1. Results of Service Quality Assessment**

<b>No</b>	<b>Service Elements</b>	<b>Service Element Values</b>	<b>Quality of Service</b>
1	Service Procedure	1,85	Cukup
2	Service Requirements	1,79	Cukup
3	Clarity of Service Officers	2,15	Berkualitas
4	Discipline of Service Officers	1,90	Cukup
5	Responsibility of Service Officers	1,80	Cukup
6	Capabilities of Service Officers	2,20	Berkualitas
7	Speed of Service	1,95	Cukup
8	Fairness in Obtaining Service	1,87	Cukup
9	Politeness and Friendliness of Officers	1,85	Cukup
10	Reasonability of Service Fees	2,25	Berkualitas
11	Certainty of Service Fees	1,82	Cukup
12	Certainty of Service Schedules	2,90	Berkualitas
13	Environmental Comfort	2,25	Berkualitas
14	Service Security	2,50	Berkualitas

Source: research study

The table above shows that most of the elements in the service produce services that are still not of high quality, from 14 (fourteen) service elements that are assessed, only 6 elements can be said to be of quality, and 8 service elements are considered sufficient, so that government performance in the service sector must be improved. In connection with the lack of service quality assessed by the ISO 9001 team, several factors that cause the failure to realize quality services in several regions can be seen in the following table.

Based on the table above, the main problem in improving services lies in several factors, namely: 1. Lack of Human Resources Quality 2. Lack of available facilities 3. Low work discipline 4. Low work enthusiasm 5. Low work productivity The condition of public services provided by government agencies in Indonesia in general still receives quite a lot of criticism and is a public complaint. Traditional diseases in the bureaucracy such as "red tape", complicated, illegal payments, and uncertainty of completion time are still inherent in the process itself. Such perceptions are further compounded by the behavior of bureaucratic officials who practice "MalAdministration".

Widodo (2001) explains that administrative charity is a practice that deviates from administrative ethics that distances it from achieving further administrative goals. Dwiyanto (2008) explains that differences based on asocial public applications are also often found in public implementation. The provision of services still finds differences (discrimination) from bureaucratic officials at the lower level, where the tendency is seen that the higher the socio-economic status and the closer the kinship of a service user, the friendlier the bureaucratic officials are in serving.

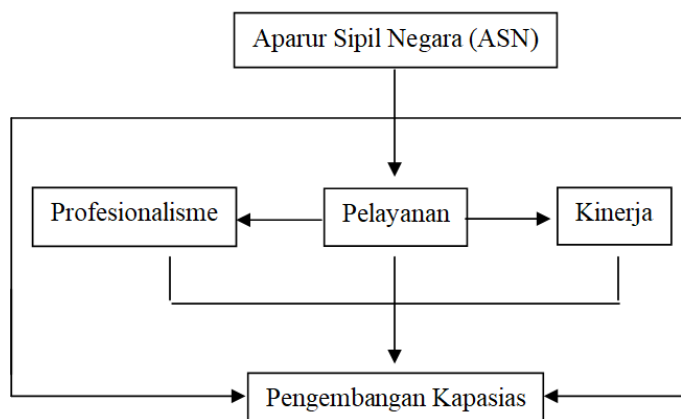
Public opinion regarding professionalism in service implementation, namely discipline in starting and completing services, namely:

the readiness of the service is good, because there are always officers on guard and it is never empty. So there is no need to take a long time to take care of letters or other things (Interview, July 2024)

Likewise, as a staff in the sub-district in the interview, namely:

Yes, disciplined, because in every administration carried out in this sub-district, the principle of good governance has been applied, where every service procedure has been carried out in accordance with standard operating procedures or SOPs (interview, July 2024).

From the results obtained, it shows that the services carried out by the sub-district government in this case improve the quality of services with regular public participation, if all interests are well maintained, both general and individual, maintained in a balanced manner by the sub-district apparatus, then the service to the public can be realized according to what is desired by the sub-district public (supporting the thinking; Hardiyansyah, 2011; Mulyawan, 2016; Hasibuan, 2017; Kadarisman, 2018; Aris & Idkhan, 2021; Abd Kadir, & Purnomo, 2022). In line with the results of a professional study of employee performance in the Malang Regency Sub-district in public services, the following model is recommended.



Gambar 2. Rekomendasikan model

Sumber : dokumen diolah, 2024

Capacity building can also be interpreted as an accretive process in building capacity that is not yet visible. Capacity building is generally understood as an effort to help governments, communities or individuals develop the expertise and skills needed to realize goals. Capacity building programs are often designed to strengthen the ability to evaluate policy options and implement decisions effectively. Capacity building can include education and training, regulatory and institutional reform, and financial, technological and scientific assistance. The methods used in capacity building are very important to consider in carrying out capacity building. In developing the capacity of an organization, the focus on strengthening organizational resources is a priority.

Capacity development is an effort to improve performance and develop expertise and skills needed by the government, society or individuals in order to improve effectiveness, efficiency and performance accountability. Capacity development as an effort to improve performance is very much needed by individual government holders and organizers both personally and as institutional collectivities. Capacity development is not only done once, but it is a continuous process, so that in seeing it, it must be in accordance with the needs and demands of the times. As a professional apparatus, he should be able to avoid practices that violate ethics and morals. As an apparatus, he should respect each other, appreciate, obey and obey the applicable regulations, both written and unwritten, and be able to carry them out properly. Apart from these various efforts, implementing professionalism of the apparatus in an effort to improve public services turns out to be faced with several supporting and inhibiting factors.

#### 4. CONCLUSION

The expertise or professionalism of employee performance in serving the community in the District of Malang Regency, from the aspect of knowledge based on the level of ASN education is quite neglected, this can be seen from the education of employees which is quite adequate. Based on the data obtained, the District employees are capable and responsive to the tasks assigned to them until the service is completed. A service will run effectively if ASN behaves professionally in carrying out their work in accordance with the established procedures. The time limit for the services provided to the district is maximized, the responsibility of employees for work in service activities is optimal, where employees work in accordance with procedures.

Every service initiated by the Malang Regency District Government, the public will support and even the public will participate in the ongoing service process according to what the local public wants. The leadership of the sub-district in managing administration and organizing the organization can be said to have run quite well where in addition to using a formal approach to the service, the sub-district head also uses an informal approach so that emotional closeness is established with his subordinates. Meanwhile, for factors that hinder the expertise or professional performance of employees, namely the public who live far from the sub-district office are more likely to understand less about the requirements for applying for management. Public awareness is a factor that hinders the running of public services. Where public awareness means awareness to prepare everything that is a requirement to carry out a service matter at the sub-district office

#### 5. SUGGESTION

As a professional civil servant, one should be able to avoid practices that violate ethics and morals. As a civil servant, one should respect each other, appreciate, obey and comply with applicable regulations, both written and



unwritten, and be able to carry them out properly. Improving the competence of civil servants to realize professionalism is a requirement that must be met in implementing a new paradigm of government. Thus, improving the competence of civil servants towards professionalism of civil servants must be developed in accordance with applicable principles.

Therefore, efforts to improve the competence of civil servants directed at professionalism of civil servants must be carried out systematically and continuously so that it produces a figure of civil servants who have professionalism with increasingly good performance. The State Civil Apparatus (ASN) of the Sub-district must always maintain the professionalism of ASN performance in serving the public as has been implemented. Providing motivation and the widest possible opportunity for employees to increase knowledge and improve skills, both from personal or work-related initiatives in order to respond to advances in science and technology is expected to increase employee self-confidence in fostering a spirit of development and self-development. The leadership provides more motivational activities for ASN and discipline development training, so that employees are better at carrying out their responsibilities, and in service activities are more optimal and timely.

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