



PERFORMANCE OF CIVIL APPARATUS IN THE PUBLIC WELFARE SECRETARIAT OF THE SINGKAWANG CITY REGIONAL SECRETARIAT

KINERJA PERANGKAT SIPIL DI SEKRETARIAT KESEJAHTERAAN MASYARAKAT SEKRETARIAT DAERAH KOTA SINGKAWANG

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Abstract

The problem in this study stems from the ASN of the Public Welfare Section not having direct access, so that it affects the implementation of the main tasks and functions. In addition, there is a lack of professional personnel in the field of Public Welfare in carrying out Duties and Functions and ASN has not been able to optimally read the interests of the community to obtain the priority in the field of Public Welfare that is expected. The purpose of the study is to describe and analyze the performance of ASN of the Public Welfare Section of the Regional Secretariat of Singkawang City in carrying out Duties and Functions. This study uses a descriptive research type with a qualitative approach. The results of this study indicate that the Performance of ASN of the Public Welfare Section has not been in accordance with expectations, this can be seen from the aspect of the quality of ASN performance which is not optimal, the level of consistency of program policies is not in accordance with its duties and functions. From the aspect of the quantity of ASN performance, it has not achieved results according to expectations and from the aspect of the time for completing ASN work, it can be seen that the availability of time in implementing program activities is still relatively lacking. As a suggestion or recommendation, namely to realize the quality, quantity and working time of ASN, it is necessary to understand the vision and mission and objectives of the People's Welfare Section, by socializing the vision, mission and objectives of the organization to all existing ASNs, both through staff meetings, discussions and in informal meetings and to increase the quantity of ASN work in carrying out tasks and functions, it is necessary to increase the number of ASNs with the expertise needed to implement program activities in the field of People's Welfare.

Keywords : Performance of ASN, Quality and Quantity of Performance, Regional Secretarial.

Abstrak

Permasalahan dalam penelitian ini bersumber pada ASN Bagian Kesejahteraan Rakyat tidak mempunyai akses langsung, sehingga berpengaruh terhadap pelaksanaan tugas pokok dan fungsi. Disamping itu kurangnya tenaga-tenaga yang profesional di bidang Kesejahteraan Rakyat dalam penyelenggaraan Tugas dan Fungsi serta ASN belum mampu secara maksimal membaca kepentingan masyarakat untuk memperoleh prioritas di bidang Kesejahteraan Rakyat yang diharapkan. Tujuan penelitian adalah ingin menggambarkan dan menganalisis kinerja ASN Bagian Kesejahteraan Rakyat Sekretariat Daerah Kota Singkawang dalam penyelenggaraan Tugas dan Fungsi. Penelitian ini



menggunakan jenis penelitian deskriptif dengan pendekatan kualitatif. Hasil penelitian ini menunjukkan bahwa Kinerja ASN Bagian Kesejahteraan Rakyat belum sesuai dengan harapan, hal tersebut dapat dilihat dari aspek kualitas kinerja ASN belum optimal, tingkat konsistensi kebijakan program belum sesuai dengan tugas dan fungsinya. Dari aspek kuantitas kinerja ASN belum mencapai hasil sesuai dengan harapan dan dari aspek waktu penyelesaian pekerjaan ASN, terlihat bahwa ketersediaan waktu dalam pelaksanaan program kegiatan masih relatif kurang. Sebagai saran atau rekomendasi yaitu untuk mewujudkan kualitas, kuantitas dan waktu kerja ASN, maka perlu pemahaman visi dan misi serta tujuan Bagian Kesejahteraan Rakyat, dengan melakukan sosialisasi visi, misi dan tujuan organisasi kepada seluruh ASN yang ada baik melalui rapat staf, diskusi-diskusi maupun dalam *informal meeting* dan untuk peningkatan kuantitas kerja ASN dalam melaksanakan tugas dan fungsi, maka perlu dilakukan dengan menambah jumlah ASN dengan keahlian yang diperlukan dalam melaksanakan program kegiatan di bidang Kesejahteraan Rakyat.

Kata Kunci : Kinerja Pegawai, Kualitas dan Kuantitas Kinerja, Sekretariat Daerah.

1. INTRODUCTION

The Social Welfare Section of the Singkawang City Regional Secretariat is an operational implementing element that has the task of carrying out some operational technical tasks in the field of Public Welfare based on Singkawang City Regional Regulation Number: 3 of 2016 concerning the Organizational Structure of Regional Apparatus (SOPD) within the Singkawang City Government, and based on Singkawang Mayor Regulation Number 54 of 2019 concerning the Organizational Structure, Main Tasks, Functions and Work Procedures of the Singkawang City Regional Secretariat is one of the sections that has the task of carrying out regional government affairs in the field of Public Welfare.

The performance of the Public Welfare Section of the Singkawang City Regional Secretariat is required to be more optimal. As a part of the Singkawang City Government that is currently carrying out the performance of regional government administration is measured from the input, process, output, results, benefits and impacts that occur. The Public Welfare Section of the Singkawang City Regional Secretariat is currently actively making efforts to improve performance in various ways, one of which is by paying attention to the ability to carry out tasks. Indications of the problems that occur, it can be seen that the State Civil Apparatus of the Public Welfare Section of the Singkawang City Regional Secretariat in carrying out its main duties in the field of Public Welfare still has obstacles including the lack of quality of State Civil Apparatus in carrying out tasks, limited quantity and less than optimal use of working time.

According to Prawirosentono (Amboningtyas & Yulianeu, 2019; Arifin & Yuniarsih, 2022; Bisri & Asmoro, 2019; Nova Elsyra, Syah Amin Albadri, 2020), the definition of performance is as follows: The term "performance" comes from the words "Job Performance" or "Actual Performance" (the actual work performance or accomplishments achieved by a person). Performance is defined as the quality and quantity of work achieved by a Civil Servant in carrying out their duties in accordance with the responsibilities assigned to them.

Meanwhile, Ruky (Bisri & Asmoro, 2019; Luti et al., 2012) defines performance as "the result of a person's work or overall performance, where the results must be demonstrated concretely and measurably (compared to established standards).

Based on these various definitions of performance, it can be concluded that performance is the concrete results of work demonstrated by an individual or organization in accordance with their primary duties, functions, and assigned authority. These results can be measured using various criteria, namely quantity (amount) and quality (quality). The standards used to measure this can include a predetermined work plan, applicable laws and regulations, and applicable moral and ethical norms and values within the organization.

Based on the concepts put forward by experts in relation to the performance of the Singkawang City Civil Service (Civil Servants) in the Public Welfare Division, it can be said that the expected level



of performance is achieved if the results achieved by the Civil Servants are measured by the quality and quantity of work that can be realized according to the outlined plans and provisions, work resilience reflected in the ability to follow orders, attitudes, ingrained safety habits, dynamic initiative, and reliable time discipline. In addition, the ability to always be able to adapt and adjust to changes in the organization and its environment, as well as cooperation with related parties both internally and externally, is also very necessary.

Observing the performance problems that exist in the regional secretariat, this study aims to review employee performance from the aspects of quantity, quality, and time requirements in achieving this performance. observing the performance problems that exist in the regional secretariat, this study aims to review employee performance from the aspects of quantity, quality, and time requirements in achieving this performance.

2. RESEARCH METHOD

This research was conducted in the Public Welfare Section of the Singkawang City Regional Secretariat. This location was chosen based on the consideration that the Civil Service in the public welfare sector lacks direct access, thus impacting the implementation of its main duties and functions. Furthermore, there is a lack of professional personnel in the public welfare sector to carry out their duties and functions, and the Civil Service has not been able to optimally understand the public's interests regarding public welfare in Singkawang City.

The research subjects were Civil Service personnel or officials working in the Public Welfare Section of the Singkawang City Regional Secretariat, consisting of: the Head of the Public Welfare Section, the Sub-Coordinator of Social Welfare, and the Staff of the Sub-Coordinator of Public Welfare. The research subjects and data sources were selected using a purposive technique, meaning that data sources were taken from individuals who are knowledgeable about the problem or directly involved in the problem being studied.

Data analysis is carried out after the data has been collected, the data that appears in qualitative research is in the form of words and not a series of words. After obtaining the data obtained in this study, the next step is to process the collected data by analyzing the data, describing the data, and drawing conclusions. In this study, qualitative data analysis techniques are used, because the data obtained are explanations (Harbani Pasolong, 2020; Silalahi, 2015). The data analysis process begins by reviewing all available data from various sources, namely from interviews, observations that have been written in field notes, official documents, images, photographs, and so on. In this study to test the validity of the data obtained in the field, the researcher used technical triangulation, because in this study using different data collection techniques in obtaining data from the same source, namely observation, interviews and documentation regarding the Performance of State Civil Apparatus in the People's Welfare Section of the Regional Secretariat of Singkawang City.

3. RESULT AND DISCUSSION

The performance quality of employees of the Public Welfare Section of the Singkawang City Regional Secretariat is a crucial activity for an organization. The results of this assessment can be used as a measure of the organization's success in achieving its mission: to increase the productivity and efficiency of government administration in order to improve excellent service to the public. In general, employee performance quality still adheres to standard values or norms in carrying out their duties and functions.

Information on employee performance is very useful for assessing the extent to which public services provided by the Public Welfare Section align with the wishes, needs, and expectations of the public. By assessing employee performance, efforts to improve the implementation of the Public Welfare Section's main duties and functions can be carried out systematically and more effectively.



The current trend in assessing employee performance is not based on output but rather on input, resulting in a low drive to achieve results and performance within the bureaucracy. Improving the quality of employee resources is urgent and needs to be carried out in a planned, directed, and sustainable manner to enhance capabilities and professionalism. The goal of developing employee quality is to improve employee operational performance in carrying out government duties. Furthermore, high-quality employee resources will lead to a strong commitment to completing routine tasks according to their respective responsibilities and functions more efficiently, effectively, and productively. This finding is in line with other research related to employee quality related to work performance (Fauzi & Dewi Rostyaningsih, 2018; Zulkarnaen et al., 2024; Zulkarnaen & Arifin, 2025).

Employee work quantity refers to the number of activities performed by an employee according to the timeframe, method, and instructions required. An employee's success in carrying out their duties and functions is determined not only by organizational goals but also by their mechanisms for maintaining and pursuing them. In other words, employee performance quantity must be related to both the organization's resources and objectives.

The performance quantity of employees in the Public Welfare Sector is measured by the amount of work performed in accordance with their job descriptions, in the context of developing plans/programs and implementing activities, and in creating employee job satisfaction. As an employee's responsibility, they are guided by the amount of work that can be completed within the specified timeframe. Failure to complete tasks on time means that corrective actions that must be taken or followed up will be delayed. This will negatively impact the organization, as the resolution of a problem is hampered.

The services provided will be related to or have an impact on the social environment in which the institution is located (Arifin & Rupita, 2021; Astaneh et al., 2019). The provision of public services by the Public Welfare Sector must be carried out effectively in accordance with the Public Service Directive and its duties and functions to ensure improvement. The success or failure of Public Welfare Sector employees' performance depends on the ever-changing dynamics of society and the government's presence within it. However, the most significant improvement is in the budget or funding each year.

The quantity of performance of the Public Welfare Sector employees will be seen from the level of understanding of the implementing officers regarding the job description, the number of problems successfully resolved and the level of satisfaction of service users with the services provided. In this regard, the following is the result of the author's interview with the Head of the Public Welfare Sector of the Public Welfare Section of the Regional Secretariat of Singkawang City regarding the understanding of duties and functions, obtained information that the tasks given by the leader can be understood, in carrying out the task if the employee finds difficulties in handling it, it is coordinated with colleagues or directly to the leader, to get a solution. The level of understanding of the tasks listed in the job description is not optimal. Because in its implementation has been given directions or explanations beforehand, especially regarding the mechanism for completing the task so that in its implementation does not encounter significant difficulties.

Punctuality in completing work is the degree to which activities are completed at the stated start time, in terms of coordination with output results and maximizing the time available for other activities. In the professional world, it's often said that time is more important than money. Employee productivity is closely linked to employee time management. Increasing employee productivity isn't simply about constantly pushing them to work hard, which is not the right solution, and can backfire on the organization. Working hard doesn't necessarily mean working smart; management strategies must be implemented (Arifin & Mulia, 2021) (Arifin & Mulia, 2021; Toxvaerd, 2020).

Working time utilization is the extent to which activities in the fields of religion, social welfare, and community well-being can be completed within the desired timeframe, while taking into account the time available for other activities. This time utilization is formulated and determined by the Head of Section, detailing the use of time for carrying out primary duties and functions, the use of time for



preparing reports, and the use of time for routine, temporary tasks that must be performed by each employee in the People's Welfare Division of the Singkawang City Regional Secretariat.

The length of time required to carry out program activities such as religious outreach and education, socio-religious activities, community empowerment, social assistance programs, infrastructure development, and economic empowerment will impact funding. However, there is no guarantee that the length of time spent on these activities will impact employee performance; on the contrary, it can be counterproductive and wasteful of regional finances, particularly in implementing public welfare programs. Efficiency can be affected by the length of time spent on program activities. This situation requires attention from top leadership to determine the appropriate timeframe for implementing activities, taking into account the characteristics of the organizational unit involved and the scale of the program.

Employee performance, measured by the level of time efficiency, can be measured by the input and output of implemented program activities. The amount of input does not optimally correlate with the resulting output. This situation is evident in the employee performance indicators conducted in 2023, which revealed that several programs failed to achieve their targets. For example, in religious outreach and education, socio-religious activities, community empowerment, social assistance programs, infrastructure development, and economic empowerment. Thus, this condition will affect the performance indicators of employees in the Public Welfare Sector, such as funds (input), reports and (output).

4. CONCLUSION

From the discussion and data analysis outlined in the previous chapter, several conclusions can be drawn: the performance of the Public Welfare Division of the Singkawang City Regional Secretariat has not met expectations. This can be seen from several indicators, including:

1. In terms of quality, the performance of the public welfare division is not optimal. This is evident in the lack of skills and expertise in the fields of religion, social welfare, and community well-being, resulting in inconsistent program policies and duties. Furthermore, the level of initiative and concern of the public welfare division is limited to achieving targets, not yet reaching outcomes.
2. The performance of the public welfare division of the Singkawang City Regional Secretariat, in terms of quantity, indicates that the number of public servants is still limited, which impacts the implementation of core tasks and functions. Several programs, such as religious outreach and education, socio-religious activities, community empowerment, social assistance programs, infrastructure development, and economic empowerment, have not yet been fully realized.
3. The performance of the apparatus of the People's Welfare Section of the Regional Secretariat of Singkawang City, seen from the aspect of work completion time, is still not optimal, such as the large number of jobs in the fields of religion, social welfare and community welfare that are delayed, because the availability of time in implementing program activities is still relatively lacking, the efficiency of the number of inputs and outputs is not the best, the time used to carry out activities does not reach the target, especially those related to the implementation of coordination in the fields of religion, social welfare and community welfare.

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