



## ACCOUNTABILITY OF CIVIL CIVIL APPARATUS PERFORMANCE IN THE DEPARTMENT OF EDUCATION AND CULTURE OF WEST KALIMANTAN PROVINCE

## AKUNTABILITAS KINERJA PERANGKAT SIPIL DI DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN PROVINSI KALIMANTAN BARAT

**Nining Andriani**

Postgraduate Program of Public Administration, Faculty of Social and Political Sciences,  
Tanjungpura University

\*email koresponden: [ning145@gmail.com](mailto:ning145@gmail.com)

DOI: <https://doi.org/10.62567/micjo.v3i2.2402>

### Abstract

The problem in this research includes the still low level of ASN compliance in compiling and reporting Employee Performance Targets. The purpose of this study is to describe and analyze the performance measurement of civil servants at the Education and Culture Office of West Kalimantan Province, seen from the aspects of: Accountability, Responsibility, and Responsiveness. The results of the study indicate that Accountability, Responsibility, and Responsiveness are key elements in reflecting the quality of civil servant performance at the Education and Culture Office of West Kalimantan Province. However, in its implementation, these three aspects have not been running optimally. ASN accountability is still hampered by a lack of discipline in reporting and minimal transparency of work results. Responsibility is also not fully reflected in ASN's commitment to carrying out duties and responsibilities professionally. On the other hand, responsiveness to community needs, especially in the fields of education and culture, is still relatively slow, which indicates a lack of active involvement of ASN in absorbing and responding to public aspirations quickly and appropriately. This research recommends strategic steps to strengthen accountability through a more structured and regularly monitored performance reporting system. Improving accountability can be achieved through ongoing development, professional ethics training, and consistent enforcement of work discipline. To enhance responsiveness, a more participatory and adaptive public service mechanism needs to be developed to meet community needs.

**Keywords :** Performance of ASN, Accountability, Responsibility, Responsiveness.

### Abstrak

Permasalahan dalam penelitian ini yaitu mencakup masih rendahnya tingkat kepatuhan ASN dalam menyusun dan melaporkan Sasaran Kinerja Pegawai. Tujuan dari penelitian ini adalah untuk menggambarkan dan menganalisis pengukuran kinerja aparatur sipil negara pada Dinas Pendidikan dan Kebudayaan Provinsi Kalimantan Barat, dilihat dari aspek: Akuntabilitas, Responsibilitas, dan Responsivitas. Hasil penelitian menunjukkan bahwa Akuntabilitas, responsibilitas, dan responsivitas merupakan unsur kunci dalam mencerminkan kualitas kinerja aparatur sipil negara pada Dinas Pendidikan dan Kebudayaan Provinsi Kalimantan Barat. Namun dalam pelaksanaannya, ketiga aspek tersebut belum berjalan secara optimal. Akuntabilitas ASN masih terhambat oleh kurangnya



kedisiplinan dalam pelaporan dan minimnya transparansi terhadap hasil kerja. Responsibilitas pun belum sepenuhnya tercermin dari komitmen ASN dalam menjalankan tugas dan tanggung jawab secara profesional. Di sisi lain, responsivitas terhadap kebutuhan masyarakat, khususnya dalam bidang pendidikan dan kebudayaan, masih tergolong lamban, yang mengindikasikan kurangnya keterlibatan aktif ASN dalam menyerap dan merespons aspirasi publik secara cepat dan tepat. Saran penelitian ini yaitu diperlukan langkah strategis untuk memperkuat akuntabilitas melalui sistem pelaporan kinerja yang lebih terstruktur dan diawasi secara berkala. Peningkatan responsibilitas dapat dilakukan dengan pembinaan berkelanjutan, pelatihan etika profesi, serta penegakan disiplin kerja yang konsisten. Sementara untuk meningkatkan responsivitas, perlu dibangun mekanisme pelayanan publik yang lebih partisipatif dan adaptif terhadap kebutuhan masyarakat.

**Kata Kunci :** Kinerja ASN, Akuntabilitas, Tanggunjawab, Responsivitas .

## 1. INTRODUCTION

Law Number 5 of 2014 concerning the State Civil Apparatus (ASN) was issued as part of national bureaucratic reform aimed at realizing a clean, effective, efficient, and service-oriented government. This law was enacted due to various fundamental problems in personnel management in Indonesia, previously regulated by Law Number 8 of 1974 concerning the Principles of Civil Service (and its amendment through Law Number 43 of 1999), which was deemed no longer in line with the dynamics and demands of the times.

The State Civil Apparatus (ASN) is the spearhead of public policy implementation and public service. To realize good governance, ASN performance accountability is essential. This accountability reflects the extent to which ASN can carry out their duties and responsibilities professionally, transparently, and with a results-oriented approach. The government, through various regulations, emphasizes the importance of accountability for performance as a form of public trust in the bureaucracy.

To objectively measure the level of accountability of State Civil Apparatus (ASN) performance, indicators are needed that measurably and systematically describe the implementation of employee duties and responsibilities. In line with Presidential Instruction No. 7 of 1999 and various bureaucratic reform policies, the West Kalimantan Provincial Education and Culture Office has been monitoring various aspects of ASN performance throughout 2024.

The phenomenon of ASN performance accountability at the West Kalimantan Provincial Education and Culture Office indicates that there is still a gap between targets and achievements. Although the e-Kinerja application and the development of Employee Performance Targets (SKP) have been implemented, the level of realization has not reached its maximum. Some ASN have not fully complied with periodic reporting requirements, and some work units have not yet implemented results-based performance evaluations. This reflects that administrative and substantive accountability mechanisms are not yet functioning optimally, thus impacting program effectiveness and budget management.

Regarding the aspect of responsibility, it is apparent that not all ASN demonstrate a high level of awareness and responsibility for their assigned duties. The low level of ASN training and development indicates that many employees are not actively developing their professional competence and capacity. Furthermore, follow-up on evaluation results has also been suboptimal, indicating a weakness in following through on the moral obligation to improve and enhance performance. This situation demonstrates the need to strengthen ethical values of office and increase ASN motivation to work beyond mere routines, but also to make a real contribution to improving public services.

Furthermore, from a responsiveness perspective, the level of public satisfaction with education and cultural services has not fully reached the expected target. This indicates that civil servants (ASN) are not fully responsive and adaptive to community needs, both in terms of service speed, program quality, and resolution of emerging issues. Civil servants remain trapped in bureaucratic work patterns



and lack innovation in responding to the dynamics of regional education and culture. Therefore, improved communication and collaboration skills are needed, as well as improved work orientations, so that civil servants can provide more proactive services that are relevant to community aspirations.

As a follow-up to the phenomena observed in the field, strategic steps need to be taken immediately to strengthen the accountability system, increase the sense of responsibility, and build civil servant responsiveness to community needs. Therefore, a strengthened performance evaluation system is needed that is more results-based (output and outcome), rather than solely administrative, through structured internal coaching and optimized use of the e-Kinerja application. Second, the implementation of civil servant training and development needs to be improved in both quantity and quality, by aligning training materials with job competency demands and changes in education and cultural policies.

Many studies have been conducted on employee performance, but the striking difference between this study and other studies is that this study looks at performance in reporting the accountability of tasks carried out (Rochmawati et al., 2022; Rusdiono & Arifin, 2023; Rusdiono & Rachmawati, 2019). The concept used in analyzing this problem is the concept of Dwiyanto to use the concept as an analytical tool (Arifin & Yuniarsih, 2022; Astaneh et al., 2019; Cahyono et al., 2021).

Based on the background and problems as described above, the aim of this study is to describe and analyze the performance measurement of state civil servants at the Education and Culture Office of West Kalimantan Province, seen from the aspects of: Accountability, Responsibility, and Responsiveness.

## 2. RESEARCH METHOD

The type of research used is descriptive research, namely for the exploitation and clarification of a phenomenon or social reality, by describing a number of indicators related to the problem and unit being studied, by describing all data or conditions of the subject or object of research, then analyzed and compared based on the reality that is currently taking place and then trying to provide solutions to the problem and can provide up-to-date information so that it is useful for the development of science and can be applied more to various problems related to the accountability of the performance of the apparatus at the Education and Culture Office of West Kalimantan Province in carrying out tasks and functions, by looking in more detail at the description of the reference for carrying out tasks, actions taken by the apparatus and the priority interests of the apparatus in carrying out tasks.

The technique for selecting research subjects or data sources used was purposive, meaning that data sources were taken from people who were knowledgeable about the problem or who were directly involved in the problem being studied. The informants or research subjects were officials working at the West Kalimantan Provincial Education and Culture Office.

Data analysis in qualitative research is the process of simplifying data into a form that is easier to read and interpret. Qualitative research views data as the product of the researcher's interpretation process, which already contains meaning and references to values (Silalahi, 2015; Yin, 2014).

## 3. RESULT AND DISCUSSION

The West Kalimantan Provincial Education and Culture Office plays a strategic role in improving the quality of education and preserving regional culture. To ensure quality services, civil servants within this office are required to work accountably and in accordance with established performance targets. However, in practice, various issues remain that indicate weak performance accountability, such as mismatches between planning and work implementation, minimal reporting transparency, and a weak evaluation and follow-up system for results.

This situation demands an in-depth evaluation of the implementation of civil servant performance accountability within the West Kalimantan Provincial Education and Culture Office. This evaluation is crucial not only for assessing the effectiveness of civil servant performance but also for formulating necessary corrective measures to create a professional, results-oriented, and responsible work culture.



With increased accountability, it is hoped that public services in the education and culture sector can be more effective, efficient, and aligned with public expectations.

Based on interviews with the Head of the West Kalimantan Provincial Education and Culture Office, regarding the current state of civil servant performance accountability within the Office and indications that its implementation is not yet optimal, the following information was obtained:

"We believe that the accountability of civil servant performance within the Department still needs improvement. While formal instruments such as performance agreements (PK), Employee Performance Targets (SKP), and routine evaluations are in place, their implementation has not been fully effective. Some civil servants still lack a comprehensive understanding of the targets to be achieved and have not demonstrated a full commitment to completing assigned tasks. Some activities are conducted without adequate documentation, making them difficult to evaluate objectively."

The suboptimal achievement can be influenced by various aspects, including the environment, work culture and other external environmental aspects, as found in other studies (Arifin & Rupita, 2021; Nova Elsyra, Syah Amin Albadri, 2020; Rochmawati et al., 2022).

Indications of weak accountability are evident in the lack of alignment between reports and work implementation, delays in reporting, and minimal individual initiative to independently improve work quality. Furthermore, overlapping tasks and weak coordination between work units continue to occur, further weakening the performance accountability system. Therefore, it is necessary to strengthen an accountable work culture through ongoing development, stricter supervision, and objective and transparent performance evaluation.

Indications found include a lack of synchronization between work reports and the reality on the ground, delays in preparing accountability reports, and a lack of initiative among civil servants to improve work results without constant direction. Furthermore, overlapping tasks, weak cross-sectoral coordination, and a lack of concern for the quality of public services also indicate weak accountability. Furthermore, performance reports are still prepared merely as a formality without showing measurable data and results.

The West Kalimantan Provincial Education and Culture Office (ECD) holds a strategic position in supporting the improvement of educational quality, cultural preservation, and transparent and efficient public administration. Civil servants in this agency are expected to carry out their duties in accordance with their roles and functions, including planning, program implementation, and public service. However, in reality, work practices still do not reflect an optimal level of responsibility, such as delays in program implementation, low initiative in completing tasks, and a mismatch between output and duties.

This situation demonstrates that increasing civil servant accountability is a critical priority in bureaucratic reform, particularly in the education and culture sectors. Efforts to foster a sense of responsibility need to be supported by a fair and measurable performance management system, exemplary leadership, and consistent internal oversight. With increased awareness and commitment of civil servants to their responsibilities, public services will become more optimal, results-oriented, and aligned with community demands and the regional development vision.

Based on an interview with the Head of the West Kalimantan Provincial Education and Culture Office, regarding the steps that have been or will be taken to establish a work culture that upholds a sense of responsibility and discipline within the office, the following statement was obtained:

"We recognize that a good work culture cannot be established instantly. Therefore, the first step we have taken is to strengthen discipline by strictly monitoring the attendance of civil servants using an integrated electronic attendance system. Furthermore, we also emphasize the importance of individual responsibility through routine monitoring of each employee's performance in accordance with the established performance agreement and work schedule (SKP)."

Based on the interview results, it can be seen that the West Kalimantan Provincial Education and Culture Office has taken several concrete steps to establish a work culture that emphasizes responsibility and discipline. These efforts include implementing an electronic attendance system to monitor



attendance, routine supervision of task implementation according to the SKP, and emphasizing the importance of meeting individual performance targets. These steps demonstrate an initial commitment to instilling administrative discipline and strengthening control over civil servant accountability. common problems in achieving performance related to work culture in organizations as a complex aspect in achieving goals (Arifin, 2021; Arifin & Mulia, 2021; Rohmani et al., 2015; Salaputa et al., 2013).

The West Kalimantan Provincial Education and Culture Office, as an agency managing the strategic sector of education and culture, is highly required to have a responsive staff. Civil servants within this office must be able to understand changes in education policy, socio-cultural dynamics, and public input in a responsive and targeted manner. However, a number of challenges remain, such as slow handling of public complaints, lack of communication between work units, and inflexible bureaucratic procedures, which hinder the speed of service and decision-making.

In response to these challenges, increasing the responsiveness of civil servants is urgent. This can be achieved through strengthening digital-based service systems, increasing human resource capacity, and developing a proactive work culture oriented toward public satisfaction. With responsive civil servants, the West Kalimantan Provincial Education and Culture Office will be able to provide more effective and relevant services to public needs, and create an adaptive, responsive, and solution-oriented bureaucracy.

Based on interviews with the Head of the West Kalimantan Provincial Education and Culture Office regarding the current level of civil servant responsiveness in responding to public needs and complaints in the field of education and culture, the following information was obtained:

"We see that the level of responsiveness of civil servants within the Department still needs to be improved. Although several channels are available to accommodate public complaints, such as complaint centers, suggestion boxes, and digital channels, the speed and accuracy of civil servant responses are still uneven. Some units are quite active and responsive, but in others, responses tend to be slow or do not address the substance of the issues raised by the public."

Based on the interview results, it can be seen that the level of responsiveness of civil servants within the West Kalimantan Provincial Education and Culture Office is still less than optimal. Despite the availability of various complaint channels, both directly and through digital platforms, civil servants' responses to public complaints are often uneven. Some work units demonstrate active and timely responses, while others remain slow and fail to address the core issues. This indicates a gap in civil servants' capabilities and readiness to provide prompt and solution-oriented services.

The main contributing factors include high workloads, lack of cross-sector coordination, and weak civil servant awareness of the importance of responsiveness as part of public service. Therefore, strategic steps are needed, such as increasing civil servants' capacity in public communication, strengthening the complaint follow-up system, and instilling the value of responsiveness as a crucial part of professional responsibility. This is expected to increase public trust in the agency's performance along with improved service quality.

An interview with the Secretary of the West Kalimantan Provincial Education and Culture Office revealed that the current internal coordination system is quite effective in supporting ASN responsiveness to public service duties and responsibilities. If not, what obstacles are being faced? He stated:

"The current internal coordination system is actually functioning, primarily through routine meetings, letter disposition, and inter-sectoral communication. However, we believe that this coordination is not yet fully effective in supporting ASN responsiveness, particularly in responding to public needs quickly and accurately. In practice, the process of conveying information between units often does not run smoothly, and there is still a time lag between leadership orders and implementation in the field."

This statement indicates that the internal coordination system at the West Kalimantan Provincial Education and Culture Office is operating structurally, through regular meetings and inter-unit



communication. However, the effectiveness of this coordination is still considered to not fully support ASN responsiveness in carrying out public service duties. Delays in the delivery of information and the implementation of instructions are still found, which impacts slow responses to public needs or complaints.

#### 4. CONCLUSION

Based on the results of research and analysis on the performance measurement of civil servants at the West Kalimantan Provincial Education and Culture Office, regarding the aspects of accountability, responsibility, and responsiveness, the following conclusions can be drawn:

1. Accountability in the performance of civil servants at the West Kalimantan Provincial Education and Culture Office indicates that the implementation of their duties is not fully based on strong principles of transparency and accountability. This is reflected in the persistence of irregularities in the preparation of performance reports, a lack of clarity regarding work results, and weak internal evaluation and oversight mechanisms. This condition hinders the effective achievement of organizational goals and undermines public trust in the institution's performance.
2. The responsibility aspect of civil servant performance at the West Kalimantan Provincial Education and Culture Office indicates that several weaknesses persist in optimally carrying out their duties and responsibilities. This is reflected in the lack of awareness among some civil servants of the importance of commitment to their roles and functions in public service, as well as the inconsistent implementation of duties in accordance with procedures and performance targets. The lack of initiative in problem-solving and the tendency to wait for direction from superiors are indicators of a low sense of individual and collective responsibility in supporting the achievement of organizational goals.
3. The responsiveness aspect of the performance of civil servants at the West Kalimantan Provincial Education and Culture Office is still not fully optimal. This is evident in the lack of open communication with the public and the slow response to public aspirations and issues, particularly those related to education services. Some civil servants tend to be passive and non-proactive in responding to community needs, giving the impression of bureaucratic service that is not adaptive to the dynamics and demands in the field.

#### 5. REFERENCES

- Arifin, A. (2021). Analisis Daya Saing dalam strategi Pengembangan Kompetensi Daerah : Studi Kasus di Kabupaten Mempawah Kalimantan Barat. *Intelektiva: Jurnal Ekonomi, Sosial & Humaniora*, 2(06), 29–38. <https://www.jurnalintelektiva.com/index.php/jurnal/article/view/394/272>
- Arifin, A., & Rupita, R. (2021). The Effect of Environmental Factors to the Local Government Publik Service at the Border Region. *Sosiohumaniora*, 23(3), 299. <https://doi.org/10.24198/sosiohumaniora.v23i3.31515>
- Arifin, A., & Yuniarsih, R. (2022). *Developing Border Area: A Study of the Village Internet Program in Kaliau Village, Sambas Regency. I*. <https://doi.org/10.14421/jpm.2022.061-03>
- Arifin, & Mulia, W. M. A. (2021). *Penyuluhan Penyusunan Rencana Bisnis Sebagai Upaya Desa Sungai Raya Menuju Desa Wirausaha*. 5(6), 3056–3064. <https://doi.org/10.31764/jmm.v5i6.5425>
- Astaneh, M., Taghipour, F., & Davazdah Emami Hamid. (2019). Developing a Model for Social Capacity Building and Water Crisis Socialization. *Strategic Rssearch on Social Problems in Iran University of Isfahan*, 8(2), 107–138. <https://doi.org/10.22108/srspi.2020.121105.1492>



- Cahyono, M., Syamsuar, D., Atika, L., Negara, E. S., & Kunang, Y. N. (2021). Evaluasi Pemanfaatan Internet Desa Di Kabupaten Musi Rawas (Studi Kasus Desa Ngadirejo). *JUSIM (Jurnal Sistem Informasi Musirawas)*, 6(2), 144–158. <https://doi.org/10.32767/jusim.v6i2.1478>
- Nova Elyra, Syah Amin Albadri, Z. (2020). Pengaruh Pelaksanaan Kebijakan Dana Desa dan Manajemen Keuangan Desa terhadap Efektivitas Program. *Jurnal Administrasi Sosial Dan Humaniora (JASIORA)*, 4(1), 86–95. <https://doi.org/10.5281/zenodo.4402171>
- Rochmawati, I., Rusdiono, R., & Arifin, A. (2022). The Involvement and Conflict of Authority of Actors Managing the Indonesia-East Malaysia Border Area. *Journal of Governance*, 7(3). <https://doi.org/10.31506/jog.v7i3.16714>
- Rohmani, S. A., Rustiadi, E., Firdaus, M., & Sudaryanto, T. (2015). *DAMPAK MODAL SOSIAL DALAM PENGELOLAAN IRIGASI TERHADAP KESEJAHTERAAN PETANI DI KABUPATEN SUKOHARJO JAWA TENGAH The Impact of Social Capital of Irrigation Management on Farmers Welfare In Sukoharjo District , Central Java*. 67–90.
- Rusdiono, R., & Arifin, A. (2023). Pengembangan Pola Etika dan Moralitas Pelayanan Publik: Studi Kasus di Pemerintahan Kota Pontianak. *JHIP - Jurnal Ilmiah Ilmu Pendidikan*, 6(3), 1978–1989. <https://doi.org/10.54371/jiip.v6i3.1800>
- Rusdiono, & Rachmawati, I. (2019). PRILAKU DAN PERAN AKTOR KEBIJAKAN DALAM PENGELOLAAN PERBATASAN MALAYSIA-INDONESIA DI ARUK KABUPATEN SAMBAS. *Proyeksi Jurnal Ilmu Ilmu Sosial*, 6(5).
- Salaputa, I., Madani, M., & Prianto, A. L. (2013). Peran Aktor Dalam Penyusunan Agenda Kebijakan Pemekaran Wilayah Kecamatan Di Kabupaten Maluku Tengah. *Otoritas : Jurnal Ilmu Pemerintahan*, 3(1), 35–47. <https://doi.org/10.26618/ojip.v3i1.56>
- Silalahi, U. (2015). Metode Penelitian Sosial Kuantitatif. *Journal of Visual Languages & Computing*, 11(3), 287–301.
- Yin, R. K. (2014). Design and Methods, Third Edition, Applied Social Research Methods Series, Vol 5. In *Sage Publications* (pp. 1–181).