



## PERFORMANCE EVALUATION OF PUBLIC SERVICE STATE CIVIL APPARATUS IN WAWOTOBİ DISTRICT, KONAWE REGENCY

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### ABSTRACT

This study aims to determine, test, and analyze the performance of public service state civil servants in Wawotobi District, Konawe Regency. This type of research is qualitative, which is based on data analysis. The data source used is research data that comes from media information that has relevance to research problems and deserves to be used as a reference, internal documents in conducting research, and data obtained by researchers collected from observations, literature studies, interviews, and documentation. Performance Evaluation Analysis of State Civil Servants Public Services in the Wawotobi Subdistrict, Konawe Regency is categorized as good but there are still some deficiencies such as service support facilities and infrastructure, disciplinary problems for State Civil Apparatuses.

**Keywords:** *Performance, State Civil Apparatus (ASN), Public Service*

### INTRODUCTION

The state civil apparatus is an element of the apparatus whose duty is to provide services to the community in a professional, honest, fair, and equitable manner in the 3 task administrations namely the state, government, and development. While non-permanent employees are thriving, making a new paradigm in the agency environment, apart from honorary staff, after civil servants, although the work carried out is almost the same as civil servants in general, the only difference is that non-permanent (honorary) employees rarely occupy positions. structural importance in the institution. Because of its nature, it only helps those assigned directly by superiors and heads of sections of an agency.

The performance of the civil apparatus must be considered because it is one of the keys to success. Performance in an organization is the answer to the success or failure of the organizational goals that have been set. Assessment of the performance of the State Civil Apparatus seen from the Employee Performance

Targets or employee work behavior, which consists of service, integrity, commitment, discipline, cooperation, and leadership (PP No.46 of 2011).

Performance evaluation in public organizations plays a key role in the development of employees and their productivity. Performance evaluation is principally a manifestation of the form of an employee's performance appraisal. Performance evaluation provides an overview of the employee's condition and at the same time can provide feedback. Organizational performance or often also called organizational effectiveness organizational effectiveness is generally defined as organizational success or achievement (LAN, 2003). Gibson (2012: 40), in Harbani Pasolong (2010) states that a person's performance is determined by the ability and motivation to do the job.

Employee performance is the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the expected results. If it is associated with performance as a noun where one of the entries is the result of a job (thing done), the notion of performance or performance is the result of work that can be achieved by someone in a company under their respective authorities and responsibilities in efforts to achieve company goals legally, do not violate the law and do not conflict with morals or ethics (Rivai, 2005: 15-17).

Public services should prioritize good and uncomplicated service quality. To get good service quality, there must be strategies and efforts to realize the quality of public services in society. As stated in Law Number 25 Talmo 2009 concerning Public Services, the State is obliged to serve every citizen and resident to fulfill their basic rights and needs within the framework of public services which is the mandate of the 1945 Constitution of the Republic of Indonesia, building public trust in public services carried out by public service providers are activities that must be carried out in line with the expectations and demands of all citizens and residents regarding the improvement of public services,

According to Kumiawan (2005: 4) the function of this service is directed at meeting the needs of the community while at the same time creating social justice in society so that in this way the government will be able to create a better life for its people. And according to Law no. 25 of 2009 regarding public services article I which reads "Public service is an activity or series of activities in the framework of fulfilling service needs under statutory regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers ". The criteria used to assess the quality of public services are quality criteria with a range of complaints or praise for employee performance, simplicity of completion of tasks,

As stipulated in Article 12 Paragraph 2 Letter f of Law Number 23 of 2014 concerning regional government mandatory government affairs are not related to basic services which are the regional authority of regency or city regional governments, one of which is population administration and civil registration services so that it is necessary efforts to realize orderly population administration, and need to be taken seriously, especially by parties related to the service process in the population sector. With the delegation of some of these authorities, it is expected to be able to increase professionalism to create work efficiency, and effectiveness. Based on this paradigm, local government apparatus, especially Scope Kee.

Based on the quotation above, it can be described as the true meaning of public service. The character of public services provided by the government must always change following the development of a dynamic society. Public services must be non-discriminatory in that every citizen is treated equally when dealing with the public bureaucracy in receiving services as long as the required conditions are met. And the function of the service is to make it easier for the community to get service needs.

## **LITERATURE REVIEW**

### **Performance Evaluation**

Performance is part of the management function, namely supervision. Performance according to LEON C. Mengginson (Mangkunegara, 2000) is a process used by leaders to determine whether an employee does work according to their duties and responsibilities, while Simanjuntak (2005) says performance evaluation is a method and process of assessing the task of a person or group of work units in a company or organization under work standards or goals that have been set beforehand.

Based on the above understanding, it can be concluded that performance evaluation is an assessment that is carried out systematically to find out the results of employee work and organizational performance, which means that organizational performance is determined by individual performance. Performance evaluation means a performance appraisal. Pyman J. Simanjuntak (2005: 73) reveals that: "Performance appraisal is a systematic picture of the merits and weaknesses of individual or group work. Although there are technical problems (such as format selection) and human problems themselves (such as resistance appraisers and the existence of inter-individual relationship barriers), all of which will not be resolved by performance appraisal.

### **Performance**

Moenir (2006: 76) defines performance as the result of a person's work at a certain time unit or size. This understanding looks at the time dimension. The results achieved can come from a person or group of people, as stated by Hasibuan (2001: 105) that performance is the work results achieved by a person in carrying out the tasks assigned to him based on trust, experience, and sincerity.

Performance is carrying out an activity and perfecting it according to their responsibilities with the expected results (Widodo, 2006: 78). The State Administrative Institute of the Republic of Indonesia, abbreviated as LAN-RI in Pasolog (2007: 175), formulates performance as a description of the level of achievement of the implementation of an activity, program, policy in realizing the goals, objectives, vision, and mission of the organization. The concept of performance put forward by LAN-RI is more directed at the performance reference of a public organization which is quite relevant to an organization's strategy, namely with another mission and vision to be achieved.

In addition, Mahsun (2006: 25) defines performance as an illustration of the level of achievement of an activity/program/policy in realizing the goals, objectives, vision, and mission of the organization defined in the organization's Strategic Planning. Performance can be known if the individual or group of individuals has success criteria in the form of specific goals or targets that have been set to be achieved.

### **Public service**

Etymologically, service comes from the word *layan* which means to help/take care of what someone needs, then service can be interpreted as regarding/how to serve, service/service; in connection with the sale and purchase of goods or services (Poerwadaminto, 1995:571). From this description, service can be interpreted as an activity provided to assist, prepare, and manage whether it is in the form of goods or services from one party to another. Meanwhile, public from English "public" means general, community, and state. The word public in standard Indonesian becomes public which means general, many people, crowded. Inu Kencana defines the public as many people who share thoughts, feelings, hopes, attitudes, and actions that are right and good based on the values of norms that have a sense of belonging. Therefore, public service is interpreted as any activity carried out by the government for many people who have every activity that is profitable in a group or unit, and offers satisfaction even though the results are not tied to a product physically. (Sinambela 2007: 5).

Meanwhile, according to another opinion regarding the notion of public service expressed by Ratminto (2007: 4-5) which states that: "Public service or public service can be defined as all forms of service, both in the form of public goods and public services which are in principle the responsibility of responsible and carried out by government agencies at the 44 centers, in the regions and the environment of State-Owned Enterprises or Regional-Owned Enterprises, to meet community needs as well as in the framework of implementing statutory provisions".

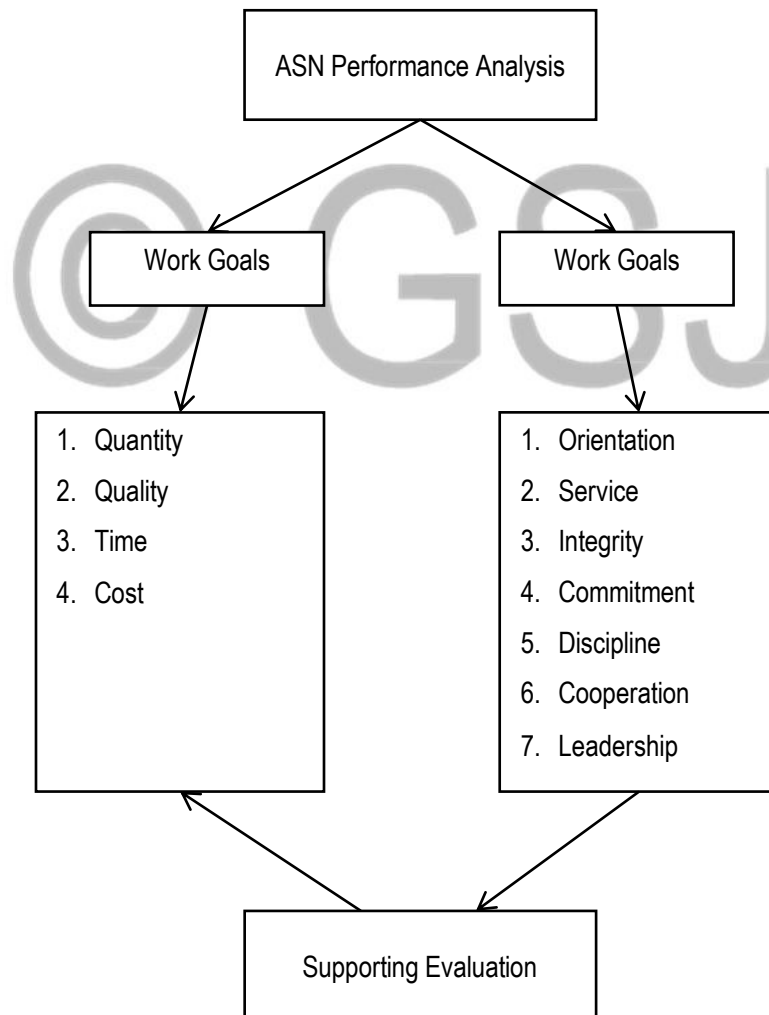
According to the Minister of Administrative Decree No. 63 of 2003, public services are all service activities carried out by public service providers as an effort to fulfill the needs for receiving services and implementing statutory provisions. Meanwhile, according to the Big Indonesian Dictionary, public service is defined as a subject or way of serving, an effort to serve other people who receive monetary or service rewards as a facility in connection with the sale and purchase of goods or services.

Public services are all activities in the framework of fulfilling basic needs under the basic rights of every citizen and resident to goods, services, or administrative services carried out by service providers related to the public interest. Service activities organized by public organizations are efforts to fulfill human needs both personally and institutionally. Humans personally in their lives need several types of needs which in fulfilling them are forced to relate to public service organizations. As expressed by Moenir (1998:12) that every activity carried out by other parties is aimed at fulfilling the interests of the people. However, this does not mean that service is always collective.

### Conceptual Framework

Performance is part of the management function, namely supervision. Performance according to LEON C Mengginson (Mangkunegara, 2000) is a process used by leaders to determine an employee to do work according to their duties and responsibilities while Simanjuntak (2005) says performance evaluation is a method and process of assessing the tasks of a person or group of work units in a company or organization under work standards or goals set in advance.

Figure 1. Research Conceptual Framework



## **RESEARCH METHODS**

### **Research design**

This type of research is qualitative research. The qualitative method is a problem-solving process that is investigated by describing the research object clearly and in more detail (comprehensively), as well as by drawing generalizations that explain variables that cause a symptom or social reality. In this study, researchers conducted direct observations in the field to obtain data that concrete about the Performance Evaluation of ASN Public Services in the Scope of Kec. Wawotobi, Konawe Regency.

### **Population and Sample**

The population is the overall component elements that show certain characteristics that can be used to make conclusions. So, the collection of elements shows the characteristics of the collection (Sanusi, 2011: 87). So in this study, the population was taken from all the informants who were in the Kec. Wawotobi, Konawe Regency. While the sample is part of the number and characteristics possessed by the population (Sugiyono, 2014: 81). Therefore, the researchers took samples including the Wawotobi sub-district head, Wawotobi sub-district secretary and his staff (3 people) consisting of Head of the Population Section, Head of Planning Subdivision, Head of Trantib Section and also 3 residents who took care of files at the sub-district office during the study held.

### **Data Types and Sources**

The data sources used to obtain information are used as data sources to obtain data, this data source is divided into three:

1. Primary data is data obtained directly from the subject or object studied (samples or respondents). Primary data is usually still raw because it has not been processed or interpreted for its nature and quality.
2. Secondary data is data that comes from media information that is relevant to the research problem and deserves to be used as a reference, internal document in conducting research.
3. Documentation, namely data collection techniques using documents obtained from research sites, namely records regarding employee attendance, and employee data.
4. Literature study, use of reference materials as a reference for theories and assumptions that are related to and support research. This literature study includes data obtained from related research documents and journals.

### **Data Collection Technique**

In this study, the authors used data collection techniques in the following way:

1. Observation, namely how to collect data is done by observing and systematically recording the phenomena that are used as research objects (Muhammad, 2003:35). In this case, the researcher made observations about the Employee Performance Evaluation of the Wawotobi District Office, Konawe Regency.
2. Interviews, namely how to collect information materials carried out by debriefing verbally, unilaterally, face to face, and with predetermined goals (Muhammad, 2003:32). In this study, researchers will conduct interviews with parties who know, understand further, and are related to Employee Performance Evaluation at the Wawotobi District Office, Konawe Regency.

### **Data Analysis Techniques**

There are three data analysis techniques used in this paper, quoted from Sugiyono in his book Understanding Qualitative Research, the three techniques are as follows:

1. Reduction, data Data reduction is summarizing, choosing the main things, focusing on the important things, and looking for themes and patterns. Thus, reduced data will provide a clearer picture and make it easier for researchers to carry out further data collection and look for it if needed.

2. Data Presentation, data presentation is usually done in the form of brief descriptions, charts, relationships between categories, flowcharts, and the like. The presentation of data that is most often used to present data in qualitative research is with narrative text, the presentation of data that will make it easier to understand what happened and plan further work based on what has been understood.
3. Concluding, conclusions in qualitative research are new findings that have never existed before. Findings can be in the form of a description or description of an object that was previously uncertain so that after research it becomes clear, it can be in the form of casual or interactive relationships, hypotheses, or theories.

## **RESEARCH RESULT AND DISCUSSION**

### **Performance Evaluation Indicators**

#### **1. Service Quality**

The findings of the study concluded that the quality of service provided by the Wawotobi District government apparatus has been quite good for the community, this can be seen from the positive responses of the community who said that the services provided by the Wawotobi District apparatus were under what they expected. When there is a typo in the service documents needed by the community, the sub-district government apparatus immediately corrects them by making new letters so that what reaches the community is under what is expected by the community.

#### **2. Service Quantity**

The author concludes that the quantity of work of the Wawotobi District government shows a good category. Where the sub-district government always carries out community requests regarding services needed by the community immediately. So that when many people come to need services, there will be a lot of work that can be completed by the Wawotobi District government apparatus in a day's work without any accumulation of tasks.

#### **3. Service Timeliness**

Based on the observations of researchers, the Wawotobi District government does not have certainty regarding working hours so sometimes Wawotobi District government officials are not at work when the community needs service. Services that should have been carried out from 7.30 to 14.30 were not carried out due to the lack of certainty regarding working hours which made the apparatus not punctual. However, if there are people who need services at night, the Wawotobi District government will still serve them. Based on observations and recorded interviews, Wawotobi District officials, the majority of whom work as farmers, are often not at work or home during working hours. There are several officers I met who were in the garden during working hours. So based on this, the Wawotobi District government is still not working on time which can be seen from the absence of District government officials who want to meet people who need services. This is because some government officials in Wawotobi District still work as farmers.

#### **4. Independence**

Independence in completing work is one of the important indicators put forward by Robbins (2006). The Wawotobi District Government apparatus is a resident of the selected District and is considered to have the ability to carry out their duties and functions as District officials. So that they are considered capable and able to independently complete the work properly. This is what was conveyed by Mr. Jasmin., S.IP Secretary of the Wawotobi Sub-District Head who said: "Yes, for example, independence related to carrying out tasks such as data collection tasks. Meanwhile, for example, what is done in the field of providing services or other things can still be done by each official who has been assigned." (interview, 18 February 2023). to other coworkers. so that the authors can conclude that the

Woerahi Village government apparatus is quite independent in carrying out the duties and functions that are their responsibility.

### 5. Work Commitment

Work commitment is the seriousness of the District government apparatus in devoting time and energy to the organization in providing services to the community. Based on the results of observations, it was seen that government officials in the Wawotobi District were often found not in the office or at home during working hours. Sometimes the officer the community wants to meet is in the garden, this often causes the community to return when the officer they want to meet is not in the office or at home. This low commitment to work is also due to the low salary of the apparatus.

## Indicators of Public Service Principles

### 1. Simplicity

The simplicity of service means that procedures or procedures for public services are carried out in an easy-to-understand, uncomplicated, and easy-to-implement manner. Based on the results of observations, the authors see that the services provided by the Wawotobi District government are quite simple, this simple service mechanism is indicated by easy service procedures for the community. people who need services can come directly to the sub-district officials' house and will be served immediately without complicated procedures. so that based on the results of the interviews and observations above, the writer can conclude that the principle of simplicity in public services carried out by the Wawotobi District Government Apparatus has been going quite well.

### 2. Service Clarity

The clarity in this study can be seen through the sub-indicators, namely: There is clarity of flow and clarity of requirements in administration as well as clarity of information regarding service fees and clear payment procedures. What is meant by clarity of flow and administrative requirements is that the Wawotobi District government apparatus must be able to provide clarity to the public regarding procedures for service requirements in carrying out an existing service, so that the administration can run smoothly and there are no obstacles.

Based on the Wawotobi District Government Regulation concerning Regional Original Revenue (PAD) for 2022 there is a district revenue budget plan, the service referred to is the clarity of administrative service costs. Details of the cost of other letters can also be seen in the following table:

**Table 1. Administrative Service Fee**

No.	Types of Administrative Services	Service Fee
1	Trade Business Permit	Rp. 20,000
2	Building Permit Recommendation	Rp. 20,000
3	Management of Family Cards and E-KTP Recording	Free

*Source: Konawe Regency Regional Regulation Concerning District Original Income, 2023*

Thus, based on the results of the interviews and observations above, the researcher can conclude that the clarity of the Wawotobi District government in providing services is quite good, details of service costs have also been determined and carried out based on existing village regulations.

### 3. Certainty of Service Time

In implementing the principle of time certainty, compatibility between the service time set and the realization in the field is required, namely the Wawotobi District government must be able to provide time certainty to the community for the completion of a specified arrangement and not delay the completion time in service. Based on the results of observations, the authors see that in providing services such as

letters, the government can complete them in approximately 10 minutes, while for social problems the 85 District government cannot ensure the completion time, but the village government is trying to solve them immediately.

Based on the results of interviews and observations that the principle of certainty of time for the Wawotobi District government has been going quite well, this is indicated by the certainty of the time for completion of services, besides that the village government also immediately responds to every service and does not delay services.

#### 4. Accuracy

Based on the results of these observations and interviews, it can be concluded that the accuracy of the services provided by the Wawotobi District government has not fully gone well. This can be seen from the fact that technical errors are still common in the services provided, however, the sub-district government apparatus always tries and immediately corrects any errors that occur.

#### 5. Security

Security in this study can be seen from the sub-indicators, namely the existence of legal certainty and legality from the authorities for the products provided and the existence of a sense of security for the community in the service process. What is meant by legal certainty and legality is that every service product provided must have legality from the competent authority so that the services provided to the public have strong legal certainty.

Based on the results of the interviews and observations above, the writer can conclude that the principle of service security in the Wawotobi District is good enough. This can be seen from the conducive security environment and the legality of services carried out based on applicable procedures to provide legal certainty and a sense of security for the community.

#### 6. Responsibility

The responsibility of the Wawotobi District Government apparatus in service can be seen from the attitude of responsibility for work and the ability to accept and solve every need and problem faced by the community.

Based on the results of these interviews, the writer can conclude that the Wawotobi District Government apparatus is responsible enough in carrying out its duties and functions to provide services to the community.

#### 7. Completeness of Facilities and Infrastructure

What is meant by the completeness of facilities and infrastructure is that in the service process, it is necessary to have computers, typewriters, and printers as well as other adequate infrastructure to support the service process, so that having adequate facilities will expedite the service process.

Based on the results of observations, the researchers saw that the Wawotobi District government already had service facilities such as computers and printers to support services. while for laptops, not all apparatus have it. Researchers also saw that the service room had not been supported by other facilities such as fans.

#### 8. Discipline, Friendliness, and Politeness

Based on the results of observations, researchers often found officers in the garden during working hours. This could not be separated from the activities of the Wawotobi sub-district officials who also work as farmers so sometimes they were in the garden part of the time. Based on the results of observations, researchers see that in providing government services, they are always friendly and polite to the public. So based on the results of these interviews, the writer can conclude that the politeness and friendliness of the Wawotobi District government apparatus are quite good. However, there are other



obstacles in terms of discipline, where there are still Wawotobi District officials who are not disciplined, this can be seen from the absence of District officials at the office or home when the community needs services during working hours.

#### 9. Comfort

Based on the results of these interviews, the writer can conclude that the service convenience of the Wawotobi District has been going well. With a waiting room, public toilets, and special parking for vehicles that have been provided by the Wawotobi District government, Konawe Regency.

## DISCUSSION

Concerning the performance of the State Civil Apparatus in the Wawotobi District, Konawe Regency, the author examined starting from interviews with superiors in the District to paying attention to the behavior of the State Civil Apparatus and looking at the documentation in the Wawotobi District archives. It can be seen that there are still obstacles in the field when working such as disciplinary issues and so on. However, from the results of the performance of the State Civil Apparatus in Wawotobi District, it has been good, thus the State Civil Apparatus has not been maximal in obeying rules and discipline. 99 Similar to the problem in the journal Haryady (2013) with the title Performance of the Pekanbaru Sub-district Office, it shows that the State Civil Apparatus is still not optimal at work. The existence of a lack of human resources and infrastructure that is considered inappropriate is one of the causes of not maximal performance in the sub-district. Destiasari's research (2015), also focuses on a problem that is almost the same as this study, namely employee performance at the Cipocok Jaya sub-district office, in Serang City. In this study, the focus is on the performance of the employees there, however, judging from this research, the employees there are considered to be less friendly, different from the Wawotobi District State Civil Apparatus studied, which states that the State Civil Apparatus there is friendly and does not hesitate to help residents who come to Integrated Services section. Of course, this shows that we are still highlighting the results of the performance of the State Civil Apparatus.

## RESEARCH LIMITATIONS

Based on the researcher's direct experience in this research process, some limitations are experienced and can be some factors that can be given more attention to future researchers in further perfecting their research because this research itself certainly has deficiencies that need to be continuously improved in research. Some of the limitations in the study, among others:

1. The number of informants who were only 11 people, of course, is still insufficient to describe the real situation.
2. The object of research is only focused on the District Office of Wawotobi, Konawe Regency.
3. In the data collection process, the information provided by the respondents through direct interviews sometimes did not show the actual opinions of the informants.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

The conclusions that can be drawn from this research are:

1. The quality of performance produced by the State Civil Apparatus has generally been good. But there are still deficiencies from external and internal factors.
2. Based on the SKP Recap of one of the State Civil Apparatuses in the District, the State Civil Apparatuses have received assignments under their respective fields such as the Head of a Government Section who is under his duties in the Community.
3. When the State Civil Apparatus in the Wawotobi District gets the assignment, it has been carried out on time, but for working time it is sometimes still outside working hours because of the existing field conditions, namely District Activities which are sometimes on holidays and outside working hours as well.
4. The relationship between the State Civil Apparatuses is good and there are no obstacles. That way

the work environment in Wawotobi District is good.

5. The attitude of the behavior of the State Civil Apparatus should be under the basic values of the State Civil Apparatus, the Code of Ethics, and the Code of Conduct for the State Civil Apparatus. State Civil Apparatuses as Community Servants must show proper attitude.
6. State Civil Apparatus In the Wawotobi Sub-district itself, the personality of each State Civil Apparatus has been assessed as good from the results of statements from the local Camat.
7. Morning attendance is often late and even alpha so the attendance rate of many State Civil Apparatus Absenteeism systems is low. In the sense that the system does not lie that the State Civil Apparatus still does not follow the applicable regulations, especially in employee discipline.

### Suggestion

Suggestions from this study are as follows:

1. Improving Work Quality because it becomes one of the things that is considered in an organization or work device to achieve the goals of work equipment.
2. Duties and Workload must be adjusted to the capabilities of existing Human Resources and also seen from the education and training that has been received by the State Civil Apparatus.
3. Leaders should pay more attention to the assessment of the use of time at work, namely the level of attendance, tardiness, effective working time, and lost working hours.

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