THE USE OF PLANNING ON EMPLOYEES’ PERFORMANCE AT THE DPRD SECRETARY OFFICE IN MEDAN

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 Abstract

Planning is the process of achieving organizational goals, in order to achieve the goal of developing an organizational work activity plan. The budget is very important to do in order to be able to finance all the needs of the program that is run and its realization can be in accordance with the set budget. Meanwhile, performance is what is done and what is not done by the employee is the work that has been achieved by the employee. The purpose of this study was to determine the function of budget planning on the achievement of employee performance at the Secretariat of the DPRD City of Medan. In this study the author uses a qualitative research approach. Analyzing research data using primary data and secondary data, data collection techniques in the form of observations and interviews obtained from the Medan City DPRD Secretariat Office in 2021 show that the planning function towards the achievement of employee performance is positive and significant to the achievement of employee performance at the Medan City DPRD Secretariat Office.

Keywords: Planning, employee performance, DPRD

INTRODUCTION

The Medan City DPRD Secretariat is an element that serves in the administrative field and provides support to the obligations and functions of the Medan City DPRD. DPRD to be able to carry out their obligations and functions in line with what is needed. In order to measure the current business performance of the Medan City DPRD Secretariat according to the field of affairs under its authority, a number of performance indicators are needed. The performance indicators in question must of course support the achievement of the Vision, Mission and Program of the Mayor and Deputy Mayor of Medan City.

Planning is a preparation of actions for companies or agencies as guidelines for implementing future activities, Budget Planning is very important so that the budget set can finance all the needs of the program being run and its realization can be in accordance with the budget set. The budget that has been set cannot be separated from the costs associated with the program to be carried out, all programs require funds to support the program, for that a budget preparation system and the correct allocation of costs are needed in order to produce a useful budget in accordance with these needs.

The budget is a very complicated matter and contains high political overtones. All information related to budgeting must be known by the public for criticism or input. related budget in the process of determining the amount of fund allocation for each program and activity in monetary units. The planning stage is very important because an ineffective and not performance-oriented budget will be able to thwart the plans that have been
prepared. Organizational commitment is an encouragement from within the individual to do something in order to support the success of the organization in accordance with its goals and prioritize the interests of the organization compared to its own interests.

Organizational commitment is needed as an indicator of employee performance. Employees with high commitment can be expected to show optimal performance. A person who joins an organization in a company is required to have a commitment in him. Budget planning requires organizational commitment because the higher the organizational commitment, the more support in budget planning. In addition, planning is very important in budgeting because planning is the initial process where management decides the goals and ways of achieving the desired. From the description above, it can be seen that the important role in budget planning at the Medan City DPRD Secretariat Office.

**Definition of Planning**

Basically planning in an agency is needed to achieve predetermined targets. Planning is a way of thinking about social and economic issues, especially future-oriented, the relationship between goals and collective decisions and pursuing policies and programs. The initial stage in carrying out company or agency activities in connection with the achievement of the company's organizational goals is to make a plan. As stated by Erly Suandy (2001) in general planning is a process of determining organizational (Company) goals and then presenting (Articulated) clearly the strategies (Programs), tactics (Program implementation procedures) and operations (Actions) needed to achieve the company's overall goals.

In management, planning is the process of defining organizational goals, creating strategies to achieve those goals, and developing plans for organizational work activities. Planning is the most important process of all management functions because without planning the other functions of organizing, directing, and controlling will not be able to run. Plans can be informal plans or formal plans (Novianti, 2021). An informal plan is an unwritten plan and is not a common goal of members of an organization. While the formal plan is a written plan that must be implemented by an organization within a certain period of time. The formal plan is a joint plan of the members of the corporation, that is, each member must know and implement the plan. Formal plans are made to reduce ambiguity and create an understanding of what needs to be done.

Budget planning is very important so that the budget that is set can finance all the needs of the program being run and its realization can be in accordance with the budget set (Amirullah, 2015). The budget that has been set cannot be separated from the costs associated with the program to be carried out, all programs require funds to support the program, for that a budget preparation system and the correct allocation of costs are needed in order to produce a useful budget in accordance with these needs (Muslich, 2003).

**Planning Function**

The planning function is basically a decision-making process with respect to the desired results, with the use of resources and the establishment of a communication system that allows reporting and control of final results and comparison of these results with the plans made (Dharma, 2001). According to Sumarto (2003), the function of planning is as follows.
Planning as a director

Planning is an effort to achieve or get something in a more coordinated manner. In this case, planning is as a guide or guide in an effort to achieve goals in a more coordinated and directed manner.

Planning as uncertainty minimization

Basically there is nothing in this world that doesn't change. The changes that occur bring uncertainty to the organization. Sometimes the changes are in accordance with what we want but not infrequently the changes are not in accordance with what we want. This uncertainty must be minimized, with planning, the uncertainty that will occur in the future is anticipated in advance.

Planning as minimization of wastage of resources

Every organization definitely needs resources, with planning, an organization at the beginning has planned on the use of resources so that it is hoped that there will be no waste in terms of using existing resources so that the organization can increase its efficiency level.

Planning as standard setting in quality control

Planning functions as a standard setting in quality control that must be achieved by the organization and its implementation is monitored in the management control function. In planning, the company determines goals and plans to achieve these goals. In supervision, the company tries to compare the goals that have been set with the reality on the ground, and evaluates deviations that may occur, so that they can take the necessary actions to improve the company's performance.

Definition of Performance

Performance is basically the result of work in quality and quantity that must be achieved by an employee in carrying out his duties according to the responsibilities given (Baene, 2019). Performance appraisal refers to a formal and structured system that affects the attributes related to the work achieved.

Hariandja (2002), suggests that performance is the result of work achieved by employees or real behavior that is displayed in accordance with their role in the organization. Employee performance is a very important thing in the organization's efforts to achieve its goals, so various activities must be carried out by the organization to improve it.

The performance standards are set based on job criteria, namely explaining what the organization has given its employees to do, therefore individual performance in job criteria must be measured, compared to existing standards and the results must be communicated to all employees. Mathis and Jackson (2002), also explains "Performance standards can be in the form of production output or better known as numerical performance standards and non-numeric performance standards". To assess the performance of this organization, of course, necessary indicators or criteria to measure it clearly. Without clear indicators and criteria, there will be no direction that can be used to determine which one is relatively more effective (Bryson, 2002).
From some of the definitions above, the authors can conclude that performance is a very important thing in carrying out their duties in quality and quantity that must be done by an employee to achieve certain goals.

**Factors Affecting Performance**

According to Gibson (2003), there are three sets of variables that affect behavior and work performance or performance, namely:

1) Individual variables, consisting of abilities and skills, mental and physical, background (Family, social level), salary and demographics (Age, origin, gender).

2) Organizational variables, consisting of resources, leadership, rewards, job design structure.

3) Psychological variables, consisting of perception, attitude, personality, learning, motivation.

The three main factors that influence individual performance according to Mathis and Robert L (2006), are "the individual's ability to do the job, the level of effort devoted and organizational support". In the context of government as a public sector according to Mahsun (2006), that there are several aspects that can be assessed for its performance: 1) Input Group; 2) Process Group; 3) Output Group; 4) Outcome Group; 5) Impact Group; and 6) Benefit Group.

**METHOD**

The method used in the research is literature study or literature study. Budihardjo (2011) defines literature study as a series of activities related to the methods of collecting library data, reading and taking notes, and managing writing materials. Therefore, in conducting a literature study, it is necessary to explicitly define the literature search criteria and inclusion criteria. One of the best ways to conduct a literature study is to briefly describe the main results based on the level of strength of evidence, scope of research, and relevance to the research topic (Agus et al., 2020). The literature study is divided into several stages.

**Determine the topic and concentration that will be the focus of research**

Researchers are also required to describe the urgency and novelty of the research topic to be studied. Furthermore, the author can determine the formulation of the problem and the objectives to be achieved.

**Carry out a literature search process using relevant keywords**

Literature can be searched through various sources available electronically and in print. After the literature is collected, the literature selection process is then carried out to facilitate the analysis process. Writing, which begins by combining points of information from various literatures into a unified whole. The points of information are then described in more depth for further research as well as to answer practical needs. After that, the next step is to find new evidence-based points that can be the findings of the analysis.
FINDINGS AND DISCUSSION

The function of budget planning is based on employee performance at the Medan City DPRD Secretariat in 2021 through the preparation of activity program plans in the RKA (Work Plan and Budget) and DPA (Budget Implementing Document) documents (Aziz, 2016). According to the Minister of Home Affairs Regulation No. 13 of 2006 concerning Guidelines for Financial Management of Regional Revenue and Expenditure Budgets (APBD) in the era of regional autonomy, it is prepared with a performance approach, meaning that a budget system that prioritizes the achievement of performance results or outputs from predetermined cost allocation plans. With this, it is hoped that the preparation and allocation of the budget can be more adapted to the scale of priorities and preferences of the region concerned.

Performance-based budgeting is a budgeting method for management to link each funding set forth in activities with expected outputs and results, including efficiency in achieving the results of these outputs. The outputs and results are stated in the performance targets for each work unit. Meanwhile, how the goal is achieved, is outlined in the program followed by financing at each level of goal achievement.

In this study, the function of performance-based budget planning is focused on the Secretariat of the Medan City House of Representatives. This is done in order to analyze whether the performance-based budget planning function has been carried out efficiently and effectively, while the time period for the analysis of the performance-based budget execution.

The results of the study show that the process of preparing performance-based regional budgets and expenditures at the secretariat of the Takalar Regency DPRD has been based on regulations to legislation, preparation of the budget and Law No. 33 of 2004, concerning financial considerations between the central government and local governments. This performance-based budget preparation gets high political support from regional heads and regional legislative leaders (DPRD). The performance achievements are: 100% of the preparation of the RKA and DPA that have been programmed in the Temporary Budget Ceiling Based on the Activities Program for the 2021 Fiscal Year and indicators and benchmarks performance of activities in 2021.

Table 1. Temporary Budget Ceiling Based on Activities Program for Fiscal Year 2021

<table>
<thead>
<tr>
<th>Programs/Activities</th>
<th>Goals/Activities</th>
<th>Temporary Budget (in Rupiah)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office administration service program</td>
<td>Improving the quality of office administration services</td>
<td>56,347,501,538.00</td>
</tr>
<tr>
<td>Apparatus facilities and infrastructure improvement program</td>
<td>Improving the quality of apparatus facilities and infrastructure</td>
<td>8,266,621,948.00</td>
</tr>
<tr>
<td>Apparatus discipline improvement program</td>
<td>Number of violations of apparatus discipline</td>
<td>407,432,100.00</td>
</tr>
<tr>
<td>Program</td>
<td>Description</td>
<td>Budget (in IDR)</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Apparatus resource capacity building program</td>
<td>Increase the capacity of personnel resources</td>
<td>1,968,586,000.00</td>
</tr>
<tr>
<td>Program to improve the development of performance and financial</td>
<td>Level of implementation of performance and financial performance reporting</td>
<td>382,734,100.00</td>
</tr>
<tr>
<td>performance reporting systems</td>
<td>system</td>
<td></td>
</tr>
<tr>
<td>Programs for carrying out religious activities and holidays</td>
<td>Improving the quality and quantity of organizing religious activities and</td>
<td>395,098,000.00</td>
</tr>
<tr>
<td></td>
<td>holidays</td>
<td></td>
</tr>
<tr>
<td>Program to increase the capacity of regional people's representative</td>
<td>Program to increase the capacity of regional people's representative</td>
<td>34,492,511,100.00</td>
</tr>
<tr>
<td>institutions</td>
<td>institutions</td>
<td></td>
</tr>
<tr>
<td>Cooperation program with mass media</td>
<td>Improve satwan's relationship with the media</td>
<td>6,072,000,000.00</td>
</tr>
<tr>
<td>Inter-institutional work relations and coordination program</td>
<td>The level of satisfaction of board members with the service of farewell and</td>
<td>654,489,500.00</td>
</tr>
<tr>
<td></td>
<td>welcome board members</td>
<td></td>
</tr>
<tr>
<td>Data/information development program</td>
<td>Time efficiency of data and information</td>
<td>1,140,648,50.00</td>
</tr>
</tbody>
</table>

**TOTAL:** 110,127,622,786.00

Source: Medan City DPRD Secretariat 2021

Based on Table 1, namely the Temporary Budget Ceiling Based on the Activities Program for the 2021 Fiscal Year, abbreviated as PPAS, it is a priority program and a benchmark for the maximum budget limit given to SKPD and regional apparatus for each reference program in the preparation of the RKA work plan and the budget for the work unit of the regional apparatus, determined for indirect spending and total spending. Temporary Budget Ceiling Based on the Activities Program for the 2021 Fiscal Year with a total of 110,127,622,786.00 which will be realized to carry out the programs that have been determined and the targeted activities.
**Table 2. Indicators and Benchmarks of Activity Performance in 2021**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Performance Benchmark</th>
<th>Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity Achievements</td>
<td>Improving the smooth implementation of tasks in the context of administering local government</td>
<td>100 Percent</td>
</tr>
<tr>
<td>Input</td>
<td>Funds needed</td>
<td>Rp. 2,488,988,000</td>
</tr>
<tr>
<td>Output</td>
<td>Availability of regional property to support regional government affairs</td>
<td>1 year</td>
</tr>
<tr>
<td>Results</td>
<td>Availability of regional property to support regional government affairs</td>
<td>4 Subsections</td>
</tr>
</tbody>
</table>

Source: Medan City DPRD Secretariat 2021

Based on table 2, namely indicators and benchmarks for the performance of activities in 2021, it can be concluded that it is very good because the performance achievement is 100%, so that the implementation of performance-based budgeting has been carried out well. This means that the Secretariat of the Medan City Regional House of Representatives has implemented performance-based regional budget planning as an effort to provide regional property to support regional government affairs.

The performance-based budgeting system requires that each rupiah value used to implement programs and activities must produce outputs that support the achievement of planning goals and objectives for achieving employee performance with predetermined implementations. For this reason, performance-based budget planning requires performance benchmarks. These performance benchmarks include: Performance Indicators and Cost Standards. Performance benchmarks used by the Medan City DPRD 2021 Secretariat, Performance Indicators and Price Unit Standards. Performance-based budget planning for 2021 shows that the planned planning has been carried out well. The Secretariat of the Medan City DPRD implements performance-based budgeting from January to December.

**CONCLUSION**

Planning is a preparation of actions for companies or agencies as guidelines for implementing future activities, Budget Planning is very important so that the budget set can finance all the needs of the program being run and its realization can be in accordance with the budget set. The budget that has been set cannot be separated from the costs associated with the program to be carried out, all programs require funds to support the program, for that a budget preparation system and the correct allocation of costs are needed in order to produce a useful budget in accordance with these needs.

The function of planning for the achievement of employee performance at the secretariat of the Medan City DPRD shows the importance of the planning function in achieving goals at the Secretariat of the Medan City Regional House of Representatives, performance achievement: 100% of the preparation of the RKA and DPA that have been programmed in the Temporary Budget Ceiling Based on the Activity Program for the 2021 Fiscal Year and indicators and benchmarks for the performance of activities carried out in January to December 2021.
Performance-based budgeting is a budgeting method for management to link each funding outlined in activities with expected outputs and results, including efficiency in achieving the results of these outputs. The outputs and results are stated in the performance targets for each work unit. Meanwhile, how the goal is achieved, is outlined in the program followed by financing at each level of goal achievement.

REFERENCES