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PERFORMANCE OF THE STATE CIVIL APPARATUS (ASN) AT THE TANAH DATAR REGENCY INSPECTORATE: OVERVIEW OF PERFORMANCE IN MINANGKABAU CULTURE, INDONESIA

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ABSTRACT

The problem of state civil servants (ASN) performance is an interesting issue to be discussed, and the development of various assessment methods have been unable to cause major improvements. The supervision carried out by the inspectorate is a performance indicator in carrying out their duties. Furthermore, the achievement depicted in the work ethics has become a Minangkabau culture and has been rooted in the values of life. This research used a mixed method with a survey approach, through the distribution of questionnaires to a sample of 42 ASN of Tanah Datar Regency Inspectorate. The results showed a significant positive effect of training (X1) and motivation (X2) on performance (Y). Simultaneously, there is a significant positive effect of variables (X1) and (X2) on employee performance (Y). The joints of life in Minangkabau culture have been regulated through the philosophy of life and have become the order of living by the community. The culture touches all aspects of life, including educational and performance values, as well as self-motivation, which are still maintained at work.

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INTRODUCTION

In government agencies, human resource is one of the main factors in achieving organizational goals. One of these resources is the professional and qualified state civil apparatus (ASN) that supports the achievement of national developmental objectives. Furthermore, the government conducts educational development and training (Diklat) for

the ASN to realize these goals. The Diklat activities should not be based on the agency's existing budget, or whether others provide certain programs. When this is considered, the results will not be effective, or will only be an arena for seeking prestige between agencies.

An effective Diklat will improve performance, work ethics, and boost agency potential. However, inappropriate or inadequate Diklat can be a source of frustration for every employee involved. The main characteristics of this training contribute to the competitiveness of agencies, therefore the activities need to be designed in accordance with the required process (Chaerudin, 2018). The agency needs to motivate its human resources to achieve the set goals. Motivation is defined as an energy that drives, directs, and strengthens behavior. It is also interpreted as an internal impulse which is described as hopes and desires, that make individuals act or behave, to meet their needs (Sarinah & Mardalena, 2017). The strength of an agency depends on its people, and the success cannot be separated from the achievements of each member. Employee performance is the result of work within a certain period compared to various possibilities, such as standards, targets, goals, or criteria that have been determined and mutually agreed upon in advance (Shaleh, 2018).

Furthermore, employee performance is a measure of the efficiency and effectiveness of an agency in achieving organizational goals. The emphasis on performance can be short and long-term, as well as at the individual, group, or agency level. Individual performance results in group achievement which further contributes to the agency (Shaleh, 2018). The Minangkabau tribe has various performance philosophies in cultural values that are implemented in life, including at the level of work, social relations, and relationships with the Creator. They have an expression in the community that plays an important role. These expressions contain cultural values that imply deep figures of speech and provide clues to distinguish between good and bad, as well as right and wrong. The expression conveyed by the speaker is for the listener to know the good and bad values.

Cultural values are important guidelines that are considered valuable for human actions and behavior in social life in the form of concepts that live in the mind. Therefore, the values are difficult to be replaced because they are embedded in their souls. A cultural value can be reflected in the attitudes and actions of humans in everyday life. For example, the work ethics of the Minangkabau people can be seen in their attitudes and actions.

The Tanah Datar Regency Inspectorate is part of the Regional Government that supervises the running of the system. It executes this supervisory function armed with its educational background, training, and technical guidance to increase the capacity of human resources in carrying out their duties and functions. The motivation of each individual has an impact on performance in executing their supervisory duties. In

examining the described phenomena and the philosophy of Minangkabau culture, the ASN of Tanah Datar Regency Inspectorate performance was assessed from the Strategic Plan. This plan has been prepared and involves all Regional Assistant Inspectors, Secretary of the Inspectorate, and Sub-divisions within the Inspectorate. Therefore, it can accommodate a comprehensive role in accordance with the vision, mission, and goals to be achieved within the next 5 years.

Literature Review

1. Education and Training (Diklat)

Education is a conscious and planned effort to create a learning atmosphere and process to make students actively develop their potential for the state and nation (Law Number 2 of 2003). (Ahmadi, 2014) defined it as a process of inculcating knowledge, skills, and attitudes into students to enable them become responsible citizens. Furthermore, it is an effort to attract something in humans to provide programmed learning experiences in the form of formal, non-formal, and informal education that lasts a lifetime (Triwiyanto, 2014).

Training is an important learning that involves knowledge and skills in properly carrying out a particular work (Byars, Lloyd L. & Roe, 2008). (Spears & Parker, 2002) defined it as preparing employees to improve performance in their current job and is usually seen as an important item to make the agency more effective and increase productivity. Also, it is an integrated process used by employers to ensure that employees work to achieve agency goals (Dessler, 2011).

2. Motivation

Motivation is the power and drive to do something, and it results from people's habits in reacting to certain situations. Robbins defined it as a process in a person's desire to achieve agency goals, provided that several individual needs are met. It is an intense decision to carry out an activity with greater effort than others (Rohman & EI, 2017). In other words, motivation is an encouragement from employees to fulfill stimulating needs oriented to individual goals in achieving a sense of satisfaction. It is implemented in others to provide quality service to the community which is indicated in high work productivity (Darmadi, 2018).

3. Employee Performance

Performance is generally defined in terms of work outcomes and achievement. It is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with the assigned responsibilities. Employee performance is one of the main factors that affect the progress of an agency, and it cannot be separated from the institution. Therefore, it is important to be assessed, in order to (1) improve performance, (2) provide fair employment opportunities, (3) training and development needs, (4) compensation adjustments, (5) promotion and demotion decisions, (6) detect

job design errors, and (7) assess the recruitment and selection process for low performance of new employees (Sedarmayanti, 2018).

Dale Timple in (Anwar Prabu Mangkunegara, 2015) explained that the factors that affect performance are internal (which is related to one's nature) and external (which comes from the environment). (Anwar Prabu Mangkunegara, 2011) divided it into:

a. The ability factor, which is divided into potential (IQ) and reality abilities (knowledge and skills).

b. The motivation factor is formed from the attitude of employees in dealing with work situations.

The performance measurement according to Dharma (2003) can be seen through the dimensions of:

a. Quantity, namely the amount that needs to be completed or achieved.
b. Quality, which is the quality that needs to be produced.
c. Punctuality.

Meanwhile, the performance indicators according to (Wibowo, 2014) are:

a. Destination
b. Service standard
c. Tools or means
d. Feedback
e. Motive
f. Opportunity

4. Performance in Minangkabau Cultural Review

Cultural values function to organize and strengthen human actions and behavior. The learning process is carried out through acculturation or institutionalization. In this process, individuals learn and adapt their minds to customs, systems of norms, and rules. This begins from childhood, starting from the family, then to the environment outside the home by imitating various actions. Therefore, a cultural value is difficult to replace with other concepts in a short time (Koentjaraningrat, 1982). This is in accordance with M. Junus Melalatoa (1990) that cultural values are abstract concepts about basic and general problems which are important and valuable in society. It becomes a reference for the behavior of most members of the community, exists in their minds, and is difficult to explain rationally.

A cultural value is reflected in the attitudes and actions of humans in everyday life. For example, the work ethics of the Minangkabau people can be seen in their attitudes and actions in carrying out their daily activities. The work ethic is a manifestation of the attitude of people who adhere to Minangkabau cultural values. In general, the behavioral indicators that reflect the work ethic that can be applied to the Minangkabau people are efficiency, craftsmanship, skills, diligent attitude, punctuality, simplicity, honesty, acknowledgment of the ratio in making decisions and actions, willingness to change,

agility to use opportunities that arise, working energetically, strength, self-confidence, cooperation, and optimism about the future.

In other words, the Minangkabau's cultural values affect the work ethics of the people, who are well-known for maintaining their customs even though they are in other places. The values in the community are inherited orally from one generation to another, many of which serve to direct and orient the people to have good behavior and actions, hence they reflect a positive work ethic.

5. Hypothesis

H1 : Diklat has a significant positive effect on the performance of the ASN of Tanah Datar Regency Inspectorate

H2 : Motivation has a significant effect on the performance of the ASN of Tanah Datar Regency Inspectorate

H3 : Training and motivation have a significant effect on the performance of the ASN of Tanah Datar Regency Inspectorate.

METHOD

This research used a mixed method with a survey approach, through the distribution of questionnaires to a sample of 42 ASN of Tanah Datar Regency Inspectorate. The analysis technique used was descriptive statistics consisting of frequency distribution and average value, validity and reliability, correlation coefficient, and classical assumption tests, as well as multiple regression analysis. The results were strengthened by in-depth interviews with the respondents.

RESULT AND DISCUSSION

1. The Effect of Diklat on the Performance of ASN of Tanah Datar Regency Inspectorate

The hypothesis testing showed the Diklat partially has a positive and significant effect on the ASN performance by 2.126%. This shows that when the training is in accordance with the functions and responsibilities carried out in the agency, the employee's performance tends to be high.

2. The Effect of Motivation on the Performance of ASN of Tanah Datar Regency Inspectorate

The hypothesis testing showed motivation partially has a positive and significant effect on the ASN performance by 2.239%. This indicates that when motivation is good, the performance tends to be high.

3. The Effect of Diklat and Motivation on the Performance of ASN of Tanah Datar Regency Inspectorate

The hypothesis testing showed that Diklat and motivation simultaneously had a positive and significant effect on the ASN performance. The joint contribution of the Diklat and motivation to the employee's performance is 69.7%, and the other 30.3% is influenced by other variables that are not examined. The Diklat can support the performance of these employees to make them properly carry out their duties. Furthermore, good motivation can improve performance because enthusiastic employees will always try their best to complete their duties to produce better results. When viewed from the training and motivational point of view, the Regency Inspectorate has executed its duties efficiently, which is carried out by the heads of their respective fields and supervised by the Heads of the General Affairs and Personnel, as well as the Agency. Based on the results, the Diklat and Motivation of the ASN are quite optimal.

The Minangkabau culture has been regulated through the philosophy of life and has become the order in the community. The cultural philosophy touches all aspects of life, including educational values. One of the philosophies adopted is "*Alam Takambang Jadi Guru*", meaning that what is on earth and whatever happens is a life lesson that needs to be interpreted. This indicates the importance of increasing self-capacity to produce better outcomes. Also, self-motivation is a value that has been embedded in the culture where the philosophy adopted is "*Dima Bumi Dipijak Disitu Langik Dijunjuang*". This denotes the role of self-motivation is to adapt to the environment and surrounding circumstances, thereby the duties are carried out with passion. Additionally, Minangkabau culture taught how these performance values are maintained in life, including at work.

CONCLUSION

1. In achieving higher employee performance at the Tanah Datar Regency Inspectorate, all parties involved in the Agency need to pay attention to and improve Diklat and work motivation. This is because the two variables have a positive and significant effect on performance.
2. The Inspectorate Leader needs to add in detail the training materials needed, and also maintain the competencies already possessed by each ASN to ensure a maintained and improved performance for the future.
3. In line with the cultural philosophy, the embedded Minangkabau values provide synergy for the people, which is reflected in their work ethics

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