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Research Article

THE DEVELOPMENT OF EMPLOYEES FOR IMPROVING WORK PERFORMANCE IN THE DEPARTMENT OF REGIONAL INCOME OF BANYUWANGI REGENCY

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ABSTRACT

This study aims to analyze and identify efforts to develop employees in improving performance in the area of the Department of Regional Income of Banyuwangi Regency. The Department of Regional Income of Banyuwangi Regency is one of the regional apparatus in the Banyuwangi Regency Government which organizes government affairs in the area of regional income. The development of human resources in this department is very important to do in an effort to improve the quality of human resources in the broadest sense through the implementation of education, training and coaching on an ongoing basis so as to improve employee performance in order to achieve organizational goals. This study uses a qualitative approach which is a research procedure by producing descriptive data in the form of written or oral words from people and observed behavior. The focus of qualitative research is holistic so that qualitative research establishes its research based on the overall social situation under study which includes aspects of place, actor, and activity that interact synergistically. The research subjects in this study were informants who were employees of the Banyuwangi Regency Government. Data collection uses 3 stages or process activities, namely the process of entering the background (getting in), when in the research location (getting a long), and the process of collecting data (logging the data). The results of the study showed that the development of employees in the Department of Regional Income of Banyuwangi Regency was carried out without proper planning. The development carried out is only incidental and not sustainable. The results also show that the placement of employees who are not adjusted to mastery of knowledge possessed by the employees concerned which results in the performance of employees in the Department of Regional Income of Banyuwangi Regency is not optimal, so that the target of organizational performance is not achieved.

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INTRODUCTION

Employee is one of the main assets of the agency that becomes a planner and active actor of each organization's activities. They have heterogeneous thoughts, feelings, desires, status, educational background, age and gender that are brought into an organization. The quality and quantity of human resources must be in accordance with the needs of the organization in order to be effective and efficient to support the achievement of goals (Hasibuan, 2011).

In the context of employees in the Department of Regional Income of Banyuwangi Regency, it is closely related to the terms of needs analysis, workload analysis and employee formation. The Staffing, Education and Training Agency of Banyuwangi Regency as an institution that carries out government duties in the area of regional staff management must be able to optimize the application of management

function towards more professionals in the fields of management and staffing and the utilization of other state apparatus through performance analysis and routine education and training as an effort to increase the professionalism of the performance of the organization's functions towards its employees.

The Department of Regional Income is one of the regional apparatus in the Banyuwangi Regency Government which organizes government affairs in the area of regional income. The main task of the Regional Income Department is to assist the regional head in formulating policies and coordinating the work units of the regional revenue-producing regions, carrying out government administration tasks, financial administration and management as well as administrative services related to regional income. The Head of the Department of Regional Income of Banyuwangi Regency as the first line of success in

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administering the government, especially in its duty to assist the Regent in determining policies related to regional income. The apparatus resources have an important role in achieving the intended goals. Therefore, employee development in an effort to improve employee performance is a necessity.

Since 2015, the development of employees or the implementation of education and training in the field of regional economics and finance, especially in the management of local revenue or income has not been done. As is known that all programs and activities in the context of regional development in Banyuwangi Regency are sourced from the Regional Budget (APBD), while Regional Original Revenues (PAD) are the main source of the Regional Budget. Therefore, in order to increase PAD, adequate facilities and infrastructure are needed with the support of competent and capable human resources in the area of regional finance, especially in terms of regional revenue management.

Researchers are interested in conducting research with the title of Employee Development for Improving employee's work performance in the Department of Regional Income of Banyuwangi Regency, considering that on the performance side and overall development is increasing, while seen in performance achievements related to realization of regional revenues it actually decreases significantly in 2017-2018. In addition, in terms of human resources owned by the Banyuwangi Regency Government, the number of Civil Servants who retire each year (approximately 700 civil servants) is not comparable to the increase in the number of civil servants who enter. The consequence is to maximize the number of employees who are still active today. This is where the challenges of the Regional Government, what efforts are possible to be implemented in order to improve employee performance, as an effort to apply the principles of good governance.

Based on the background described above, the author is interested in researching and taking the title of The Development of Employees for Improving Employee's Work Performance in the Department of Regional Income of Banyuwangi Regency.

RESEARCH METHODS

This study uses a qualitative approach. According to Moloeng (2011: 6), qualitative research intends to understand the phenomenon of what is experienced by the subject of research such as behavior, perception, motivation, actions and others holistically and by way of description in the form of words and language, in a context specifically natural and by utilizing various scientific methods.

Informants are people who are in the scope of research, meaning people who can provide information about the situation and background conditions of the study. The informants in this study are as follows consisting of the Head of the Staffing, Education and Training Agency of Banyuwangi Regency and Employees of the Department of Regional Income of Banyuwangi Regency.

This research was carried out at the Department of Regional Income of Banyuwangi Regency, because it is a regional apparatus that has the main authority and task to assist the Regional Head in formulating policies and coordinating with

regional offices and technical institutions in the area of regional income filled by HR who have high competence and work ethic.

The data collection techniques used in this study include:

1. The Process of Entering Research Backgrounds (getting in) includes introductions to key informants (main informants) to introduce themselves as people who will conduct research.
2. Stage when at the research location (getting a long). At this stage the researcher mingles with the situation of the place being studied and conducts personal relationships to maintain familiarity with key informants in the hope that the accuracy of the data can be guaranteed.
3. The process of collecting data (logging the data) is done using several methods or techniques, as follows such as in-depth interview, observation and documentation.

The component of data analysis includes data collection, data reduction, data presentation and drawing conclusions is an interactive series carried out continuously until the correct conclusions are obtained.

DISCUSSION

Measuring the level of performance achievement in the Department of Regional Income of Banyuwangi Regency in 2018 is done by comparing the target with the realization of each target performance indicator and supported by data. In general, it can be said that the program / activity, the success of achieving strategic targets, along with its performance indicators can be achieved in accordance with the targets set. However, there are also a number of strategic goals that were not successful in 2018.

Leadership factors greatly influence the conditions in an organization. How a leader can make decisions, give orders and coordinate subordinates so that a dynamic and conducive organizational situation can be realized and the expected goals are achieved. A leader in a formal organization besides having to be obeyed by his subordinates, he must also have more achievements in order to strengthen the compliance of subordinates to him. This more potential can be in the form of personal authority, knowledge and skills, especially those relating to the field of work which are often referred to as managerial skills. The application of power, authority and managerial skills will be seen from leadership behavior or managerial style felt by his subordinates.

Another factor that can encourage employee work performance is motivation. According to Liang Gie, motivation is work done by managers in providing inspiration, enthusiasm, and encouragement to other people, in this case employees, to take certain actions. The results of the analysis show that motivation has a significant effect on performance. Positive influence shows that the higher the impulse that arises from within the employee's individual will further improve the performance of the employee. The motivation can be improved if the basic physiological needs, the need for security, the need to be loved and loved, the need to be respected and the need for self-actualization can be fulfilled.

The ability and skill of the employees of the Department of Regional Income of Banyuwangi Regency are still lacking. It can be seen from the results of the performance of the employees of the Department of Regional Income of Banyuwangi Regency that it still needs improvement, because like the theory put forward by the experts above, the results of one's performance in other words performance or work productivity can increase if skills, experience, and seriousness are also improved. Thus, the employees of the Department of Regional Income of Banyuwangi Regency need to be trained again in order to be more reliable in carrying out their duties, especially those in accordance with their duties and functions. The ability to show the potential of people or employees to carry out tasks or jobs in which each type of work requires certain knowledge, skills and attitudes in order to carry out these tasks well and the ability to emphasize understanding as results or outcomes of a job and their contribution to organization.

The employees of the Department of Regional Income of Banyuwangi Regency are unable to carry out their roles and duties due to lack of knowledge, skills and attitudes. From the attitude aspect, it can be explained that the employees of the Department of Regional Income of Banyuwangi Regency often carry out indisiplinary actions (lack of discipline). In terms of knowledge and skills can be improved through education and training programs for employees of the Department of Regional Income of Banyuwangi Regency.

Planning the type of training needed is important to be carried out so that the employees of the Department of Regional Income of Banyuwangi Regency can explore and grow the potential that will directly improve the quality of their performance. The implementation of employee development programs is very important and also determines in improving the ability and quality of work of employees. This is also needed by other department, not just the Department of Regional Income.

Expertise is the level of technical ability possessed by an employee in carrying out the tasks assigned to him. Ability can be in the form of knowledge, initiative, communication and teamwork. If we want to know someone's expertise, the most basic thing that can be seen is his knowledge.

The performance achieved by an organization or agency is basically the achievement of the members of the organization itself starting from the executive level in this case the leader to the level of employees or staff. Therefore, efforts to improve organizational performance cannot be successful if the behavior of employees is not directed properly. Behavior in this case is discipline and responsibility.

In order to encourage organizational performance, employee development has a large influence in improving the ability of employees to remember that employees are the main assets in organizational activities.

The indicators for measuring employee performance include five indicators, namely productivity, service quality, responsiveness, responsibility and accountability. The five indicators were chosen on the grounds that these indicators were felt to represent a number of indicators that were widely

used to assess the performance of a public organization from within and outside the organization.

The concept of productivity not only measures the level of efficiency but also the effectiveness of the service. Thus, productivity can be used to measure performance from within the organization in this case the performance of employees in the Department of Regional Income of Banyuwangi Regency. Various efforts are made to support employee performance, where high performance productivity must be supported by good human resources, as well as educational backgrounds that are appropriate to the field of work. This is ideally carried out by the Department of Regional Income of Banyuwangi Regency.

While accountability in the implementation of public services as a measure shows how much the level of suitability of service delivery with a measure of the values and external norms that exist in the community or which are owned by stakeholders. The service reference that is considered most important by a public organization is that it can reflect the service pattern used, namely accountable service patterns that refer to public satisfaction as service users.

Accountability in a public service in the Department of Regional Income of Banyuwangi Regency is obligatory, namely providing a service that involves administration and helping the leader, so that what becomes a problem that can hinder performance can be resolved properly. Among the inhibiting factors for performance include inadequate human resources which are obstacles to the accountability of services and the number of employees that exceeds the proper capacity, thus causing the performance of an organization to be ineffective and inefficient in terms of budget. This is what causes public services to be disrupted and unaccountable.

Responsibility explains the extent to which the implementation of public organization activities is carried out in accordance with administrative principles that are correct or in accordance with the policies of the organization both implicit and explicit. Regarding responsibility, has the Department of Regional Income of Banyuwangi Regency carried out administrative principles that are correct or in accordance with organizational policies, both explicit and implicit in carrying out public activities? Therefore, responsibility can at one time clash with responsiveness. Accountability in the Department of Regional Income of Banyuwangi Regency is considered good, but its responsibility is still lacking.

Responsiveness is the ability of an organization to recognize the needs of the community, set the agenda and priority of services, develop public service programs according to the needs and aspirations of the community. Responsiveness is included as one of the performance indicators because responsiveness directly describes the ability of public organizations to carry out their missions and their purpose is primarily to meet the needs of the community. Organizations that have low responsiveness by themselves have poor performance.

For each organization, employees are the main assets that must continue to be developed. Employee development aims to improve efficiency and effectiveness in doing work, and to find potential employees and provide more career opportunities for employees. Employee development needs to be carried out in a

planned and sustainable manner. For this reason, every organization needs to establish an employee development program that is carefully arranged, based on scientific methods and guided by the skills needed by organizations today and in the future.

However, the development of employees through education and training, according to the Head of the Staffing, Education and Training Agency of Banyuwangi Regency still encountered obstacles including budget constraints and the absence of proposals from the technical work unit regarding the types of training needed by the work unit.

In determining the type of training needed by each work partner, the Staffing, Education and Training Agency of Banyuwangi Regency as a work unit that has authority in employee development programs will not be able to identify the types of training programs needed without input or request from the relevant technical work unit, because it is actually only the coordinator of employee training in the Banyuwangi Regency Government. Meanwhile, the technical training needed by each work unit is not the same.

Employee development is defined by Sikula (1981), that development, in reference to staffing and personnel matters, is a long term educational process utilizing a systematic and organized procedure for learning and theoretical knowledge for general purposes. From the definition it can be seen that development emphasizes the problem of staff and personnel. Development is a long-term educational process by using a systematic and organized procedure, as well as a leader will continue to learn a variety of conceptual and theoretical knowledge to achieve greater general goals.

According to Hariandja (2002: 168), argues that training and development is a unity and can be defined as a planned effort from the organization to improve the knowledge, skills and abilities of employees. However, conceptual training and development can also change employee attitudes towards work. This is because the employee's understanding of his work also changes, because a person's attitude has cognitive elements, namely a person's beliefs and knowledge of an object as a result of his knowledge and beliefs and the tendency of actions towards the object, so that the knowledge gained can change one's attitude. However, training can also be done specifically to change the attitude of employees in an effort to increase satisfaction and work motivation when needed.

Training and development are the same two concepts, namely to improve knowledge, skills and abilities. But judging from the general objectives, both concepts can be distinguished. Training is more emphasized on increasing the ability to do work specifically at this time, and development is more emphasized on increasing knowledge to do future work carried out through an integrated approach to other activities to change work behavior.

Based on the description above, the efficiency and effectiveness of the organization is very dependent on the good or bad development of human resources or members of the organization. The development of employees in an effort to improve performance can be analyzed by taking into account the following:

- a. Employee Education.

- b. According to one informant, education is a very important thing in supporting employee performance, because the higher a person's education reflects the high quality of human resources. Therefore, in the placement of employees, education is one of the factors taken into consideration. Schuler (1997), argues that "Placement is related to matching a person with the position he will hold.
- c. Knowledge of employees.
- d. Knowledge of the work done, can be used as a benchmark in the placement of employees. Knowledge is the result of knowing and this happens after people do sensing a particular object. Sensing occurs through the five human senses, namely the senses of sight, hearing, smell, taste and touch. Most human knowledge is obtained through the eyes and ears (Notoadmodjo, 2003). Knowledge is an important aspect in supporting the success of an employee's work.
- e. Skills.
- f. Job skills of employees are taken into consideration in the placement of employees in the Department of Regional Income of Banyuwangi Regency in a certain position. This is because both mental skills such as analyzing data, making decisions and physical skills as well as social skills such as influencing others are capital that must be owned by someone to succeed in their duties. Thus it can be said that the success of administering government is largely determined by the work skills of government officials.
- g. Employee experience.
- h. The experience of an employee at the Department of Regional Income of Banyuwangi Regency in doing certain jobs is not always used as a benchmark in the placement of employees. Placement of employees is more often done on the basis of likes or dislikes, not based on the appreciation of performance and employee performance or the experience of the employee. Employee development has been carried out by it such as conducting staff rotations internally, benchmarking (study) to other regions followed by staff and structural officials in charge, granting permission to study, until the education and training program attended by each its employee is still limited to something general and only seems to be a routine. This is one of the factors that has not achieved the budgeted PAD target, where the quality of human resources in it is still inadequate.

In terms of employee development, one of the supporting factors is the employee's own personnel. This can be seen in the quality of human resources owned, where during the recruitment of employees, the Banyuwangi Regency Government set high academic competency standards. With these high standards, every employees recruited is certain to have high quality human resources.

Based on the research stated above, the inhibiting factors for developing employees in the Department of Regional Income of Banyuwangi Regency include:

- a. There is a factor of human resource placement with an educational background that is not in accordance with the knowledge they have. Thus the knowledge possessed is not able to support the implementation of the main tasks

and functions in an organization that have an impact on productivity that is not optimal

- b. Discipline in carrying out tasks which are very important things that an employee has in carrying out his duties. Discipline is the key to one's success.
- c. The failure of the employee development planning function in the education and training field at the Staffing, Education and Training Agency of Banyuwangi Regency. This is because they are too focused on implementing routine training without considering the implementation of technical training as a form of HR investment in the future.
- d. Employee development planning only focuses on routine activities resulting in no budgeting for other employee development activities based on the needs analysis by the the Staffing, Education and Training Agency of Banyuwangi Regency.
- e. Organizing uneven education and training for employees. In the case of training programs carried out on employees of the Departementof Regional Income of Banyuwangi Regency according to researchers, it is still not optimal. Based on the results of the study it was found that the training and employee development programs were only intended for new employees, while the old employees still lacked the opportunity for the intended training and development programs.
- f. The existence of employee rotation activities both with the target elements of the pipeline and the staff elements. This will have an impact on the non-running of employee development plans that have been compiled by the old leadership due to new leadership changes with different target priorities. Thus the employee development program that was previously not implemented.

Efforts Made by the Department of Regional Income of Banyuwangi Regency in the Development of Employees To Improve Performance as follows:

- a. Perform a clear performance analysis that formulates the organization's business processes, so that the needs of employees with appropriate educational backgrounds can be placed in the right place according to the capabilities of the employee. In the case of a shortage of human resources owned, it can be by maximizing information technology which is currently developing rapidly, which can ease the workload of each employee, of course with a qualified quality employee.
- b. Employee development should be carried out continuously from time to time so that knowledge, abilities and skills can develop according to the demands of the work they face.
- c. Providing equal opportunities to every employee to take part in education and training activities carried out so that the distribution of knowledge can be evenly distributed to every employee.
- d. The implementation of employee development is carried out on technical competencies, which require certain skills and skills inherent in the duties and functions of employees of the Department of Regional Income of Banyuwangi Regency.
- e. The Department of Regional Income of Banyuwangi Regency needs to improve its performance through

empowering its management and procedures / authorities in accordance with the prevailing laws and regulations, cooperating with other regional work units and implementing a Total Quality Management System in order to improve public services more optimal.

CONCLUSION

The purpose of the organization can be realized if all the instruments in it work as expected. Qualified human resources supported by good facilities and infrastructure can deliver an organization to run as expected and the opportunity for risk of failure in achieving its intended goals can be minimized. Therefore, in addition to the availability of human resources and facilities and infrastructure that are good in supporting the improvement of employee performance, it is necessary to ensure that the employee development system implemented in an organization must begin with good and continuous planning. The results of the study also show that there are other factors that make the performance of employees not increase, namely the lack of interest of employees in the work given to them. This is because the disciplines possessed by the employee are not in accordance with the field of work they carry out. Thus it can be concluded that the performance produced by employees will be optimal if employee development is carried out on an ongoing basis and in accordance with the needs of the organization and is supported by the placement of employees in accordance with the field of knowledge they have.

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