

PERFORMANCE OF THE REGIONAL SECRETARIAT GENERAL BUREAU OF CENTRAL SULAWESI PROVINCE

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Abstract

This study aims to determine how the performance of the General Bureau of the Regional Secretariat of Central Sulawesi Province. In this study researchers used the theory of Moeheriono (2012: 162-163) which consists of criteria of Responsiveness (responsiveness), Responsibility (responsibility) and Accountability (accountability). The research method used is a qualitative descriptive research type. Data collection was carried out using observation, documentation, and interview methods. The determination and number of informants in this study are parties who are considered to know in depth various matters concerning research problems totaling 5 (five) people. While data analysis techniques include data collection, data condensation, data presentation, and conclusion drawing/verification. The results of this study show that the performance of the General Bureau of the Regional Secretariat of Central Sulawesi Province has not run optimally, this is due to the non-achievement of performance indicators used in this study such as aspects of responsiveness that have not been maximized due to Human Resources within the scope of the General Bureau of the Regional Secretariat of Central Sulawesi Province which is still limited, especially in the placement of executive positions not in accordance with the competence of employees in the agency in carrying out its duties. The aspect of responsibility has not run optimally due to frequent delays in completing tasks due to frequent procrastination of work, the accountability aspect has been running well in the application of the Core Values of ASN BerAKHLAK but still needs to be socialized again, considering that these values are new things that need to be applied and used as guidelines for the implementation of duties by each ASN in providing services.

Keywords: Organizational Performance, Responsiveness, Responsibility, Accountability, ASN BerAKHLAK

INTRODUCTION

Talking about the performance of public organizations, especially after the enactment of Law Number 33 of 2004 concerning financial balance between the central and regional governments, regional governments are required to improve their performance in order to provide services to the community. Until now, government bureaucratic officials have not fully carried out their duties in accordance with the functions assigned to them based on the norms set and expected by the community. This condition can be seen through various irregularities that occur so that it gets worse over time and results in a decline in the level of public trust in the government. This condition was exacerbated by the monetary crisis which resulted in a national economic crisis, and it all led to a crisis of confidence.

Government bureaucracy is shifting with several corrective efforts, seeking neutrality, growing democracy, growing orientation towards society and growing aspirations and control of society.

Bureaucracy is shifting from a centralized to a decentralized paradigm, from authoritarian to egalitarian and democratic, from State sovereignty to people's sovereignty, from large organizations to lean but rich in functions, from rowing (everything is done by yourself) to steering (directing). These efforts are still shadowed by uncertainty and are

currently looking for the right form. Basically, these efforts are directed at getting support from an established State administration regarding the smooth and integrated implementation of bureaucratic duties and functions in realizing an administration that is increasingly reliable, professional, efficient, effective and responsive. towards people's aspirations and the dynamics of environmental change.

An organization is founded as a forum to achieve one or several goals. The organization must manage various, and series of activities directed towards achieving organizational goals. The implementation of a series of activities in an organization is carried out by humans (human beings) who act as actors or participants in the organization concerned, so the performance of the organization in question depends a lot on human behavior within the organization.

As a follow-up to this policy, the Regional Government of Central Sulawesi Province in accordance with Governor Regulation no. 57 of 2022 concerning the position, organizational structure, duties and functions as well as work procedures of regional apparatus, explains that the duties and functions of the General Bureau of the Regional Secretariat of Central Sulawesi Province are to carry out internal services, especially to regional leaders, including those mentioned in Governor Regulation no. 57 of 2022 articles 140-142, namely:

1. Prepare daily work and operational plans for the Governor, Deputy Governor and Regional Secretaries.
2. Prepare household necessities in the office and residence of the Governor, Deputy Governor and Regional Secretary.
3. Prepare the reception for guests of the Governor and the Governor's Wife/Husband, Deputy Governor, and Regional Secretary.
4. Manage, maintain the cleanliness, beauty and order of the work space and residence of the Governor, Deputy Governor and Regional Secretary.
5. Record, maintain and manage all investors in the offices of the Governor, Deputy Governor and Regional Secretary.
6. Prepare administrative activities at the offices of the Governor, Deputy Governor and Regional Secretary.
7. Carry out supervision, monitoring and evaluation of the collection of materials needed for equipment, accommodation and consumption equipment in the context of organizing meetings, gatherings and activities of the Governor, Deputy Governor and Regional Secretary.
8. Carrying out maintenance of the residences of the Governor, Deputy Governor and Regional Secretary.

Employee performance greatly influences the organization's performance in carrying out its duties and achieving its goals, because employees are the driving force of the organization. Good and bad employee performance is the good and bad performance of the organization or institution. As a government institution, the performance of the State Civil Apparatus at the General Bureau of the Regional Secretariat of Central Sulawesi Province is poor, indicating that the government's response to community needs and complaints is low.

However, in the implementation of performance evaluations carried out internally, there are several obstacles that cause performance achievements in the General Bureau to not run effectively and efficiently, including the placement of executive staff that is not in accordance with their abilities and expertise, the lack of organic ASN employees to carry out service functions for leaders. and there is a need for internalization and socialization of new policies related to the implementation of the ASN BerAKHLAK core values in the performance implementation process within the General Bureau of the Regional Secretariat of Central Sulawesi Province.

Based on this, researchers are interested in conducting research entitled "Performance of the General Bureau of the Regional Secretariat of Central Sulawesi Province".

Moving on from the problems in the performance of public organizations, including the problems faced by the General Bureau of the Regional Secretariat of Central Sulawesi Province, prompted the author to research the extent of employee performance which was formulated with the research question: How is the performance of the General Bureau of the Regional Secretariat of Central Sulawesi Province?

In accordance with the research problem formulated above, the aim of this research is: To analyze the performance of the General Bureau of the Regional Secretariat of Central Sulawesi Province.

LITERATURE REVIEW

Performance Concept

The success of an organization is influenced by the performance (job performance) of the human resources within it, for this reason every organization, both private and public, will try to improve the performance of employees as human resources in achieving the organizational goals that have been set. An organizational culture that grows and is well maintained will be able to spur the organization towards better development. On the other hand, the leader's ability to mobilize and empower his employees will influence performance. The term performance comes from the words job performance or actual performance (work performance or actual achievements achieved by someone). Work performance is generally influenced by the abilities, skills, experience and seriousness of work of the workforce concerned.

Performance measures can be seen in terms of specific quantity and quality in accordance with standards set by the organization. They can be tangible (the measuring instrument or standard can be determined) or intangible (the measuring instrument or standard cannot be determined), depending on the form and process of carrying out the work. The performance produced by employees in an organization is determined by several factors and conditions that either originate from within the employee or originate from outside the individual employee.

The term performance comes from job performance or actual performance (work performance or actual achievements achieved by someone), or also the quality and quantity of work results that an employee wants to achieve in carrying out his duties in accordance with the responsibilities given to him. (Mangkunegara 2007:67). Based on this definition, it

shows that performance is a strategic concept in order to establish a cooperative relationship between superiors and employees to achieve good performance, the most dominant element is human resources, even though the planning has been arranged well and neatly but if people or the personnel who carry it out are not qualified and do not have high work enthusiasm, then the plans that have been prepared will be in vain.

Regarding the definition of performance, Samsudin (2004: 159), states that performance is the level of task implementation that can be achieved by a person, unit or division by using existing capabilities and the limits that have been set to achieve organizational/company goals. According to Viethzal Rivai (2004:309) performance is a function of motivation and ability to complete a task or job, a person must have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. Performance is a real actor that is displayed by each person as a work achievement produced by employees in accordance with their role in the organization. Employee performance is very important in an organization's efforts to achieve its goals.

Performance is an employee's ability to utilize every potential that exists in carrying out every task and responsibility given by the organization to employees. With good performance, each employee can resolve all organizational burdens effectively and efficiently so that problems that occur in the organization can be resolved properly. Sianipar (2000:5), defines performance as the result of work from certain work functions or activities during a certain period of time. Meanwhile, according to Suyadi Prawirosentono (2008:2), performance or in English is performance, namely work results that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in order to legally achieve the goals of the organization concerned. , does not violate the law and is in accordance with morals and ethics.

Performance is the ability to achieve job requirements, where a work target can be completed at the right time or without exceeding the time limit provided so that the goal will be in accordance with the morals and ethics of the organization. In this way, employee performance can contribute to the organization. According to Sedarmayanti (2010:147) performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authority in an effort to achieve organizational goals legally, without breaking the law, in accordance with morals and ethics. Meanwhile, according to Ruky (2004:33), performance (work achievement) is a condition that must be known and communicated to certain parties to determine the level of achievement of results, which are linked to the mission carried out by an organization and to know the positive and negative impacts of a policy. taken. Then Hasibuan (2007:94), believes that work performance (performance) is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, seriousness and time. Work performance is a combination of three important factors, namely, a worker's ability and interest, ability and acceptance of explanations of task delegation, as well as the role and level of motivation of a worker.

Employee performance and organizational performance are very closely related, achieving organizational goals cannot be separated from the resources owned by the organization which are driven or run by employees who play an active role as actors in efforts to achieve organizational goals. So, it can be concluded that employee performance is an assessment of work results. someone in an organization in accordance with their duties and responsibilities in order to achieve organizational goals.

Performance Theories

Qualitative and quantitative measures that show the level of achievement of a predetermined target or objective are something that can be calculated and used as a basis for assessing or seeing that daily performance in organizations and individuals continues to increase in accordance with predetermined plans.

Performance appraisal or work performance is a form of effort carried out to assess or compare the work results of employees with existing work standards. Performance assessment is a system used to assess and find out whether an employee has carried out his or her work in an organization through performance assessment instruments. In essence, performance appraisal is an evaluation of individual (personnel) work performance by comparing it with performance standards.

According to Keban in Pasolong (2010: 184), it is important to measure employee performance by public service agencies. By knowing the weaknesses and strengths, obstacles and incentives, or various success factors for employee and institutional performance, the path to professionalization is opened, namely correcting the mistakes made so far. Mangkunegara, (2007:10) suggests that employee assessment is a systematic evaluation of an employee's work and the potential that can be developed. Assessment in the process of interpreting or determining the value, quality or status of several objects, people or goods. Meanwhile, according to T. Hani Handoko (2005:87), performance appraisal is the process through which organizations evaluate or assess employee work performance. This activity can improve personnel decisions and provide feedback to employees about their work performance.

ScHermerhorn in his book Agus Dwiyanto (1996:106) to determine organizational and individual performance can be seen from 5 (five) influencing factors, namely: Knowledge, Skills, Abilities, Attitudes and Behavior.

Dwiyanto (2012; 53) regarding the indicators used in measuring performance are as follows:

- 1) Productivity, that productivity not only measures the level of efficiency, but also measures the effectiveness of the service. And it is generally understood as the ratio between input and output.
- 2) Service quality, which means that the quality of the services provided is very important to maintain.
- 3) Responsiveness means that a bureaucracy must have the ability to recognize community needs, set agendas and service priorities that develop public service programs in accordance with community needs and aspirations.

- 4) Responsibility means that the implementation of activities must be carried out in accordance with good and correct administrative principles as well as explicit and implicit bureaucratic policies.
- 5) Accountability means that the extent to which bureaucratic policies and activities are subject to political officials who have been elected by the people, where political officials will automatically always prioritize the interests of the people and the common good.

Performance according to Mangkunegara's theory (2003:17) "Performance (work achievement) is the result of work in terms of quality and quantity achieved by someone/employee dalam carries out his duties in accordance with the responsibilities given to him"

Widodo (2008, 78) states that performance is something that carries out activities and perfects them in accordance with one's responsibilities with results as expected. Prawirosentono (1999; 17) which defines performance as, "The work results that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned illegally, without violating the law and in accordance with morals and ethics".

SeDarmayanti (2003:9) states that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in an effort to achieve the goals of the organization concerned legally, without breaking the law and in accordance with morals. or ethics. The most important thing in this sense is the achievements that have been achieved by individuals or work groups in accordance with the rules previously established by the organization.

Lenvine, et al in Ratminto (2005:174) put forward three indicator concepts in measuring the performance of public service organizations, namely:

- 1) *Responsiveness* is an organization's ability to recognize community needs, set agendas and priorities services, and develop public service programs according to the needs and aspirations of the community. Responsiveness is the responsiveness of a public organization to the needs and aspirations of the community it serves. Bureaucracy in providing public services cannot be separated from its ability to identify or accommodate the various interests of various groups in society.
- 2) *Responsibility* is a concept that explains the implementation of public organization activities with good and correct administrative principles or with the organization's policies, both explicit and implicit. And the function of public services requires a professional bureaucracy combined with authority and discretionary abilities, coordination and responsibility.
- 3) *Accountability* refers to an organization's external accountability, namely whether a public organization's policies and activities are subject to its stakeholders.

Regarding the above, there are various theories regarding employee performance indicators. One of them is employee performance indicators. Fadel (2009: 195) suggests several indicators used to measure employee performance, namely:

- a) Understanding of main duties and functions in carrying out main duties and functions, subordinates must first understand the main tasks and functions of each and carry out tasks in accordance with what is their responsibility.
- b) Innovation Have positive innovation and convey it to superiors and discuss work with colleagues.
- c) Work speed When carrying out tasks, work speed must be considered by following existing work methods.
- d) Accuracy of work Not only is it fast, but in completing tasks, employees must also be disciplined in carrying out tasks carefully at work and double checking.
- e) Collaboration The ability to collaborate with other colleagues, such as being able to accept and respect other people's opinions.

According to Robbins (2002: 155), almost all methods of measuring performance consider the following things.

1. Quantity, namely the amount that must be completed or achieved. Quantitative measurement involves calculating the output of a process or implementation of an activity. This relates to the amount of output produced.
2. Quality, namely the quality that must be produced (whether it is good or not). The qualitative measurement of output reflects the measurement of the "level of satisfaction", namely how well the solution was. This relates to the form of output.
3. Timeliness, namely whether or not it matches the planned time. Timeliness measurement is a special type of quantitative measurement that determines the timeliness of completion of an activity.

According to Suyadi Prawirosentono (2008: 27), performance can be assessed or measured using several indicators, namely:

- a) Effectiveness
Effectiveness is when group goals can be achieved with planned needs.
- b) Responsibility
It is an inseparable part or as a result of having authority.
- c) Discipline
That is, obeying applicable laws and regulations. Employee discipline is the employee's obedience in respecting the employment agreement with the company where he works.
- d) Initiative
Related to thinking power, creativity in the form of an idea related to company goals. The nature of the initiative should get attention or a good response from the company and superiors. In other words, employee initiative is a driving force for progress which will ultimately influence employee performance.

Meanwhile, according to Moehariono (2012: 162-163), there are three concepts that can be used to measure the performance of public organizations, namely:

1. Responsiveness, which describes the ability of a public organization to carry out its mission and objectives to meet the needs of society.

2. Responsibility, that is The implementation of public organization activities is carried out in accordance with correct administrative principles or in accordance with implicit or explicit policies.
3. Accountability, that is refers to how much public organization policies and activities are expected from the community, which can be in the form of assessments from people's representatives, officials and the community.

Public service

The term service comes from the word "serve" which means helping to provide everything that other people need for acts of service. Basically, every human being needs service, in the extreme it can even be said that service cannot be separated from human life (Sinambela, 2010:3). Meanwhile, the term public comes from English, public, which means general, society, state. The word public has actually been accepted into Standard Indonesian as Public which means general, many people, crowded.

Several experts who provide an understanding of public service include Agung Kurniawan (2005:6), who says that public service is the provision of services (serving) the needs of other people or the public who have an interest in the organization in accordance with the basic rules and established procedures. Public services in PAN Ministerial Decree No. 25 concerning Public Services of 2004 means, "all service activities carried out by public service providers as an effort to fulfill the needs of service recipients and in the context of implementing statutory provisions". Meanwhile, in Law Number 25 of 2009 concerning Public Services, Article 1 Number 1 is formulated: Public Services are activities or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident regarding goods, services and/or administrative services provided by public service providers.

According to Kotler in Sampara Lukman (2000: 8), service is any activity that is profitable in a group or unit and offers satisfaction even though the results are not tied to a physical product. Furthermore, Sampara Lukman (2000:5) service is an activity that occurs in direct interaction between a person and another person or physical machine and provides customer satisfaction. Meanwhile, Ratminto (2005:30), defines that: Public services or general services can be defined as all forms of services, both in the form of public goods and public services which in principle are the responsibility and implemented by government agencies at the center, in the regions and within the Agency. State-Owned Enterprises or Regional-Owned Enterprises, in order to fulfill community needs and in the context of implementing the provisions of laws and regulations.

Looking at the opinion above, it can be seen that public services are closely related to government institutions, because one of the responsibilities of these agencies is to provide services to the community. The quality of public services received by the public can directly be used as a benchmark to see how successful the government agency is in achieving its goals. Public services in their development arise from obligations as a process of carrying out government activities, both individual and group. Public services have an important role in people's lives today because not all services are provided by the private sector, therefore

the government has an obligation to meet the needs of public services that are not provided by the private sector.

METHOD

This research is qualitative research, namely a type of research intended to collect information regarding the status or symptoms that exist at the research location. According to the constraints that existed at the time the research was conducted (Arikunto, 2002:309). The research in question is not only limited to data collection but also includes analysis and interpretation of the meaning of the data. Apart from that, all the data collected is likely to be the key to what will be researched. This research was carried out at the General Bureau of the Central Sulawesi Provincial Secretariat. This location was chosen with the consideration of observing organizational performance. The time required for this research is approximately 3 (three) months, namely months based on research permission from the postgraduate by conducting interviews with informants, both preliminary interviews and in-depth interviews, which the author carried out at the research site and outside. This is solely to obtain accurate information.

RESULTS AND DISCUSSION

Performance is an important aspect of the success of an organization that aims to serve society. Public service is a forum for providing the public with legality from the government, to realize maximum public service delivery, performance is required which is capable of being professional in its duties.

Performance assessment for officials is useful for assessing the quantity, quality and efficiency of services as well as motivation. But the problem is whether the assessment carried out reflects actual performance. This will be largely determined by sharpness in determining the scope, methods and indicators used. An assessment that uses very limited scope, methods and indicators will also provide very limited results and means that it does not describe the actual situation. So far, systematic assessment of apparatus performance has not become a tradition, resulting in the emergence of unresolved debates when there are different assessment results between one party and another.

Analysis of the performance of public bureaucracy is very important or in other words has very strategic value. Information regarding the performance of the apparatus and the factors that influence the performance of the apparatus is very important to know, so that measuring the performance of the apparatus should be interpreted as an evaluation activity to assess or see the success and failure of implementing the tasks and functions assigned to them.

In this research, the author uses the general bureau performance measurement theory approach proposed by Moehariono. This theory uses 3 indicators to measure organizational performance in achieving the success of previously planned organizational goals. Below the author describes the research results so that the discussion can strengthen existing theories and regulations and be supported by existing performance theories.

Responsiveness

Responsiveness is the ability of an organization to recognize community needs, set service agendas and priorities and develop public service programs in accordance with community needs and aspirations. In short, responsiveness refers to the alignment between programs and service activities with the needs and aspirations of the community. So it can describe the ability of public organizations to carry out their missions and goals, especially to meet community needs. Low responsiveness is indicated by a misalignment between services and community needs. This clearly shows the failure of the organization in realizing the mission and goals of public organizations. (Dwiyanto, 2002:48).

Responsiveness is an organization's ability to recognize and meet community needs. Responsiveness needs to be included in performance indicators because it directly describes the ability of government organizations to carry out their missions and objectives, especially to meet the needs of the community, especially the State Civil Apparatus (ASN).

Employees who have responsiveness must be able to prioritize services and develop public service programs in accordance with the needs desired by the community, especially the State Civil Apparatus (ASN).

Low responsiveness is indicated by a mismatch between services and community needs. This clearly shows the failure of the organization in realizing the mission and goals of the public bureaucracy. Organizations that have low responsiveness automatically have poor performance as well. Therefore, responsiveness is an indicator that has an important influence in assessing the performance of a bureaucratic organization in providing services to the community, especially the State Civil Apparatus (ASN).

From the statement above we know that responsiveness General Bureau of the Regional Secretariat of Central Sulawesi Province in handling service performance issues in accordance with the needs of the community, especially the State Civil Apparatus (ASN). So that every employee there is The General Bureau of the Regional Secretariat of Central Sulawesi Province can maximize their respective performance. In addition, handling of performance that is not in accordance with applicable regulations will generally be carried out the summons to the person concerned is based on a warning given by each authorized official both at the Subdivision Head level and at the Head of Division level.

However, in the process of implementing this performance, problems related to limited human resources influenced the placement of executive positions that were not in accordance with competency. So, it is something that needs attention.

In this research, the responsiveness that is studied is to see how Central Sulawesi Province Regional Secretariat General Bureau handle service performance issues in accordance with the needs of the community, especially the State Civil Apparatus (ASN).

Regarding the issue of ASN (State Civil Apparatus) performance, in principle we acknowledge that there are still various shortcomings, especially related to the human resource capabilities of the ASN (State Civil Apparatus), especially in the Central Sulawesi Provincial Regional Secretariat General Bureau. State civil servants need skills and expertise. "To improve human quality, we really need various programs including in the form of training, seminars and research, especially related to employee performance to find

out the needs of the community, especially services at the Central Sulawesi Province Regional Secretariat General Bureau agency."

Based on the statement above, it can be concluded that there are several things regarding the basic problems raised by the informant abovenamely related to Human Resources in the ScopeCentral Sulawesi Province Regional Secretariat General Bureaustillimited, especially in the placement of executive positions that are not in accordance with competence. So, in the future it is hoped that it will receive more serious attention so that activities can be programmed that can improve the quality and performance of human resources themselves, such as training, seminars, research, and so on.

Based on the results of the interview above, it can be concluded that service responsiveness and implementation of public service programs in accordance with the needs desired by ASN and the leadership of the Regional Secretariat of Central Sulawesi Province have been carried out as far as possible byGeneral Bureau of the Regional Secretariat of Central Sulawesi Province well. However, the problem is related to the Responsiveness of Services in the General Bureau, namely Human Resources in the ScopeCentral Sulawesi Province Regional Secretariat General Bureaustillimited, especially in the placement of executive positions that are not in accordance with competence. So that in the future it is hoped that it will receive more serious attention so that activities can be programmed that can improve the quality and performance of human resources themselves, such as training, seminars, research, and so on.

Responsibility

Moeheriono (2012:162-163) stated that responsiveness is that the implementation of public organization activities is carried out in accordance with correct administrative principles or in accordance with implicit or explicit policies. Responsibility is a concept relating to the professional standards and technical competence that public administrators possess in carrying out their duties.

This indicator is also a measure that shows how far the process of providing public services is carried out without violating the provisions that have been determined and must be in accordance with applicable regulations.

ReResponsibility explains whether the implementation of public organization activities is carried out in accordance with correct administrative principles or in accordance with organizational policies, both explicit and implicit. Therefore, responsibility may at some point clash with responsiveness.

Based on Article 3 paragraph 1 of Law no. 20 of 2023 concerning the State Civil Apparatus is an element of the state apparatus whose task is to provide services to the community based on the basic values of ASN as a guide in carrying out their duties. This can be seen from every activity and service process as well as the handling of various problems faced by the General Bureau of the Regional Secretariat of Central Sulawesi Province which is always carried out based on the applicable rules and regulations.

Regarding the question regarding whether the service process is in accordance with procedures. Indeed, before carrying out activities, it is mandatory to prepare SOPs (Standard

Operating Procedures). So that when carrying out activities, each ASN must refer to and carry out tasks and activities in accordance with the SOPs and applicable regulations. And if the SOP has not been created before it is implemented, it could result in the results not being in line with the desired goals.

Based on the statement above, it is known that the Responsibility of the State Civil Apparatus (ASN) is in scope. The General Bureau of the Regional Secretariat of Central Sulawesi Province can be said to be good and is carried out in accordance with the applicable Standard Operating Procedures (SOP) based on the provisions and statutory regulations that have been established.

However, in the process of implementing services carried out by the General Bureau of the Regional Secretariat of Central Sulawesi Province, attention still needs to be paid to human resources, the number of which is still minimal so that the services provided are not optimal.

Table 1. General Bureau ASN data for 2023 based on formal education level

No	Level of education	Amount
1.	Postgraduate/ S3	1 person
1.	Postgraduate/Masters	15 People
2.	Bachelor degree	63 People
3.	Bachelor's Degree/ D IV	0 People
4.	Bachelor Degree/ D III	1 person
5.	Bachelor's Degree/ DI	0 People
6.	high school	56 People
7.	junior high school	1 person
8.	elementary school	4 People
	Amount	141 People

Source: LAKIN Central Sulawesi Regional Secretariat General Bureau, 2023

Regarding this problem, I personally see that the service provided is not optimal. However, in carrying out their main duties and responsibilities they still refer to the applicable regulations so that the service program that we will carry out can run according to the desired goals. services at the General Bureau. As I said at the beginning, the limited human resources we have is the main factor so that we have not been able to carry out services optimally, especially for the still limited number of organic ASNs.

From the statement above, it can be concluded that the number of Human Resources is minimal and there are still many who have low educational status which is not in accordance with the existing competencies in their scope. The General Bureau of the Regional Secretariat of Central Sulawesi Province influences the level of responsibility provided so that it has an impact on service results that are not yet optimal. Therefore, in the future, the Central Sulawesi Provincial Government, through the Regional Civil Service Agency, can propose the formation of ASN, either Candidate Civil Servants (CPNS) or

Government Employees with Work Agreements (PPPK), especially at the General Bureau of the Central Sulawesi Provincial Regional Secretariat in order to fill the gaps that occur so that the services provided can run effectively and efficiently.

Accountability

The performance of public organizations cannot only be seen from internal measures developed by public organizations or the government, such as achieving targets. This refers to how much the public organization's policies and activities are expected from the public, biased in the form of assessments from people's representatives, officials and the public. Performance should also be assessed from external measures, such as the values and norms that apply in society. So that a public organization has high accountability if it carries out activities that are considered correct and in accordance with the values and norms that develop in society (Moehariono, 2012: 163).

Accountability in the provision of public services is a measure that shows the level of conformity of service delivery in society. The service references used by public organizations can also indicate the level of accountability in providing public services. The service reference that is considered most important by a public organization is that it can reflect the service pattern used, namely the accountable pattern which refers to public satisfaction as service users based on the ASN BerAKHLAK core values.

Successful achievement of goals and objectives Central Sulawesi Province Regional Secretariat General Bureau, Not apart from the preparation of policies that relate directly to the community, especially the State Civil Apparatus (ASN) and the leadership within the Regional Secretariat of Central Sulawesi Province related to providing services to the needs of other bureaus within the scope of the Regional Secretariat of Central Sulawesi Province and Regional Leadership, namely the Governor, Deputy Governor, and the Regional Secretary of Central Sulawesi Province, this also needs adjustment because measuring the performance and quality of ASN services must be based on the Core Values of ASN with AKHLAK as stated in Law no. 20 of 2023 concerning State Civil Apparatus.

"Yes, well, regarding your question, what is the service program provided so far? Central Sulawesi Province Regional Secretariat General Bureau is in accordance with the needs of ASN and leaders and in accordance with the Core Values of ASN with AKHLAK, in principle the program of activities carried out so far are activities which are in contact with the community, especially State Civil Apparatus (ASN) and leaders by paying attention to the values of ASN with AKHLAK especially in the values of Service Oriented and Accountable, namely providing excellent and responsible service"

From the statement above, it can be seen that the services available at the General Bureau of the Regional Secretariat of Central Sulawesi Province are good in meeting the needs of other bureaus and leaders within the scope of the Regional Secretariat of Central Sulawesi Province.

However, in implementing the service program provided by the Personnel and Human Resources Agency at the General Bureau of the Regional Secretariat of Central Sulawesi Province, attention still needs to be paid, especially in relation to the internalization of the

ASN BerAKHLAK Core Values, which is something new in the process of carrying out duties and functions as ASN in particular. ASN in the General Bureau of the Regional Secretariat of Central Sulawesi Province.

The service programs provided by the General Bureau have been carried out well and as far as possible are based on ASN values with AKHLAK even though they have not been one hundred percent internalized. However, it needs to be underlined that the value of having AKHLAK is indeed something new and further socialization regarding this matter still needs to be carried out so that the implementation of the services provided can be carried out optimally.

From the results of the interview above, it can be concluded that the internalization of the application of ASN Core Values with AKHLAK has been very good, but there is still a need for a little more socialization considering that these values are something new that need to be implemented and used as guidelines for carrying out tasks by each ASN in give service. So that accountability is a measure to show how much conformity the service delivery in the community can be implemented optimally.

CONCLUSION

Based on the research results discussed in the previous chapter, it can be concluded that the performance of the General Bureau The Regional Secretariat of Central Sulawesi Province has not run optimally, this is due to the failure to achieve the performance indicators used in this research, such as aspectsk responsivenesswhich is not optimal due to related to Human Resources in the ScopeCentral Sulawesi Province Regional Secretariat General Bureaustillimited, especially in the placement of executive positions which is not in accordance with the competence of the employees in the agency in carrying out their duties. Aspectresponsibilitynot yet running optimally due to frequent delays in completing tasks due to frequent procrastination of work, AspectaccountabilityIt has gone well in implementing the ASN Core Values with AKHLAK but still needs to be socialized further, considering that these values are new things that need to be implemented and used as guidelines for carrying out tasks by each ASN in providing services.

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