

Applying Performance Management in Public Apparatus Development at Regional Level

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ARTICLE INFO

Keywords: Apparatus development, Performance management, Public apparatus

How to cite:

Yunus, M., Mujahid, F., Atmansyah, L., Edy, N., & Yani, A. A. (2022). Applying Performance Management in Public Apparatus Development at Regional Level. *JAKPP (Jurnal Analisis Kebijakan dan Pelayanan Publik)*, 8 (2), 124-139.

ABSTRACT

This study aims to analyze the performance of officials in the management of conservation areas at the Agency of Natural Resources Conservation Center (NRCC) of South Sulawesi Province. The study applies a qualitative descriptive approach and data were collected through interviews and document studies. The results of the study indicate that the implementation of performance management in the NRCC of South Sulawesi has not been optimal. This is due to the limited number of employees, a lack of training and education and problems in the management of conservation areas. However, the performance management process at the NRCC has been organized consistently, starting from performance planning, performance implementation and performance evaluation.

Introduction

Human resource is a fundamental resource in bureaucracy reform because HR has the potential to transform organizational culture and practices by encouraging empowerment and accountability in employees and encouraging greater collaboration. With the involvement of HR, bureaucracy reform is possible to change the culture of an organization. HR's involvement in the bureaucracy reform process encourages and creates a sense of ownership among employees which in turn creates an environment for innovation and creativity.

Bureaucracy reform should also focus on employees and their needs. HR can help to create a more collaborative environment and foster teamwork by encouraging communication and problem-solving among employees and by providing them with training on new technologies and business practices. This can help employees to become more involved in decision-making and more proactive

in their work. The involvement of HR can also help to transform the way employees feel about their work. They can help to improve work satisfaction by providing them with a better understanding of their jobs and by helping them to feel more connected to the organization. This in turn can help to increase productivity and improve the quality of public service. In addition, HR can help to ensure that the necessary changes are made to the organization's policies and procedures to meet changing needs. The involvement of HR in the reform process can help to eliminate conflicts of interest and reduce corruption in government organizations by providing them with appropriate training and tools for performance evaluation and promotion.

It is well-known, the performance of state civil apparatus cannot be separated from its performance management which is an integral part of their management comprehensive strategy. Performance management for civil servants is the translation of the goals and objectives and strategies of each unit in the organization into implementation and realistic efforts in order to achieve such goals and objectives. Therefore, a better understanding of apparatus management, performance management and competency management is fundamental for the creation of good organizational processes (Obi, 2016). In other words, a basic understanding of the performance management system is very important and can range from performance standards, performance measurement, quality improvement processes and progress reports.

Therefore, it is essential for the state civil apparatus to implement an effective and efficient performance management system to achieve organizational goals and objectives. Performance management is an important strategy used to measure the performance of employees within an organization and to provide feedback on the effectiveness of their work to the organization and management. Performance management can be a useful tool for enhancing employee motivation and performance as well as improving organizational effectiveness and productivity (Dobre, 2013). It can also be used to promote accountability and encourage employees to work more effectively towards achieving organizational goals. In recent years, there has been a growing emphasis on the importance of creating an effective performance management system within government organizations in order to improve the efficiency and effectiveness of their operations. An effective performance management system can help to improve the overall quality of the public services provided by the government and help to achieve its strategic objectives

The improvement of public apparatus' performance management is a key element of the bureaucracy reform policy of the Republic of Indonesia government (Wardana and Meiwanda, 2017). This policy aims to increase the efficiency, effectiveness and accountability of the public service delivery system. Specifically, it seeks to promote a performance-based culture within the public sector, where individual and organizational performance is measured, evaluated, and rewarded based on predefined goals and objectives.

In the context of the Natural Resources Conservation Center both at National and Provincial levels in Indonesia, the improvement of public apparatus' performance management is closely linked to human resource management. The successful implementation of this policy requires the development and implementation of an effective human resource management system that can support the recruitment, training and retention of high-performing employees.

At the national level, the policy entails the establishment of a clear performance management framework that can guide the performance evaluation and appraisal of employees. This framework should outline the performance standards, criteria and indicators that will be used to assess the performance of individual employees and organizational units. It should also establish a system for monitoring and reporting performance data, as well as a mechanism for rewarding and recognizing high-performing employees.

At the provincial level, the policy requires the development of a local performance management system that is aligned with the national framework. This system should be customized to the specific needs and priorities of the Natural Resources Conservation Center in that province. It should also be supported by appropriate human resource management practices, such as employee training and development, performance feedback and coaching, and career planning and development.

Overall, the improvement of public apparatus' performance management is a critical component of the bureaucracy reform policy of the Republic of Indonesia government. By enhancing the performance of the Natural Resources Conservation Center both at National and Provincial levels, this policy can contribute to the sustainable management and conservation of Indonesia's natural resources.

In a case of South Sulawesi Natural Resources Conservation Center as the technical implementation unit of the Ministry of Environment and Forestry. This institution has strategic targets, one of which is to improve good governance in accordance with the framework of bureaucratic reform to ensure optimal performance. The agency is tasked with managing the conservation area and realizing the conservation of natural resources inside and outside the conservation area while still paying attention to the welfare of the community. Furthermore, it manages fifteen conservation areas with a total area of 385,470,758 hectares spread over two provinces (South Sulawesi and West Sulawesi) which are laid on nine districts.

The conservation area of South Sulawesi is divided into three areas, namely the nature preservation area, the nature reserve area, and the hunting park. Nature conservation areas are divided into two, namely nature reserves and wildlife reserves. A nature reserve is an area which, due to its natural condition, has a specific nature of plants and or animals as well as its ecosystem. This area needs to be protected and its development occurs naturally. Some of the problems that emerge in the Faruhumpenai Nature Reserve include forest encroachment by the community for gardens and rice fields, illegal logging, forest fires, and hunting of wild animals. These problems must receive serious attention by all stake holders in

order to immediately find solutions so that the function of the area can be preserved and run properly.

Basically, NRCC of South Sulawesi has implemented performance management as part of the national public employee policy. However, there were obstacles in the implementation of performance management, namely the large working area and the distribution of employees in the working area. The existence of these constraints and obstacles indicates that the implementation of performance management in the development of forestry apparatus at the NRCC is still lacking and needs to be improved. A study conducted by Marwiati (2018) echoes this lack of performance management which indicates that the competence of workers has an effect but didn't contribute significantly on performance of the Conservation of Natural Resources Agency of South of Sulawesi Province.

As previously discusses, there seem to be lack effective performance development in the management of conservation areas at NRCC. Therefore, this study aims to analyze the implementation of performance management in the management of conservation areas at the South Sulawesi NRCC.

Literature Review

Performance management is an essential component of public institutions in developing countries. The implementation of performance management systems helps to improve accountability, efficiency and effectiveness in public institutions (Halachmi, 2002). In this literature review, we examine the theories, concepts, and cases of performance management in public institutions in developing countries. In addition, we also discuss elements contributing to the improvement of performance management implementation and related previous studies in Indonesian context.

This study identifies three main theories of performance management. First, the goal-setting theory which suggests that setting specific, measurable, achievable, relevant, and time-bound (SMART) goals can motivate individuals and teams to perform better (Lee et al., 1989; Latham et al., 2008). A longitudinal high-performance cycle (HPC) that incorporates goal setting theory offers a framework for better comprehending motivation (Yurtkoru, 2017). Goal setting theory from HPC describes, predicts, and influences an employee's job performance and satisfaction, which in turn spurs employees' loyalty to the company. Organizational commitment is influenced by job happiness, and low job satisfaction lowers employee dedication to the organization. Basically, a high level of organizational commitment results in the creation of ambitious goals, demonstrating the cyclical nature of HPC, and work satisfaction raises organisational performance (Yurtkoru, 2017).

Second theory is control theory which suggests that performance management should focus on controlling or regulating performance to achieve organizational goals (Parekh, et al., 2001; Snell, 1992). This theory is relevant to public institutions in developing countries because it emphasizes the importance of monitoring and evaluating performance.

Lastly, feedback theory suggests that feedback on performance can improve individual and team performance (Cesario et al., 2023). Feedback orientation is a person's general openness to feedback, including comfort with it, a propensity to seek it out and consider it carefully, and a propensity to act on it to influence behavior modification and performance enhancement (London and Smither, 2002). An organization's support for feedback is referred to as having a "feedback culture," which includes coaching to assist in interpreting and using feedback as well as non-threatening, behaviorally focused feedback and a strong connection between performance improvement and desired results (ibid). This theory is relevant to public institutions in developing countries because it emphasizes the importance of providing feedback to individuals and teams to improve their performance.

Performance management of public employment in developing countries has been a topic of great interest to researchers, policy makers and practitioners. The implementation of performance management systems is important because it helps to ensure that the public apparatus in developing countries is efficient, effective and accountable. In this literature review, we will examine the factors that contribute to the improvement of performance management implementation in public apparatus in developing countries and the challenges and obstacles that influence it.

The study identifies five core elements contributing to the improvement of performance management implementation. First element is political will and commitment that contributes to the improvement of performance management implementation is political will and commitment. Political leaders and policy makers must be committed to implementing performance management systems in public apparatus in developing countries.

Second element is stakeholder participation, which relates to engagement of civil society organizations, the private sector, and citizens, is crucial for the successful implementation of performance management systems. Stakeholder participation can help to ensure that the systems are designed to meet the needs of all stakeholders and are effectively implemented.

Third element is capacity building, which is essential element for improving performance management implementation in developing countries. This includes training for public officials on performance management systems, as well as technical support for the development and implementation of these systems.

Fourth factor is adequate resources that consist of funding, staff, and technology, are necessary for the successful implementation of performance management systems in public apparatus in developing countries. Without these resources, the systems are unlikely to be effective.

Last component is clear objectives and indicators of performance management. These elements are necessary for the effective implementation of performance management systems. These objectives and indicators must be measurable and relevant to the specific context in which they are being implemented.

Several previous studies related to this study were carried out by Nurtjahjawilasa (2015) who analyzed the management and development of human resource personnel at the Ministry of Environment and Forestry. This study argues that the lack of precise human resource management and development policies can reduce the quality of governance implementation.

Another study by Findarti (2016) examined research on the effect of human resource development on employee performance at the Regional Personnel Agency Office of East Kalimantan Province. This study shows that the results of the correlation coefficient test analysis show that the human resource development variable has an influence on employee performance in the organization.

In addition, Efendi's (2015) study focuses on developing competency-based resources in the Bandar Lampung City Government Office and argues that human resource development should be competency-based in improving employee performance. Sujiati (2017) explains that competency is a key factor that determines someone to produce excellent performance and in collective situations, competence is a key factor that determines the success of an organization so that competence is an important source of employee performance.

The last study by Fadhil (2016) analyzed the effect of human resource competence on employee performance at the Makassar Industrial Training Center. Knowledge, skills, and attitudes are key competency components in management that play an important and strategic role in improving employee performance. This study also shows that simultaneously the variables of knowledge, skills, and attitudes together have a positive and significant effect on employee performance. at the Makassar Industrial Training Center.

Research Methods

This study applied qualitative descriptive approach which aims at providing a factual and accurate picture of the object studied. This research was conducted at NRCC Office of South Sulawesi. The study collected data by applying interviews and document study methods. Interviews were conducted by gathering information from key informants who were considered to understand the problems and conditions that occurred. Researchers succeeded in interviewing 15 key informants who were selected through representatives of the institutional division involved in the process of planning, implementing and evaluating human resource development programs in the study locations.. A careful review of relevant documents was done to collect secondary data from several sources to support primary data. The document study process was carried out by looking at the suitability of the performance management model that could be applied to the South Sulawesi NRCC Center and studying regulations and reports as a complement to the primary data.

Data analysis begins by examining all available data from various sources, namely the results of observations, interviews and documents. The data analysis technique used in the first objective is descriptive analysis which begins with

collecting data, examining all available data from various sources, systematically arranging and presenting the research results in the form of data descriptions. Presentation of data processing results is done by presenting the data in a matrix, graph or chart that is tailored to the needs. The second objective analysis uses a SWOT analysis by looking at the strengths, weaknesses, opportunities and threats in the results of the first objective which will then be used as a basis for determining the strategy. The SWOT matrix model that interacts with internal and external strategic factors is used to clearly describe how the opportunities and threats (external) faced can be adjusted to the strengths and weaknesses (internal) they have.

Results and Discussion

Research Results

Conservation Area Management at NRCC Center of South Sulawesi

NRCC of South Sulawesi is a technical implementation unit for conservation of natural resources in achieving the effectiveness of good management of conservation areas requires strong management support, with the support of organized human resources who have adequate competence. The NRCC of South Sulawesi Province is a part of the Ministry of Environment and Forestry which directly reported to the Directorate General of Conservation of Natural Resources and Ecosystems.

The duties and functions of the NRCC of South Sulawesi are as follows: inventoring of potential, arrangement of areas and preparation of management plans for nature reserves, wildlife reserves, nature tourism parks and hunting parks; implementing of the protection and security of nature reserves, wildlife reserves, nature tourism parks, hunting parks; controlling the impact of damage to living natural resources; forest fire control in nature reserves, wildlife reserves, nature tourism parks and hunting parks; management of wild plant and animal species and their habitats as well as genetic resources and traditional knowledge; development and utilization of environmental services; evaluating of function suitability, ecosystem restoration and area closure; preparing for the establishment and operationalization of a conservation forest management unit; Provision of data and information, promotion and marketing of conservation of natural resources and their ecosystems; development of cooperation and partnerships in the field of conservation of natural resources and their ecosystems; and supervision and control of the distribution of wild plants and animals.

In carrying out its duties and functions, the NRCC is supported by 143 human resources employees. The human resources include 13 structural officials and 130 functional officials. Based on position, the composition of the staff of the NRCC of South Sulawesi consists of 13 structural officials (9.09%) and 50 forestry police officers (34.97%). Forest ecosystem controllers (PEH) are 21 people (14.69%), forestry extension workers are 3 people (2.1%), Goods and Services Procurement Functions are 4 people (2.8%) and general functional employees are 52 people (36

,36%). Due to the limited number of staff at the NRCC South Sulawesi, an effective personnel arrangement is needed so that it is hoped that managers in the conservation area can share the workload, roles and functions of each personnel to support efforts to improve public services.

Implementation of Performance Management at NRCC of South Sulawesi

Performance planning at NRCC center is the process of preparing a performance plan as an elaboration of the targets and programs that have been determined and which will be implemented through various annual activities. Performance planning is the starting point of a performance management cycle. The basis for carrying out performance planning is an organizational strategic plan that determines the main goals of an organization. Strategic planning determines what the organization must do to achieve those goals. The goals and strategic plans are further elaborated at the level of work units below them. This is in accordance with the results of the interview as follows:

"In preparing the strategic plan, the NRCC should follow the strategic plan of the Directorate General of Conservation of Natural Resources and Ecosystems and conforms to the Strategic Plan of the Ministry of Environment and Forestry as the parent organization. The target to achieve is that conservation areas and biodiversity are maintained and protected and utilized in a sustainable manner to support the improvement of people's welfare and the quality of human life" (Interview with the Head of the NRCC, South Sulawesi Province)

The strategic goals to be achieved from the Directorate General, namely: (1) Utilizing the potential of forest resources and the environment in a sustainable manner to improve the economy and welfare of a just society and (2) Preserving the balance of ecosystems and biodiversity and the existence of natural resources as a system life support to support sustainable development. From these strategic objectives, the target of the activities of NRCC is to ensure the effectiveness of the management of non-national park conservation areas at the site level, as well as the management of biodiversity inside and outside forest areas.

Performance Planning at the NRCC South Sulawesi itself consists of preparing and setting Employee Performance Targets (EPT) by considering work behavior. The process of preparing the EPT at the South Sulawesi NRCC is carried out by considering: Strategic planning of the Ministry of Environment and Forestry; Agreement on the performance of the Head of the South Sulawesi NRCC with the Directorate General; South Sulawesi NRCC organization and work procedures; job descriptions of NRCC South Sulawesi employees; EPT of the direct supervisor of the NRCC South Sulawesi employee. The preparation of the EPT must describe the activities of the duties of the position of their immediate supervisor in accordance with the agreement of the Appraiser Officer with the Civil Servant which is considered as a work performance contract

The EPT that has been prepared and agreed upon as intended is signed by civil servants and determined by the Appraiser, determined every year in January. This is in accordance with the interview as follows:

"In the South Sulawesi NRCC, the preparation of EPT is based on work plans, starting with the EPT of Head of Agency and translated to Heads of Sections and Heads of Sections until they are completely divided up to the staff/employee level. In preparing the EPT, it also pays attention to the job descriptions of each employee and everything is done in January after that the EPT is collected in the staffing section" (interview with Head of Administrative Section of NRCC South Sulawesi)

According to the observations of researchers, the EPT that has been made is still a lot of employees in making EPT not in accordance with the work plan of the South Sulawesi NRCC and not in accordance with the job description of the employee. This is in accordance with the opinion of the Head of Section II Mamuju:

"In preparing EPT for employees in the regions, especially in field units, they are still based on their main tasks without regard to performance indicators or the NRCC work plan and the EPT they make should be an elaboration of the EPT Section Head" (Interview with Section Head Region II Mamuju)

To overcome this, employees in preparing EPT need to be guided by an appraiser or direct supervisor because the employee EPT is an elaboration of the direct supervisor's EPT which is completely divided into targets for activities to be carried out by employees.

This is related with study of Wibowo (2016) which argues that performance targets are the basis for coaching, counseling, mentoring and progress reviews. So that the EPT that has been set at the beginning of the year needs to be monitored continuously to ensure the achievement of performance targets. There are times when it is necessary to provide feedback, coaching and counseling, or disciplinary action according to applicable rules and regulations. And according to the regulations of the Head of the State Civil Service Agency (BKN) to facilitate periodic monitoring and evaluation of EPT achievements and the work behavior of civil servants who are assessed. The appraiser can use the PNS work behavior assessment log book form.

Performance planning at the NRCC of South Sulawesi is the process of preparing a performance plan as an elaboration of the goals and programs that have been set in the performance agreement with the Directorate General at the Ministry, which will be implemented through various annual activities. In the performance plan, an annual performance achievement plan is determined for all existing performance indicators at the level of targets and activities. The preparation of the performance plan is carried out in line with the budget preparation agenda and policies, and is a commitment for the NRCC of South Sulawesi to achieve it in a

certain year. And for every employee of the NRCC of South Sulawesi, in setting employee performance targets, they must pay attention to this.

Evaluation of Performance Management at NRCC of South Sulawesi

According to Government Regulation number 30 of 2019 concerning Performance Evaluation of Civil Servants The purpose of performance evaluation is to guarantee the objectivity of civil servant development which is carried out based on an achievement system and a career system. Performance appraisal is a series of processes in the Civil Servant Performance Management System, starting with the preparation of performance planning which is the process of preparing Employee Performance Targets, hereinafter abbreviated as EPT.

This Government Regulation concerning Civil Servants Performance Appraisal regulates, among other things, the substance of civil servants' performance evaluation consisting of work behavior assessment and civil servants' performance assessment, weighting of EPT assessment and work behavior of civil servants', appraiser officer and civil servants' performance appraisal team, evaluation procedures, follow-up assessment in the form of reporting performance, performance rating, performance rewards and sanctions and objections, and Civil Servants Performance Information System.

The EPT measurement is carried out by comparing the realized performance with the predetermined targets. Then a performance assessment is carried out which is a combination of the EPT assessment and the work behavior assessment using the results of performance measurement data. In carrying out the assessment, an analysis of the obstacles to the implementation of the work is carried out to obtain feedback and develop recommendations for improvement and determine the results of the assessment.

Evaluation of the performance of civil servants at the NRSCC of South Sulawesi with a weight of 60% (sixty percent) for the EPT assessment and 40% (forty percent) for the assessment of Work Behavior as referred to in the Government Regulation concerning the Assessment of Civil Servant Performance. According to this PP, work behavior assessment is carried out by government agencies that do not apply work behavior assessment by considering the opinions of co-workers at the same level and direct subordinates.

The EPT assessment at the NRCC of South Sulawesi is carried out using the results of performance measurements carried out by the Performance Appraiser Officer. Specifically, for functional officials, the EPT assessment can consider the assessment of the Functional Position Credit Score Assessment Team.

For the assessment of work behavior, it is carried out by comparing the standards of work behavior in position as referred to in the work behavior assessment in position, carried out by civil servant performance appraisal officers, and can be based on the assessment of co-workers at the same level and/or direct subordinates. This is based on the results of the interview:

"As for evaluating employee performance, which used to be called Job Implementation Assessment (DP3), it is carried out by measuring a combination of EPT and work behavior. For EPT, the assessment is in accordance with the format of the Personnel Bureau and for work behavior is assessed by the employee's direct supervisor. "(interview with Personnel Staff of NRCC of South Sulawesi)

E-performance as a web-based application is also used to evaluate and measure employee performance based on job analysis and workload analysis instruments. In the e-performance application there are two modules, namely the job analysis module and workload analysis module. The job analysis document aims to explain what are the functions and duties of an employee's position. While the workload analysis document is used by employees to input reports on activities carried out and to make Daily Work Reports and is also used by leaders to determine employee performance. With job analysis and workload analysis, leaders can easily monitor the performance of their employees. In addition, in making decisions related to the performance of employees, units and work units, leaders use this application as a supporting instrument.

Job Analysis is prepared as a work guideline and reference for each position holder. Job analysis is an activity of systematically collecting, assessing and compiling various information related to a position, and is an activity to study and conclude information or facts related to a position in a systematic and orderly manner. The purpose of Job Analysis is prepared as material for institutional arrangement, management and staffing based on performance to produce efficient and effective Civil Servants.

Research Discussion

This research shows that the concept of performance can basically be seen from two aspects, namely organizational performance and employee performance. Organizational performance is the totality of work achieved by an organization, while employee performance is the result of individual work within an organization. Employee performance and organizational performance are closely related (Mahmudi, 2015). Performance development is a large and continuous job, basically, good performance is performance that follows a procedure or procedure according to a predetermined standard. The implementation of performance management at NRCC center of South Sulawesi is in accordance with the performance management cycle, namely performance planning, performance implementation and performance evaluation (Wibowo, 2016). Bernardin and Russel (2013) define performance as the record of outcomes produced on a specified job function or activity during time period. Achievement or performance is a record of the results obtained from certain job functions or activities during a certain period of time. In addition, Gibson (2003) contends that job performance is the result of work related to organizational goals, efficiency and other performance effectiveness. Meanwhile, Armstrong and Baron (1998) provide an understanding

that performance is the result of work that has a strong relationship with the goals of organizational strategy, customer satisfaction and economic contribution. There are approximately two main requirements needed to conduct an effective performance appraisal, namely 1) the existence of performance criteria that can be measured objectively; and 2) objectivity in the evaluation process.

Developing a performance plan that focuses on improving individual performance can contribute directly to organizational performance. According to the State Administration Institute of the Republic of Indonesia (2014), performance planning is the process of determining annual activities and performance indicators based on programs, policies and targets that have been set in the strategic plan / strategic objectives. This is in accordance with what was stated by Sedarmayanti (2016), which states that performance planning includes individual, team and organizational performance targets. Employee work targets are work plans and targets to be achieved by a civil servant that are compiled and mutually agreed upon between the employee and the employee's supervisor. It is prepared and stipulated as an operational plan for the implementation of job duties, with reference to the organization's strategic plan (*renstra*) and work plan (*renja*), which contains the activities to be carried out and the results to be achieved. The process of drafting employee work targets at the NRCC of South Sulawesi is carried out by taking into account the strategic planning of the Ministry of Environment and Forestry, the performance agreement of the Head of NRCC i with the Directorate General of the Ministry, the organization and work procedures of the NRCC of South, job descriptions of the employees of the NRCC South Sulawesi and EPT direct supervisor to employees of the NRCC of South Sulawesi office. Schaffer (1991) suggests that strategies to overcome problems and get better performance results, can be done through: 1. determining a goal, start with an urgent problem, 2. Determining the minimum target. Focus energy on one or two specific targets, focus on one or two clear targets, 3. Communicating goals clearly, 4. Dividing responsibility for achieving goals, individually or in teams, 5. Expanding and extending the process.

Based on the performance planning that has been mutually agreed upon, performance implementation is carried out. At the performance implementation stage, the leader is responsible for organizing, coordinating, controlling, delegating and directing staff. Briefing and providing feedback on staff performance is the key to the successful achievement of performance goals. The government through State Civil Service Agency (BKN) has also prepared a system-based performance indicator (*e-Kinerja*) which was designed and used as an indicator to monitor state civil apparatus's performance achievements.

The e-performance application is triggered by the motivation to digitize the work system so that each apparatus performs, and to know clearly what must be done and strive to achieve work targets according to performance standards determined through work contracts in employee work targets. Basically, *e-Kinerja* system must be supported by a precise definition of the organization's goals, objectives, strategies and programs. That is, the organization must have and

establish clear criteria for determining assessment indicators. For this reason, the performance measurement used must be integrated with planning, targets and achievements set by the organization.

According to Government Regulation number 30 of 2019 concerning Civil Servant Performance Appraisal, the purpose of performance appraisal is to ensure the objectivity of civil servant coaching which is carried out based on the achievement system and career system. Performance appraisal is a series of processes in performance management system of state civil apparatus, starting with the preparation of performance planning which is the process of preparing employee performance targets. The implementation of such measurement is done by comparing the realization of the performance with the targets that have been set. Thus the performance appraisal is carried out which is a combination of the assessment of employee performance targets and work behavior assessment using the performance measurement data.

Problems in the management of conservation areas include area encroachment, illegal logging, illegal grazing and forest fires, as well as the illegal trade and distribution of wild plants and animals. Facing the challenges of problems and high dynamics in the field, it is necessary to carry out activities to add insight and increase the capacity of functional personnel and other technical personnel. A functional official and other technical personnel must be equipped with problem analysis skills, creative and innovative thinking and have sufficient verbal and non-verbal communication skills.

Based on the assessment results, the effectiveness of conservation area management at the NRCC of South Sulawesi is still below the target of the Ministry of Environment and Forestry by 70%. The results of the assessment serve as a reference for managers in improving the effectiveness of conservation area management at the NRCC of South Sulawesi. Evaluation by measuring the effectiveness of this management can be carried out regularly so that its value can be known and managed to increase. Conservation area managers routinely carry out evaluation of management effectiveness and are followed up and it is necessary to improve coordination and cooperation with all related parties, especially for the welfare of the community around the area and to increase research and research activities.

The first priority strategy formulation for performance development in conservation area management is to improve employee performance by implementing the management of state civil apparatus using merit system. The application of the merit system is a policy and management of the apparatus based on qualifications, competence and performance in a fair and reasonable manner without distinguishing political background, race, color, religion, origin, gender, marital status, age, or system disability conditions. Merit is a system that allows the formation of a fairer and more professional order pattern in the appointment of employee positions.

The second strategy is to improve effective performance management by increasing the quality and quantity of employees. Performance management not

only benefits the organization but also employees. The benefits of performance management are aligning organizational goals with team and individual goals, improving performance, motivating workers, increasing commitment, supporting core values, improving training and development processes, enhancing the skills base, seeking continuous improvement and development, and cultivating the basis of career planning.

The third strategy is to provide education and training to conservation area managers. The objectives of the education and training program activities are: 1) Science (*knowledge*), that is, every employee who is given training is expected to get sufficient knowledge to be able to do the tasks that will be given; 2) Ability (*skill*) that is, every employee who is given training is expected to be able and able to perform tasks when placed in a predetermined process; and 3) Attitude determination (*attitude*), that is, after training each employee is expected to have an interest in and awareness of the work they are going to do.

The fourth strategy is to organize employees in accordance with education and competence. The purpose of structuring employees is to improve the composition and distribution of employees, for which employees can be optimally utilized in order to improve performance. 1) There is a match between the number and composition of employees with the needs of each work unit that has been arranged so that employees have clarity of duties and responsibilities; 2) Creating a match between the competencies possessed by employees and the terms of the position; 3) Distribution of employees proportionally according to their workload; 4) Formulation of education and training programs that support the improvement of job competencies; 5) The establishment of a payroll system that is fair, proper, and encourages increased performance; and 6) The implementation of an objective performance appraisal system.

Conclusion

The implementation of performance management systems in public apparatus in developing countries is essential for improving efficiency, effectiveness, and accountability. The implementation of performance management at NRCC center of South Sulawesi has not been optimally carried out. This is due to the limited number of employees of the South Sulawesi NRCC Balai Besar and due to a lack of training and education, as well as facing problems in the management of conservation areas. However, the performance management process in the agency has been running from performance planning, performance implementation and performance evaluation.

Conservation area management organized by NRCC of South Sulawesi has not met the target. This can be seen from the results of the METT assessment (Management Effectiveness Tracking Tools), showing less than 70% for all conservation areas. Finally, based on the analysis, we suggest some priority strategies for the development of the performance at NRCC of South Sulawesi. These are: a) improving employee performance by implementing the management

of state civil apparatus with merit system; b) improving effective performance management by increasing the quality and quantity of employees; c) providing education and training to conservation area managers; and d) organizing employees according to education and competence.

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