

Performance Of State Civil Apparatus At The Liaison Agency Of Gorontalo Province In Jakarta

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Article Info	ABSTRACT
<p>Keywords: Performance, ASN, Gorontalo Provincial Liaison Agency in Jakarta.</p>	<p>The Gorontalo Provincial Liaison Agency in Jakarta as an extension of the Gorontalo Provincial Government in the Center of the National Capital, was formed based on Gorontalo Governor Regulation Number 81 of 2016 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Liaison Agency. The Liaison Agency is known as a Regional Apparatus Organization with the task of Facilitating Leadership Services because what is seen and considered optimal in achieving its performance is the Institutional Relations Facilitation Sub Sector. Meanwhile, the implementation of the duties of the Promotion and Information Facilitation Sub-Sector as well as the Administration Sub-Section which is part of the operational process of governance of the Gorontalo Province Liaison Agency in Jakarta, is considered not to be effective and efficient in achieving the assigned performance. The aim of this research is to analyze and describe the performance of the State Civil Apparatus at the Gorontalo Province Liaison Agency in Jakarta. This study uses a descriptive research design with qualitative methods. Informants were obtained through purposive and snowball sampling techniques using the Miles and Huberman Model Interactive data analysis as a performance analysis tool based on theory according to T.R Mitchell (1978:343) in (Sedarmayanti, 2001:51) which has 5 (five) Employee Performance Indicators, namely Quality Work, Punctuality, Initiative, Ability and communication. The results of this study show that the performance of ASN at the Gorontalo Province Liaison Agency in Jakarta based on the implementation of Job Analysis and Workload Analysis given to each ASN can be completed well. Looking at the results of this study, in order to optimize and efficiently carry out tasks by ASN Gorontalo Province Liaison Agency in Jakarta, through appreciation and support from leadership in maintaining ASN work motivation, fulfilling work facilities and infrastructure, improving ASN welfare, providing equal opportunities to It is hoped that every ASN can develop and improve their abilities through education and training as well as promotions.</p>
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INTRODUCTION

The performance of the State Civil Apparatus (ASN) in the context of the dynamics of modern government is one of the key factors in determining the effectiveness and efficiency

of government administration. As the spearhead of public service, ASN has a very vital role in meeting the needs of the community. Changes in social, political and technological dynamics also affect ASN performance. The industrial revolution 4.0 and digital transformation require ASN to be able to adapt quickly and develop new competencies to answer the challenges of the times.

The Gorontalo Provincial Government continues to innovate in creating a strategic work system in order to improve ASN management and optimize ASN performance within the Provincial Government, including through the Independent Assessment of the Implementation of the Merit System (PMPSM) and the Implementation of the ASN Work Performance Measurement System named new-SIRANSIJA. Through these two systems, it is hoped that excellent ASN can be created, namely ASN with good performance and expertise that brings confidence to the Gorontalo Provincial Government to be ready to face the challenges of increasingly complex bureaucratic reform.

Based on the Regulation of the State Civil Service Commission Number 9 of 2019 concerning the Procedures for Independent Assessment of the Implementation of the Merit System (PMPSM) in ASN Management in Government Agencies, Article 1 states that "The Merit System is an ASN policy and management based on qualifications, competencies, and performance fairly and fairly without distinguishing background, politics, race, skin color, religion, origin, gender, marital status, age, or disability conditions". Meanwhile, the Independent Assessment of the Implementation of the Merit System is defined as "An assessment carried out independently to determine the achievement of the implementation of the Merit System in government agencies".

The Liaison Agency of Gorontalo Province is a Representative Agency of the Gorontalo Government located in the center of the National Capital. As a Supporting Agency for Regional Government Affairs, the Liaison Agency has the task of providing services and facilitating all official activities carried out by the Regional Leadership consisting of the Governor, Deputy Governor, Regional Secretary and Chairman of the Provincial People's Representative Council while in the DKI Jakarta area and other areas outside Gorontalo Province.

Based on the personnel data from December 2022 to December 2023, it is known that the number of ASN of the Gorontalo Province Liaison Agency in Jakarta is 20 people, consisting of 1 Administrator Officer, 3 Supervisory Officers, 16 Technical Activity Implementers whose duties are divided into Financial Administration Personnel, Administrative Staff, Institutional Relations Facilities Administration Personnel, Information and Promotion Administration Personnel, Protocol Officers, Photographers, Drivers, Cleaning Officers, Strategic Tourism Object Maintenance and Arrangement Officers, Administration and Personnel Officers in Gorontalo and Security Personnel.

The research that discussed the Organizational Performance of the Gorontalo Provincial Liaison Agency in Jakarta was previously conducted in 2019. The research was conducted by Mr. Tamrin with the thesis title "Organizational Performance Strategy of the Gorontalo Provincial Liaison Agency". From the results of the study, it was concluded based on the SWOT analysis and Litmust Test that one of the strategic issues that is a problem

and needs to be considered in the development of the Gorontalo Provincial Liaison Agency in Jakarta is "Increasing the competence and capabilities of human resources and increasing the amount of TKD high cost allowances as an effort to increase employee work motivation towards carrying out the tasks and functions they carry out".

Based on the 2022 LAKIP Document, it is stated that the strategic issues at the Gorontalo Provincial Liaison Agency in Jakarta are the limited number of competent Human Resources, limited supporting work facilities and infrastructure, and low employee morale, motivation and discipline. As the researcher explained in the pre-research interview above, ASN motivation and work enthusiasm are influenced by ASN's thinking about the uneven placement and division of employee tasks with low allowances and limited opportunities and positions available for career development. In addition, low external supervision of the Liaison Agency also affects ASN's mindset in improving their performance.

Based on the results of the interim interview, the researcher concluded that the main problem that must be solved and improved at the Gorontalo Provincial Liaison Agency in Jakarta is the Performance of ASN as the Human Resources it has. This is based on the results of previous research conducted by Tamrin on "Organizational Performance Strategy of the Gorontalo Provincial Liaison Agency" which stated that one of the strategic issues that must be addressed by the Liaison Agency is "Competence and Ability of the Human Resources it has".

This is in line with the strategic issues in the 2022 LAKIP of the Gorontalo Provincial Liaison Agency in Jakarta which also states that the low work spirit, motivation and discipline of employees are strategic issues that must be considered in the development and improvement and achievement of the goals of the Gorontalo Provincial Liaison Agency in the future. Based on the formulation of the problem that has been explained above, the objectives of this study are:

1. Analyzing ASN Performance at the Gorontalo Province Liaison Agency in Jakarta.
2. Analyzing Obstacles in Improving ASN Performance at the Gorontalo Provincial Liaison Agency in Jakarta.
3. Analyzing Efforts to Improve ASN Performance at the Gorontalo Provincial Liaison Agency in Jakarta.

Theoretically, the results of this study are expected to be a comparative study material between theoretical knowledge and empirical reality. In addition, it provides a contribution to the development of science, especially in ASN Management, ASN Performance, and improving the Performance of ASN government organizations.

RESEARCH METHODS

Descriptive research with a qualitative approach is a research method that utilizes qualitative data and is described descriptively to analyze events, phenomena or social conditions naturally and as they are. The use of this research method aims to describe and interpret or existing relationships, developing opinions, ongoing processes, consequences or effects that occur or about ongoing trends in the Performance of ASN of the Gorontalo

Provincial Liaison Agency in Jakarta. Researchers try to get a concrete picture of the ongoing situation so that the data obtained is accurate to analyze the observed phenomena.

Operational Concept

According to Sugiyono (2012:31), operational is defined as determining the construct or characteristic to be studied so that it becomes a measurable indicator. Operational definition explains the method used to research and operate the construct, thus allowing other researchers to replicate the measurement in the same way or develop a better method of measuring the construct.

Research Data Sources

Data sources in research are subjects from which data is obtained and becomes the basis for conclusions from a study. Data sources are divided into two, namely primary data and vsecondary data. In essence, the understanding of both is a source of data, the difference is how to obtain it. Therefore, the data collection method used must be adjusted to the research being conducted.

Informants and How to Determine Them

Determining the sample through purposive and snowball sampling techniques is appropriate for studying an organization or institution such as the Gorontalo Provincial Liaison Agency in Jakarta which is basically a Regional Apparatus Organization that already has a good organizational structure. So that researchers can determine the desired sample according to the information needs that are needed. To facilitate the search for data and information and to further clarify the key informant data, there are 13 (Thirteen) informants in this study.

Data collection technique

The data collection techniques in this study consist of interviews and documentation. Furthermore, it can be explained as follows:

1. Interview

The selection of informants in this interview activity is based on information needs and developments, namely by using purposive sampling and snowball sampling techniques. To obtain straightforward and in-depth information, researchers have had a rapport with informants so that the information provided is more complete and open.

2. Documentation

Based on the understanding of documentation studies that has been described above, researchers can conclude that documentation studies are a data collection technique obtained through the study and examination of written records, written documents, or other sources that are related or associated with the problem being studied.

Data Collection Instruments

In this study, the research instrument is the researcher himself, as explained above, the researcher as a research instrument is tasked with collecting data, determining the success of data collection, and drawing conclusions on the findings of the research results.

Data Analysis Techniques

Principles of Qualitative Data Analysis

According to Nasution in Sugiyono (2011:334), it is revealed regarding qualitative data analysis that, Analysis requires creative power and high intellectual ability. There is no specific event that can be followed to conduct analysis, so each researcher must find their own method that is considered suitable for the nature of their research. The same material can be classified differently by other researchers.

Furthermore, Bogdan in Sugiyono (2011:334) stated regarding qualitative data analysis that, Data analysis is the process of systematically searching for and compiling data obtained from interview results, field notes, and other materials, so that it can be easily understood, and the findings can be communicated to others.

Based on the definition of qualitative data analysis above, it can be concluded that qualitative data analysis techniques are the process of searching for and compiling data during ongoing research to obtain conclusions which are then used as information material that can be understood by oneself and others.

Analysis Techniques

The data analysis technique used in this study is the Miles and Huberman model analysis technique. According to Miles and Huberman (in Sugiyono, 2018:246) who stated that, Activities in qualitative data analysis are carried out interactively and continue continuously until complete, so that the data is saturated. Qualitative data processing methods or techniques can be carried out through 3 stages starting from data collection, then data reduction, data display, and conclusion drawing/Verification.

RESEARCH RESULTS AND DISCUSSION

Performance of ASN of the Gorontalo Province Liaison Agency in Jakarta

In this study, to measure the performance of ASN of the Gorontalo Province Liaison Agency in Jakarta, the researcher used TR Mitchell's theory (1978:343) in Sedarmayanti (2001:51) which states that employee performance can be measured based on 5 (five) dimensions, namely Quality of work, Promptness, Initiative, Capability, and Communication.

Quality of work

ASN of the Gorontalo Province Liaison Agency in Jakarta, both at the leadership and subordinate levels in the process of assessing work performance in the new-SIRANSIJA application, focus on inputting task targets, inputting the realization of task implementation, attendance hours for entering and leaving the office according to the specified time, as well as behavioral assessments by superiors to subordinates based on considerations and policies for achieving the nominal value of TKD and not on the main process of implementing and completing the task itself, how long it takes to work during working hours, and the ability of ASN to complete each job that is their responsibility.

The researcher assumes that, based on the Work Quality Assessment consisting of Work Standards, Work Productivity and Work Creativity of the Gorontalo Provincial Liaison Agency ASN in Jakarta in new-SIRANSIJA has been fulfilled and achieved as stipulated in the Regulation of the Governor of Gorontalo Province Number 50 of 2016, concerning the

State Civil Apparatus Work Performance Measurement System based on the Mental Revolution in the Gorontalo Provincial Government Environment.

The assessment of the quality of work of each ASN as seen from Work Standards, Work Productivity and Work Creativity can only be known based on periodic evaluation of work results by superiors and related stakeholders who have a work relationship in completing the tasks and orders carried out by each ASN.

Promptness

1. Work Target

From the results of interviews conducted by researchers with several echelon people at the Gorontalo Provincial Liaison Agency in Jakarta, it was stated that the assessment of SKP by the assessor or superior every month is determined based on work targets and work realization as well as the timeliness of ASN input in filling out the new-SIRANSIJA application. This is an aspect of the assessment because if the superior assesses the performance of ASN who are subordinates as the results of real work in the field, for some ASN it will greatly affect the achievement of the final results of Work Achievement in new-SIRANSIJA and will have an impact on the low nominal Regional Performance Allowance (TKD) that they will receive.

Likewise, in determining the Annual SKP performance value of ASN in the Gorontalo Province Liaison Agency in Jakarta, by each assessor or in this case the direct superior, always refers to the general assessment standards that can meet the requirements and do not hinder the assessment of employee administration when carrying out promotions and the like. In general, from the results of the interviews conducted by the researcher, it can be concluded that every ASN in the Gorontalo Province Liaison Agency in Jakarta can carry out their duties and functions as determined, although the completion is not always on time.

2. Time Conformity

Based on the research results that, supporting evidence of attendance achievement in the new-SIRANSIJA application, the researcher concluded that the level of work hour discipline in the ASN Liaison Agency of Gorontalo Province in Jakarta has been running well. The rise and fall of ASN attendance achievement every month is largely influenced by the conditions and location of the Liaison Agency in the Capital City of Jakarta. Which, this should receive special attention and consideration by the Gorontalo Provincial Government as the working hours that apply to Agencies/Institutions/Ministries that apply extensions of entry times with the same number of working hours in the DKI Jakarta area.

3. Achieving the Right Results

Based on the results of the study, to achieve the right results in work that is a benchmark for ASN performance and influences the performance of the Gorontalo Provincial Liaison Agency in Jakarta, it can be seen based on the superior's assessment of the completion process and the results of the work itself. Thus, the researcher concluded that with the completion of the work that is the task and function of each ASN Liaison Agency according to the specified time and without significant obstacles, each ASN is considered capable of achieving the specified results and has met the leadership assessment standards.

(Initiative)

Initiative is closely related to ASN competence and understanding of the work environment. Mastery of work in the field of assignment is a major factor in determining career advancement and development as well as comfort in working. In addition, ASN who have initiative, are proactive and appreciate the work given by superiors will be an added value for the ASN itself. The following are indicators of initiative according to TR Mitchell in Sedarmayanti (2001:51), namely:

1. Work Innovation

Seeing the level of achievement of the Liaison Agency of Gorontalo Province in Jakarta, especially the Facilitation and Promotion Sub-Division which is active in introducing and promoting the Gorontalo Region and establishing cooperation with various parties outside the Liaison Agency, is an achievement in itself and a positive assessment from the Head of the Agency towards the Liaison Agency ASN who actively participate in helping organize these exhibitions.

2. Responsibility

As a State Civil Apparatus (ASN), having a high sense of responsibility is very important. ASN's responsibility is not only limited to fulfilling work tasks, but also includes a commitment to the principles of integrity, public service, and the interests of public service in general.

Based on the results of the study, ASN always has the spirit and desire to learn to develop themselves and their potential. However, seeing the budget conditions of the Liaison Agency which are lacking and cannot support the implementation of the development of these competencies, causing ASN Liaison Agency to not be able to actively participate in all Training/Technical Guidance (Bimtek) activities held by the Regional Government in Gorontalo.

3. Effectiveness and efficiency

Based on the research results that initiative is an action in the form of appreciation and greater willingness to improve the performance that is owned to convey and demonstrate the abilities possessed by a person, which in showing these abilities in addition to being able to help facilitate and speed up the working time of a job, must also pay attention to time, conditions and how the work environment and people are connected to the job. If the initiative is directly related to the work we hold, of course it is a positive thing for improving the quality of work and the assessment of superiors on the performance we have.

In terms of performance assessment based on its initiative, the ASN of the Gorontalo Provincial Liaison Agency in Jakarta has implemented it. In addition, according to observations that researchers have seen, the occurrence of excess workload on some ASN is caused by the lack of State Civil Apparatus (ASN) that they have, causing each ASN to focus more on completing the tasks they are entrusted with on time rather than taking the initiative in other tasks that are not their main job.

Capability

Ability comes from the word able which means power (can, able) to do something, while ability means ability, skill, strength (Big Indonesian Dictionary Compilation Team,

1989:552-553). Ability means the capacity of an individual to perform various tasks in a job. Ability is the meaning of capability taken from English, namely "capability". Ability is also referred to as competence and is mapped into 3 components, namely knowledge, skills and attitudes.

Ability is basically knowledge about what to do, can do and want to do. Ability can also be interpreted as awareness or understanding of an object or person regarding facts, descriptions or information obtained through education or experience by preparing, finding or studying it.

1. knowledge

Based on the Knowledge Level of ASN Liaison Agency of Gorontalo Province in Jakarta, it can be seen based on the level of education and training that has been attended by each ASN. The following is the education level of ASN Liaison Agency until 2023.

Based on the level of education and training of ASN Liaison Agency of Gorontalo Province in Jakarta as shown in the table above, it can be seen that there has been no change or increase in the education data of ASN Liaison Agency from 2022 to 2023. Meanwhile, the level of training attended by ASN Liaison Agency of Gorontalo Province in Jakarta from 2022 to 2023 has increased, namely in the Education and Training of PBJP Competencies for Procurement Officers of Gorontalo Province which is a continuation of the Education and Training of Certification of Procurement of Goods and Services which has been attended by the same ASN in 2021.

Based on the results of the study related to ASN knowledge in the Gorontalo Province Liaison Agency in Jakarta, it can be concluded that although some of the existing ASN have a high level of education and the Liaison Agency is an OPD with the function of Supporting Leadership Services, education and training support is still needed to improve ASN skills, understanding and mastery of the field of work that is their main task and function. This is because high education cannot be used as a guideline in determining the level of knowledge and ability of ASN in accepting and completing assigned work quickly and accurately.

2. Skills

Based on the research results, in terms of the skills possessed by the ASN of the Gorontalo Province Liaison Agency in Jakarta, in carrying out their duties and functions, they have been recognized and considered capable and good in completing every task and responsibility given by the leadership.

3. Attitude

In general, researchers can conclude that the attitude of ASN of the Gorontalo Provincial Liaison Agency can be said to be good and under control. This is influenced by the leadership and rules implemented in the Gorontalo Provincial Liaison Agency in Jakarta. As conveyed by the Chairman of the Gorontalo Provincial DPRD during an interview with researchers who revealed that:

"In the service I have received so far, the attitude and behavior of the Liaison Agency ASN is quite good, fast and responsive in acting. Every activity I participate in, the ASN on duty always prepares all the needs that can support and facilitate my activities while in Jakarta..."

Communication

Communication skills for State Civil Apparatus (ASN) are the key to success in interacting, especially in the work environment. The communication process in the work environment can occur between superiors and subordinates, fellow co-workers, or stakeholders or other related parties. Communication related to a job will greatly impact the performance of all elements in the work environment. Based on the concept of performance according to TR Mitchell in Sedarmayanti (2001:51), communication indicators consist of:

1. Delivery of Information

Based on the interview results as presented, the researcher concluded that the ability to convey information by each ASN of the Gorontalo Province Liaison Agency in Jakarta is influenced by the ability to think and behave as ASN themselves. Although currently the communication media that connects information and supports the ease of conveying information is increasingly developing, the ability to manage oneself towards the development and improvement of performance depends on attitude and acceptance of each ASN in completing each task and function they carry out. With different mindsets, the performance between one ASN and another is at a different level of achievement. This is one of the tasks that must be fixed and improved in the Gorontalo Province Liaison Agency Environment in Jakarta in order to create a conducive and comfortable work environment for every employee in it.

2. ASN Interaction

Based on the research results, the interaction between fellow ASN in the Liaison Agency environment is quite good and harmonious, although there are often differences of opinion, offense, disputes and misunderstandings about a condition or problem, both those that...related with work and attitudes between one another, but this is the result of building interaction, communication and cooperation between ASN.

Harmonious Relationship

The role of communication in an organization is very important, with the establishment of good and effective relationships and coordination between co-workers can create a harmonious work atmosphere, increase work enthusiasm and harmonious results and achieve the organization's targets/vision and mission. Based on the interview results as above, the researcher concluded that the harmonious relationship of ASN Liaison Agency of Gorontalo Province in Jakarta is quite well established in the implementation and completion of tasks and functions in the workplace environment, which although in daily practice there are disagreements, but can be resolved by carrying out existing tasks properly.

Obstacles in Improving the Performance of ASN of the Gorontalo Province Liaison Agency in Jakarta

High Workload

One of the main challenges faced by ASN of the Gorontalo Province Liaison Agency in Jakarta is the high workload. ASN are often faced with complex and diverse tasks, which require a lot of time and effort to complete. With 20 ASN, including the Head of the Liaison Agency as the Administrator and 3 Echelon IV Persons as Supervisory Officers, the Gorontalo Province Liaison Agency in Jakarta only has 16 ASN Implementers who must be

ready to help each other in optimizing the existing work, both the main tasks and functions carried out and other tasks ordered by superiors.

The imbalance or inequality of workload distribution due to the lack of ASN or because of different ASN abilities, qualities and responsibilities, causes an uneven distribution of tasks. ASN who have a high workload does not necessarily mean that the ASN performs well and optimally in completing the tasks assigned. In addition, a high workload if not supported by appreciation of the work environment, co-workers and superiors can result in physical and mental fatigue, feeling bored and stressed, thus reducing the quality of work produced by ASN and ultimately resulting in a decrease in overall organizational performance.

Increasing the workload of ASN does not mean increasing the performance of the ASN concerned. A high workload if not supported by a supportive work environment, coworkers and superiors will turn into pressure and workload for ASN who are considered capable, loyal and responsible for every task ordered.

Based on interviews and information that researchers found in the field, it can be concluded that high workload is one of the obstacles to optimizing the performance of ASN Liaison Agency of Gorontalo Province in Jakarta. This is caused by uneven distribution of work and inefficient optimization of ASN performance, resulting in less effective performance of ASN Liaison Agency.

Low Work Motivation

Stable income can help ASN to be motivated to work better in carrying out their main tasks and functions and produce maximum individual performance. One form of incentive provided by the government is additional income. Additional income is given to State Civil Apparatus (ASN) with objective considerations and taking into account the financial capabilities of the region. Regional Performance Allowance (TKD) is additional income for ASN in the Gorontalo Provincial Government Environment which is intended to improve ASN welfare. The amount of TKD received by ASN of the Gorontalo Provincial Liaison Agency in Jakarta is only differentiated by 30% as an additional allowance for the place of duty from the TKD received by other ASN working in the Gorontalo Provincial Government Environment in the Region.

Furthermore, the feeling that the work they do does not have a significant impact in the eyes of the leader can cause a decrease in motivation and interest in focusing on carrying out tasks for ASN who have high expectations and self-confidence in every task they carry out. It is known that there are ASN who are currently serving as executors who have held echelon IV positions and Acting echelon III positions. Because of their work experience as echelons and having a position, these ASN continue to compare every job they have ever held with the results of the work that replaced them and continue to question the reasons for the changes in the job structure that occurred to them. This, in addition to creating an uncomfortable and conducive working atmosphere, also makes it difficult to build cooperative relationships between other ASN and the person concerned and results in a decrease in performance for the ASN itself.

Based on the research results, the low work motivation of ASN of the Gorontalo Province Liaison Agency in Jakarta is caused by several factors, including the lack of appreciation for the performance produced, low career development opportunities, and feelings towards work that are considered less significant and influential, resulting in a decrease in the performance of the ASN.

Lack of Work Facilities and Infrastructure

Next, regarding work facilities such as computers, laptops, printers, projectors, chairs and work desks, which need to be updated and added because many of them are damaged and...require higher costs for maintenance or repairs when damaged or having problems during use.

The main working media for some ASN who work in the personnel administration, finance, reporting and planning sections, the use of work devices such as computers, laptops and printers is very important and closely related to the implementation of the tasks and functions carried out. Damage and lack of these working media can affect the decline in overall office operational performance. Therefore, completing the availability of work facilities can improve ASN performance and also the overall operational performance of the organization.

Based on field research, it can be concluded that the lack of supporting work facilities and infrastructure for ASN of the Gorontalo Province Liaison Agency in Jakarta in working, greatly influences and hinders the performance process of ASN Liaison Agency. This is because work infrastructure such as office buildings and Operational Service Vehicles greatly influences the comfort and smoothness of ASN work. As for work facilities such as computers, laptops, printers, projectors are the main work media as devices used in carrying out administrative tasks of personnel, finance, reporting and planning based on current technology. While chairs and work desks, as well as office buildings and KDOs, support the comfort of ASN in working.

Unconducive Work Environment

A good working environment plays an important role in increasing work productivity, which marked through a comfortable work environment, motivation and work spirit increase, mental health is maintained, harmonious communication relationships are established between coworkers, and job satisfaction increases. Meanwhile, an unhealthy work environment can cause an unhealthy work culture and disrupt productivity and work performance. This work environment is characterized by internal conflict, poor communication between coworkers, work competition, and can further disrupt the personal lives of ASN, such as physical and mental health and decreased self-confidence.

Based on the information and interviews obtained by researchers in the field, it can be concluded that the less conducive working environment at the Gorontalo Provincial Liaison Agency in Jakarta, occurred due to a lack of understanding of the implementation of tasks and work between fellow implementers and with superiors. This difference of opinion then developed into a misunderstanding due to poor communication and less harmonious relationships, resulting in a decline in the performance of ASN who felt they were not involved in the orders and tasks at hand. An unconducive working environment, like internal

conflict, lack of communication, and unhealthy work culture can disrupt ASN productivity. State Civil Apparatus (ASN) who work in an unhealthy environment tend to feel uncomfortable and less motivated.

Efforts to Improve the Performance of ASN of the Gorontalo Province Liaison Agency in Jakarta

Appreciation and support in maintaining ASN Performance Motivation

The welfare of ASN in the Gorontalo Province Liaison Agency in Jakarta is a top priority that must be considered by the Regional Government in the process of maintaining the Performance of the existing ASN Liaison Agency. As is known, as a representative of the Regional Government in the Central Government Area, the Liaison AgencyThe Gorontalo Provincial Liaison Agency in Jakarta is the first face, miniature, and mirror of the Regional Government that can synergize directly and closest to the Central Government, both Institutions/Agencies/Ministries and/or other Regional Governments in the National Capital Center. Therefore, ASN welfare must be the first priority in maintaining motivation and increasing the productivity of ASN performance in the Gorontalo Provincial Liaison Agency in Jakarta.

Based on the results of the study that in maintaining ASN work motivation in the Gorontalo Provincial Liaison Agency in Jakarta so far, it has been done through the Addition of Duty Place Allowance in the ASN Regional Performance Allowance (TKD) and efforts are being made to add Expensive Cost Allowance according to the place of duty. Furthermore, every year there are always joint activities to establish cooperative relationships, communication and increase ASN work motivation. In addition, every superior/leader in the Gorontalo Provincial Liaison Agency in Jakarta always facilitates the administration of personnel, granting work permits and optimizing Work Behavior values for all subordinates in the Gorontalo Provincial Liaison Agency in Jakarta for the Achievement of Work Performance Values.

Fulfillment of ASN Work Facilities and Infrastructure

The purpose of procuring facilities and infrastructure is to provide goods according to needs. So it can be said that the main purpose of procuring facilities and infrastructure is to meet the needs so that activities can run smoothly and without hindrance. As previously explained, one of the obstacles in improving the performance of ASN of the Gorontalo Province Liaison Agency in Jakarta is "Lack of Work Facilities and Infrastructure", to improve this, the Liaison Agency continues to strive to coordinate and provide excellent service for each Regional Leader served, and increase the effectiveness of the achievement of the results of the Liaison Agency's budget realization, so that requesting additional budgets can be more easily considered and approved.

Based on data from the Budget User Document (DPA) of the Gorontalo Province Liaison Agency in Jakarta in early 2023, it is known that there is no spending budget.addition of work facilities, especially capital expenditures to renew and/or add supporting work assets. After entering the third quarter of 2023, the Gorontalo Provincial Liaison Agency in Jakarta received a Budget Shift sourced from the Special Transfer Fund-Special Physical Allocation Fund from the Regional People's Representative Council (DPRD)

of Rp. 18,900,000.00 for the purchase of Audio Studio Equipment, Image Studio Equipment, Social Communication Tools and Other Computer Equipment needed to meet work needs at that time. This proves that the Gorontalo Provincial Liaison Agency in Jakarta continues to strive to meet the need for complete ASN work support facilities, which although not easy, there is always a way to realize everything that is good with the intention of effective ASN performance in supporting the achievement of the Liaison Agency's performance and Implementation of Excellent Service for the Leadership.

Facilities and infrastructure, in general, are the main supporting factors for the smooth running of ASN tasks and functions in achieving the performance of the Gorontalo Provincial Liaison Agency in Jakarta. The quality and performance of facilities and infrastructure must be maintained through maintenance or repair (rehabilitation) to replace facilities and infrastructure that have experienced a decline in quality or are no longer functioning optimally.

CONCLUSION

The conclusions that can be drawn from the research that has been conducted are as follows: The performance of ASN of the Gorontalo Provincial Liaison Agency in Jakarta as seen through the 5 Dimensions of Work Quality and Timeliness has been running well although not optimally according to the achievement of work performance assessment in the new-SIRANSIJA application. While the Initiative dimension has not been running effectively. As for the Capability dimension, it still needs to be improved and developed again and for the Communication dimension it has been running well and needs to be continuously improved for each ASN in supporting the achievement of the performance of the Gorontalo Provincial Liaison Agency in Jakarta. Obstacles in improving the performance of ASN of the Gorontalo Provincial Liaison Agency in Jakarta are caused by first, high workload due to uneven division or distribution of tasks. Second, low work motivation is caused by a lack of appreciation for the performance produced, low career development opportunities, and feelings towards work that are considered less significant and influential so that they have an impact on the decline in the performance of the ASN owned. Third, Work facilities and infrastructure that need to be improved and/or updated, and finally, it is necessary to maintain a conducive work environment by establishing communication and teamwork without discrimination. Efforts made to improve the performance of ASN of the Gorontalo Provincial Liaison Agency in Jakarta are by providing appreciation and support by superiors to every task and order carried out by subordinates so that the work motivation of subordinates is always maintained and preserved. Furthermore, meeting the need for facilities and infrastructure that support the implementation and smooth running of ASN duties in the Gorontalo Provincial Liaison Agency in Jakarta.

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