

## Employee Performance at Naval Command Headquarter in South Sulawesi, Indonesia

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**Abstract:** This research tries to review the civil servant performance at the naval command headquarters in South Sulawesi. It aims to solve the problem of employee performance which is sometimes problematic and influences the achievement of organizational goals. It is determined on the basis of survey method. This research was conducted at the naval command headquarters of South Sulawesi. The population of this research was civil servants with the number of 230. The sample in this research was as many as 155 people with an error rate of 5%. Of the research results, it is showed that from the employee performance at the naval command headquarters office from the aspects of achievement of the work implementation, most of the employees have not been able to complete the work on time and according to plan. This has an impact on low employee awareness in performing the duties. From the aspect of conformity with the standard, it is still far from the expectation in which the employees are still unable to provide the results of the work in accordance with established standards. From the aspect of the results of the work, they are still not efficient in performing the work. The use of funds is still classified as excessive.

**Key words:** Employee performance, civil servants, Indonesian Navy civil servants, effective and efficiency, achievement of organizational goals

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### INTRODUCTION

Human resources personnel are an important factor in order to achieve an efficient and effective working mechanism because the personnel are the subject in each activity. The personnel are the one that become the drive of the mechanism processes in an organizational system, thus the mechanism should be run as well as possible as expected. Personnel as subjects or actors must have capabilities that relevant to the needs of their duties. The organization of Indonesian National Army Navy hereinafter referred to as Indonesian Navy. In addition to use the Indonesian Navy soldiers, the Indonesian Navy civil servants are also used in large enough number where the Indonesian Navy civil servants are the complement of Indonesian Navy soldiers. Therefore, Indonesian Navy civil servants are an integrated and responsible unity for the implementation of Indonesian Navy main duties. The integration is reflected in all levels of the organization and they must understand their respective roles.

Human Resource Management (HRM) is a special management area which is especially studying the human relation and role in the organization of the company. Human resource management element is the workforce in the company. Thus, the focus studied by human

resource management is only the problems associated with workforce alone (Handoko and Hani, 2000; Nawawi and Hadari, 2001; Simamora and Henry, 2004).

The pressure of globalization demands human resources to be reliable and ready personnel to provide satisfactory service, develop new capabilities, innovative products, have strong commitment and able to manage change through teamwork. Think globally and have the characteristics of rapid change, high-efficiency and effectiveness guidance as well as having direct vision of the future. Human resource development is one of the factors that should be continuously improved. The use of Indonesian Navy civil servants is carried out on the basis of some consideration of certain positions which are more effective and efficient held by the civil servants and because of the nature of the assignment is generally stationary will ensure the continuity of implementation of Navy main duties. The position of Indonesian Navy civil servants is same with other civil servants.

The development of human resources will support the achievement of organizational goals as well as the fulfillment of the needs of employees to be able to occupy a higher career path in the form of promotion or job title in addition to achievement of other basic needs. Improving the skills and expertise of human resources will facilitate the achievement of a specific position. Basically, the

desire to move forward to achieve a better state is a necessity for human beings to improve quality of life. The success of Indonesian Navy organization in the implementation of the Indonesian Navy main duties will be influenced by the ability of work implementation of naval main base VI. Ability coaching sub agency abbreviated as Subdisbinpuan has the authority to organize capability coaching of human resources which include the supervision of the sailors of commercial shipping fleet, fisheries and the coaching of coastal communities, youth organizations and saka bahari boy scout. These capabilities can only be achieved through the personnel and career coaching objectively and precisely in order to obtain optimal results.

The coaching done is expected to improve the civil servant performance at the naval organization. With the improved performance it is expected that in the organizational goals can be achieved effectively and efficiently. Performance is the final result or also the capability of a person or group or work performance at a particular time where the assessment of civil servants is one of the tools to look at the accountability of civil servants. Performance is also an overview of the implementation level of an activity, program and policy in showing the target, goal, mission and vision of the organization (Yulk and Gary, 2000; Armstrong and Baron, 1999; Prawirosentono, 1999)

Based on the problems above, this research tries to review the civil servant performance in the naval command headquarters in South Sulawesi. It aims to solve the problem of employee performance which is sometimes problematic and influences the achievement of organizational goals.

## MATERIALS AND METHODS

Research was determined on the basis of survey methods because this research wanted to understand the relative events, distribution and the relation between variables. In accordance with the focus which was Indonesian Navy Command Headquarters Main Base VI Makassar with the research focus was the development of civil servants, so the population was all civil servants at the Indonesian Navy Main Base Command Headquarters VI of 230 people. Sample analysis units were chosen from the sampling process. The determination of sampling in this research conducted with reference to Krejcie Diagram with random sampling technique. This technique was a determination of sampling with simple random ways. The number of selected sample was 155 people with 5% error rate. The data collection was done by observation, interviews and questionnaires. In analyzing the data,

descriptive statistical data analysis technique was used. Researchers tend to use the technical data analysis based on a consideration because they just want to describe data from the samples and do not intend to make generalizations. In this technique, the highest value and lowest value for each item in question will be given to 155 respondents through a questionnaire which was sought in advance to determine the percentage.

## RESULTS AND DISCUSSION

There are two types of performances: the individual performance and organizational performance. Individual performance is the performance or the result of work showed by an employee within the organization while the organizational performance is the performance or the work that is displayed by the organization as a whole. Thus, the high and low performance of the organization will largely depend on the employee performance level that is involved in the organization concerned. Civil servant performance at the Indonesian Navy Command Headquarters Main Base VI Makassar in the implementation of the main duties in organizing logistical support and administration, maritime security and national potential demand the ability and independence to constantly work on keeping the unity of Indonesia particularly the sea waters.

Based on the description above, it is known that the employee performance as an administration support still can be done optimally so as to develop employee career. This can be seen in Table 1.

From Table 1, it is known that from the 155 respondents who give answer only 8 respondents or 5.16% of respondents who answer that the performance factor is still not considered in the implementation of career development, 29 respondents or 18.70% of the respondents give the answer that the performance factor for career development is less considered and 118 respondents or 76.12% of respondents answer that career development is considered. From the average scores as shown in the table, the number is 2.70 or appropriate, then it can be concluded that the employee performance is considered for employee career development.

Table 1: Distribution of respondent assessment regarding employee performance in the development of civil servant career of command headquarters main base vi makassar

Answer category	Score	Frequency	(%)	Total score (score×f)
Appropriate	3	118	76.12	354
Less appropriate	2	29	18.70	58
Not appropriate	1	8	5.16	8
Total		155	100.00	420

The average score of  $420/155 = 2.70$ ; results of primary data processed in 2015

To determine the employee performance on the Indonesian Navy Command Headquarters Main Base VI Makassar Indonesia, the indicators measured including: Achievement of work implementation, results according to standard, results of the work according to plan.

**Achievement of work implementation:** The findings show that at the Indonesian Navy Command Headquarters Main Base VI Makassar the most activity plans in actualizing the logistical support and administrative compiled cannot be implemented or actualized well by the civil servants, due to the lack of employee capability caused by lack of understanding of their main duties so it cannot be completed on time. Because of this, the majority of employees are not able to actualize the previous plans. From the observation, it is found that one of the factors that indicate the employee performance that is still low is due to a lack of capability to complete the work on time. Consequently, it causes the work program that has been compiled cannot be implemented well according to plan. For more details, it can be seen on response of respondents stated in Table 2.

From Table 2, it is known that employees are less able to complete the work on time because of the results of the circulated questionnaire, the answers obtained is that as much as 62.58% of respondents give the answer of less timely and 22.90% of respondents answer of on time. From the average scores as shown in Table 2 which is 2.30 or less appropriate, then it can be concluded that the employees have not been able to complete their work on time.

Based on conducted observations, it is known that most of the employees have not been able to complete the work on time and according to plan because they are not serious in carrying out the main duties. This is because there are many employees who delay the completion of the main duties for a reason that they are so busy to take care of the things which are not related to the office work and each of their main duties. From the result of the interviews, a low performance of employees is revealed that can be seen from the low capability of employees to carry out their main duties on time due to low awareness of employees to carry out and complete all their responsibilities well.

In addition to the low achievement level, the implementation of activities by the employees is seen from the employee capability in implementing and supporting all activity plans prepared in each of their work unit so that there are activity plans that absolutely cannot be actualized at the end of the fiscal year. The level of achievement of the implementation of an activity by an employee during this time indicates that competence that

Table 2: Distribution of respondent assessment to complete the work on time

Answer category	Score	Frequency	(%)	Total (score×f)
Appropriate	3	51	22.90	153
Less appropriate	2	97	62.58	194
Not appropriate	1	7	4.51	7
<b>Total</b>		<b>155</b>	<b>100.00</b>	<b>354</b>

The average score of  $354/155 = 2.30$ ; results of primary data processed in 2015

Table 3: Distribution of respondent assessment regarding employee capability in performing main duties and functions

Answer category	Score	Frequency	(%)	Total (score×f)
Appropriate	3	25	16.12	75
Less appropriate	2	100	64.51	200
Not appropriate	1	30	19.35	60
<b>Total</b>		<b>155</b>	<b>100</b>	<b>335</b>

Average score  $335/155 = 2.16$ ; results of primary data processed in 2015

can be achieved is still low so that, in the delivery of services in carrying out the main duties, the employee performance is still questionable.

One of the effects of low performance of employees is the low awareness of the employees in carrying out the main duties in accordance with the work instructions that has been compiled. Regarding the ability of employees, it can be seen in the response of respondents about that stated in Table 3.

The responses of the respondents in Table 3 indicates that employees are not yet fully capable of carrying out the main duties and functions because as much as 19.35% give the answer of do not develop, 64.51% answer of less developed, and only 16.12% answer of highly developed. From the average scores as shown in Table 3 which is 2.16, it can be concluded that the employees in performing their main duties is still less appropriate or less than optimal. From the observations, it is known that most of the employees have not been able to complete the work on time and as planned because the employees are not serious in carrying out the core functions, the lack of communication and lack of knowledge of employees, employee habit who often delay the work. The findings also show a part of employees in their work unit that are still not able to carry out all instructions and orders from their direct superiors. It can be seen that a number of violations that affect the improvements of employee performance such as, the work is not according to standard, the increase in violation of discipline, delay on the implementation of the main duties from the established targets. The existence of this indication shows that the employees are not fully capable yet of carrying out all the instructions or orders given.

**Results according to the standards:** Based on the answers recapitulation, it is known that the performance indicator in the outcome results that has been established, there is a tendency that has not been able to be performed

Table 4: Distribution of respondent assessment regarding the employee capability in actualizing the result according to standard

Answer category	Score	Frequency	(%)	Total (score×f)
Appropriate	3	59	38.06	177
Less appropriate	2	84	54.19	168
Not appropriate	1	12	7.94	12
Total		155	100	357

The average score of  $357/155 = 2.30$ ; results of primary data processed in 2015

well by the Civil Servants of Indonesian Navy Command Headquarters Main Base VI Makassar. This can be seen in Table 4.

Data from Table 4 shows that as much as 7.74% of respondents give a respond of do not develop and 54.19% of respondents give a respond of less developed to generate works in accordance with the standard and only 30.06 of respondents give a respond of develop. The work according to the standard defined in this research is the result of quality work and on time completion. From the average score as seen in table which is 2.30, it can be concluded that the capability of employees to carry out the work is less developed to improve a better work. From research conducted, it is known that the employees basically have not been able to produce a quality work so that frequent errors and delays in the administrative process still occurred. In other words, one of the factors that indicate poor quality of employee work is due to the high error and mistakes made by employees such as in reporting the use of the regular budget or periodic reports preparation of work result and others.

Based on the observations, it is known that basically the mechanism of action that is carried out effectively and in accordance with organization procedure will be able to support increased employee performance because it will generate work in accordance with the expected wishes and quality. The low performance of employees is basically due to the implementation of the work of some employees that is not carried out in accordance with the mechanism thus, a delay in its completion happen. This is because some employees do not really understand the main duties and functions well so they do not know the proper mechanism of work.

The findings of this research show that all this time the employees are still less able to complete their work on time. The presence of this indication is seen from the established plans that cannot be actualized well as well as the work result that does not meet the standards that need to be repeated. This situation is caused by some employees who tend to delay the work since they do not have a good discipline and low awareness of duties and responsibilities.

**Result of work:** In addition to the above facts, research findings also show that all this time the employees are still

Table 5: Distribution of respondent assessment regarding efficiency of work implementation

Answer category	Score	Frequency	(%)	Total (score×f)
Appropriate	3	43	27.74	129
Less appropriate	2	109	70.32	218
Not appropriate	1	3	1.93	3
Total		155	100.00	350

The average score of  $350/155 = 2.25$ ; results of primary data processed in 2015

less able to produce an effective work in the sense of taking into account the time and energy so that all resources within the organization can function properly. This tendency as seen in the field, such as the delay of the work although the work can be completed by the employee concerned, the low level of discipline, often leaving the place not in time, the overlap in the mechanism of main duties and others are a picture of lack of employee capability to work effectively. Effectiveness of the work done so far by the employees has not been able to improve the performance, because besides working they underestimate the time, so the responsibility of the main duties is still low. This encourages the employees to work not in accordance with the working hours.

The research findings show that the low performance of Civil Servants of Indonesian Navy Command Headquarters Main Base VI Makassar is due to the employees that have not been able to produce an efficient work in the sense of attempting to suppress the use of funds both routine and development managed by the agency. These are the common symptoms that are seen almost in the work units of Indonesian Navy Command Headquarters Main Base VI Makassar, where in implementation of the main duties, they do not consider the budget that is used especially in the use of office facilities, stationery and other support such as the use of excessive facilities and infrastructure that is not in place. For more details, the respondent response on the work efficiency can be seen in in Table 5.

Table 5 shows that the main duties of employees has not been efficient, since as much as 1.59% of respondents give the answer of do not develop, 70.32% give answers of less developed and only 27.74% give the answer of developed on the efficiency of work implementation. From the average scores as shown in Table 5 which is 2.25, it can be concluded that the efficiency of employee work implementation at Indonesian Navy Command Headquarters Main Base VI Makassar is categorized as less actualized well. The efficiency of the implementation of the main duties by employees up to now is an obstacle that should be promoted to find a way out so that the employee performance can improve. This is because in the implementation of the main duties, there are principles which are hard to remove, for instance, because the goods

belong to the agency then they can be used freely even though the utilization is completely not for the benefit of the country but mostly used for private purposes thus delaying the main duties.

From the above description of the career development of the Civil Servants of Indonesian Navy Command Headquarters Main Base VI Makassar in the improvement of employee performance should be supported by training both structurally and functionally to the employees who have the capability and expertise which are applied to the employees who have the capability, special skills as well as general education should be improved in order to have the Human Resources capability that can be applied in carrying out the main duties.

### **CONCLUSION**

Based on the above results it can be concluded that the performance of employees at the naval command headquarters from the aspects of the achievement of work implementation, it is found that most of the employees have not been able to complete the work on time and according to plan. It has an impact on the low awareness of employees in carrying out the main duties. From the aspect of conformity with the standard, it is still far from the expectation where the employees are still unable to provide the results of the work in accordance with established standards. From the aspect of the results of

the work, they are still not efficient in performing the work. The use of funds is still classified as excessive. From the three aspects above, it can be seen that the performance of employees at the naval command headquarters is still low. It is compulsory to be a concern from the organization leaders in order to provide motivation and development for employees in order to carry out the work effectively and efficiently. And it is not only achieved but also according to standards that has been determined before.

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