

## Snapshot of Employee Performance in City Inspectorate Tual Island Maluku Province, Indonesia

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**Abstract:** The urgency and significance of this study is based on a national bureaucracy reform agenda focused on capacity building and human resource development and its determinants (support or hinder) their implementation in public organizations in Indonesia. Therefore, this study aims to explain snapshot on the performance of employees in the Inspectorate of the city of Tual Islands and its determinant factors. Employee performance seen from the indicators of quality, quantity, initiative and the ability of the employment. While the determinant factors of employee performance is focused on leadership competence, managerial competence, personal competence and motivation of employees. Primary data was collected using a questionnaire to be answered by 31 employees as respondents, the total sample. Data analysis using descriptive-quantitative analysis techniques. The study found that the snapshot of employee performance in Tual City inspectorate classified as good and very good, performing viewed from four aspects studied, namely the aspect of quality, quantity, initiative and the ability of the employment. Achievement of employee performance is supported by a factor of leadership competence, managerial competence and personal competence possessed. Meanwhile, there are two factors that are less supportive of employee performance, the personality and motivation of employees.

**Key words:** Snapshot of employee performance, competence and performance determinant factors, personal competence possessed, factors, supportive, motivation

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### INTRODUCTION

Performance is basically a form of activity and results achieved or indicated by a person or group of people in performing the task because achieving the goals or work standards previously set even exceed the standards prescribed by the organization for a period certain (Hani, 2000). Performance has significance for employees and gets the attention of superiors, besides that a good performance will add to the excitement of employee because the performance evaluation, employees who excel will be promoted, developed and rewarded or otherwise employees who do not perform does not get the attention of superiors or colleagues.

Conceptually, a performance by Prabu (2012) is understood as an achievement or the work, judging from the quality and quantity which is achieved by the employee in performing their duties in accordance responsibilities given to him. According to Hadari (2006), the performance needs to be understood from two

aspects, namely the performance of individual employees and the organization's performance. Employee performance is the work of individuals within the organization. While the performance of the organization is the totality of the work achieved by an organization.

Employee performance and organizational performance are closely related because to achieve organizational goals can not be separated from the organization's resources are used by employees who play an active role in it. Therefore, Armstrong and Baron (1998) state that, performance is the result of work that has a close relationship/strong with the organization's strategic goals and customer satisfaction. According to Gibson *et al.* (1997), the performance of otherwise good and successful if the desired goal can be achieved with good which by Veithzal (2004) is said to be a set of results achieved by basing the action attainment of something work. Performance is a function of motivation and the ability to complete the work in which a person's willingness and a certain ability as well as having a clear

understanding of what to do when to do and how to do it. Another opinion expressed by Gibson that a person's performance is determined by the ability and motivation to carry out the work. Implementation of the work is determined by the ability and interaction. Organizational performance depends on the ability of its employees work. Therefore, leaders or managers are required to have the capacity to plan, implement and control the organization. Leader or manager must also be able to motivate their employees by providing rewards in the form of gifts, awards, rewards, engagement in education and training activities, promotions and the like so that employees work with high awareness to achieve the expected performance.

The urgency and significance of employee performance evaluation is based on the reality that the objectives and mission of public organizations are complex, vague and is a multi-dimensional, especially, in contact with the interests of diverse stakeholders are different, so, the performance assessment of employees also have different dimensions with each other, employee performance evaluation is one important factor in the overall program management within the organization, including the public organizations. According to Mahmudi (2010), the measurement and assessment of performance is important as an element of management control systems for management control system design aims to create efficiency and effectiveness of the organization. While the efficiency and effectiveness of the organization is an obsession of nearly all management approaches both classic management and scientific management. Therefore, the performance of employees who rated appropriately to encourage the achievement of individual performance and the performance of the organization he works. The performance assessment organization that is sustainable and provide feedback is important in the context of continuous improvement and the organization's success now and in the future.

The urgency and significance of employee performance evaluation stated above underlie the efforts made by local governments as a public organization in order to identify and explain snapshot performance of employees at the locus and a specific period. Through measurement and performance assessment, the activities and programs of work carried out by employees can be measured, assessed and evaluated. Based on the measurement and evaluation of performance will allow local governments do conduct performance comparisons with other similar institutions in order to reward and disciplinary action for employees can be done objectively. Similarly the measurement and evaluation of employee

performance will illustrate the performance of an employee-owned snapshot. The observation of the performance of employees in the Mayor's Office Inspectorate Tual Islands, showed that, employee performance is not maximized. This was demonstrated through initiatives and accuracy of some employees in performing work which is still low or less. Similarly on the implementation and completion of the work of certain employees often delayed including follow-up of the findings of case supervision and inspectorate organizations leaders Tual slow addressed. Phenomenon and the case attracted the attention of researchers to investigate and analyze the reasons and meaning behind the performance of the phenomenon as well as the determinant factors that support or hinder.

Based on the background of the problem this study aims to analyze and explain snapshot of employee performance inspectorate Tual Islands and the determinant factors that support or hinder. The results of this study would be useful in practice as information for decision-makers who are competent in the formulation of policies in improving employee performance and make improvements that are less supportive factor as well as improving the support factor. Meanwhile, the benefits of academic research into the treasury of this is scientific experts reinforce understanding of the factors that determine the performance of employees as part of the development of behavioral science of public administration and management and in particular the management of employee performance through capacity building.

**Literature review:** Employee performance today into the public spotlight in line with the demands of the delivery of public services to be accountable, responsive and open or in accordance with the principles of good governance in the public service. Performance is the popular term in management which is where the term is understood the same performance in terms of labor, labor capacity and performance. Dictionary of Indonesian, expressed the meaning of the performance as is achieved, achievement shown and the ability to work. Meanwhile, according to Fattah, performance or achievements to be interpreted as an expression of work ability based on the knowledge, attitudes and skills and motivation to produce something. Meanwhile, according to Sedarmayanti (2001), the performance is a translation from meaningful performance work performance, work performance, job attainment, performance or job performance. Samsudin (2005) states that, the performance is the level of implementation of the tasks accomplished person, unit or division using existing capabilities and criteria established in order to achieve

organizational goals. It is understood that the performance is the performance of the employees to do a job and the expected results achieved in accordance with the plans and policies that have been assigned an organization. Any individual or organization would have the goal to be achieved by setting its target or targets. The success of an individual or organization in achieving the target or targets constitute performance. The same understanding expressed by Prawirosentono that, the performance is the result of work achieved by a person or group of people in organizations, according to the authority and responsibilities of each in order to achieve organizational goals legally does not violate the law and in accordance with moral values and work ethic.

In connection with this opinion, Gomes says, performance is note yield at a specific job function or activity during a specific time period. Meanwhile, according to Veithzal *et al.* (2005), that the performance is the result or the level of a person's success as a whole during a certain period in executing tasks as compared with a range of possibilities such as the standard of the work, the target or targets or criteria that have been determined in advance and agreed. Stolovitch and Keeps (1992) suggests that the performance is a set of results and refer to the achievement of the actions and the implementation of any work requested. Griffin suggests that the performance is one of the total collection of the work that is in labor. Cascio (1992) suggests that, the performance refers to the achievement of the goals of employees on a given task. James *et al.* (1994) suggests that, the performance refers to the success rate of duty as well as the ability to achieve the goals set. Otherwise good performance and success if the desired goal can be achieved with good. John and Russell (1993) stated, performance is defined as the record of the outcomes produced on a specified job function or activity during a specified time period. Meanwhile, Heury (2004) is more clearly stated that performance refers to the level of achievement of the tasks that make up a person's job. Performance reflects how well an employee is able to meet the requirements of a job. Performance is often misinterpreted as an effort that reflects the energy expended, performance is measured in terms of results.

The common understanding of the opinion by Gomes (2003), Veithzal *et al.* (2005), Cascio (1992), Gibson *et al.* (1997), John and Russell (1993) and Heury (2004) is the performance is the level of success achieved by the employee in performing a work activity by referring to the work to be done. There is a different understanding of the experts regarding the performance so the performance conceived into a formulation different definitions. Stoner to understand the performance as a

function of motivation, skills and perceptions during a certain period. According to Hani (2000), the performance of a process in which organizations evaluate or assess the performance of employees. Another opinion of Gibson *et al.* (1997) that a person's performance is determined by the ability and motivation to carry out the work, since, the implementation of the work is determined by the interaction of ability and motivation.

Based on the definition of the experts, it can be seen that the elements contained in the performance consists of the results of the work function equation, factors that affect the work performance of employees such as the ability, motivation, skills and perception of the role, the achievement of organizational goals, certain period of time, does not violate the law and in accordance with moral and ethical values. Performance is the result of job functions/activities of a person or group in an organization that is influenced by various factors to achieve a specific time. Job function or activity is the implementation of the work or activities of a person or group based on the authority and responsibilities.

**Employee performance:** According to Heury (2003), performance is a measure of the success of the organization in achieving its mission. While Shadily says, performance is powerful, achievements or results. This means that the performance is an act that can be seen observed or it is possible to achieve something expected. Performance can also be expressed as a combination of ability, effort and chance judged on workmanship for the specified time period. Therefore to determine the size of the employee's performance, a proper assessment of performance.

The performance assessment is the process of evaluating how well employees perform their work effort when compared to the standards and communicate the information to the employee. Based on this insight, understanding of the performance of employees is the willingness of a person or group of persons to perform an appropriate activity and enhance its responsibilities as well as the expected results. If it is associated with the notion of performance, the assessment of performance is the result of work achieved by a person in an organization of the authority and responsibilities of each in achieving the objectives of legally does not violate the law and not contrary to morals or ethics of work (Veithzal *et al.*, 2005).

**Dimensions of employee performance:** Large organizations have dozens of types of jobs and professions. Meanwhile, the civil servants who carry out the work and the profession has job descriptions of each. Seeing the amount of work, a lot of employees and

professions to save the cost of performance evaluation then certain organizations determine the dimensions of performance that is used by all employees. Wirawan grouping of employees working dimensions into three types, namely work, work behavior and personal qualities to do with the job. The work is the quantity and quality of the work of employees to do the job. The work in the form of goods and services can be measured the amount or quantity and quality. Workplace behavior is the act of an employee while at work and carry out the work. Employees play two types of behavior, i.e., work behavior and personal behavior. Personal nature that has to do with the personality of the job is indicated by the employee in performing the work.

Gomes reveal dimensions or criteria that need to be considered in measuring performance, among other things. Quantity of work, the amount of work done in a given time period. Quality of work, quality of work achieved by the suitability and readiness requirements. Job knowledge, the breadth of knowledge of the work. Creativeness, the authenticity of the ideas generated and action to resolve the issue. Cooperation, namely the willingness to cooperate with other members of the organization. Dependability, that awareness and credible in terms of attendance and finish the job. Initiative, that is the spirit in carrying out the new tasks and responsibilities expand. Personal qualities, namely in attitude, personality, leadership, hospitality and personal integrity.

**Employee performance indicators:** Employee performance objectively and accurately evaluated through benchmark level of performance. The measurement is meant to give an opportunity to the employee to determine the level of performance. To facilitate the assessment of employee performance, Mitchel cited by Sedarmayanti (2001) states, performance indicators include the quality of work, punctuality (pompntnees), initiative, ability and communication.

Indicators of employee performance is discussed for more ease in understanding the performance of employees as follows; quality of work is the result of work achieved under the terms of suitability and readiness is high thus giving birth rewards and progress as well as the development of the organization through improved knowledge and skills in systematically according to the demands of science and technology is growing rapidly, assessment period which related to the appropriateness of the time with a target completion of work planned. Each sought to complete the work in accordance with the plan so as not to interfere with other work, initiative, the employee has the self-awareness to do something in

carrying out its duties and responsibilities. Subordinate or employee performing the task without having to rely constantly to superiors, competence such as knowledge, attitude and the ability of employees are developed through education and training. Communications is the interaction performed by employees both superiors to subordinates and fellow subordinates to put forward suggestions and opinions in solving problems.

**Factors determinants of performance:** High or low performance of employees depends on the determinant factors that support or hinder. Zainun suggests there are three factors that affect the performance of employees, namely characteristics of a person, the outside environment and attitudes toward employee profession. In connection with the dimensions of the performance, Wood and Schermerhorn state that, performance management will have an impact on the management of the organization in general.

Jones says, a lot of things that cause the performance is good or bad, among other things; the ability or personal competence, managerial competence, the gap process, factors or environmental issues, personality factors and personal circumstances and motivation. Meanwhile, Wood to understand the factors that affect the performance of individuals (job performance) as a function of the interaction of individual attributes, work effort and support organizations.

Based on the views of these experts, it is clear that the performance of employees must be managed in order to achieve expected targets based on plans and policies established within an organization. High or low employee performance is influenced by a number of supporting factors and obstacles, as has been stated above.

## **MATERIALS AND METHODS**

This type of research is descriptive-quantitative with the aim to analyze and explain the performance of employees at the inspectorate in City Islands Tual, Maluku Province and its determinant factors. Subjects were all employees as respondents amounted to 31 people, total sample (Suharsimi, 2002). Performance assessment system themselves by employees using five indicators namely; quality of work is judged on three statements, the task full calculation skills possessed the appropriate task to be done is able to make the right decisions in addressing the issue of duty. The quantity of work is judged on three statements: achievement of the work as expected work unit, able to set targets and tasks that do not interfere with other work. Initiatives are assessed based on three statements carry out the duties

and responsibilities with full awareness, carry out the task without relying constantly to superiors and were able to take the initiative in work. The ability of employees working assessed based on three statements the ability to work developed through education and training, working with colleagues in completing the task, there is a willingness to complete the task well in the office more than a task normally done. Communication assessed based on three statements good relations with fellow employees, good relations with the leaders or subordinates and create a work environment conducive to the completion of the task.

Meanwhile, the determinant factors of employee performance includes personal competence, managerial competence, personal competence and work motivation. Personal competence as measured by three items statements, the ability of knowledge, mastering the techniques work and ability solve the job. Managerial competence as measured by three statements; a concern for the task, the ability to help other employees solve problems on the job and the ability to (share) lessons and experiences to other employees. The personality competence is measured by three statements emotional stability, commitment to duty and communicative. Motivation is measured based on three statements, the working enthusiasm, the excitement of work and morale.

This research data collection techniques using a questionnaire that each item is equipped with option (option) answer follows the pattern Likert Scale namely strongly agree, agree, disagree and strongly disagree. In addition, researchers conducted direct observation in the Mayor's Office, Tual Islands. Furthermore, the presentation of data is done by finding the absolute frequency, relative frequency (percentage) and a measure of central tendency namely; mode, median and average rating (Suharsimi, 2002). Data processing is done by placing the data in the table according to the needs analysis. Presentation of data using one-way classification table for classifying data based on the same answer from respondents. The formula used in the descriptive analysis percentages are:

- The lowest (%) = (minimum answer scores: score maximum response  $\times 100$  (%)  
= (1: 4)  $\times 100$  (%) = 25%
- Establish percentage range; Range (%) = maximum (%) minimum (%)  
= 100-25 = 75 (%)
- Establish (%) interval (%); Interval (%) = (%) ranges:  
4 = 75%; 4 = 18.75%

After these steps, made descriptive data Table 1 (%) as follows:

Table 1: Descriptive criteria percent

Interval (%)	Specification
81.26-100.00	High
62.51-81.25	Enough
43.76-62.50	Low
25.00-43.75	Very Low

## RESULTS AND DISCUSSION

The results of this study presents the snapshot of employee performance Inspectorate Tual Maluku Islands and the determinant factors that support or hinder.

**Employee performance:** Snapshot of employee performance through four aspects indicated and measured each item based on three statements that the answer options selected by respondents as follows; quality of work with a statement of employees doing work with the full calculation results obtained are the respondents gave answers strongly agree as many as 3 people (9.67%) to agree as many as 12 people (38.70%). Meanwhile, respondents who gave answers not agree as many as 14 people (45.16%) and strongly disagree as much as 2 people (6.45%). Quality work with the statement, employee skills possessed by task obtained result is: the respondents gave answers strongly agree as many as 6 people (19.35%) and agree as many as 18 people (58.06%). Meanwhile, respondents who gave answers not agree as much as 7 people (22.58%) and strongly disagree there is no (0%). Quality work with the statement, employees are able to make decisions to solve the problems the task within the specified time results obtained are: the respondents gave answers strongly agree as many as 4 people (12.90%) and agree as many as 18 people (58.06%). Meanwhile, respondents who gave answers not agree as much as 9 votes (29.03%) and strongly disagree there is no (0%).

The quantity of work with the statement, achievement of results in line with expectations employee worked for the results obtained are: the respondents gave answers strongly agree as many as 4 people (12.90%) and agree as many as 20 people (64.51%). Meanwhile, respondents who gave answers not agree as much as 7 people (22.58%) and strongly disagree there is no (0%). Quantity employee with a statement, the office or the organization he worked to set targets by calculating the results obtained are: the respondents gave answers strongly agree as many as 3 people (9.67%) to agree as many as 24 people (77.41%). Meanwhile, respondents who gave answers not agree as much as 4 people (12.90%) and strongly disagree there is no (0%). The quantity of labor with the statement, each job cultivated completed as planned so as not to interfere with other work obtained the results as follows: respondents gave answers strongly

agree as many as 15 people (48.38%) and agreed by 16 votes (51.61%). Meanwhile, respondents who gave answers disagree and strongly disagree there is no (0%). Initiative with the statement, employee self-awareness in carrying out its duties and responsibilities that result; respondents gave answers strongly agree as many as 24 people (77.41%) and agree as much as 6 people (19.35%). Meanwhile, respondents who gave answers not agree as much as one person (3.22%) and strongly disagree there is no (0%). Initiative with the statement, employees can carry out the task without relying on superior results obtained are the respondents gave answers strongly agree as many as 14 people (45.16%) and agreed by 16 votes (51.61%). Meanwhile, respondents who gave answers not agree as much as one person (3.22%) and strongly disagree no respondents (0%). Initiative with the statement, employees were able to create a new alternative to working results obtained are the respondents gave answers strongly agree as many as 13 people (41.93%) and agree as many as 17 people (54.83%). Meanwhile, respondents who gave answers not agree as much as one person (3.22%) and strongly disagree there is no (0%).

The ability to work with a statement, an employee has the ability to work developed through education and training obtained results are respondents gave answers strongly agree as many as 8 people (25.80%) and agreed by 22 votes (70.96%). Meanwhile, respondents who gave answers not agree as much as 2 people (6.45%) and strongly disagree there is no (0%). Workability measured by the ability of employees to cooperate with colleagues in completing tasks that result, respondents gave answers strongly agree as many as 9 people (29.03%) and agreed by 22 votes (70.96%). Meanwhile, respondents who gave answers disagree and strongly disagree there is no (0%). Ability to work with the statement, the willingness of employees to complete the task in the office is more than normally done obtained results are: respondents gave answers strongly agree as many as 2 people (6.45%) to agree as many as 29 people (93.54%). Meanwhile, respondents who gave answers disagree and strongly disagree there is no (0%).

Communication with the statement, there is a good working relationship among employees obtained the results as follows; respondents gave answers strongly agree as many as 18 people (58.06%) and agree as many as 13 people (41.93%). Meanwhile, respondents who gave answers disagree and strongly disagree there is no (0%). Statement on a good relationship between leaders and subordinates obtained answer is the respondents gave answers strongly agree as many as 15 people (48.38%) and agree as many as 14 people (45.16%). Meanwhile, respondents who gave answers not agree as much as 2

people (6.45%) and strongly disagree there is no (0%). Then the claim of an employee creates a work environment that is conducive obtained results are; respondents gave answers strongly agree as many as 17 people (54.83%) and agree as many as 14 people (45.16%). Meanwhile, respondents who gave answers disagree and strongly disagree there is no (0%).

Based on these results is understood that the five indicators that characterize the performance of employees in the inspectorate of the city of Tual islands. Identifier or performance dimensions which are quality that emphasizes the suitability of the work of employees with expectations (criteria) are set and the applicable standard operating procedures, the quantity of the work of an employee based on rational-practical considerations; initiatives based on each employee kedarasan themselves as "servants of the state and public servant" who has a sense of responsibility towards the task, the ability of employees working based on the results or the experience gained in the education and training which have been followed and communication and interaction-oriented employees who built because of human relationships in the workplace.

The results of data analysis in the above percentages tend to be in good agreement with observations of researchers for several times at the scene of the study. Related to the quality of work of employees, it is clear that the employee has tried to do any job assigned with care and a sense of responsibility because the technical skills possessed according to the type and form of work. Similarly it appears that, employees have enough talent and capable of making rational decisions as well as quite able to cope with the task at hand, although, it is generally seen that the form of the achievement of the performance of employees is not maximized. Meanwhile, the quantity aspect of employee appears that the volume of work produced as expected, employees set realistic targets and calculating, so that each work is completed according to plan or standard operating procedures in the organization. In general, it appears that the quantity of work employees are in both categories. Then, the level of employee initiative in carrying out the work it appears that awareness in the task carry out the task without having to always depend on the boss because most of the routine tasks and sometimes employees able to be creative in completing the work. Similarly regarding the work ability of employees seem to have sufficient proficiency in doing the task, able to communicate and socialize, both to colleagues and superiors as well as to citizens and others who encountered. The ability of employees to socialize and coordinate on the social context of Ambon in Maluku Province is a determinant factor that supports the

effectiveness of policy implementation of solid waste management (Smith and Akib, 2015) and indirectly support the creation of climate and business environment for businesses (small, micro and medium enterprises) Ambon City (Papilaya *et al.*, 2015). Thus, the quantity and quality of work of employees are in good and excellent categories.

Identifier or dimensions of performance of employees at the Inspectorate Tual islands described above in some ways consistent with the opinion of the experts. According to Gibson *et al.* (1997), the performance of otherwise good and successful if the desired goal can be achieved which is by Veithzal (2004) is said to be a set of results achieved by basing the action taken in relation with the task at hand. Performance is a function of motivation and the ability to complete the work because someone there is a willingness and a certain ability in doing the task and has a clear understanding of (what) the type and nature of the task to be done (when) the time worked and (how) the way do it. Another opinion expressed by Gibson *et al.* (1997) that a person's performance is determined by the ability and motivation to carry out the work. Implementation of the work is determined by the ability and interaction. Organizational performance depends on the ability of its employees work. Therefore, the leadership required to have the capacity to plan, implement and control of people and organizations. Leader or manager must also be able to motivate employees by providing rewards, in the form of gifts, awards, rewards, engagement in education and training activities, promotions and the like so that employees work with high awareness to achieve the expected performance.

One dimension of employee performance as seen from the observation is the "uniformalitas" shown by the employees through the uniforms worn, official car "flat red" used as a marker as a "boss" or the leadership group, employment status as a civil servant/civilian state apparatus salaried by the state and the symbol or other formal attributes possessed. Symbols or attributes of the formal internal motivation is a factor in every employee that has implications for the performance shown. Determinant factors of employee performance. Employee performance is a consequence of their competence and its determinant factors that support or hinder.

Leadership competence measured with the statement, employees have extensive knowledge about the duties obtained results are: respondents gave answers strongly agree as many as 21 people (67.74%) and agreed by 9 votes (29.03%). Meanwhile, respondents who gave answers not agree as much as one person (3.22%) and strongly disagree there is no (0%). Leadership

competence as measured by the skills possessed working employees in the results obtained are; the respondents gave answers strongly agree as many as 4 people (12.90%) and agree as many as 27 people (87.09%). Meanwhile, respondents who gave answers disagree and strongly disagree there is no (0%). Leadership competencies measured by the ability of employees to complete the task as planned result is the respondents gave answers strongly agree as many as 8 people (25%) and agree as many as 23 people (74.19%). Meanwhile, respondents who gave answers disagree and strongly disagree there is no (0%).

Managerial competence as measured by the statement, employee awareness of the (implementation of) the duties and responsibilities that result respondents gave answers strongly agree as many as 27 people (87.09%) and agree as much as 3 people (9.67%). Meanwhile, respondents who gave answers not agree as much as one person (3.22%) and strongly disagree there is no (0%). Then as measured by the managerial competence (declaration) the ability of employees to help fellow employees to solve/resolve the problem assignment results obtained are: the respondents gave answers strongly agree as many as 7 people (22.58%) and agree as many as 23 people (74.19%) Meanwhile, respondents who gave answers not agree as much as one person (3.22%) and strongly disagree there is no (0%). Furthermore, managerial competence is measured by giving employees the ability statement (share) lessons and experience of the employee or another result namely; the respondents gave answers strongly agree as many as 7 people (22.58%) and agree as many as 23 people (74.19%) Meanwhile, respondents who gave answers disagree 1(3.22%) and strongly disagree there is no (0%).

Personality as measured by the statement, their emotional stability to employee well-earned result that: the respondents gave answers strongly agree as many as 10 people (32.25%) and agree as many as 21 people (67.74%). Meanwhile, respondents who gave answers disagree and strongly disagree there is no (0%). Then personality measured by employee's commitment to their work statement obtained results are respondents gave answers strongly agree as many as 21 people (67.74%) and agree as many as 10 people (32.25%). Meanwhile, respondents who gave answers disagree and strongly disagree there is no (0%). Furthermore, as measured through the statement of personality, communicative employees in carrying out duties that result; respondents gave answers strongly agree as many as 19 people (61.29%) and agree as many as 12 people (38.71%). Meanwhile, respondents who gave answers disagree and strongly disagree there

is no (0%). Work motivation is measured by the three statements, their spirit of employees in the work result is the respondents gave answers strongly agree as many as 10 people (32.25%) and agreed to answer 21 people (67.74%). Meanwhile, respondents who gave answers disagree and strongly disagree there is no (0%). Later, a statement that the employee has worked excitement in the results obtained namely; the respondents gave answers strongly agree as many as 15 people (48.38%) and agreed to answer as many as 15 people (48.38%). Meanwhile, respondents who gave answers not agree as much as one person (3.22%). Meanwhile, a statement that employee morale has obtained the results as follows; respondents gave answers strongly agree as many as 16 people (51.16%) and the answers to agree as many as 15 people (48.38%). Meanwhile, respondents who gave answers disagree and strongly disagree there is no (0%).

Determinant factors that support or hinder the performance of employees is seen that in the aspect of personal competency of employees is quite high and high, because the employee does have the competence requisite knowledge in the task, enough to master and understand the technical skills of its work and has a pretty good ability in completing every job so it can be stated that the personal competence of employees in the category quite well. In the aspect of managerial competence, it seems nearly half of the employees have the managerial skills in the work which was shown to the planning, implementation and supervision of the implementation of the work, care for the assignment, the ability and willingness to help other employees or colleagues in solving the problems the task at hand and there are some employees who demonstrate the ability to give a lesson or share knowledge and experience with other employees. Therefore, the managerial competence of employees tends to be in good enough category.

In the aspect of personal competence, it appears that most of the number of employees has emotional stability and a strong commitment to the task at hand and the spirit of doing the duties so that the personal competence of employees in the category quite well. Meanwhile in the aspect of work motivation, most of the employees involved have enough emotional stability, work commitments and communicative attitude towards colleagues and others, so that, the employee motivational aspects that are in good enough category.

Determinant factors (that support or hinder) the achievement of employee performance is optimal at the Inspectorate Tual islands as stated above in principle in accordance with the opinion of the experts (Berman *et al.*, 2006; Armstrong and Baron, 1998; John, 2009; John and Russell, 2013) which states that the performance of

employees based on their competence through education and training on an ongoing basis covering aspects/domains of knowledge, attitudes and behaviors as well as technical competence, managerial competence, personal competence, social competence and professional competence. All aspects of these competencies can support or hinder the performance of employees and the implications for the quality of services provided to customers.

## **CONCLUSION**

Snapshot performance of employees in the city of Tual Islands inspectorate showed a pretty good improvement as expected. This is evident from the quality, quantity, initiative, communication capabilities and employment. In other words, employee performance is quite good views of the four indicators. Achievement of the performance of employees supported by leadership competence, managerial competence and personal competence possessed. Meanwhile, there are two factors that are less supportive of employee performance, the personality and motivation of employees.

## **SUGGESTIONS**

It is suggested that there is an effort of employees and organizations to continue to spur increased personal competence and motivation of employees through education and training in the workplace, so these two factors can be changed from an inhibiting factor be a contributing factor for the achievement of performance work in the organization. Similarly the supporting factors such as employee performance leadership competence, managerial competence and personal competence possessed to be maintained and enhanced, so as to provide a synergistic effect for improving the quality of employee performance achievements today and in the future. Then factors internal motivation within every employee that has implications for the performance shown through "uniformalitas" uniforms are worn, the official car "flat red" is used employment status as civil servants/officials state civil salaried by the state and the symbol or other formal attributes possessed in order to be maintained as a cultural treasure Inspectorate employee behavior in the city of Tual, Maluku Province.

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