

## PERFORMANCE EVALUATION OF STATE ADMINISTRATIVE APPARATUS IN CARRYING OUT DUTIES AND FUNCTIONS

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### Abstract

This study aims to evaluate the performance of state administrative officers in carrying out their duties and functions. The research method in this study is literature. The results show that individual competencies and skills play a key role in improving administrative performance. Apparatus who have adequate competence are able to carry out tasks more effectively and efficiently. High work motivation, which is driven by satisfaction and a positive work environment, also has a significant effect on improving performance. In addition, good technological infrastructure support has been shown to facilitate more efficient administrative tasks. This study also found that clear regulations and policies as well as effective leadership and management are critical in directing the performance of state administrative apparatus. Clear regulations and policies provide the necessary guidance, while strong leadership ensures smooth administrative processes. A positive work culture and ongoing training programs also contribute to improving performance. The conclusion of this study is that improving the performance of state administrative apparatus requires improvements in these various aspects, which will ultimately have a positive impact on the quality of public services and public welfare.

Keywords: Evaluation, Performance, State Administration, Duties and Functions.

### Introduction

State administration has a very vital role in running the wheels of government and development. State administration officials are required to carry out their duties and functions effectively and efficiently to ensure the achievement of these goals. (Harrison, 2020). However, in reality, performance evaluation of state administrative

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apparatus often faces various obstacles and challenges that can affect their performance achievements. (Sa'adah, 2022).

Various studies show that the performance of state administrative apparatus in some regions is still not optimal. This is due to a number of factors, including the low competence and professionalism of the apparatus, lack of training and human resource development, and limited supporting facilities and infrastructure. This condition certainly has a negative impact on the quality of public services and the achievement of development targets. (Trondal, 2023a); (Zein & Septiani, 2022).

As the main component in the bureaucracy, state administrative apparatus must have adequate competence. These competencies include technical, managerial, and ethical and moral abilities. Unfortunately, there are still many administrative apparatus who do not have competencies in accordance with the demands of their duties and functions. In fact, adequate competence is needed to improve the performance of the apparatus in carrying out its duties and functions. (Hidayah, 2023).

On the other hand, human resource development through training and education is still not optimal. Many of the trainings carried out have not been able to fully improve the skills and knowledge of the state administration apparatus. This is due to training methods that are less relevant to the needs of the field and the lack of evaluation of the effectiveness of the training. (Rosmajudi, 2022).

Limited facilities and infrastructure are also one of the obstacles in improving the performance of state administrative apparatus. Inadequate facilities often hinder the proper implementation of the tasks and functions of the apparatus. For example, lack of access to information technology can hinder the delivery of fast and accurate public services. (Fajar & Wibowo, 2023).

Another problem that hampers the performance of state administrative apparatus is a bureaucratic culture that is less supportive of innovation. A work culture that tends to be routine and inflexible is often a barrier for the apparatus to innovate and be creative in completing tasks. In fact, in this fast-paced era, innovation is the key to improving bureaucratic performance and efficiency. (Raharjanto, 2022). In addition, there are still many bureaucracies that lack transparency and accountability. Lack of transparency in the decision-making process and task execution often leads to polemics and distrust among the public. Low accountability also makes the performance of state administrative apparatus less accountable. (Fatmaningdyah & Waluyo, 2020).

Supervision of the performance of state administrative apparatus is also often weak. Ineffective supervision can lead to deviations that have a negative impact on the overall performance of the apparatus. In this case, a more rigorous and comprehensive supervision system is needed to ensure that each apparatus carries out its duties and functions in accordance with applicable regulations. (Rarm, 2023).

The government has tried to carry out various bureaucratic reforms to improve the performance of state administrative apparatus, including through simplifying the

organizational structure, improving the recruitment system, and improving the quality of public services. However, the results of these reforms have not fully met the expectations of many parties. (Garrett, 2022).

As part of performance improvement efforts, the performance appraisal system also needs to be improved. An objective and transparent appraisal system can provide constructive feedback for state administrative apparatus in improving their performance. Fair performance appraisal can also increase the motivation of the apparatus at work. (Kofidis, 2020).

Equally important is the role of the leader. Effective leadership can provide clear direction, support HR development, and encourage high morale. Leaders who are able to motivate their subordinates and create a conducive work environment will greatly contribute to improving the performance of the apparatus. (Hedin, 2021).

A change in mindset is also needed to improve the performance of state administrative apparatus. An adaptive, proactive, and result-oriented mindset needs to be instilled in every apparatus. This can be achieved through continuous coaching and socialization. (Telenyk, 2020).

Public participation in apparatus performance evaluation also needs to be improved. People who actively provide input and constructive criticism can help the government identify weaknesses and find solutions for improvement. With greater participation from the community, it is hoped that the performance of the state administration apparatus can be better monitored and improved. (Umami, 2022).

Cooperation between government agencies must also be strengthened in order to improve the performance of state administrative apparatus. Good collaboration between agencies can reduce overlapping tasks and improve coordination in the implementation of programs and policies. (BABANOVA & MITYAEVA, 2023).

Bureaucratic digitization is also an important effort in improving the performance of state administrative apparatus. The use of information technology can speed up work processes, improve data accuracy, and facilitate access to services for the community. However, this digitalization must be balanced with an increase in the ability of the apparatus to operate this technology. (Henkle, 2023).

Ultimately, improving the performance of state administrative apparatus not only has an impact on the efficiency of the bureaucracy, but also on the welfare of society as a whole. Quality public services will increase public satisfaction and trust in the government. This of course will be an important asset in promoting sustainable development. (Trondal, 2023b).

Through comprehensive and continuous performance evaluation, it is hoped that any existing obstacles can be identified and overcome. Thus, the performance of the state administration apparatus in carrying out its duties and functions can continue to improve and make the maximum contribution to the progress of the nation and state.

## **Research Methods**

This study uses the literature research method, which is a research method that involves collecting, reviewing, and analyzing data from various literature sources relevant to the research topic. The main objective is to understand and synthesize existing knowledge and find gaps for further research. (Hidayat, 2009); (Afiyanti, 2008); (Syahran, 2020).

## **Results and Discussion**

### **Concept of Performance of Public Administration Officials**

The performance of the State Administration Apparatus refers to the level of efficiency, effectiveness, and productivity achieved by civil servants or bureaucrats in carrying out their duties and responsibilities in accordance with applicable regulations and policies. This performance includes various aspects such as meeting performance targets, quality of public services, policy implementation, and responsiveness to dynamics and changes in the work environment; all aimed at supporting the achievement of government organizational goals and optimal public services. (Horak & Ward, 2022).

Performance indicators of the State Administrative Apparatus are parameters or measures used to evaluate the extent to which civil servants or bureaucrats carry out their duties and responsibilities effectively and efficiently. This indicator can be divided into several aspects, including: (1) Quantitative, such as the amount of work completed in a certain period, the budget absorbed, and the time required to complete the task. (2) Qualitative, including the quality of services provided, public satisfaction with services, and the level of accuracy and errors in work. (3) Behavioral, such as adherence to regulations, discipline, work ethics, and involvement in the team. (4) Innovation and initiative, which involves an employee's ability to generate new ideas and creative solutions in the face of job challenges. (Banach & Talaśka, 2023); (Maryani et al., 2021).

In addition, performance indicators can also be seen from the mastery of competencies that involve the skills and knowledge possessed by the apparatus, as well as adaptability in dealing with policy changes and the dynamics of the work environment. Measures such as attendance and punctuality are also important indicators in assessing employee discipline and dedication. (Aziz, 2023). Evaluations and feedback from superiors, coworkers, and the public receiving services also serve as social indicators that can be taken into account in measuring overall performance. By using these indicators, government organizations can ensure that their employees are working responsibly and contributing maximally to the achievement of agency goals. (Kobzar-Frolova, 2021)..

Performance measurement of State Administrative Apparatus is a systematic process to evaluate the extent to which civil servants or bureaucrats fulfill their duties and responsibilities in accordance with predetermined standards. This measurement

can be started by setting Key Performance Indicators (KPIs) that are specific, measurable, achievable, relevant, and time-bound (SMART). (Anggraeni & Riyadh, 2023).. These KPIs should include quantitative aspects, such as the number of documents or reports completed, the percentage of budget absorbed on schedule, and the time spent on each type of work. In addition, qualitative aspects are also important, including evaluation of the quality of work results, public satisfaction with public services, and achievement of targets in a particular project or program. (Oktaviani et al., 2024)..

Besides KPIs, performance measurement also involves the use of certain tools and methods such as the Balanced Scorecard, which helps in evaluating employee performance from four perspectives: financial, customer, internal processes, and learning and growth. A 360-degree assessment can also be used, where evaluations come from various sources including superiors, coworkers, and service recipients. (Mesra & Hariadi, 2023). These measurements require accurate and consistent data collection and in-depth analysis to get a comprehensive picture of individual and team performance. Thus, the results of this performance measurement can be used as a basis for making decisions in terms of promotion, incentivizing, developing skills, and improving overall work processes. (Firdausijah, 2022).

### **Duties and Functions of the State Administrative Apparatus**

Public Administrators are individuals who work in government institutions to carry out state administrative functions and implement public policies. They are part of the bureaucracy responsible for the implementation of administrative tasks, which is a process that involves organizing, planning, supervising, and coordinating various government activities. (Serbyn, 2023). These officials can include civil servants (PNS) working at various levels of government, from central to local, as well as employees working in non-profit institutions funded by the state (Patricio et al., 2002). (Patricio et al., 2022)..

The role of the State Administrative Apparatus is crucial in the government system. They act as the backbone in the implementation of public policies formulated by policy makers. This means that they need to have in-depth knowledge of administrative procedures as well as the ability to translate policies into concrete actions that are in accordance with applicable regulations and standards. (Putrijanti, 2021). In addition, they are also responsible for ensuring that the public services provided meet people's needs and expectations, so effective administrative officers can improve the efficiency and credibility of government. They also play a role in maintaining government stability by maintaining a bureaucracy that is loyal, competent, and has integrity. (Syawaludin & Wibowo, 2023)..

The duties of Public Administrators include various activities related to the implementation of government administrative functions. They are responsible for

managing documentation and archives, preparing financial reports, and organizing and supervising the implementation of government programs. In addition, they are also tasked with designing and implementing efficient work procedures so that the wheels of government can run smoothly. (Cordelli, 2020). In some cases, administrative officers are also involved in the procurement of goods and services, where they must ensure that this process is carried out in accordance with applicable regulations and is transparent (Lavrenchuk, 2021). (Lavrenchuk, 2021).

The responsibilities of State Administrators also include aspects of public service. They must ensure that the services provided to the public meet established quality standards and conform to public expectations. This could involve managing civil registration data, issuing official documents such as identity cards and passports, and providing information and assistance to citizens in need. (Sorokivska et al., 2021). As part of this responsibility, they should also be able to handle complaints and issues raised by the public in a professional and timely manner. (Bekti, 2022).

In addition to these routine tasks, state administration officials also have a responsibility to continuously improve their competencies and skills. This can be done through training and continuing education facilitated by the government or relevant institutions. (Karpichkov, 2021). By absorbing new knowledge and the latest skills in administration and public service, they can be more effective in carrying out their duties and responsibilities. Ultimately, this responsibility to keep learning and developing is not only beneficial for the employees themselves, but also for improving the overall quality of public services and building public trust in the state apparatus.

### **Factors Affecting the Performance of State Administration Officials**

One of the main factors affecting the performance of public administration officials is their competence and skills. Officials who have adequate knowledge and expertise in the field of administration and public services tend to be more effective in carrying out their duties. (Nwazufu, 2023).. Formal education, training, and certification are crucial to ensure that administrative officers are able to keep up with the latest technology and working methods. Knowledge in the use of management information systems, for example, can improve efficiency and accuracy in data management and documentation. (Chowdhury & Somani, 2020)..

Motivation and job satisfaction are also important factors that affect the performance of state administrative apparatus. Apparatus who feel valued and motivated tend to work more diligently and productively. (Villalobos, 2020). Factors such as a conducive work environment, recognition of work achievements, opportunities for career development, and good relationships between coworkers and superiors can increase motivation and job satisfaction. Conversely, job dissatisfaction can reduce the enthusiasm and performance of apparatus, which in turn can affect the quality of public services provided. (Laksana et al., 2024).

Another factor is the availability of infrastructure and technology. State administration officials need adequate infrastructure support, such as comfortable workspaces, complete office equipment, and access to advanced information technology. The use of information technology, such as electronic document management systems and geographic information systems, can be very helpful in improving work efficiency and effectiveness. (Fitri et al., 2022). The existence of a stable Internet network and a database that can be accessed easily will also speed up the administration and decision-making process.

Government regulations and policies also have a major influence on the performance of state administrative apparatus. Clear regulations and straightforward procedures will make it easier for officials to carry out their duties. Policies that support transparency and accountability are also important factors in ensuring that administrative apparatus work with high integrity. (Pujo & Mursyidah, 2020). In addition, policies that provide room for innovation and flexibility in work will allow officials to find new and more efficient ways of carrying out their duties. This will not only improve individual performance, but also overall organizational performance (Tufanov & Karpen, 2020). (Tufanov & Karpenko, 2023)..

Effective leadership and management are very important in determining the performance of state administrative apparatus. Leaders who are able to provide clear direction, set realistic goals, and provide constructive feedback can inspire and motivate their subordinates to work well. In addition, good management in terms of planning, organization, direction, and supervision is essential to ensure that the entire administrative process runs smoothly and efficiently. (Apriyanto, 2020).

Work culture and organizational environment also play an important role in the performance of administrative apparatus. A positive work culture, where values such as cooperation, solidarity, and responsibility are upheld, will create a comfortable and harmonious working atmosphere. On the other hand, a stressful and conflictual work environment can reduce productivity and morale. Therefore, it is important for organizations to build a work culture that supports collaboration and innovation (Talaumbauna et al., 2014). (Talaumbauna et al., 2023)..

Continuous training and professional development are also necessary to improve the performance of public administration officials. By attending relevant training, officials can hone their skills and stay up-to-date with the latest developments in administration and public services. (Darmayanti et al., 2024).. Professional development programs, such as workshops, seminars, and short courses, can provide new knowledge and insights that are beneficial to improving individual and organizational performance. (Nesbit, 2024).

Overall, the performance of public administration officials is influenced by a number of factors, ranging from individual competencies and skills, motivation and job satisfaction, and infrastructure and technology support. In addition, government

regulations and policies, effective leadership and management, a positive work culture, and continuous training and professional development also play an important role. By paying attention to and managing these factors properly, it is expected that the performance of state administrative apparatus can improve, so as to provide more effective and efficient public services. This improved performance will ultimately have a positive impact on the welfare of society and the progress of the country.

## Conclusion

This research shows that the performance of state administrative apparatus in carrying out their duties and functions is strongly influenced by various factors such as competence, motivation, and infrastructure support. Adequate individual competencies and skills are an important foundation in carrying out administrative tasks well. Meanwhile, high work motivation and job satisfaction created by a conducive work environment will encourage officials to work more optimally. Adequate technological infrastructure support also plays an important role in facilitating the implementation of administrative tasks to be more efficient and effective.

In addition, this research emphasizes the importance of clear regulations and policies as well as effective leadership and management. Good regulations and policies provide clear guidance for officials in carrying out their duties, while visionary leadership and good management ensure that all administrative processes run smoothly and purposefully. A positive work culture that encourages collaboration and responsibility, as well as continuous training and professional development programs, have also been shown to contribute significantly to improving the performance of public administration officials.

Overall, the results of this study confirm that improving the performance of state administrative apparatus requires attention and good management of the various factors that influence it. This includes increasing competence and motivation, providing adequate infrastructure, implementing effective regulations and policies, strong leadership, and establishing a positive work culture. These efforts will have an impact on improving the quality of public services and in turn, will contribute to the overall welfare of society.

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