

Factors for Improving Employee Performance in Public Service Organizations in the Aquaculture Sector

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Abstract

Performance Appraisal System (SKP). According to this regulation, the performance appraisal of civil servants consists of two main aspects, namely the work results achieved and behavioral assessments related to work behavior. It aims to improve the effectiveness and efficiency of civil servant performance appraisals, as well as ensuring that civil servants provide the best public services to the community. Identifying factors that can increase motivation and analyzing performance appraisals that hinder efforts to increase employee motivation within the Organizations in the Aquaculture Sector of Purwakarta Regency. ways to improve employee performance are through training in accordance with their fields, increasing insight through intensive meetings or regular briefings that discuss ongoing work programs, and providing salaries or allowances commensurate with the performance shown by employees. With good work ability, the overall performance of the Organizations in the Aquaculture Sector can improve.

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1. Introduction

In carrying out organizational activities, human resources play a very important and irreplaceable key role (Sulistyan et al., 2022). Considered a valuable asset in every aspect of the agency. despite having differences in terms of work including desires, ideals, and personal values, organizations still focus on human resource development as an effort to maintain their business continuity (Ramadhani et al., 2023). Government Regulation Number 30 of 2019 concerning ASN Performance Appraisal, there is one very important change, namely the obligation to carry out ASN performance appraisal within the framework of the civil servant performance management system which includes planning, implementation, monitoring, coaching, performance appraisal, and follow-up on assessment results managed through the Performance Appraisal System (SKP). According to this regulation, ASN performance appraisal consists of two main aspects, namely work results achieved and behavioral assessment related to work behavior. This aims to improve the effectiveness and efficiency of ASN performance appraisal, as well as ensuring that civil servants provide the best public services to the community.

Table 1. Number of Civil Servants of the Organizations in the Aquaculture Sector by Work Unit in 2020

No	Work Unit	Number of Civil Servants
1	Head of Service	1
2	Secretariat	13
3	Capture Fisheries Division	5
4	Cultivation Fisheries Division	7
5	Animal Husbandry Division	6
6	Animal Welfare and Livestock Division	9
7	UPTD Animal Market	3

No	Work Unit	Number of Civil Servants
8	UPTD Slaughterhouse (RPH)	4
9	UPTD Puskesmas	3
10	UPTD PPHP	3
11	UPTD Fish Seed Center (BBI)	3
12	UPTD PPU	4
13	Animal Husbandry Extension Worker	3

Source: LAKIP (2020)

Table 2. Number of Fisheries and Animal Husbandry Service Employees who have participated in Technical Guidance and Training

No	Type of Training	Number of Employees	Organizer
1	Technical Guidance (Bintek)	-	
	- Animal Husbandry		
	- Fisheries		
	- Extension		
2	Technical Training		
3	Functional Training:		
	- Financial Training		
4	Structural Training:		
	- PIM III Training	4	Kemendagri
	- PIM IV Training	9	Kemendagri
	Amount	13	

Source: LAKIP (2020)

The results of the performance evaluation of the Purwakarta District Organizations in the Aquaculture Sector in 2022 show that although the main tasks and functions of this institution have been carried out well, there are some employees who do not carry out their duties with discipline. This situation can have a negative impact on the performance and productivity of the entire unit and work environment. This low level of discipline can be influenced by various factors, one of which is a lack of work motivation. As stated by Triono et al. (2021), work motivation has a very important role in encouraging employees to work better. Therefore, efforts are needed to increase employee motivation, one of which is by giving awards or rewards to those who show good performance. Thus, it is expected to increase the level of work discipline and overall performance of the institution. lack of knowledge in setting employee performance goals. Many employees have been active for more than 10 years and the majority of them are Civil Servants (PNS), so they face difficulties in following the performance development desired by the Central Government. There has been a change in some structural positions to functional positions, which requires new understanding of the rules from civil servants. The intensity of time is not regularly scheduled for the implementation of socialization regarding the preparation of the Performance Appraisal System (SKP) and the low initiative of employees also causes the preparation of SKP to not meet the desired expectations. Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 22 of 2022 gives a more active role to the leadership. It is necessary to identify the factors that play a role in increasing employee motivation within the Purwakarta District Organizations in the Aquaculture Sector so that the implementation of Employee Performance Appraisal at the Purwakarta District Organizations in the Aquaculture Sector can be carried out appropriately. Leadership has an important role in providing effective direction to subordinates in order to achieve good organizational performance. An effective leader must be able to influence and motivate his subordinates to follow his instructions (Pitaloka et al., 2018). Leadership has a very important role in organizations to achieve good performance, but leadership problems often occur in organizations, such as lack of coordination between leaders and subordinates (Haryanto, et al., 2022).

2. Methods

Framework for analyzing factors that influence motivation to improve performance at the Purwakarta District Organizations in the Aquaculture Sector By using a descriptive qualitative research design, researchers can gain a deeper and more in-depth understanding of the phenomena observed (Bazen et al., 2021). However, because data collection is relatively open and flexible, subjectivity in data collection and analysis is possible (Avianti et al., 2023). Therefore, rigor is required in the interpretation and analysis of the information obtained.

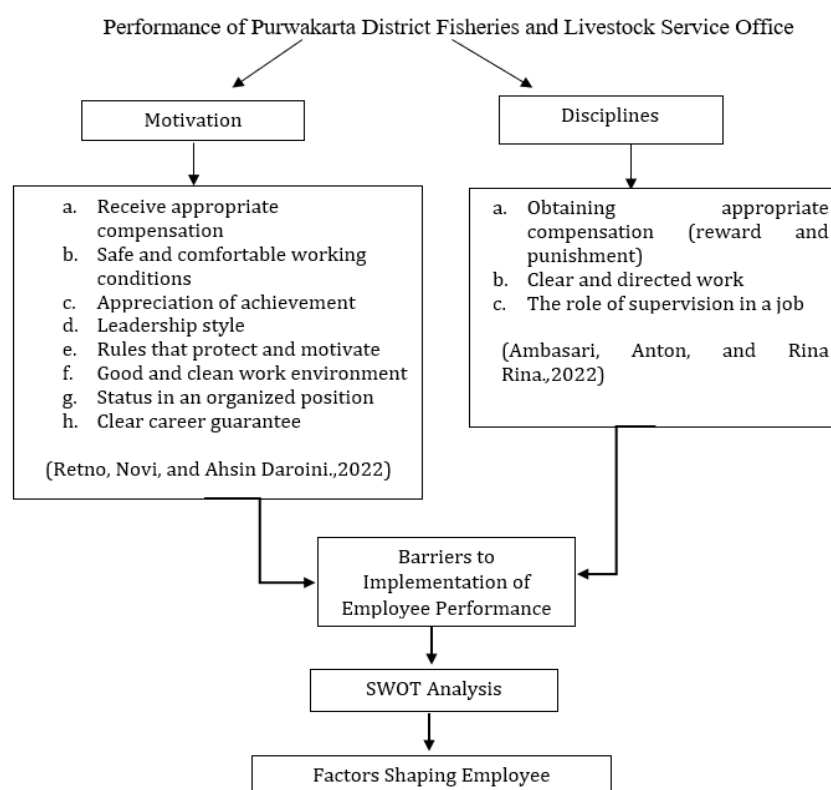


Figure 1. Thinking Framework
Source: Processed by Researchers (2023)

3. Results and Discussion

Table 3. Number of ASNs of the Organizations in the Aquaculture Sector by Division/UPTD and Gender

No	Name of Division/Section/UPTD	Gender		Number of ASN
		Man	Woman	
1	Head of Service	-	1	1
2	Secretariat	9	5	13
3	Capture Fisheries Division	2	1	3
4	Aquaculture Fisheries Division	4	3	7
5	Public Health and Veterinary Health Division	5	7	12
6	Livestock Division	4	3	7
7	UPTD Fish Seed Center (BBI)	3	-	3
8	UPTD Perikanan Perairan Umum (PPU)	4	-	4
9	UPTD Fishery Product Development (PPHP)	1	2	3
10	UPTD Slaughterhouse (RPH)	4	-	4
11	UPTD Animal Market	2	1	3
12	UPTD Animal Health Center	2	1	3
13	Functional Position	1	-	1
Amount		41	22	63

Source: General and Personnel Subdivision of the Organizations in the Aquaculture Sector (2022)

From the data in Table 1, it can be observed that the majority of State Civil Apparatus (ASN) in the Organizations in the Aquaculture Sector are male, reaching 70.31%, while the remaining 29.69% are female. Analysis of the data shows that gender does not affect placement in job fields or positions. In both office administration and technical positions, both men and women can fill these positions according to their respective educational backgrounds. However, the data also indicates that the largest number of ASNs is in the secretariat section, which is 13 people. This is understandable given that the job analysis shows that the secretariat section has the most job duties.

The focus of the research was to analyze work motivation in improving employee performance at the Organizations in the Aquaculture Sector of Purwakarta Regency using a qualitative descriptive analysis method. The results showed that work motivation provided by the Organizations in the Aquaculture Sector of Purwakarta Regency can improve employee performance. Motivation is provided through coordination meetings every morning on weekdays, and every Monday and monthly official meetings, which involve the Head of Service, Secretary of Service, and Head of Division (Administrator) in providing motivation to employees.

Work motivation provided by the Organizations in the Aquaculture Sector of Purwakarta Regency is related to attitudes towards work and awards given to outstanding employees according to their work results. This is in accordance with the theory put forward by (Ahmad, 2021). which states that performance is the functions required of a person, that performance is the result of individual motivation, ability, and perception. So in conclusion, performance can be defined as good work done by an employee and has achieved company goals.

Table 4. IFAS Strength

No	Strength	Weight	Rating	Score
1	Finger print attendance system	0,20	5	0,95
2	Rewards in the form of additional tpp income	0,20	5	0,95
3	Facilities and infrastructure that support the ease of employees working	0,20	4	0,76
4	Conducive work environment	0,19	4	0,76
5	Leaders who care about subordinates	0,19	4	0,81
6	Superiors who provide opportunities for asn to improve achievement	0,19	4	0,70
Amount		1.00		5,06

Source: Data Processed (2023)

Table 5. IFAS Weakness

No	Weakness	Weight	Rating	Score
1	There are some human resources who are not alert, lack of education about speed and accuracy	0,23	2,08	0,42
2	Parking lot that is not spacious	0,22	2,00	0,39
3	Lack of continuous employee development	0,24	1,42	0,39
4	There is no assessment of outstanding employees on a regular and continuous basis	0,24	1,83	0,48
Amount		0,93		-1.68

Source: Data Processed (2023)

1. ST (Strength Threat) Strategy
 - a. This strategy is the result of a combination of Strengths and Threats owned by the Organizations in the Aquaculture Sector of Purwakarta Regency
 - b. Technology that is always developing, mastery of technology owned to increase productivity and reproductivity
 - c. Improved Service Quality
2. WT (Weakness Threat) Strategy
 - a. Strategy of providing appropriate assistance
 - b. Continue training of personnel placed in the Purwakarta District Organizations in the Aquaculture Sector

c. Understanding of all SOPs in the office

Table 6. EFAS Opportunity

No	Opportunity	Weight	Rating	Score
1	Programs Related to the Tupoksi of the Office at the Ministry of Agriculture and Ministry of Marine Affairs and Fisheries	0,25	4,83	0,93
2	Increased Public Interest in Raising Fish and Livestock	0,25	4,83	0,83
3	Digitalization of Public Services	0,25	3,50	0,80
4	Supply and Demand of Fish and Meat and Egg Production	0,25	3,92	0,88
Amount		1.00		3,44

Source: Data Processed (2023)

Table 7. EFAS Threat

No	Threat	Weight	Rating	Skor
1	Fluctuating prices of fish, meat, milk and eggs	0,50	5,92	0,80
2	Waste problems due to fish and livestock farming activities	0,50	5,00	0,80
Amount		1.00		-1,60

Source: Data Processed (2023)

3. SO (Strength Opportunity) Strategy

- The Purwakarta District Organizations in the Aquaculture Sector combines their strengths and opportunities to create this strategy, namely.
- The existence of fish seed stocking assistance in each sub-district
- Providing more communicative and repetitive information on the advantages of applications that are already available in order to lure consumers back to shop at the Purwakarta District Organizations in the Aquaculture Sector.

4. WO (Weakness Opportunity) Strategy

- This strategy is the result of a combination of weaknesses and opportunities owned by the Purwakarta Regency Organizations in the Aquaculture Sector
- Service SOPs that must be carried out correctly and according to company regulations
- Renewal of qualified and selected human resources with training that has been provided by the relevant offices
- Pricetag updates periodically to changes in regulations
- Providing overall education in services for both internal and external on a regular basis (training)

Table 8. SWOT Matrix Diagram

Strength		IFAS	IFAS	EFAS	EFAS
EFAS	IFAS	Strength	Weakness	Opportunity	Threats
Strategy		5,06	1,86	3,44	1,60
Quadrant		5,06-1,86 = 3,2		3,44-1,60 = 1,84	

Source: Data Processed (2023)

Based on the table above, the strengths are 5.06 while the weaknesses are -1.86, so the internal quadrant of factors is $5.06 - 1.86 = 3.2$, meaning that the ability of the Purwakarta District Organizations in the Aquaculture Sector to utilize strengths and overcome internal weaknesses is very good. The opportunities that the strategy has are 3.44 and the threat is -1.60, so the external quadrant of factors is $3.44 - 1.60 = 1.84$. This means that the ability to overcome threats and take advantage of opportunities in the Organizations in the Aquaculture Sector of Purwakarta Regency is still very good. If the two values are put together in the IE matrix, it will enter quadrant 1, namely supporting Strategy Oriented (Hutahaeen et al., 2022). The SWOT diagram will show in which position the strategy at the Organizations in the Aquaculture Sector of Purwakarta Regency.

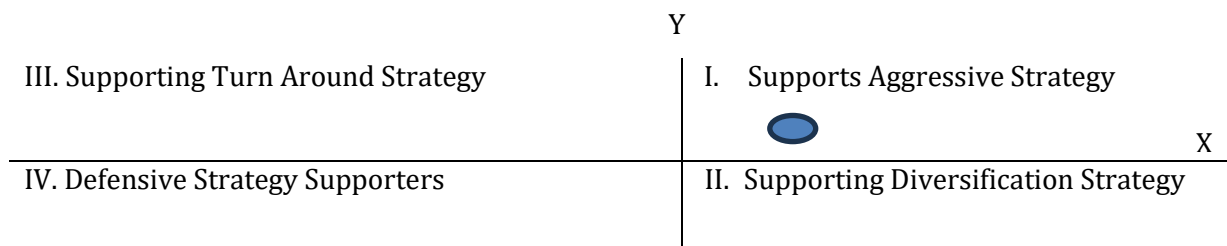


Figure 2. Quadrant Matrix Diagram
Source: Data Processed (2023)

Based on the diagram above, the point is in quadrant I. The Purwakarta Regency Organizations in the Aquaculture Sector has enormous strengths and opportunities that support the strategy, this can be implemented in the following ways:

- Improved education and training programs for livestock and fish farmers.
- Making opportunities for consumptive people by providing short, clear information.
- Coordination with superiors and cooperation with RT / RW so that there is no illegal parking in the area of the Purwakarta District Organizations in the Aquaculture Sector
- Evaluation and improvement of customer service by the Purwakarta District Organizations in the Aquaculture Sector Team

4. Conclusion

Factors that influence employee motivation in improving performance at the Purwakarta Regency Organizations in the Aquaculture Sector, researchers found that work motivation has a very important role in supporting employee performance at the Purwakarta Regency Organizations in the Aquaculture Sector. Employee performance can be considered good if employees are able to meet performance demands and are able to improve the image of the Organizations in the Aquaculture Sector.

Work motivation is an important factor that affects employee performance. The Organizations in the Aquaculture Sector needs to motivate employees, either through awards in the form of words or praise as a form of recognition of their work achievements. In addition, training and increasing insight in accordance with the field of work can also improve employee work ability.

With effective work motivation, employee performance can be improved, which in turn will have a positive impact on the image and reputation of the Organizations in the Aquaculture Sector. Therefore, it is important for organizations to continue to pay attention and give attention to employees' work motivation in order to improve their performance and achieve organizational goals effectively.

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