



Analysis of the Employee Performance of the Palopo State Islamic Institute in Achieving Institutional Achievements

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A B S T R A C T

This study aims to analyze the performance of employees in the financial sub-sector of the Palopo State Islamic Institute. The research method used in this study is qualitative, using a post-positivist research paradigm, which uses theory as a guide and a central point in finding and exploring what is hidden from the various phenomena studied by using data collection techniques, namely observation, in-depth interviews, and documentation. The results show that the performance of IAIN Palopo finance employees in achieving institutional performance with performance indicators from Russell, namely ability, motivation, and opportunity, can be said to be not optimal because the opportunity/opportunity indicators are not following government regulation no. 11 of 2017 concerning the management of Civil Servants. So it is expected that the culture of giving rewards/appreciation for employees with good performance and punishment for low-performing employees.

INTRODUCTION

Human resources have a very strategic position in achieving organizational goals because human resources are the main capital in increasing organizational competitiveness. Organizational management sees human resources as part of production factors that should be used optimally and productively. The success of an organization is determined by the existence of sources of knowledge, skills, and cooperation between employees. Therefore, employee performance appraisal standards are needed to improve the organization's competitiveness through improving employee performance.

Measurement of service performance is often interchanged with government performance measurement. This is not surprising because public services are the responsibility of the government. Thus, government performance can be seen in its performance in public services. Performance appraisal is carried out to find out how well employees are doing their job and what should be done in the future for better performance. This can be carried out by referring to the content of the work to be carried out and what are the expectations in achieving aspects of the work.

Research related to performance with the performance analysis of PDAM Padang Panjang City in providing clean water services for the people of Padang City, using the performance theory of Wibowo, namely input, process, output, and benefits. The results of the study indicate that the performance of PDAM employees has not been maximized by not achieving the goals planned at the beginning. However, in terms of benefits, PDAM Padang Pajang City provides positive benefits for its customers (Citra Dwi Putri, 2021)

The same research on performance with the title the influence of the ability to plan and mobilize stakeholders on achieving performance targets of public officials in Indonesia. The results of the study revealed that there was a positive influence between the variables of the ability to make plans on

the achievement of the performance of public officials, which statistically had a very significant effect (Yuningsih, 2020). The research conducted by the current researcher is different from previous research. This research focuses on the performance of employees in the financial sector using Robbins' theory with a qualitative approach.

Performance, according to Robbins, is an interaction between ability, motivation, and opportunity or opportunity and performance. The performance indicators proposed by Robbins are: (1) Ability is a condition that shows elements of knowledge and skills obtained through education and training; (2) Motivation is an encouragement to increase cooperation with other employees to get maximum results. Motivation can come from within an employee to create a feeling to work better than before; (3) Opportunities or opportunities are assumed to be a system that exists in the organization in formal and informal forms that affect the intensity of employee performance (Rivai, 2004; Ummi, 2015).

One factor in increasing an organization's productivity is the quality of human resources. Therefore, it is necessary to have human resources with competencies and capabilities that support improving employee performance. Developing the wider competence of human resource practitioners ensures that Human Resource Management plays an important role in the organization's success. Competence describes the knowledge base and performance standards required to complete a job or hold a position successfully. The success of an organization is determined by the existence of sources of knowledge, skills, and cooperation between employees. Therefore, employee performance appraisal standards are needed to improve the organization's competitiveness through improving employee performance.

However, problems that occur when faced with the performance of employees in the financial sector, including the mismatch between the needs and competencies of employees possessed by financial managers, have an impact on the low

quality of performance of employees in the financial sector in carrying out their main tasks and functions, employee work culture based on user needs. Has not been created, employee work discipline has not been prioritized, valid and competent data have not supported performance achievements, and performance reports have not been uploaded to the institution's website. The problem is not by the [Regulation of the Minister of Religion Number 42 of 2016](#) Article 721 (1) concerning the organization and work procedures of the ministry of religion, the Personnel Subdivision has the task of preparing materials for data management and personnel administration, assessment facilities, career development and employee development, employee performance analysis at the Inspectorate General. Based on the problems above, the formulation of the problem in this study is how to analyze the performance of the Palopo Islamic Religious Institute employees in achieving institutional achievements.

METHOD

The research method used in this study is qualitative, using a post-positivist research paradigm that uses theory as a guide and a central point in finding and exploring what is hidden from the various phenomena studied by using data collection techniques, namely observation, interviews, and documentation ([Creswell, 2018](#)). This study uses a qualitative approach. It is intended to understand and analyze the factual conditions related to the performance of employees in the financial sector at IAIN Palopo. This type of research is descriptive research. Descriptive research is related to opinions, whether an individual, group, or organization ([Kumba Digdowiseiso, 2017](#)).

Informants in this study are parties related to the performance of employees in the financial sector, including the head of the financial sector, employees in the financial sector, and representatives of educators and education as users of financial services. Data sources are obtained through primary and secondary data, and primary data is obtained through field studies, namely conducting interviews with research informants. Meanwhile, secondary data was obtained from the literature study. The data and information obtained were analyzed using interactive model data analysis techniques: data reduction, data display, conclusion drawing, and verification ([Miles, 2005](#)).

RESULTS AND DISCUSSION

Good performance is a performance that follows procedures or procedures according to established standards. Robbins describes the performance as a function of the interaction between motivation, ability, and desire. Good employee performance will directly affect the institution's performance, and to improve, employee performance is certainly a work that takes time and a long process ([Robbins, 2008](#)). Good ability and motivation will result in a good performance, ability comes from an understanding of the type of work being done ([Shabrina Anita Sari](#)). This is intended to determine whether there is a decrease or increase in performance ([Bernardin, 1993](#)). Looking at the performance of employees in the finance sub-sector at IAIN Palopo, using indicators from Robbins, namely ability, motivation and opportunity, is a way that can be used to describe employee performance, as well as to find out whether these indicators cause employee performance to be not optimal.

With the indicators used, the performance of IAIN Palopo employees in the financial sector can be analyzed as follows:

The ability of IAIN Palopo employees in the field of finance

Ability is a condition that shows maturity in the knowledge and skills gained through education and training given to every employee to work effectively ([Thoha, 1994](#)). Ability related to individual employees in carrying out a task as a responsibility that needs to be supported based on educational background, skills, and expertise to complete tasks effectively and efficiently. The sub-indicators consist of work experience, education, and cooperation.

1. Work Experience

Work experience is an important thing in the organization. By having work experience, the work will be done with minimal obstacles. The more smoothly business results in the business progressing and developing. So, an employee with high work experience can improve work performance or organizational performance so that all work can run smoothly ([Suwarno, 2019](#)). Work experience is the length of time a person works in an organization. Referring to Martoyo's opinion, work experience refers to the period of service or the length of time an employee has worked ([Martoyo, 2007](#)). Aspects of knowing individual work experience are seen from the period or tenure, level of knowledge and skills, and mastery of technology ([Foster, 2001](#)).

Based on the data in the field, information on the work experience of employees in the finance department of IAIN Palopo is obtained, which is at least 3 years, 4 years, 10 years to 16 years. This has implications for maximum employee performance. The longer the employee possessed work experience, the higher the work results achieved. The result of an interview with one of the informants stated: "For now, for about 4 years working in the finance department, he has never been transferred". In contrast to other informants who have a working period of approximately 16 years and have work experience not only in the finance department but have often been transferred from employees to general, academic, staffing, faculty, to postgraduate staff.

In addition, to increase knowledge and skills in improving employees' work experience, employees are given additional tasks beyond the main tasks and functions that have been regulated. As the results of interviews with informants who stated that additional tasks were given outside the main task, namely helping PPK assignments, even though they were not by the job description, they did tasks outside the main task. This study's results align with the opinion ([Judge, 2008](#)), which states that if employees have knowledge and skills from work experience that are by their work, then employee performance will be higher, as reaffirmed by the results of empirical research from Sartika which states that work experience significantly influences employee performance.

a) Education

One of the efforts to improve employee performance is through education. In carrying out their main duties and functions, employees cannot be separated from their education level. The dimensions of the level of education are formal education with indicators of education obtained at school and non-formal education with indicators of training that has been attended by employees. The results of an interview with one of the finance officers obtained information: "The educational

background of all finance employees is in accordance with their field, the opportunity to continue formal education to the master's level is very open, but scholarships from the ministry of religion for education staff to continue their studies are still limited".

The data in the field is seen from non-formal education. In addition to formal education, non-formal education is the most supportive in improving employee performance. The results of an interview with one of the informants in the finance department stated that "there is still limited training that is followed, this is because the training for education staff is still limited to waiting for an invitation from the Makassar Religious Education and Training Center (BDK) as an institution that specifically organizes training under the auspices of the ministry of religion, although the training limited, but several trainings have been participated in both by IAIN Palopo, other institutions, and by BDK". Namely, limited pieces of training are still followed in supporting work, impacting the lack of non-formal work experience owned. This is because the training invitation is determined directly from the Makassar BDK, but for formal education employees in the field of education. IAIN Palopo's finances are its main duties, and its function is to improve its performance.

Employees with a high level of education will affect optimal performance (Soekidjo, 2003). Meanwhile, Hasibuan stated that a person's level of education could affect work experience. This is in line with the higher a person's expertise, skills, and work experience will increase (Malayu, 2006). Empirical studies that support this research are conducted by Ketut Edy Wirawan et al. The results show that the level of education positively affects work experience. The higher the level of education, the higher the work experience obtained (Wirawan, 2019).

b) Cooperation

Organizations need solid teamwork to complete the process of achieving organizational goals. The work in the organization cannot run well if the members of the organization do not work together in harmony. Teamwork is an individual group effort to produce higher performance than the sum of individual inputs (Judge, 2008). Work teams generate positive synergies through coordinated efforts. This indicates that the performance achieved by the team is better than the performance of individuals in an organization. Cooperation in this study uses indicators of trust and cohesiveness. Research conducted on teamwork in the financial department of IAIN Palopo shows that trust is the main thing in forming cooperation. Trust forms each employee's personality and confidence that his co-workers can work as a team. As the findings of researchers in the field, researchers found that the cooperation that exists in the finance department by assisting in preparing monthly LPJ reports and consultations besides that also helps each other when employees need data related to financial processes, as well as cooperation that exists by providing support to each other. In terms of work, thereby creating a sense of mutual understanding, understanding, and tolerance.

Coordination among employees is very important in achieving organizational success. Good communication between employees and leaders is one of the keys to organizational success. In addition to being seen in terms of trust, teamwork is seen in the cohesiveness that results from the employees of the finance department. Findings in the field illustrated that finance department employees, in carrying out their main tasks and

functions, often help fellow employees to facilitate the budget realization process. But not all problems in the duties of each employee or colleague can be given a solution because each employee has a different character. Some are happy to be helped, and some are happier to find solutions than to bother other colleagues. While other findings show that IAIN Palopo's finance department employees can coordinate and cooperate with fellow employees, this is evidenced by the good cooperation between employees in solving a problem. Even in completing a job, employees do not hesitate to help each other and remind each other if there are mistakes and correct each other.

The motivation of IAIN Palopo employees in the financial sector

Motivation is a way of directing the power and potential of subordinates to want to work together productively. Motivation can also be said to support that an employee gets from the leadership (from superiors to subordinates), which later can be a trigger for the enthusiasm of each employee because they feel valued and cared for so that it will indirectly lead to and even build the desires of each employee. To continue to work diligently and give their best contribution to the organization (Malayu, 2006).

Motivation, in this case, does not mean that it must be in the form of material but can be in the form of appreciation, praise, and the like. The little attention given by a leader can also be a motivation for his employees so that they can improve employee performance for the better from time to time.

Motivation is the encouragement of employees to do a good job. It has a high initiative in working to achieve organizational goals that are effective and efficient by providing stimulants in the form of incentives, promotions, and awards for work achievements that employees have achieved. Motivation is a tool that encourages an employee to cooperate with other employees to create integrated performance and produce results that achieve maximum satisfaction. Indicators of motivation (motivation) consist of 3 sub-indicators: rewards, direction, and material stimulation (incentives).

1. Awards

Awards are all forms of return, both financial and non-financial, received by employees for services rendered to the organization. Compensation in the form of finance can be in the form of salaries, wages, bonuses, and allowances. Meanwhile, in non-financial forms, it can be in recognition, achievement of goals and an attractive work environment. Findings in the field obtained information on financial rewards, namely the existence of employee performance allowances (taking) obtained based on reports of daily work. The amount of the performance allowance is based on the class of position, and the calculation of the performance allowance is based on work attendance and employee performance achievements by the position class. The financial aspect of the award is based on the Regulation of the Minister of Religion Number II of 2019 concerning the provision of employee performance allowances at the ministry of religion, where employee performance allowances are given to employees every month based on the provisions in the ministerial regulation. The class of positions/grades of employees in the Finance and BMN sub-sections of IAIN Palopo can be seen in the table below:

Job Class Description	Position Class Value	Employee
State Budget Financial Management Analyst	10	4
State Budget Financial Institution	8	3
General Functional Position	7	5
General Functional Position	5	2

Source: Sub-Section OKPP IAIN Palopo in 2021

The table above shows a group of positions that contain functions and tasks related to functional services based on certain skills and expertise. If it is associated with the performance of employees, they are very good at carrying out their respective duties. While non-financial awards such as giving appreciation for completing a job have not been carried out by the leadership, this impacts the low work motivation of IAIN Palopo's finance department employees.

2. Briefing

Directing is a process of mentoring, giving instructions, and giving instructions to subordinates so that they work according to a predetermined plan (Dunie, 2018). The direction given by the leadership is intended to provide knowledge and work effectively to achieve the goals set by the organization. Experts argue that direction is the most important function in management, so the leadership expects that direction is carried out properly (Terry, 2003). With the direction, it is hoped that: (1) There will be a unity of command. With this direction, a common language will be obtained that must be carried out by the implementers; (2) There will be a direct relationship with subordinates, with directives in the form of instructions or orders from superiors directly to subordinates, there will be no miscommunication, and (3) The existence of direct feedback, leaders quickly get feedback on the activities carried out. Furthermore, feedback can be immediately used for improvement (Dunie, 2018).

The study findings obtained an overview of the head of the finance unit providing direction in the form of providing technical instructions in carrying out work related to the main tasks and functions. One of the important reasons for carrying out the directive function by motivating subordinates is: (a) Implicit motivation, namely, the organizational leader is in his subordinates so that he can provide guidance, instructions, advice, and corrections if needed; (b) There is an effort to improve the organization with personal goals from the members of the organization, and; (c) It is explicitly seen that the operational implementers of the organization in providing their services require several incentives or incentives. In terms of direction, evaluation is also carried out in carrying out the duties and functions of employees so that this evaluation can be given directly from various jobs that are not by technical guidelines.

3. Material incentives or incentives

Incentives are the provision of money outside of salaries by organizational leaders to acknowledge employee performance to the organization. One of the best ways to improve employee performance is to provide incentives to employees to be motivated so that employees further improve their performance. When performance increases, the organization can produce high work performance.

The study's results related to the material incentives obtained by the IAIN Palopo finance department employees showed that the material incentives were by the existing rules, namely the provision of salaries and performance allowances. From the results of this information, although various committee incentives have been removed because they are adjusted to the regulation of the minister of finance on minimum cost standards, other incentives are still maintained, such as performance allowances. Although other incentives, such as the fee for activities, have been removed, which are adjusted to the regulation of the minister of finance, each activity does not use committee fees.

4. Opportunity

Opportunity is a system that exists in an organization, both formal and non-formal which can affect the intensity of employee performance in the sense that if the ability and work motivation are not by the existing system in the organization, the intensity of the employee's performance will decrease, on the contrary, if the ability and employee work motivation following the existing system in the organization, of course, the intensity of the employee's performance will increase. Material incentives or incentives.

According to data in the field, the distribution of work is by the educational background of employees so that it is easier to understand the main tasks and functions. Regarding career development, the findings in the field revealed that the career development of employees within the scope of IAIN Palopo did not yet have guidelines on employee career development, so the placement of employees who had been adjusted to certain functional positions had not yet made a career development pattern.

Opportunities and opportunities are given in the form of job distribution and career development opportunities to increase employee performance. This is not following performance indicators of Robbins, namely the indicators of opportunity or opportunity. In addition, it is not per Government Regulation No. 11 of 2017 concerning Management of Civil Servants, which states that staffing officers must establish a career development plan, implement, and monitor and evaluate employee career development.

CONCLUSION

IAIN Palopo's financial sub-sector employees achieve institutional performance with performance indicators from Robbins, namely ability, motivation, and opportunity. The research findings show that IAIN Palopo's finance department employees can coordinate and cooperate with employees. This can be seen in the education, work experience, and cooperation sub-indicators. Be motivated in the form of awards, directions, and incentives, but motivation in the form of appreciation or non-financial awards has not been implemented. Opportunities with the distribution of work under the educational background and career development of employees who have not made a career development pattern because there are no employee career development guidelines used as the basis for development. Overall, the performance of IAIN Palopo's financial sub-sector employees have not been optimal because the opportunity/opportunity indicators are not by Government Regulation no. 11 of 2017 concerning the Management of Civil Servants, which states that staffing officers are required to

establish a career development plan, implement, and monitor and evaluate employee career development. Although the opportunity indicators are not optimal, the indicators of ability and motivation have been running according to basic rules. So that in the future, it is hoped that opportunity indicators need to be optimized by fostering employees in the financial sector made in programs that have clear objectives and clear how to measure their performance achievements, coaching materials in improving employee performance are more directed to character building materials (capacity building), making job descriptions based on risk maps. And implementing a culture of rewards/appreciation for good-performing employees and punishment for low-performing employees.

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