

Management of Personnel Administration Services at the Bolaang Mongondow Education Service Branch Office

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Abstract

This study aims to explore, analyze and interpret the description of the Management of Personnel Administration Services at the Bolaang Mongondow Education Office Branch Office. The research method used is descriptive qualitative research method and looking for the necessary data by direct observation at the Bolaang Mongondow Education Office. Research informants are people or parties related to research who can provide information about various real conditions. The results of the research conducted were obtained The management of personnel administration services at the Bolaang Mongondow education office branch office has been running according to the established standard operating procedures. The services provided are quite good and satisfying because based on the experience of service users that the administration of the proposal is not complicated and is completed on time. In addition to distance constraints that do not really affect the service.

Abstrak

Penelitian ini bertujuan untuk menggali, menganalisis dan menginterpretasikan gambaran tentang Pengelolaan Layanan Administrasi Kepegawaian pada Kantor Cabang Dinas Pendidikan Bolaang Mongondow. Metode penelitian yang digunakan adalah metode penelitian kualitatif deskriptif dan mencari data-data yang diperlukan dengan cara observasi langsung di Kantor Dinas Pendidikan Bolaang Mongondow. Informan penelitian merupakan orang atau pihak yang berkaitan dengan penelitian yang dapat memberikan informasi mengenai berbagai kondisi yang nyata. Hasil dari penelitian yang dilakukan ini diperoleh Pengelolaan layanan administrasi kepegawaian kantor cabang dinas pendidikan Bolaang Mongondow sudah berjalan sesuai prosedur standar operasional yang ditetapkan. Pelayanan yang diberikan sudah cukup baik dan memuaskan karena berdasarkan pengalaman pengguna layanan bahwa pengurusan administrasi pengusulan tidak rumit dan selesai tepat waktu. Selain kendala jarak yang tidak terlalu memengaruhi layanan,

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1. INTRODUCTION

Personnel administration services are a type of public service that often receives attention, both for services to internal and external customers. The services provided by the civil service administration concern the fate of a large number of civil servants. For this reason, it is necessary to reflect on and evaluate the various deficiencies and weaknesses in order to make improvements, so that future personnel services are simpler while still not eliminating the basic essence that employment rights can be obtained when the obligations have been fulfilled by the civil servant concerned. (Purwaka, 2010). The performance of Civil Servants (PNS) often receives attention from various groups. In fact, various mass media report almost every day about the poor performance of civil servants. The basic reasons are that civil servants are considered less productive, waste state money, lack discipline and have a low work ethic. This bad stigma is generally aimed at civil servants in almost all government agencies.

The level of government administrative services in general has not yet reached the standard of professionalism. Many government employees come to the office, fill in their

absences, chat and go home without any work that can provide input for achieving the stated public service goals. Based on the author's observations, employee performance in carrying out administrative services is still considered low, this is proven by the low level of awareness of employees who are lacking in providing services to the public, so they often receive complaints.

Public services and government administration are a function of various factors. One of them is the human resources factor, namely Civil Servants (PNS). It can be said that the good and bad of a state bureaucracy is greatly influenced by the quality of administrative services. The quality of this service can have an impact on improving the quality and demands of the public for effective, efficient and satisfying public services from government employees as public servants are very popular. This is related to the development of people's needs, desires and expectations which are increasing every day.

Referring to Republic of Indonesia Law Number 23 of 2014 concerning Regional Government which contains the transfer of authority for the Management of Secondary Education and Management of Special Education which were previously managed by the Regency City Government, authority has been transferred to the Provincial Government. With the transfer of authority for Secondary Education Management and Special Education Management to the North Sulawesi provincial Education Office as one of the Regional Apparatus Organizations (OPD) in the North Sulawesi Provincial Government, the status of the State Civil Apparatus (ASN) of the city district government is in the high school and high school education units. Vocational and Special Schools, changed their status to ASN within the North Sulawesi Provincial Education Office.

The Bolaang Mongondow Regency Education Service Branch is one of the North Sulawesi Provincial Government agencies based on North Sulawesi Province Regional Regulation Number 4 of 2016 and North Sulawesi Governor Regulation Number 12 of 2022 concerning Position, Organizational Structure, Duties and Functions of Regional Apparatus Work Procedures. then the Bolaang Mongondow Education Service Branch is responsible for all matters relating to administration in its area. Tasked with carrying out North Sulawesi government affairs in the fields of Secondary education and Special Service Education based on the principles of autonomy and assistance duties, as well as carrying out other tasks related to education given by the Head of the North Sulawesi Province Regional Education Service.

The Regional Government, especially the Regional Education Office of North Sulawesi Province, carries out its duties relating to administrative services in the education sector in its working area through the Education Office Branch. These service tasks include Personnel Administration, Financial Administration and General Administration. The education department branch also acts as a personnel advisor and provides recommendations for career development and employee welfare, starting from high school, vocational and special school employees.

In carrying out administrative services, there are several problems faced by various work units in the North Sulawesi region which are a challenge to be able to solve them. This also occurs in the implementation of administrative services at the Bolaang Mongondow Education Service Branch office, namely that the services provided are still less than optimal due to various problems which often become obstacles in providing services, including: a lack of staff who carry out functions as administrative service officers so that This becomes an obstacle when service is needed quickly even though the Bolaang Mongondow Education Service Branch has created an excellent service policy in accordance with standard operating procedures (SOP) for administrative services.

From the initial monitoring results, it was found that several deficiencies in the implementation of administrative service tasks were still far from expectations and the aim

of improving administrative services in the education service branch. This is of course a challenge for the Bolaang Mongondow education service branch to work together to build and improve the performance of administrative services. Staffing, as well as fostering a sense of responsibility for employees, especially in the field of administrative services so that the Education office branch is able to realize its vision and mission.

2. RESEARCH METHOD

This research uses a qualitative approach, namely research that does not carry out calculations. According to Lexy J. Moleong (2005: 4), qualitative research is research that aims to understand the phenomena experienced by research subjects, for example: behavior, perceptions, motivation, actions and so on. Carried out in a holistic manner and by means of descriptions in the form of words and language in a specific natural context and by utilizing various scientific methods. Bogdan and Taylor (Moleong, 2007:3) state that qualitative methodology is a research procedure that produces descriptive data in the form of written and spoken words from people and observed behavior.

This research is located in the work area of the Bolaang Mongondow Education Service Branch Office. This location selection is based on efforts to improve employee performance. In this research, researchers used interview techniques with informants as one of the data collection methods, namely people who were used to provide information about the situation and conditions as well as the research background.

The data analysis techniques used in this research include interview transcripts, data reduction, analysis, data interpretation and triangulation. From the results of data analysis, conclusions can then be drawn. In the initial process, the research is carried out by exploring in general the situation and condition of the object to be studied, then paying attention by recording the initial situation or initial monitoring of what is the focus of the problem. In this way researchers can obtain very varied initial data. Furthermore, the data collected has quite a large amount of data and is varied, so it is necessary to record it in detail so that it can become initial data in the research process, then data reduction is carried out which means summarizing, sorting and selecting so that important things can be found that can be focus on the problem to be studied.

3. RESEARCH RESULTS AND DISCUSSION

The Bolaang Mongondow Regency Education Service is located in Lolak Tambolango, Lolak District, Bolaang Mongondow Regency, North Sulawesi. The Education Office is responsible for supervising and managing the education system in its region, and is tasked with ensuring optimal quality of education for students, developing curricula, providing support to schools, and implementing educational programs.

The main task and function of the Education and Culture Service is to carry out some regional government affairs based on the principle of autonomy and assistance tasks in the field of education and culture. The description of the duties and functions of the Bolaang Mongondow Education Service Branch is as follows:

The Bolaang Mongondow Class A Service Branch has the duties of carrying out affairs in the field of administration, coaching High Schools and special education/special services, coaching Vocational High Schools and teachers/educational personnel, coordinating the implementation of basic education and non-formal/informal education as well as other duties given by the leadership.

To carry out its duties, the Bolaang Mongondow Class a Service Branch has function:

- a) preparation of technical policies;
- b) implementation of planning, coordinating, coaching and controlling tasks;

- c) carrying out technical activities that are directly related to community services and support the implementation of official duties; And
- d) implementation of other functions assigned by the leadership

Based on the answers from informants from the leadership of the Bolaang Mongondow education service branch, it can be concluded that the management of existing personnel administration services is in accordance with established standard operational procedures. The key informants' answers to each question touched on the principles of public service, such as clarity and completeness of facilities and infrastructure. These answers also touched on the issue of good management, especially in terms of actuating or mobilizing, and also talked about personnel administration activities and functions, namely cooperation and coordination.

The principle of clarity in public services, one of which includes clarity about who is authorized or responsible for providing services and resolving problems in the implementation of public services. The informants explained that the lack of staff was an obstacle to service. That matter very felt when there were employees of the Bolaang Mongondow education service branch who carried out external assignments. Next, it relates to facilities and infrastructure. Complete facilities and infrastructure are the availability of adequate work equipment and other supporting equipment, including the provision of communications and information technology facilities. From the results of the interviews it was found that the existing facilities and infrastructure in the service branches were still inadequate.

Good management includes good mobilization. How to make other people work consciously to achieve set goals. In the context of personnel administration services that experience problems, where the proposal file from the proposing employee is incomplete, and then management a good candidate must be able to encourage the proposer to complete the required documents.

One of the administrative functions is coordination, namely carrying out a number of activities so that activities run well to achieve organizational goals. Then, collaboration between employees and between employees and superiors is one of the personnel administration activities. That is why coordination and cooperation are important so that the management of personnel administration services at the Bolaang Mongondow education service branch can run well and successfully achieve the set goals.

The results of interviews with relevant leadership informants are as follows:

Question 1:

What are the Personnel Administration duties and functions of the Bolaang Mongondow Education Service Branch Office?

Informant I:

"The first is related to rank, management of PAK, the introduction is from the service branch to the provincial education office, then the process goes to the rank admin at the service branch.

The second is related to the issue of leave, so the official branch personnel administration also handles personnel leave, namely annual leave of 12 working days or maternity leave. "Maternity leave is 3 months long, which is issued by the Bolaang Mongondow education service branch."

Apart from that, the Bolaang Mongondow education service branch is also carrying out staffing reconnaissance according to rank and class to be completed at the SAPK BKD. "Further to that, personnel administration is carried out by the service branch office as well,

we carry out KP4 management services, both ASN and P3k, and get additional allowances in the form of husband or wife or children. These are also served by the service branch."

Informant II:

"Services for submitting promotion proposals, periodic salary increase proposals, leave applications, and pension applications."

Informant III:

"The personnel administration services carried out are related to applications for leave, then proposals for promotion and retirement, and there are also proposals for periodic salary increases."

Question 2:

In your opinion, do the Personnel Administration Services at the Bolaang Mongondow Education Service Branch comply with service standards?

Informant I:

"Basically, it is in accordance with existing SOPs and the main tasks and functions that we carry out are in accordance with service standards, because if we don't go through SOPs then the service will definitely not be in accordance with technical guidelines or will not be optimally carried out by staff or employees at the department's branch offices. Bolaang Mongondow education".

Informant II:

"The services provided are in accordance with existing standard operational procedures."

Informant III:

"Yes, it is in accordance with the established service standards".

Question 3:

In your opinion, are the facilities and infrastructure supporting personnel administration services at the Bolaang Mongondow Education Service Branch Office adequate?

Informant I:

"In terms of facilities and infrastructure, of course it is still very standard or it could be said to be neither more nor less, because remembering that the Bolaang Mongondow education service branch office is only a loan-to-rent building, and that is limited by usage, for example electricity and so on, even if Administrative services must be supported as fully as possible, we don't have CCTV, we don't have various kinds of facilities like other offices, such as CCTV and sophisticated electronic equipment like that, but here too we have minimal there are computers and printers as well as documentation cabinets or archives that we provide".

Informant II:

"The facilities and infrastructure are quite good, even though we are only supported by computers and complementary devices such as printers and wifi."

Informant III:

"The available facilities and infrastructure are still inadequate, but we are trying to make good use of them so we can provide good service."

Management of Personnel Administration Services at the Bolaang Mongondow Education Service Branch Office

The research question is about how to manage personnel administration services at the Bolaang Mongondow education service branch office, produce the following categories:

Personnel administration services are in accordance with standard operational procedures and are satisfactory, the management process is not complicated and on time, there are no obstacles in personnel administration services, ASN service users, especially in terms of rank nominations, do not have the ability to calculate SKP, proposals ASN service users are not equipped with required documents, lack of attention and self-awareness of service users, coordination with leadership is not carried out well, lack of staff in service branches, inadequate infrastructure, the importance of coordination, communication and cooperation.

The categories that appear most often are that administrative services are in accordance with standard operational procedures, there are no obstacles in managing personnel administration, proposals from ASN service users are not equipped with requirements files, coordination and communication. The five categories that appeared the most describe how to manage personnel administration services at the Bolaang Mongondow education service branch office. In other words, when discussing the management of personnel administration services at the Bolaang Mongondow education office branch office, the informants mentioned that the services were in accordance with procedures and did not experience any obstacles in managing personnel administration, although later information emerged that there were still problems regarding the completeness of employee files. proponents which are then said to be able to be overcome with good coordination, communication and cooperation. Thus, it can be concluded that, with good coordination, communication and cooperation, the problem of completeness of the applicant's employee files can be overcome and produce timely services.

The emergence of the category of inadequate facilities and infrastructure was confirmed by two leadership informants, but not confirmed by implementing officers. In other words, there is a situation where despite the facilities and infrastructure which inadequate but can be used optimally to create optimal service. Thus, it can be said that in the management of personnel administration services at the Bolaang Mongondow education service branch office, resourcefulness is applied to produce optimal services.

Proposition and Mini-Theories Related to Research Results

One of the management functions proposed by Henry Fayol is coordinating, namely carrying out a number of activities so that the activities run well. Then, one of the elements that must be fulfilled in administration in order to create positive functions and impacts for the organization according to The Liang Gie is administrative communication which regulates communication between one department and other departments in an organization. Furthermore, according to Hadari Nawawi (in Inu Kencana, et al, 2003: 5) administration is an activity or series as a process of controlling cooperative efforts of a group of people to achieve shared goals that have been previously determined. Thus, a proposition can be formed regarding this situation, namely

Proposition 1: Administrative obstacles can be overcome with good coordination.

The aim of management is so that all existing resources such as human resources, equipment or facilities in an organization can be mobilized in such a way as to avoid all waste of time, energy and material in order to achieve the desired goals. Existing resources, including facilities and infrastructure, must be utilized effectively and efficiently so that organizational goals are achieved. From the situation of managing administrative services at the Bolaang Mongondow education service branch office, the second proposition was formed, namely:

Proposition 2: Resourcefulness produces optimal service.

Based on research on the management of administrative services at the Bolaang Mongondow education service branch office, two propositions were produced which can be constructed into a mini theory of administrative service management. Mini theory construction is part of the process of compiling research results. According to the procedure

for constructing propositions, mini-theory construction can be built by linking one proposition to another proposition (Ihalauw, 2019).

A mini theory of administrative service management that can be developed based on the propositions that have been developed is as follows:

Good coordination between various organizational elements and the ability to use resources effectively (resourcefulness) can be an effective solution to overcome administrative obstacles so as to produce optimal services.

4. CONCLUSION

The results of this research can be concluded as follows:

1. The management of personnel administration services at the Bolaang Mongondow education service branch office has been running according to established standard operational procedures.
2. The service provided is quite good and satisfactory because based on the experience of service users, the application administration process is not complicated and is completed on time.
3. Apart from distance constraints which do not really affect the service, another obstacle is related to administrative files which are often not completed by ASN service users.
4. By coordinating and optimizing existing resources (resourcefulness), these administrative obstacles can be overcome and produce optimal services.

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