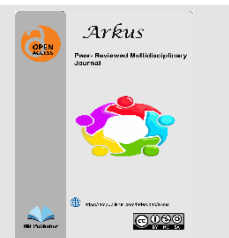




ARKUS

Journal Homepage:

<https://hmpublisher.com/index.php/arkus>



Personnel Administration Burden at the Semarang Regency Public Works Office

Ishaq Dhimas Bayuaji¹, Timothy Nathaniel^{1*}

¹Faculty of Law, Universitas Negeri Semarang, Semarang, Indonesia

ARTICLE INFO

Keywords:

Accountability
Infrastructure
Personnel
Public Works Office
Semarang Regency

*Corresponding author:

Timothy Nathaniel

E-mail address:

timothynathaniel25@students.unnes.ac.id

All authors have reviewed and approved the final version of the manuscript.

<https://doi.org/10.37275/arkus.v10i1.436>

ABSTRACT

Administrative expenses are all forms of activities that are supporting and do not directly contribute to achieving organizational goals. This study aims to describe the administrative burden on the Semarang Regency Public Works Office, one of the regional apparatus organizations (OPD) responsible for providing public works infrastructure in the area. This study analyzes the administrative burden in terms of finance, human resources and work processes. The results of the analysis show that the administrative burden from a financial perspective is still low, while the administrative burden in terms of human resources and work processes is quite high. There are several efforts to optimize administrative management, such as increasing employee capacity and competence, utilizing information technology, simplifying procedures, increasing transparency and accountability, and carrying out regular monitoring and evaluation. The aim of this effort is to reduce the administrative burden to a minimum, so as to increase the efficiency and effectiveness of OPD in carrying out public works affairs in Semarang Regency.

1. Introduction

The Semarang Regency Public Works Office is a regional apparatus organization (OPD) that is responsible for administering regional government affairs in the field of public works, such as roads, bridges, irrigation, drainage, and so on. The Semarang Regency Public Works Office has a vision to become a professional, innovative, and competitive OPD in providing quality, sustainable, and environmentally sound public works infrastructure. To realize this vision, the Semarang Regency Public Works Office needs competent, skilled, and dedicated human resources. However, in reality, the Semarang Regency Public Works Office still faces several obstacles in managing personnel administration, such as a lack of employees, a less-than-optimal recruitment and selection system, disparities between qualifications

and positions, low levels of employee development and assessment, as well as dissatisfaction and conflict in between employees.¹⁻⁴

Personnel administration burden is all forms of activities related to the management of human resources in an organization, such as recruitment, selection, placement, development, assessment, promotion, transfer, retirement, and so on. Personnel administration burdens that are too high can cause various problems, such as increased costs, wasted time, wasted energy, decreased motivation, low performance, and poor quality.⁵⁻⁷ This study aims to identify the burden of personnel administration and the obstacles to personnel management in the Semarang Regency Public Works Office.

2. Methods

This study is qualitative research with a post-positivist approach. This method is used to research natural object conditions (versus experiments), where the researcher is the key instrument. The data collection technique was carried out using triangulation (combination). Data analysis is inductive and qualitative. Qualitative research results emphasize meaning over-generalizations. Qualitative research methods are divided into five types, namely phenomenological research, grounded theory, ethnography, case study, and narrative research.^{8,9} Phenomenological research is qualitative research that collects data by observing participants to understand the essential phenomena they experience in their lives. Data-based theory is qualitative research that allows researchers to make inductive generalizations from what is observed/analyzed and abstract theories about processes, actions, or interactions based on the viewpoint of the participants studied. Ethnography is a method that studies group culture in natural situations through observation and interviews. A case study is a method that carries out an in-depth exploration of programs, events, processes, and activities with one or more people. A case is limited by time and activities, and the researcher collects detailed data using various data collection procedures over a continuous period of time. Narrative research is a method that conducts studies about one or more individuals to obtain data about the history of their life journey. The data was then compiled by the researcher into a chronological narrative report.

3. Results and Discussion

Personnel administration burden at the Semarang Regency Public Works Office

Personnel administration burden is all forms of activities that are supported in nature and do not directly contribute to achieving organizational goals in the field of human resources. The Semarang Regency Public Works Office is one of the Regional Apparatus Organizations (OPD), which is responsible for administering regional government affairs in the field

of public works, such as roads, bridges, irrigation, drainage, and so on.¹

Based on the Semarang Regency Public Works Office Work Plan (RENJA) document for 2023², the personnel administrative burden on the OPD can be seen from several indicators, including;

Financial indicators

The Semarang Regency Public Works Department has allocated a budget of IDR 1,049,194,000,000 for 2023, consisting of IDR 1,048,144,000,000 for direct spending and IDR 1,050,000,000 for indirect spending. Indirect expenditure is costs incurred to finance administrative activities, including personnel administration activities. This indirect expenditure covers around 0.1% of the total OPD budget, which shows that the administrative burden on personnel from a financial perspective is still relatively low.

Time indicator

The Semarang Regency Public Works Office must carry out work processes that include planning, implementation, supervision, control, reporting, and evaluation of programs and activities. This work process must be carried out in accordance with applicable standards, procedures, and mechanisms, both at the OPD level, the Semarang Regency Government, and the Central Government. This work process must also pay attention to aspects such as quality, time, cost, environment, safety, and community satisfaction. This requires the Semarang Regency Public Works Office to carry out a fairly high administrative staffing burden in terms of time because it has to adjust to schedules, targets, and reports set by various related parties.

Power indicator

The Semarang Regency Public Works Office has a total of 1,113 employees, consisting of 1,012 Civil Servants (PNS) and 101 non-permanent employees (PTT). The number of employees is divided into 10 work units, namely secretariat, leger sector, drainage sector, irrigation sector, road sector, bridge sector,

pedestrian sector, river sector, highways UPTD, and Water Resources UPTD. Each work unit has different tasks and functions, so it requires good coordination and communication between work units. Apart from that, each employee must also carry out their duties and responsibilities in accordance with their position, qualifications, and competencies. This creates a fairly high personnel administrative burden in terms of personnel because they have to manage, develop, and monitor employee performance optimally.

Then, the personnel administration burden in the form of employee welfare can be in the form of salaries and health insurance received. Employees with honorary status receive salaries in accordance with the regional minimum wage and do not have additional income. Meanwhile, employees with civil servant status receive a salary plus TPP (employee income allowance), which is regulated by the governor's regulations. Apart from that, both civil servants and honorary workers have received health facilities.

Obstacles and solutions related to personnel administration management

Obstacles faced in administration at the Semarang Regency DPU, especially in personnel administration, for example during the period, CPNS acceptance experienced a monetarium session, at which time the government stated that it would not open vacancies for prospective civil servants (CPNS) in 2020 and 2021, which was confirmed by the Minister of State Apparatus Empowerment and Bureaucratic Reform (Menpan RB) Tjahjo Kumolo³. As a result of zero growth in civil servants, in the world of government service itself, of course, many will retire when they reach the stipulated age. The imbalance between incoming and outgoing employees ultimately results in zero growth for civil servants while demands for government duties increase day by day.

It cannot be denied that one of the challenges faced by civil servants is the increasing workload that must be completed. To overcome this, there are several temporary or honorary employees who help them. However, sometimes, the number of honorariums is

not enough to balance the existing workload. As a result, a lot of work is delayed and causes problems for the heads of responsible departments. Unfortunately, the solution to increasing the number of permanent employees is not easy, because you have to wait for new recruitment. Therefore, civil servants can only try their best with targets that do not meet expectations. This is a situation caused by various interrelated factors.¹⁰⁻¹³

One of the problems that is difficult for civil servants to solve is the lack of adequate personnel to handle the work at hand. To overcome this, the Semarang Regency DPU can only utilize available personnel, even though it is not optimal. As a result, the employees' work did not meet the expected targets. District DPU Semarang will reduce these obstacles a little if there are employees who have the ability to achieve targets. However, if the Semarang Regency DPU continuously forces employees to work overtime and achieve targets, then this will have a negative impact on the emotional and mental well-being of the employees. There are also several agencies that have personnel whose competence is very low, so the quantity and quality of work are not achieved. This is a reality that must be faced by civil servants, especially departments such as the DPU Semarang Regency.

To overcome the problems that have been described, there are several steps that can be taken, including: (1) Analyze employee needs based on workload, performance and competencies required to carry out tasks in the public works sector; (2) Develop employee career development plans in accordance with the potential, interests and work achievements of each employee; (3) Conduct employee performance assessments objectively, transparency and accountability using clear and measurable indicators; (3) Providing rewards and sanctions for employees according to their performance and work behavior; (4) Conduct routine and periodic coaching and supervision of employees to improve employee discipline, motivation and work quality; (5) Providing adequate and comfortable work facilities and facilities for employees, such as work space, equipment,

computers, internet, etc.; (6) Organizing training and education for employees to improve employee knowledge, skills and work attitudes in accordance with service needs; (7) Improve communication and coordination between employees and service leaders, as well as between employees and related agencies, both internal and external; (8) Encourage employee participation and creativity in providing suggestions, input and innovation for service improvement and development; (9) Building a professional, ethical and public service-oriented work culture.^{12,13}

4. Conclusion

The administrative burden of personnel at the Semarang Regency Public Works Office varies depending on the indicators looked at. The burden of personnel administration in terms of finance is still relatively low, while the burden of personnel administration in terms of time and energy is quite high. Therefore, the Semarang Regency Public Works Office needs to make efforts to optimize personnel administration management, such as increasing employee capacity and competency, utilizing information technology, simplifying procedures, increasing transparency and accountability, and carrying out regular monitoring and evaluation. In this way, it is hoped that the administrative burden on personnel can be reduced to a minimum, thereby increasing the efficiency and effectiveness of OPD in carrying out public works affairs in Semarang Regency.

5. References

1. Asseburg J, Homberg F. Public service motivation or sector rewards? Two studies on the determinants of sector attraction. *Review of Public Personnel Administration*. 2020; 40(1): 82–111.
2. Asseburg J, Homberg F, Vogel R. Recruitment messaging, environmental fit, and public service motivation. *International Journal of Public Sector Management*. 2018; 31(6): 689–709.
3. Bankins S, Waterhouse J. Organizational identity, image, and reputation: Examining the influence on perceptions of employer attractiveness in public sector organizations. *International Journal of Public Administration*. 2019; 42(3): 218–29.
4. Hattke F, Hensel D, Kalucza J. Emotional responses to bureaucratic red tape. *Public Administration Review*. 2020; 80(1): 53–63.
5. Borry EL, DeHart-Davis L, Kaufmann W, Merritt CC, Mohr Z, Tummers L. Formalization and consistency heighten organizational rule-following: experimental and survey evidence. *Public Administration*. 2018; 96(2): 368–85.
6. Bright L, Graham CB. Why does interest in government careers decline among public affairs graduate students? *Journal of Public Affairs Education*. 2015; 21(4): 575–94.
7. Carpentier M, Van Hoye G, Weijters B. Attracting applicants through the organization's social media page: Signaling employer brand personality. *Journal of Vocational Behavior*. 2019.
8. Celani A, Singh P. Signaling theory and applicant attraction outcomes. *Personnel Review*. 2011; 40(2): 222–38.
9. Chen CA, Rainey HG. Personnel formalization and the enhancement of teamwork: a public-private comparison. *Public Management Review*. 2014; 16(7): 945–68.
10. Ehrhart KH, Ziegert JC. Why are individuals attracted to organizations? *Journal of Management*. 2005; 31(6): 901–19.
11. Fowler L, Birdsall C. Are the best and brightest joining the public service? *Review of Public Personnel Administration*. 2019.
12. Gravier M, Roth C. Bureaucratic representation and the rejection hypothesis: a longitudinal study of the European Commission's staff composition (1980–2013). *Journal of Public Administration Research and Theory*. 2020; 30(1): 4–21.

13. Burden BC, Canon DT, Mayer KR, Moynihan DP. The effect of administrative burden on bureaucratic perception of policies: evidence from election administration. *Public Administration Review*. 2012; 72(5): 741–51.