



# Performance of the State Civil Apparatus in the General Administration and Personnel Section at the Sawahlunto City Population Control and Family Planning Health Service

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## ABSTRACT

Performance in the context of work refers to the outcome attained by an individual when carrying out assigned activities. It is influenced by factors such as skill, experience, dedication, and adherence to deadlines, all to achieve organizational objectives. Performance can be assessed by evaluating the level of quality, the amount of output produced, and the adherence to deadlines: collaboration and mutual assistance. The employee's performance aligns with the assigned tasks. Quantity refers to the specific amount that needs to be attained or generated, such as the quantity of rupiah, units, or completed activity cycles. Timeliness refers to the extent to which an action is finished according to the intended timeframe, considering the synchronization with other outcomes and the time availability for different tasks. Researchers employ qualitative research methodologies. This study uses a descriptive research approach, which involves conducting research to provide an unbiased and factual depiction of a given scenario. This strategy is employed to resolve or address the challenges encountered in the present scenario, specifically the factors under investigation. The research findings indicate that employee performance is characterized by high quality and quantity of work, adherence to well-defined targets, and adherence to work standards or primary responsibilities of each employee. Additionally, the task is evenly allocated among all staff members. The execution was timely and efficient, and the teams collaborated substantially. Communication is excellent, and there is a mutual contribution from all parties involved. The identified obstacles encompass insufficient infrastructure and personnel. Efforts to surmount these barriers involve strategizing the acquisition of laptops and computers with upgraded specs, offering training, and fostering expertise, particularly in technology utilization. This approach aims to enhance the performance of ASN.

## 1. Introduction

The effectiveness of the State Civil Service is a complex matter that is impacted by several aspects, such as human resources, organizational dedication, culture, discipline, and competency enhancement. Human resources are crucial in enhancing ASN performance and facilitating career advancement. This is because they are an internal factor inside ASN and are not

influenced by organizational culture or rules (Ohoiwutun, 2023). Affective and normative commitment and a supportive company culture have a substantial positive impact on ASN performance by promoting ownership and accountability (Tamrin & Gunawan, 2023). It is crucial to focus on developing competencies, and it is recommended to provide at least 20 hours of training per year to ensure that ASNs are proficient and adaptable. This will help support

both individual and organizational performance (Riyadi, 2023). Nevertheless, implementing bureaucratic reform is essential to address issues such as convoluted administrative procedures and corruption, both of which impede efficient governance (Hidayah, 2023). Optimal performance in career development should be achieved through a merit system that considers qualifications, competencies, and organizational demands (Pau & Syarifah, 2023).

Performance evaluation should encompass work performance, abilities, behavior, and leadership, with stringent criteria for non-adherence to uphold discipline (Manik et al., 2023). In addition to rules such as PP no. 94 of 2021, the enforcement of discipline faces obstacles, mostly due to the subjective interpretation by personnel supervisors (Priskianto et al., 2023). Training opportunities are crucial for enhancing proficiency, and it is important to promote innovative problem-solving among ASNs (Kasim et al., 2023). In the era of globalization, it is essential for ASNs to possess a high level of proficiency in information technology and be able to adjust to digital-based performance patterns, such as Work From Anywhere (WFA). They must also ensure that they retain productivity, service quality, responsiveness, responsibility, and accountability (Suud, 2022). Ultimately, ASN has a crucial function in upholding the integrity of a nation and should refrain from engaging in activities that provoke animosity or harm the cohesion of the country (Efendi et al., 2022). In order to enhance the performance of ASN, it is crucial to adopt a comprehensive approach that encompasses human resource development, organizational commitment, competency training, and stringent disciplinary enforcement.

Government employees, state servants, and public servants play a crucial role in the functioning of the government. They are responsible for planning, implementing, and supervising the execution of government tasks and national development. Their main objective is to carry out policies and professionally provide public services without political interference and engaging in corrupt practices such as Corruption, Collusion, and Nepotism (KKN). The significance of the status and duty of civil servants in this case is evident. As mentioned in

the State Civil Apparatus Law Number 5 of 2014, which pertains to ASN (State Civil Apparatus) and the government regulations addressing recruiting new workers. The term "State Civil Apparatus" (ASN) refers to professionals who are employed as Civil Servants (PNS) or Government Employees with Employment Agreements and who work for government agencies (PPPK). ASN (State Civil Apparatus) personnel work for the government and hold Civil Servants and Government personnel positions. Civil service development authorities select them and are responsible for carrying out government activities or other state assignments. Statutory requirements determine their compensation.

Civil Servants, also known as PNS, are Indonesian individuals who have met specific criteria and are appointed by civil service management officials through a selection process and various stages to assume a position that aligns with their abilities. Their primary responsibilities include performing state duties and delivering services to the community. According to Law Number 5 of 2014 on the State Civil Apparatus, its purpose is to develop the apparatus and enable them to fulfill their primary duties and functions in carrying out tasks assigned by the state by established regulations. Performance is the outcome of work accomplishments derived from duties or roles allocated to officers or workers, determined by their skills, knowledge, and adherence to specified regulations, vision, and mission. This facilitates the attainment of organizational goals (Saputra & Mulia, 2021). A company's success in attaining its goals relies on the performance of its employees.

The term used to describe the degree of accomplishment in one's work is called the "level of performance." High-performing personnel are those who consistently demonstrate a high degree of job productivity. Conversely, individuals who fail to fulfill the performance requirements are considered unproductive. Performance, as defined by Hasibuan (2016), refers to the work achievement of an individual in fulfilling given responsibilities. It is determined by the individual's talents, experience, sincerity, and adherence to the established timeframe to accomplish

organizational objectives. To maintain organizational strength in the face of increasing competition, the government recognizes the importance of quality performance from the State Civil Apparatus. Human resource development is a crucial aspect that needs to be effectively managed and developed to generate valuable resources—human resources personnel who are proficient and competent in performing their responsibilities. Consequently, every person within an organization must comprehensively understand the primary responsibilities and activities associated with their respective positions, as well as the performance benchmarks, skill application, and necessary procedures to attain them.

Employee performance refers to the degree to which employees effectively fulfill their responsibilities by executing tasks according to a predetermined plan, resulting in desirable outcomes and demonstrating exemplary performance (Miller, 2016; Reeves, 2008). Employees must possess competent Human Resources (HR) who can effectively fulfill their responsibilities as State Civil Apparatus in alignment with their assigned obligations (Mahapatro, 2021; Sims, 2002). Consequently, a person must possess a strong inclination and knowledge of their profession to achieve optimal performance. Put simply, job satisfaction has an impact on individual performance.

Various vital factors, including the adoption of information technology, organizational learning, agility, competence, communication skills, work discipline, and motivation, impact the State Civil Service (CAS) performance. Information technology greatly enhances public servants' knowledge and performance within organizations, while agility also benefits organizational learning and performance (Dühring & Zerfass, 2021). Enhancing one's skills and abilities, mainly through training and ongoing progress, is crucial for achieving optimal performance, as demonstrated by the Witness and Victim Protection Agency (Riyadi, 2023). Nevertheless, the effectiveness of the Bandar sub-district office might be hindered by issues such as insufficient computer skills and inefficient time management, as noted in (Sidabutar et al., 2023).

Communication competency, encompassing knowledge, abilities, and attitudes, is also a significant factor that positively correlates with employee performance (Kalsum, 2022).

Research indicates that work discipline has a crucial role in influencing performance, but leadership style may not have a direct effect (Bekti, 2022; Juarsa Badri, 2022). Furthermore, motivation, which can be influenced both directly and indirectly by discipline, has a significant role in determining performance, particularly in adaptable work settings like remote work during the COVID-19 pandemic (Bawono et al., 2020). The effectiveness of performance is also linked to the quality of public services and the attainment of strategic objectives, with competence and performance being the primary factors (Rofik et al., 2022). Furthermore, cultural elements, such as the work ethics deeply ingrained in Minangkabau society, have the potential to enhance performance using training and incentives (Fitri et al., 2022). The effective performance of personnel relies on the proper placement based on their competencies and the effective management of power and responsibility, as emphasized in the Manado City study (Jibrán et al., 2022). These indicators jointly assess the performance of the Civil Service, highlighting the importance of a comprehensive approach to performance management.

To enhance the ASNs' (Civil Servants) performance in the Sawahlunto City Government, acquiring skilled and efficient resources who can deliver exceptional performance and effectively execute administrative tasks is imperative. This will ensure a well-organized division of labor and a more focused and systematic approach to completing assignments—the efficiency of the State Civil Apparatus at the Sawahlunto City Population Control and Family Planning Health Service. Based on the 2022 performance report, the report indicates positive results. However, further research is required to investigate the execution of the State Civil Apparatus Performance at the Sawahlunto City Population Control and Family Planning Health Service. Researchers conduct a thorough study to gather data that accurately reflects the facts and realities observed in the field, as some initiatives still have not been successfully implemented.

## 2. Literature Review

### Performance Concept

As stated by Mangkunegara (2017), performance refers to the outcome of an employee's job, measured in terms of both quality and quantity, as they fulfill their assigned obligations. Performance, as defined by Wibowo (2010), refers to the extent to which individuals contribute to the objectives of their work, work unit, and organization through their conduct and the utilization of their skills, abilities, and knowledge. Performance, as defined by Fahmi (2016), refers to the outcomes achieved by an organization, whether profit-oriented or non-profit-oriented, over a specific time frame. Kasmir (2016) states that performance relates to work and work behavior accomplished in fulfilling assigned duties and obligations within a particular timeframe. Edison (2016) defines performance as the outcome of a process that is evaluated and quantified in a specific timeframe by predetermined criteria or arrangements.

Employee performance encompasses the level of work accomplished by employees within a specific timeframe, aligned with their assigned duties and the objectives of the business (Rochmawati & Indiyati, 2022). Performance in sectors such as banking is driven by several elements, including organizational commitment, employee engagement, and involvement, which are significant drivers (Ali & Zainol, 2022). The impact of workload on performance is unfavorable, but this effect can be mitigated, and performance can be improved by having great emotional intelligence (Maghfiroh et al., 2023). Competencies and demographics, such as age, gender, and education level, are supplementary elements that substantially impact employee performance, particularly in government organizations (Rochmawati & Indiyati, 2022). Sharing information and competencies is crucial, as research has demonstrated that it can significantly enhance performance by cultivating a supportive atmosphere (Naseh et al., 2023). The effectiveness of human resources, encompassing their expertise and dedication, is crucial for attaining desirable outcomes, particularly in governmental contexts (Tinggogoy & Reza, 2022).

Research on employees in many sectors has demonstrated a positive correlation between job satisfaction, work motivation, discipline, and higher performance (Hasanah & Dewi, 2023). A comprehensive examination emphasizes that elements such as organizational structures, crucial performance metrics, and employee contentment play a vital role in effectively controlling and enhancing employee performance (Triansyah et al., 2023). Multiple studies have shown that the work environment and rewards favor and significantly influence performance (Sari et al., 2022). The characteristics of motivation, discipline, and competence collectively impact performance, highlighting their significance in organizational settings (Sumarni, 2022). A supportive workplace, with friendly coworkers and caring leaders, promotes positive motivation and healthy competition, which are crucial for enhancing employee performance (Cooke et al., 2019). Hence, the performance of employees is a multifaceted interplay between human capabilities, support from the company, and external influences.

### State Civil Apparatus

The discussion of the State Civil Apparatus is inherently linked to the Law of the Republic of Indonesia no. 5 of 2014, which pertains to the State Civil Apparatus. The State Civil Service is a professional organization responsible for managing all areas of government responsibilities at the state level. The State Civil Apparatus is accountable for executing state administration activities, serving as the leading human resource behind the bureaucracy. Hence, it is crucial to effectively administer the state civil apparatus, with one of the key measures being implementing bureaucratic reform. As a state civil servant, he must continuously improve his skills, effectively utilize his abilities, cultivate his potential to compete within the organization and take responsibility for his performance. Various specialists also hold ideas regarding the precise definition of State Civil Apparatus or Civil Servants. According to Widjaja (2006), employees are human workers who dedicate their mental faculties and cognitive abilities to perform official tasks. Hence, to accomplish their objectives, utmost collaboration is necessary. According to Musanef (2006), employees

perform their responsibilities and receive payment for their services through salary and allowances from the government or the private sector. The manager is responsible for executing duties with direct guidance to ensure the production of work that aligns with the requirements of both government and private organizations.

### 3. Methods

The researchers will utilize descriptive research using a qualitative approach. Qualitative research is a type of research that follows the philosophy of postpositivism. It focuses on studying the characteristics of natural objects without conducting experiments. In this type of research, the researcher plays a crucial role as the main instrument. The data collection technique involves combining multiple methods to ensure accuracy. The analysis of the data is done inductively and qualitatively. The results obtained from qualitative research are based on these processes. Qualitative research prioritizes the interpretation of meaning rather than the creation of generalizations (Sugiyono, 2016). Qualitative research, as defined by Creswell (2014), involves the collection, analysis, and interpretation of data in the form of narratives and visuals rather than numerical data. Its purpose is to obtain insight into specific phenomena of interest. Sugiyono (2016) defines a descriptive approach as a type of study that focuses on investigating and documenting social situations comprehensively and in detail. This technique is guided by a specific issue formulation that directs researchers to explore and capture the topic's essence under investigation thoroughly.

### 4. Result

#### Performance of State Civil Apparatus

Performance refers to the successful accomplishment of work objectives established by an institution and executed by leaders and employees, including those in human resources, inside both governmental and business organizations, to achieve organizational goals (Buller & McEvoy, 2012; Paarlberg & Lavigna, 2010). The foundation of performance management is in the collaboration between the State Civil Apparatus (ASN) and managers to

establish a clear understanding and agreement on the tasks and responsibilities of the ASN, the level of proficiency required for their execution, the rationale behind these tasks, and other relevant aspects. The current performance metrics are of high quality. Performance or work achievement refers to the level of quality and effectiveness in the work outcomes accomplished by an individual while fulfilling their assigned obligations. Quality refers to the extent to which the implementation of activities or outcomes comes close to perfection or meets the desired objectives. The quality of work is directly linked to the standards of achievements achieved by the State Civil Service (ASN). This scenario refers to the proficiency of the State Civil Apparatus (ASN) in fulfilling their tasks with precision, tidiness, and comprehensiveness as per the predetermined norms.

Based on the interview assessment results, it was determined that the Sawahlunto City Population Control and Family Planning Health Service employees consistently produced high-quality work. This is attributed to their muscular abilities and skills, enabling them to complete tasks and meet targets efficiently. Nevertheless, certain State Civil Servants lack comprehension or have minor challenges when it comes to utilizing computers. The aspect of old age has a significant impact, as evidenced by the lack of competence among many State Civil Apparatus (ASN) when entering their data in My SAPK and eKinerja. Nevertheless, to address this issue, data entering into My SAPK and completing eKinerja are facilitated by the Civil Service division's State Civil Servants (ASN). The assessment of the State Civil Apparatus (ASN) performance quality is based on their evaluation of the work quality and the level of proficiency in completing tasks, considering their skills and talents. The Government of the Republic of Indonesia has sought to enhance the execution of responsibilities and achieve the efficient performance of the State Civil Apparatus (ASN) by issuing Government Regulation (PP) Number 17 of 2020, which pertains to revisions of Government Regulation Number 17 of 2017 regarding the management of civil servants. This aims to enable ASN to conduct adaptive and ethical work to enhance the performance of State Civil Apparatus (ASN) personnel. Work quality

refers to effectiveness and efficiency in achieving organizational goals through human or other resource utilization. Hence, enhancing the caliber of labor for the advantage of governmental entities, particularly municipal or regional administrations, holds the utmost significance.

The subsequent metric for evaluating performance is quantity. Quantity refers to the specific amount that needs to be attained or generated, such as the total value in rupiah, the count of units, or the number of completed activity cycles. This can be observed by employees' efforts to efficiently utilize a specific timeframe and demonstrate swiftness in accomplishing their assignments and duties. The performance evaluation of ASN personnel in the General Administration and Personnel Division at the Sawahlunto City Population Control and Family Planning Health Service is determined by the extent to which the targets set by the leadership for their staff are met. The apparatus has diligently executed every task assigned by the superior, strictly adhering to the job description and following the instructions provided by the superior while the employee remains on duty. Based on the performance successes demonstrated in the work presented, most of the equipment has successfully achieved the desired results from the jobs performed.

According to the findings from research interviews, performance goals for the State Civil Apparatus (ASN) have been established and implemented in line with these goals. The execution of tasks has been based on the prescribed work standards and each employee's primary responsibilities and functions. The completion of work has been carried out efficiently, and the workload has been evenly distributed among all current employees. Work quantity refers to the amount of work and productivity generated by the State Civil Apparatus (ASN) within a specific timeframe or the outcomes achieved by the State Civil Apparatus (ASN) based on predetermined standards. It indicates the ability of employees to complete their tasks efficiently within a relatively short period.

Nevertheless, there are still State Civil Apparatus (ASN) who fail to adhere to their job's predetermined deadlines and objectives. The

main challenge faced by State Civil Apparatus (ASN) is their limited knowledge and skills in using electronic devices such as computers and laptops, which hinders their ability to complete their work efficiently. Additionally, age can also be a factor that affects their performance. To address these challenges, it is essential to motivate and provide training to the State Civil Apparatus (ASN) to work effectively and meet the set deadlines. Being a State Civil Apparatus (ASN) at the workplace necessitates computer proficiency to enhance job speed and efficiency. Accuracy refers to the extent to which an action is accomplished within the intended timeframe, including synchronizing other outcomes and the available time for different tasks. Employees can efficiently perform tasks within the designated timeframe, allowing them to make the most of their available time for other activities. Every job possesses distinct qualities, wherein specific tasks must be executed punctually, as they rely on completing other duties. The researcher will elucidate how employees fulfill their designated work hours in the upcoming interview.

Based on the research interviews, researchers determined that state civil servants demonstrate high timeliness in implementing or executing tasks. Nevertheless, a few State Civil Servants (ASN) still encounter difficulties in maintaining punctuality. The challenges faced by State Civil Apparatus (ASN) in fulfilling their responsibilities stem from internal factors inside the State Civil Apparatus (ASN) and the environmental circumstances in which they operate. The internal barriers faced by the State Civil Apparatus (ASN) are mainly related to their comprehension of assigned tasks and their understanding of established standards. On the other hand, external barriers faced by the State Civil Apparatus (ASN) are primarily technical, such as network disruptions. Performance refers to the outcome of an individual's efforts in completing assigned duties, influenced by their abilities, experience, dedication, and adherence to deadlines, all aimed at achieving organizational objectives. Thus, it is closely tied to work motivation.

Collaboration is the cooperative endeavor between individuals or groups, where both parties work together towards a shared objective to achieve more efficient and superior

outcomes. Collaboration facilitates the execution of actions to meet individual and collective needs more efficiently than personal efforts, mainly when dealing with tasks with specific time constraints. Hence, collaboration significantly impacts the achievement of a group in accomplishing organizational assignments. Cooperation is the collaborative effort of individuals to achieve a shared objective. Thus, the organization's human resources consist of all its members or citizens, who are classified into administrators, managers, and workers based on their respective levels. Effective collaboration has been created among authorities at the Sawahlunto City Population Control and Family Planning Health Service, encompassing superiors, subordinates, colleagues, and other institutions. An optimal work environment is conducive to efficient work completion and enhanced concentration.

Researchers' observations and interviews revealed that cooperation at the Sawahlunto City Population Control and Family Planning Health Service is highly effective. There is a strong bond between superiors and subordinates and between different agencies. Good communication fosters a cohesive teamwork environment where individuals contribute to each other's success. However, the language barrier frequently arises when ASNs utilize their regional languages, leading to occasional misunderstandings and difficulties in comprehending the intended message. Thus, all employees of the Health Service with an ASN designation have been instructed to utilize and acquire proficiency in universally understandable and straightforward language. It is crucial to achieve improved outcomes to facilitate effective communication and attain shared objectives. Effective collaboration is essential for achieving the goals and requirements of a government agency. Cooperation not only saves time, energy, and resources but also plays a significant part in a group's success in fulfilling a government agency's tasks.

### **Obstacles in the Performance of State Civil Apparatus**

Engaging in an activity inevitably involves challenges in handling its objective. In

the case of the State Civil Apparatus (ASN), which is possible for public service, they encounter difficulties. Here are some of the obstacles faced by the State Civil Apparatus in the General Administration and Personnel Section at the Sawahlunto City Population Control and Family Planning Health Service. Research interviews have concluded that the Sawahlunto City Population Control and Family Planning Health Service faces hurdles regarding facilities and equipment, including inadequate wifi internet networks and PCs and laptops. The significance of office facilities and infrastructure in an institution significantly impacts efforts to enhance work efficiency and effectiveness. Thus, an organization needs office facilities and infrastructure that can effectively support employees in performing their responsibilities and tasks, ensuring the seamless operation of other activities. Well-equipped office facilities and infrastructure are crucial for an organization to accomplish its objectives effectively. Efficiently preparing office facilities and infrastructure is essential to provide seamless employee work activities. Inadequate office infrastructure at an agency's office might hinder the efficiency of office operations. However, this does not necessarily imply a lack of motivation among staff to achieve the goals of the government agency.

Human resources play a crucial role in facilitating the achievement of an institution's aims (Batt & Hermans, 2012; Shen et al., 2009). According to the interview findings, the researcher concluded that a significant hindrance to work was the lack of proper facilities, namely unreliable internet or WiFi networks. These networks frequently encountered disruptions, which impeded work that relied on internet connectivity and prevented it from functioning efficiently. Additionally, this applies to computer or laptop systems with relatively poor specifications or not adequately updated. This results in the inability to run specific applications or software on workplace PCs. Based on the descriptions above, it is evident that insufficient office infrastructure recommendations will hurt staff performance. Hence, in everyday life, if an organization's infrastructure is sufficient, it will facilitate staff performance in attaining organizational objectives. There is a strong

correlation between infrastructure and staff performance. In theory, workers or human resources cannot perform any activity without sufficient facilities and infrastructure support. Work support facilities and infrastructure refer to the tools utilized in a profession for physical and non-physical tasks.

### **Efforts made to overcome obstacles to the performance of the State Civil Apparatus**

According to the interview findings, the researcher concluded that the organization addressed work challenges by devising plans to acquire new laptops and computers for the Sawahlunto City Population Control and Family Planning Health Service. These devices were equipped with the latest specifications to enhance their effectiveness in performing their duties, ensuring that the equipment used was up-to-date. The effectiveness of one's work is intricately linked to the quality and functionality of the equipment and facilities available in the workplace. The quality and comprehensiveness of the facilities and infrastructure directly enhance an employee's work effectiveness. Furthermore, in the present era, the majority of jobs necessitate access to the Internet. The internet at this location can be described as the necessary facilities and infrastructure. If a task requires an internet connection but there is no available connection, the task will be unable to be finished. The amenities and infrastructure in this location significantly impact the productivity of employees. In this scenario, leadership is integral since leaders are accountable for guiding employees to uphold and enhance the quality of facilities and infrastructure, fostering a conducive work environment.

In addition to the hindrance posed by inadequate facilities and infrastructure, the Sawahlunto City Population Control and Family Planning Health Service also faces obstacles in the performance of its employees (ASN). To address this issue, the head of the Sawahlunto City Population Control and Family Planning Health Service has taken measures to provide training. The acquisition of knowledge is closely tied to the utilization of technology. Nearly all tasks performed by ASN are technology-dependent, necessitating the use of laptops and computers. Consequently, it is anticipated that

ASNs can enhance their performance through training and adherence to scientific principles. The effectiveness of a government office or agency can be measured by its ability to accomplish predetermined success objectives. One can employ human and other resources, such as capital and office infrastructure, to achieve this objective. Humans are a valuable asset for an organization due to their social nature and capacity for collaboration, communication, and goal-setting. Human Resource Development can enhance employee performance, resulting in a productive, competent, and proficient staff that operates successfully and efficiently.

### **5. Conclusion**

The performance of the State Civil Apparatus in the General Administration and Personnel Section at the Sawahlunto City Population Control and Family Planning Health Service is commendable due to their competence and proficiency in completing tasks and meeting targets. However, there is room for improvement in task implementation to enhance the quality of work further. The State Civil Apparatus (ASN) performance target has been established and successfully met. The work has been carried out according to each employee's prescribed standards and responsibilities, resulting in the practical completion of tasks and equitable distribution of workloads of current employees. The timeliness of the State Civil Apparatus (ASN) in carrying out tasks is quite ideal, while there are still a few hindrances to punctuality. The challenges they encounter stem from the State Civil Apparatus (ASN) and the environmental circumstances in which they operate. The internal barriers the State Civil Apparatus (ASN) face pertain to their comprehension of assigned tasks and their understanding of established standards.

On the other hand, external obstacles faced by the State Civil Apparatus (ASN) typically involve technical issues, such as network disruptions. The level of cooperation is commendable, both among superiors and subordinates, as well as between different agencies. A strong emphasis is on fostering effective communication to promote cohesive teamwork and mutual support. Cooperation is



pivotal in optimizing efficiency, conserving resources, and reducing expenses. Consequently, it significantly contributes to the success of a government agency.

The State Civil Apparatus in the General Administration and Personnel Section at the Population Control and Family Planning Health Service of Sawahlunto City faces obstacles in their performance due to insufficient facilities and infrastructure. Specifically, inadequate internet and WiFi connection networks frequently experience interference, causing disruptions in the employees' work processes. Furthermore, computer systems have constraints imposed on them in terms of quality and quantity. The current computer specs are generally inadequate, resulting in the inability to run specific applications, necessitating an upgrade of the device. In addition to Human Resources, the HR department still lacks awareness regarding studying and updating information technology, which ultimately leads to suboptimal employee performance.

Efforts to address challenges in the performance of the State Civil Apparatus in the General Administration and Personnel Section at the Sawahlunto City Population Control and Family Planning Health Service involve developing plans to acquire state-of-the-art laptops and computers for the employees, with specific and detailed specifications. Efforts are made to enhance human resources by providing current equipment and assistance for work execution. Training and knowledge growth, particularly in the use of technology, are emphasized. It is expected that ASN can enhance its performance via training and scientific discipline. Additionally, it is essential to conduct assessments or oversight by superiors to ensure that the work performed is optimal and aligns with performance objectives.

## 6. Limitation

It is essential to acknowledge that this study has certain limitations. Qualitative research methodologies may include inherent biases due to the subjective nature of data collecting and interpretation. Furthermore, the study's sample size and research focus are confined to a single department in Sawahlunto City, potentially lacking a comprehensive

representation of the functioning of the State Civil Apparatus (ASN) in other regions or departments. Furthermore, technological infrastructure restrictions may affect performance measures and data collection, such as insufficient internet connectivity and obsolete computer systems. Moreover, this research encounters obstacles due to restricted resources and facilities, which can impact the comprehensiveness and thoroughness of the research findings. Finally, the presence of human resource factors, such as insufficient advanced training and inadequate ongoing professional development for the workers engaged, could have influenced this study's overall performance and outcomes.

## 7. Implications

The results of this investigation have numerous significant practical consequences. The findings of this study emphasize the necessity for improved policy formulation regarding the distribution of resources, particularly regarding technology infrastructure and continuous professional growth for ASN. Additionally, the implementation of regular and thorough training programs that specifically target technology advancements and administrative competencies has the potential to enhance staff performance. Furthermore, enhancing technology resources, such as internet connectivity and computer systems, is crucial for augmenting the efficiency and efficacy of ASN. Furthermore, implementing a robust performance evaluation system incorporating explicit standards and frequent evaluations can effectively pinpoint areas for enhancement and guarantee responsibility. Finally, fostering more communication and collaboration across different departments can lead to a more effective allocation of resources and enhance the overall performance of ASNs.

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