

Performance analysis of state civil apparatus of

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Performance analysis of state civil apparatus of regional development planning agency Rokan Hilir Regency Indonesia

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Abstract--This study aims to determine and analyze the State Civil Apparatus performance at the Regional Development Planning Agency of Rokan Hilir Regency. The provision of performance allowances to each employee is expected to realize discipline enforcement. Therefore, it can improve employee performance in providing services to agencies and the community and can improve welfare for civil servants within the Regional Planning and Development Agency of Rokan Hilir Regency. This research uses a qualitative research method with a descriptive research type. The primary informants in this study were officials in the Regional Development Planning Agency of Rokan Hilir Regency. Sample selection is done by (purposive sampling). Based on the results of research and data analysis shows that (1) Performance Allowance is very influential on the Performance Achievement of the State Civil Apparatus of the Regional Development Planning Board of Rokan Hilir Regency; it is concluded based on the responses of respondents who on average have a problem with the provision of performance allowances that are not by the workload that is being carried out. This is because ASN still does not work but still receives performance allowances. (2) The lack of supervision by the leadership on the performance of ASN at the Regional Development Planning

Agency of Rokan Hilir Regency, can be seen from the lack of punishment for those who do not complete their performance and rewards for those who have completed their work.

Keywords---performance, state civil apparatus, development planning agency.

Introduction

All civil servants must continuously improve their performance to provide the best possible service to the community. By the Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus in paragraph 11 regarding the tasks received by civil servants, one of which is to provide professional and quality public services. On the basis of this in public organizations, civil servants who are mentally good, authoritative, efficient, high quality, honest and have a high awareness of their responsibilities as state apparatus are needed. In addition, government officials are required to carry out their duties and functions based on their positions properly so that the achievement of predetermined goals and objectives can create final results, benefits and positive impacts that the community can feel.

The government is an organization that manages, governs, regulates a government and improves the welfare of its people for the realization of good governance. One of them is the existence of a bureaucratic reform program, namely the Grand Design for Bureaucratic Reform 2010-2025. In this bureaucratic reform, there are 8 areas of change. In this case, the author focuses on one change area, improving ASN performance. The Regional Development Planning Agency of Rokan Hilir Regency is one of the strategic Regional Apparatus Organizations and makes a major contribution to the running of government in Rokan Hilir Regency. This is related to the main tasks and functions of the Regional Development Planning Agency as an agency that assists the Regent's duties in carrying out the formulation and implementation of regional policies in the fields of Human and Community Development, Economics and Natural Resources, Social and Culture, Infrastructure and Regional Development.

The performance of the employee will increase the credibility of the employee himself, it is used as a parameter to measure the employee's success in carrying out his duties and work. In general, the performance of civil servants can be seen from their ability to provide services quickly, accurately, and satisfactorily. Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus Article 12 states that ASN employees act as planners, implementers, and supervisors of the implementation of general government tasks and national development through the implementation of policies and public services that are professional, free from political intervention, and clean. from corruption, collusion and nepotism.

Organizational management is basically a human management process. The efficiency of the organization's implementation often depends on the management and utilization of people. It takes a right human resources, who can follow the

task load that must be carried out so that organizational goals can be achieved effectively and efficiently. The less than optimal performance of employees, such as prioritizing their personal interests, can cause the organization's overall productivity to decrease. Likewise, in government agencies, performance is referred to as an answer to the success or failure of the initial objectives of the work program and policies that have been set.

Performance Allowance is an external factor that influences efforts to improve employee performance. Performance allowance is one of the implementations of providing appropriate compensation or rewards for performance or work performance. Or in other words, the performance allowance is an award in the form of additional income given to employees for their performance to increase employee morale. The provision of performance allowances according to Government Regulation Number 12 of 2019 concerning Regional Financial Management in Article 58 emphasizes "Additional Income is given in the context of increasing employee welfare based on work performance, place of duty, working conditions and the scarcity of the profession". Performance Allowance is given to civil servants and prospective civil servants.

Performance allowances take into account the performance achievements of employees who are assessed in one year. Based on Government Regulation Number 46 of 2011, employee performance appraisal consists of two elements: Employee Work Targets (SKP) and employee behavior. The existence of a performance achievement target according to the work targets in the SKP made by civil servants is expected to create civil servants who have good performance, are motivated and have good behavior in terms of service, integrity, commitment, discipline, cooperation and leadership, because so far opinions have been formed in the community. On the other hand, that civil servants are always associated with poor performance, low motivation and very lack of discipline (Hanifah, 2017: 188).

Based on the results of previous studies, it can be seen that the provision of benefits has a positive impact on employee performance, motivation, and discipline as in the research conducted by Jacqueline, Dian Fitriani, Rabiatul Amina, Sirajuddin Saleh, etc. Therefore, the provision of performance allowances to each employee is expected to realize discipline enforcement and can improve employee performance in providing services to agencies and the community and can improve welfare for civil servants within the Regional Planning and Development Agency of Rokan Hilir Regency.

In the process of providing performance allowances, Rokan Hilir Regent Regulation Number 20 of 2020 was issued regarding additional income for civil servants in Rokan Hilir for the provision of State Civil Apparatus Allowances for the 2020 Fiscal Year. The procedure for providing this allowance is also carried out in accordance with a Circular from the Agency for Personnel and Human Resources Management which contains Guidelines for Performance Assessment in Providing Additional Income for Civil Servants within the Rokan Hilir Regency Government, which contains the legal basis, policies, aims and objectives as well as procedures. Implementation of the provision of allowances and criteria in performance appraisal, including performance measurement based on Employee

Performance Targets (SKP) and attendance lists (attendance). However, in the process of paying the Employee Income Supplemental Allowance according to the Circular Letter above, there are obstacles in the implementation of payments that are sometimes not timely by the payment provisions that have been regulated, namely on the 5th of the following month, due to constraints in regional financial conditions and capabilities.

Based on the background of these problems, this research focuses on the problem of Performance Analysis of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency, to answer the formulation of the problem are How is the Performance Analysis of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency? And What are the inhibiting factors in the Performance Analysis of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency? So in this case, this study aims to "Find out and analyze how the Performance of the State Civil Apparatus of the Regional Development Planning Board of Rokan Hilir Regency".

Research Method

This study uses a qualitative method with a descriptive approach where the data collection technique used focuses on processing information obtained through a literature review about an object that is declared a phenomenon according to the actual situation. The implementation of descriptive research methods is not limited to collecting and compiling data, but includes analysis and interpretation of the meaning of the data, besides that everything that is collected is likely to be the key to what is being studied. (Tamameu et al., 2017) This paper's purpose is to analyze the Performance Analysis of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency.

In the details of this study, using data in the form of primary data and secondary data. In primary data, research uses data obtained through observation and documentation techniques to produce accurate information because it directly correlates with the research theme. Furthermore, secondary data is data obtained from literature reviews originating from various electronic media, journals, books, scientific articles and trusted websites that can support the acquisition of additional data such as Dessler's concepts and theories in formulating the Performance Allowance process with the following variables: variables such as 1) appropriateness of allowances, 2) adequacy of allowances, 3) satisfaction of allowances, and 4) punctuality, along with some information related to research writing.

Result and Discussion

Various findings resulting from other studies that discuss related issues such as research by Jacqueline Fritzie Najoan, Lyndon R. J. Pangemanan, Ellen G. Tangkere (2018) with the research title "The Effect of Performance Allowances on Employee Performance at the Minahasa Regency Agriculture Service" performance is very influential on the results of the performance of the Minahasa Regency Agriculture Service. This study showed that the t-test probability value was $0.000 < 0.05$, which means that H_0 was rejected and H_1 was accepted. Thus, the

performance allowance significantly affects employees' performance at the Minahasa Regency Agriculture Service.

Banta Karollah conducted another study, Syarifah Nathasya (2018) with the research title "The Effect of Work Performance Allowances and Work Discipline on the Performance of Civil Servants at the Aceh Personnel Agency". work and Work Performance Allowance problems. Based on the analysis results, it can be concluded that work performance allowances and work discipline strongly influence the performance of civil servants at BKA.

Furthermore, research by Sirajuddin Saleh, Muhammad Darwis (2015) with the research title "The Effect of Allowances on the Performance of Makassar State University Employees" in this paper, the results show that: 1) Employees' perceptions of the provision of performance allowances are very high; 2) Employee performance is categorized as very high; 3) There is a positive and significant effect between the provision of performance allowances on employee performance. Therefore, it is recommended to the leadership at the Makassar State University BAUK, to try to maintain its performance and improve it.

Furthermore, Mugiye (2018), with the research title "The Influence of Performance and Discipline Allowances on the Performance of the Office of the Ministry of Religion of South Bengkulu Regency" Based on the results of the research and discussion, the following conclusions can be drawn: first, there is the effect of performance allowances on the performance of the employees of the Ministry of Religion Office of South Bengkulu Regency. Second, there is the influence of discipline on the performance of the employees of the Ministry of Religion of South Bengkulu Regency. Third, simultaneously there is an influence between performance allowances and discipline on the performance of the Ministry of Religion of South Bengkulu Regency employees with a correlation coefficient between X1 and X2 together with Y of 97 which indicates a very strong relationship.

Then research by Elvira Septiany Latuconsina, Sadu Wasistiono, Andi Pitino (2019), with the title Performance Allowance (X) Performance (Y). run effectively according to existing regulations. However, several problems must be corrected by the Maluku Provincial government, especially the Maluku Provincial Personnel Agency so that in the future the implementation of the Regional Performance Allowance (TKD) can run according to the rules that have been set, namely the determination of the amount of the Regional Performance Allowance given is adjusted to the indicators. Civil States Apparatus performance appraisal. If this can be carried out properly according to existing regulations, the provision of Regional Performance Allowances can improve the performance of ASN in the Regional Personnel Agency of Maluku Province.

And finally, the research of Emmy Ermawati and Suwitho (2019), with the title The results of this study indicates that the financial compensation variable has a significant direct effect on the performance variable. The same happened to the non-financial compensation variable but in the opposite relationship. The coefficient of determination for the motivation variable is 76.7%, which means that this variable can be explained by the two independent variables in this study.

This is different from the performance variable which is only 42.9%. Furthermore, this research is expected to contribute to the development of management science studies, especially human resource management, so it can be a reference for further research.

Performance Analysis of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency

The performance of the employee will increase the credibility of the employee himself, it is used as a parameter to measure the success of the employee in carrying out his duties and work. In general, the performance of civil servants can be seen from their ability to provide services quickly, accurately, and satisfactorily. Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus Article 12 states that ASN employees act as planners, implementers, and supervisors of the implementation of general government tasks and national development through the implementation of policies and public services that are professional, free from political intervention, and clean. from corruption, collusion and nepotism.

Performance Allowance is an external factor affecting efforts to improve employee performance. Performance allowance is one of the implementations of providing appropriate compensation or rewards for performance or work performance. Or in other words, the performance allowance is an award in the form of additional income given to employees for their performance to increase employee morale. Provision of performance allowances according to Government Regulation Number 58 of 2005 concerning Regional Financial Management in Article 63 emphasizes "Additional Income is given to improve employee welfare based on work performance, place of duty, working conditions and scarcity of the profession". Performance Allowance is given to civil servants and prospective civil servants. Based on Government Regulation Number 46 of 2011, employee performance appraisal consists of two elements: Employee Work Targets (SKP) and employee behavior.

The provision of performance allowances to each employee is expected to realize discipline enforcement and can improve employee performance in providing services to agencies and the community and can improve welfare for civil servants within the Regional Planning and Development Agency of Rokan Hilir Regency. Performance Analysis of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency Performance allowances or remuneration can provide additional income to each employee, so that employees are more concentrated in their work. The remuneration system for each employee is part of the bureaucratic reform implemented by the government. Civil servants who have only received remuneration in the form of pay for person and pay for position, the Ministry of Finance has started bureaucratic reforms, one of which is changing the remuneration system from personal and position considerations to remuneration based on grading (class of office), bureaucratic reform is necessary and will be carried out in stages for all levels of Civil Servants, starting with the Ministry of Finance, by changing the remuneration system so that employee income other than salary based on class, is also given additional income as a counter achievement from current performance.

The addition is calculated from education and knowledge, required experience, complexity (complexity) of work, scope of work, type and nature of problems to be solved, supervision received, responsibility for supervision/supervision of others, the impact of decisions/consequences of mistakes, the work relationships to be done and the conditions of the work environment. This shows that the remuneration of civil servants is something that can provide a solution for improving employee performance. Dessler (2015:417).

Performance is the result of a process that refers to and is measured over a certain period based on predetermined terms or agreements. "Performance is the result of an employee's work in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization." Sutrisno (2016:172). Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. The performance also describes the extent to which a person's activities in carrying out tasks and trying to achieve the goals that have been set. Rivai and Basri (2005:50).

In order to realize the government goals that have been set previously, good interaction is needed between existing government agencies, employees with one another, each of which has a fairly large role and task in achieving government goals. The existence of human resources and all existing resources within an organization can determine the success of achieving organizational goals. For the sake of the sustainability of the life of an organization, it is human beings who do various things to achieve the organization's goals by spending all their energy, thoughts, talents, and creativity.

Currently, government agencies are faced with various problems, both internal and external problems. Internal problems that still often occur are regarding human resources themselves which here are state civil servants who still have limitations in their work, this happens because of the varied resources of each individual, besides that there are external problems, namely an imperfect system, this is certainly a problem considering the handling is beyond the ability. For this reason, a qualified State Civil Apparatus is needed to be able to help achieve the goals of the agency, it cannot be denied that every existing government agency has a goal that must be achieved. To achieve this goal, it can be done by utilizing existing resources, especially human resources whose existence is very important for the sustainability of a government agency.

Human resources here are civil state apparatus which is an important asset as a determining factor for the success of achieving agency goals, this is because it is employees who directly interact with the community to provide services. For this reason, the performance of employees must always be considered and improved. Performance Allowance is an external factor that influences efforts to improve employee performance. Performance allowance is one of the implementations of providing appropriate compensation or rewards for performance or work performance. Or in other words, the performance allowance is an award in the form of additional income given to employees for their performance to increase employee morale. Provision of performance allowances according to Government

Regulation 58 of 2005 concerning Regional Financial Management in Article 63 emphasizes, "Additional Income is given to improve employee welfare based on work performance, place of duty, working conditions and scarcity of the profession". Performance Allowance is given to civil servants and prospective civil servants.

Based on the results of previous studies, it can be seen that the provision of benefits has a positive impact on employee performance, motivation and discipline as in the research of Boedianto (2012), Palagia, et al (2012), James et al (2015). However, in other studies, it can be seen that not all allowances provide the expected impact, such as the research of Kristanti (2012), and Andrianto (2013). Therefore, to determine the performance of the State Civil Apparatus of the Regional Development Planning Agency of Rokan Hilir Regency, the researchers analyzed the inhibiting factors in the Performance Analysis of the State Civil Apparatus of the Regional Development Planning Agency of Rokan Hilir Regency.

Inhibiting factors in the Performance Analysis of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency

Every government agency has hope for the success and progress of the agency. One of the factors that can realize the success and progress in question is the achievement of predetermined targets or goals. Whether or not the target or goal is achieved can be seen from the performance of employees working in government agencies. So that employees can produce good performance, it is necessary to have a motivational boost that can build employee morale at work. Something in the work that is under the employee's expectations will create maximum performance from the employee.

In the research analysis, the performance of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency has not run optimally. This is because in carrying out performance there are several obstacles, namely the workload of the State Civil Apparatus which has not been evenly distributed, where only a few people complete the workload while some do not have a burden but still receive benefits, In addition there is a lack of punishment for those who do not complete performance and rewards for who have completed their work and still weak supervision from the leadership. These factors make the performance of the State Civil Apparatus of the Regional Development Planning Agency of Rokan Hilir Regency not run optimally.

While the cause of problems in the Performance of the State Civil Apparatus of the Regional Development Planning Agency of Rokan Hilir Regency is in improving the Performance of the State Civil Apparatus of the Regional Development Planning Agency of Rokan Hilir Regency, what needs to be considered in the payment of Regional Performance Allowances for the State Civil Apparatus is that the amount paid must be in accordance with with the task at hand. Therefore, the leadership role is needed as an official assessing the payment of Regional Performance Allowances so that in providing an assessment they can provide an objective assessment by the reality that occurs.

In addition, to find out more deeply the extent of problem analysis and performance measurement of the State Civil Apparatus of the Regional Development Planning Agency of Rokan Hilir Regency, the author uses the research focus according to the theory or model of the Performance Allowance approach formulated by Dessler, (2015; 417), which is as follows:

Allowance Suitability

Allowances are an attraction for companies to be able to increase employee productivity and job satisfaction. Most companies provide benefits to their employees intending to retain existing employees and make it easier to get qualified employees. The term performance allowance is a new term among Civil Servants. The term that is common and often used by most civil servants is remuneration. Remuneration is associated with increased performance and productivity so that it can be used as an element of motivation for employees to excel. In the Big Indonesian Dictionary (2000:946), remuneration is defined as giving a gift (award for services, etc.); reward. Remuneration can be interpreted as something that employees receive in return for the contributions they have made to the organization where they work.

"Benefits are indirect benefits given to an employee or group of employees as part of their membership in the company. Hasibuan (2016: 118). "Benefits are indirect financial and non-financial payments that employees receive to continue their work with the company. Benefits include things like health and life insurance, pensions, paid leave, and child care facilities. Allowances are a huge expense for most employers. Gaol (2014: 310). According to Handoko in Kadarisman (2016:205), the purpose of benefits is to increase employee motivation to achieve organizational goals by offering financial incentives beyond basic wages and salaries. According to Garry Dessler (2015; 417) the performance allowance is a reward for the work done by looking at the work performance itself.

"Regarding the Allowance Suitability Indicator, the conclusion obtained from the interviews is, there is still a mismatch between those who work and those who do not work where those who work and those who do not work together receive performance allowances, even though each ASN has its own workload and In their respective duties, the fact was found that some of the work in the Regional Development Planning Board of Rokan Hilir Regency was carried out by only a few people while others did not work but still received the same performance allowance so that ASN carried out a mismatch between the allowances and the workload in Regional Development Planning Agency of Rokan Hilir Regency".

Sufficient Allowance

Performance allowance is one of the organization's efforts to retain its employees, hoping that employees can improve their work performance and commitment to the organization. According to Bangun (2012:295), allowances are part of the compensation offered to employees. Compensation is an incentive offered to employees to carry out work according to or higher than the standards set (Handoko, 2011:176). He explained that employee performance allowances are allowances given to employees based on the performance achievements of each

employee. The employee will receive a full allowance if the task can be completed thoroughly. According to Wilson (2012: 294) allowances are financial and non-financial compensation received by employees indirectly for the sustainability of their work at the company where they work.

Allowances given to employees greatly affect performance. Where benefits can motivate employees to work hard in doing work and benefits can also provide high morale. All types of awards in the form of money or not money given to employees properly and fairly for their services in achieving company goals (Panggabean, 2004:132). According to Abdurrahman Fathoni (2006:294) allowances are part of compensation. Allowances are seen as a reward system. The reward system consists of two components: direct compensation related to work performance.

The results of respondents' responses to the Allowance Adequacy Indicator at the Regional Planning and Development Agency of Rokan Hilir Regency, it can be concluded that, "the interview results show that the answers are not fully sufficient, because the workload that is not in accordance with the wages received makes ASN respond that the performance allowance is not sufficient and has not proportional to what is being done, this happens because only a few ASN have more workloads but the performance allowance remains the same as those with less workloads and even those who do not work." In essence, ASN employees work a lot, but the performance allowance remains the same as ASN who work little or even do not work.

Satisfaction Allowance

Satisfaction with a given allowance can positively impact organizational performance, so that it can achieve the goals that the organization has planned. Terry (2000:4) in Sujatmoko (2007:4), incentive is an important actuating tool. Human beings tend to strive more intensely when the reward for accumulating satisfies their personal demand, meaning that performance allowances (incentives) are an essential driving tool. Humans tend to try harder if the remuneration received satisfies what is requested.

Sastrohadiwiryo (2005: 181), compensation for services or remuneration provided by the agency to workers because these workers have contributed energy and thoughts for the progress of the agency in order to achieve the goals that have been set. Allowances given to civil servants which are a function of the successful implementation of bureaucratic reform and are based on the performance achievements of these civil servants which are in line with the performance achievements of the organizations in which the civil servants work. To measure the performance allowance in this study, indicators, namely the principle of justice and the principle of feasibility (Hasibuan, 2009:122). The conclusion of the indicator "Satisfaction of Benefits, is Unsatisfactory, this is due to the fact that the workload of all ASNs in the Regional Development Planning Board of Rokan Hilir Regency has not been created, so there are still ASNs whose workloads are small but the benefits received are the same as ASNs whose workloads are more many. This makes several ASNs with many workloads feel unsatisfied with the performance allowances they receive".

Punctuality

Timeliness here describes how the performance allowance given to ASN is really timely so that it does not cause problems in the performance of ASN, this is because the ASN performance allowance is a mandatory thing that must be paid on time. Simamora (2006:17) says that performance allowances in the form of financial are important for employees, because with them, employees can meet their needs directly, especially their physiological needs. If the performance allowance system is applied fairly and competitively by the agency, the employee will maintain his position in the agency or in other words, the employee will want to continue working at the agency. Consequently, employees will compete to show their best performance, because the agency will only hire employees with good performance. Therefore, employees will be motivated to excel and improve their performance.

Performance allowances or remuneration can provide additional income to each employee, so that employees are more concentrated in their work. The remuneration system for each employee is part of the bureaucratic reform implemented by the government. Civil servants who have only received remuneration in the form of pay for person and pay for position, the Ministry of Finance has started bureaucratic reforms, one of which is changing the remuneration system from personal and position considerations to remuneration based on grading (class of office), bureaucratic reform is necessary and will be carried out in stages for all levels of Civil Servants, starting with the Ministry of Finance, by changing the remuneration system so that employee income other than salary based on class, is also given additional income as a counter achievement from current performance. Garry Dessler (2015;417).

Employee performance benefits may increase or decrease in line with the increase or decrease in performance. There is a close relationship between performance allowances and employee performance; it can also be said that performance allowances are a process of providing rewards given to employees by the work achieved by employees. Provision of employee performance allowances is carried out fairly and appropriately in accordance with the weight of the work and responsibilities to spur productivity and ensure employee welfare. Garry Dessler (2015;419). From the Punctuality Indicators, it can be concluded that the timing of receiving ASN performance allowances at the Regional Planning and Development Agency of Rokan Hilir Regency is satisfactory, so that respondents are satisfied with the timeliness in receiving performance allowances, and this has an impact on ASN work morale which is maintained despite the burden. the work received is not evenly distributed.

Recommendation

Based on the research that has been done, it can be concluded that the term performance allowance is a new term among Civil Servants. The term that is common and often used by most ASN is remuneration. Remuneration is associated with increased performance and productivity so that it can be used as an element of motivation for employees to excel. The basis for the provision of performance allowances according to Government Regulation 58 of 2005

concerning Regional Financial Management in Article 63 emphasizes "Additional Income is given to improve employee welfare based on work performance, place of duty, working conditions and the scarcity of the profession". Performance Allowance is given to civil servants and prospective civil servants. The results showed that:

1. Performance Allowance is very influential on the Performance Achievement of the State Civil Apparatus of the Regional Development Planning Agency of Rokan Hilir Regency, it is concluded based on the responses of respondents who on average have an issue with the provision of performance allowances that are not by the workload being carried out, this is because there are still ASNs who does not work but still gets a performance allowance.
2. Lack of supervision by the leadership on the performance of ASN at the Regional Development Planning Agency of Rokan Hilir Regency, can be seen from the lack of punishment for those who do not complete their performance and rewards for those who have completed their work.

The conclusion at the same time has answered the formulation of the problem: How is the Performance Analysis of the State Civil Apparatus at the Regional Development Planning Agency of Rokan Hilir Regency? And has achieved the research objective which is to find out and analyze how the performance of the State Civil Apparatus of the Regional Development Planning Board of Rokan Hilir Regency is.

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