Development strategy of apparatuses performance in the management of conservation area of South Sulawesi natural resource conservation

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Abstract. This study aims: (1) to analyze the implementation of performance management in the management of conservation areas at the South Sulawesi Natural Resources Conservation Center; (2) formulating a strategy for developing apparatus performance in the management of conservation areas at the South Sulawesi Natural Resources Conservation Center. This study uses a qualitative descriptive approach conducted at the Central Office for Conservation of Natural Resources in South Sulawesi. Data were analyzed with descriptive analysis techniques and SWOT analysis. The results showed that the implementation of performance management conducted at the South Sulawesi KSDA Center was not optimal. This is due to the limited number of State Civil Apparatus Office of South Sulawesi KSDA, the lack of training and education for the State Civil Apparatus, as well as facing Problems in the management of conservation areas (encroachment, illegal logging, and forest fires). However, the performance management process at the South Sulawesi KSDA Center has already proceeded from performance planning, performance implementation, and performance evaluation. Based on the SWOT analysis the priority strategies for developing the performance of the South Sulawesi KSDA Office personnel are: (1) Improving employee performance by implementing the ASN Management merit system, (2) Improving effective performance management by increasing the quality and quantity of employees, (3) Providing education and training for conservation area managers, and (4) Organizing staff according to education and competence.

1. Introduction

In the 2015-2019 National Medium-Term Development Plan (RPJMN) three (3) strategic issues were formulated regarding the development of the state apparatus for 2015-2019, namely: (1) Clean and accountable bureaucracy; (2) Effective and efficient bureaucracy; and, (3) Bureaucracy that has quality public services. Bureaucratic reform is carried out in order to realize good [1]. Bureaucratic reform is an effort to make fundamental reforms and changes to the system of governance, especially concerning institutional aspects (organization), management and human resources (apparatus). The 2015-2019 Ministry of Environment and Forestry Bureaucracy Reform Road Map document states that one of the action plans to be carried out is to strengthen the human resource management system (apparatus) to realize quality State Civil Apparatus (ASN), possessing the expected competence and behavior according to work culture in realizing strategic goals.
As we know that ASN's performance is inseparable from ASN's performance management which is an integral part of ASN's comprehensive management strategy. ASN performance management is the translation of the goals and objectives and strategies of each unit within the organization into implementation and realistic efforts to achieve them. Therefore, a good understanding will management ASN, performance management and competency management becomes crucial and fundamental to the creation of good organizational processes. Therefore, a basic understanding of performance management systems is very important, starting with performance standards, performance measurement, quality improvement processes, and progress reports.

Law No. 5 of 2014 concerning ASN has emphasized that ASN as a profession has the obligation to manage and develop itself, must be accountable for its performance, prioritize the achievement of results and encourage employee performance and apply the principle of merit in the implementation of ASN management as part of the basic value of ASN. The ASN performance management system must also be able to be aligned with the organization's performance management system while continuing to prioritize objectivity in ASN development so that a real and continuous figure of ASN is professional and dignified [2], states that the influence of the system in supporting the creation of performance management is a representative model of performance management for organizations. Performance management is a systematic process to improve organizational performance by developing individual performance.

Center for Conservation of Natural Resources South Sulawesi as a Technical Implementation Unit of the Ministry of Environment and Forests, one of the strategic objectives that will be achieved is Rising Good Governance (good governance) within the framework of bureaucratic reforms to ensure optimum performance. The South Sulawesi Natural Resources Conservation Office is tasked with managing the conservation area and realizing the conservation of natural resources inside and outside the conservation area while maintaining public welfare. The South Sulawesi Natural Resources Conservation Center manages 15 (fifteen) conservation areas with a total area of ± 385,470,758 hectares spread over 2 Provinces (South Sulawesi and West Sulawesi) and 9 Regencies / Cities.

Basically, the [3] has implemented performance management, but there are obstacles and obstacles in the implementation of performance management, namely the work area of the South Sulawesi KSDA Center which is broad and the distribution of South Sulawesi KSDA big office employees who are in the working area. The existence of these constraints and obstacles indicate that the application of performance management in the development of forestry apparatus at the South Sulawesi KSDA Center is still lacking and needs to be improved. [2] states that the influence of systems in supporting the creation of performance management is a representative model of performance management for organizations. Performance management is a systematic process to improve organizational performance by developing individual performance. From the results of the assessment and evaluation of the performance, the total gains of the Great Hall of KSDA South Sulawesi during the period of 2018 amounted to 105, 60 % [3].

According to [4] explained that the good management and development of human resources of the apparatus in the Ministry of Environment and Forestry is one of the capital to achieve the goal of forestry development, namely to realize sustainable forests and prosperous and just communities. Inadequate management and development of human resource policies can reduce the quality of the implementation of governance.

Based on that, the problem in this research is that there is no effective performance development so that the goals and objectives of the organization (in the management of conservation areas) that have been determined have not been achieved optimally. The purpose of this study is (1) Analyzing the implementation of performance management in the management of conservation areas at the South Sulawesi KSDA Headquarters, (2) Formulating a strategy for developing apparatus performance in the management of conservation areas at the South Sulawesi KSDA Headquarters.
2. Methods

2.1. Research design and research location
In this study, this type of research is a qualitative descriptive study. Descriptive type aims so that the results of the research conducted can provide a factual and accurate picture of the object to be studied. Descriptive research is intended for careful measurement of certain social phenomena, through the development of concepts and gathering facts. This type of research was chosen with the aim to describe the implementation of performance management and performance development strategies. Penelitian qualitative pays attention to social reality, because he is the target of social research. Qualitative research means the process of exploring and understanding the meaning of individual and group behavior, describing social problems or humanitarian problems [5]. The qualitative approach in this study is used because it helps researchers to present reality more comprehensively and deeply. This research was conducted at the South Sulawesi KSDA Central Office.

2.2. Method of collecting data
The data collection technique used consisted of 1) The observations were made by way of direct observation of various phenomena from field conditions or circumstances more tangible accordance study variables. Observations were made by researchers by observing the implementation of performance management at the South Sulawesi KSDA Center and examining documents related to the research. 2) interview conducted in-depth against the informant with purposive sampling. The interview was in order to find out the actual condition of the performance management implementation at the South Sulawesi KSDA Center, 3) a document study was conducted to collect secondary data from several sources to support primary data. The document study process is carried out by looking at the suitability of the performance management model that can be applied to the South Sulawesi KSDA Center and studying regulations and reports as a complement to primary data.

2.3. Data types and sources
Data in this study were obtained through primary data and secondary data. For primary data obtained by direct interviews and through direct observation in the field of performance management implementation. Sources of data through informants related to the implementation of performance management regarding the management of conservation areas. Secondary data in this study include legislation, performance reports, annual reports, staffing reports, strategic plans and work plans of the Central Sulawesi KSDA Office and relevant literature studies.

2.4. Analysis techniques
Analysis data starts with examining all available data from various sources is the result of observation, interviews and document research. The data analysis technique used in the first objective is a descriptive analysis that begins by collecting data, analysis all available data from various sources, compiling systematically and presenting the results of research in the form of data breakdown. The presentation of processing data is done by presenting data in a matrix, graph or chart that is adjusted to the needs. The second objective analysis uses a SWOT analysis by looking at the strengths, weaknesses, opportunities, and threats of the results of the first objective to further serve as the basis for determining the strategy to be made. The SWOT matrix model that interacts with internal and external strategic factors is used to clearly illustrate how the opportunities and threats (external) faced can be adjusted to the strengths and weaknesses (internal).

3. Result and discussion

3.1. Performance Management Implementation at the South Sulawesi KSDA Center
Performance planning at the South Sulawesi KSDA Center is a process of preparing a performance plan as a translation of the targets and programs that have been set and which will be implemented
through various annual activities. Employee Performance Planning at the South Sulawesi KSDA Center itself consists of the preparation and stipulation of SKP (Employee Performance Targets).

Performing performance at the South Sulawesi KSDA Central Office by implementing a web-based application, e-performance. The implementation of e-Kinerja at the Balai KSDA of South Sulawesi has been implemented starting in 2018 which can be accessed at performance.menlhk.go.id. The method of measuring the performance of the South Sulawesi KSDA Center uses a simple formula which is to determine the percentage of performance achievement. This value is obtained by averaging the value of the performance achievements of each performance indicator. The ASN performance evaluation at the South Sulawesi KSDA Center consists of the Employee Performance Target Assessment (SKP) and employee behavior assessment, with a weighting of 60% (sixty percent) for SKP assessment and 40% (forty percent) for Work Behavior assessment.

3.2. Management of Conservation Areas at the South Sulawesi KSDA Center
Great Hall KSDA South Sulawesi in managing protected areas based on the method METT (Management effectiveness tracking tools), h acyl METT Value Conservation Areas South Sulawesi KSDA Great Hall can be seen in Table 1. Based on the results of the assessment of all conservation areas in the South Sulawesi KSDA Center, the management effectiveness is still below the target of the Ministry of Environment and Forestry of 70%.

The reason for the lack of effectiveness of the management of conservation areas in the South Sulawesi KSDA Center is because the South Sulawesi KSDA Center manages a relatively large number of conservation areas, 15 of which consist of nature reserves, nature parks, hunting parks, and wildlife reserves, so that management of the entire area it becomes unfocused and the management activities carried out become unsustainable.

3.3. Performance Development Strategy in the management of conservation areas
Based on the analysis of internal and external factors obtained results (Table 2) that the strength factor scores 2.324, the weakness factor score 0.996, the chance factor 1.562, and the threat factor score 1, 25. Positioning strategy of priority development of performance in the management of protected areas in the quadrant to do with a reduction of strength against weakness to get the value of the axis X is 2.324 to 0.996 = 1.328, and the reduction of the odds against threats to get the value of the axis Y is from 1.562 to 1, 25 = 0.312. And I position identification as shown in figure 2 shows that the priority strategy position is in quadrant 1 (positive, positive if), which means it is in the strategic strategy position. The strategy is based on the way the mind to take advantage of all the power to seize and exploit opportunities as possible. This position indicates that in developing performance it is quite strong and has a great opportunity to increase the effectiveness of conservation area management.

From the results of the SWOT analysis in table 3, the priority strategies for developing performance to improve the effectiveness of conservation area management are: improving employee performance by implementing the ASN Management merit system, increasing effective performance management by increasing the quality and quantity of employees, providing education and training to area managers conservation, Arranging employees according to education and competence.

3.4. Discussion
This study shows that there is basically the concept of performance can be viewed from two aspects, namely the organization's performance and the performance of employees. Organizational performance is the totality of the work achieved by an organization. While employee performance is the work of individuals in an organization. Employee performance and organizational performance are closely related. The achievement of organizational goals is inseparable from the resources owned by the organization and employees who play an active role are actors in the achievement of the goals of the organization. Developing a worker's performance is a great and continuous that there are basically good performance is the performance to follow the method or procedure according to standards that have been set. The implementation of performance management at the Central Sulawesi
KSDA in accordance with the performance management cycle (figure 1), namely performance planning, performance implementation and performance evaluation [6,7], states that performance planning targets individual, team and organizational performance targets. Developing a performance plan focuses on improving individual performance that contributes directly to organizational performance. According to the [8], Performance plannings are the process of determining annual activities and performance indicators based on programs, policies, and targets that have been set in the strategic plan / strategic goals.

Employee Work Target (SKP) is a work plan and targets to be achieved by a civil servant that is prepared and agreed upon between the employee and the employee's supervisor. SKP formulated and established as the operational plan of implementation of the duties of the office, by referring to the organization's strategic plan and annual Renja, which contains about activities that would and results will be achieved. The SKP preparation process at the South Sulawesi KSDA Headquarters was carried out by taking into account the strategic planning of the Ministry of Environment and Forestry, the performance agreement of the Head of the South Sulawesi KSDA Center with the Directorate General of KSDAE, the organization and work procedures of the South Sulawesi KSDA Center, the job description of the KSDA Central Office employees South Sulawesi and SKP direct superior employees of the South Sulawesi KSDA Center.

Based on a performance plan that has been mutually agreed upon, performance is carried out. At the performance implementation stage, the leadership is responsible for organizing, coordinating, controlling, delegating, and directing staff. Directing and providing feedback on staff performance is the key to successfully achieving performance goals. The government also has set up through the BKN-based performance indicator system (e-performance) that has been designed to wake up in 2015 which is used as an indicator to me monitoring the gains of ASN.

The performance application is motivated by the urge to digitize the work system so that each ASN performs, and to know clearly what needs to be done and strive to achieve work targets according to the performance standards specified through the employment contract in the employee employment target (SKP). Basically, the work system must be supported by an exact definition of the organization's goals, objectives, strategies, and programs. That is, organizations must have and set clear criteria for determining assessment indicators. For this reason, the performance measurement used must be integrated with the plans, targets, and achievements set by the organization.

According to Government Regulation number 30 / year 2019 regarding Performance Evaluation of Civil Servants, the purpose of performance appraisal is to guarantee the objectivity of civil servant coaching that is carried out based on the performance system and the career system. Performance appraisal is a series of processes in the PNS Performance Management System, starting with the preparation of performance planning which is the process of formulating the Employee Performance Goals hereinafter abbreviated as SKP. Implementation of SKP measurements performed of comparing the actual performance with the targets set then assessment of performance is a combination of ratings assessments and assessment of Conduct Working with data resulting from performance measurement.

Problems in the management of conservation areas include encroachment, illegal logging, wild grazing, and forest fires, as well as illegal trade and distribution of wild plants and animals (TSL). Facing the challenges of problems and high field dynamics, it is necessary to do activities to add insight and increase the capacity of functional and other technical staff. A functional official and other technical personnel must be equipped with the ability to analyze problems, think creatively and innovatively and have sufficient verbal and non-verbal communication skills.

Based on the results of the assessment, the effectiveness of the management of conservation areas in the South Sulawesi KSDA Center is still below the target of the Ministry of Environment and Forestry by 70%. The results of the assessment are a reference for managers to improve the effectiveness of the management of conservation areas in the South Sulawesi KSDA Center. Evaluation by measuring the effectiveness of this management can be done routinely so that its value can continue to be known and its value strived to continue to increase. Conservation area managers routinely carry out evaluations of management effectiveness and are followed up on and need to
improve coordination and cooperation with all parties concerned, primarily to prosper the community around the area and increase research and research activities.

The first priority strategy formulation for performance development in the management of conservation areas is to improve employee performance by implementing the ASN Management merit system. The implementation of the merit system is an ASN policy and management that is based on qualifications, competencies, and performance in a fair and reasonable manner regardless of political background, race, colour, religion, origin, gender, marital status, age, or disability conditions. merit is a system that enables the formation of a more just and more professional order in the appointment of ASN positions.

The second strategy is to improve effective performance management by increasing the quality and quantity of employees. Performance management not only benefits the organization but also employees. The benefits of performance management are to align organizational goals with team and individual goals, improve performance, motivate workers, increase commitment, support core values, improve training and development processes, improve skills base, work towards continuous improvement and development, and work on a career planning basis.

The third strategy is to provide education and training to conservation area managers. The purpose of the education and training program activities: 1) Knowledge, that is, every employee who is given training is expected to get enough knowledge to be able to do the tasks that will be given, 2) Ability (skill), namely every employee is given training is expected to be able and able to perform tasks when placed in a predetermined process, 3) Determination of attitude (attitude), i.e. after conducting training each employee is expected to have interest and awareness of the work to be done.

The fourth strategy is to organize employees according to their education and competence. The purpose of structuring employees is to improve the composition and distribution of employees so that employees can be utilized optimally in order to improve performance. The desired goals in structuring employees: 1) The conformity between the number and composition of employees with the needs of each work unit that has been arranged so that employees have clarity of duties and responsibilities; 2) Creation of compatibility between employee competencies and job requirements; 3) Distribution of employees proportionally according to their respective workloads; 4) Compilation of education and training programs that support the enhancement of job competency; 5) The formation of a payroll system that is fair, appropriate and encourages performance improvement; and 6) The implementation of an objective performance appraisal system.

4. Conclusions and suggestions
Based on the results and discussion of the research, it can be concluded that (1) The implementation of performance management conducted at the South Sulawesi KSDA Central Office is not optimal. This is due to the limited number of South Sulawesi KSDA Center employees and due to lack of training and education, as well as facing Problems in the management of conservation areas. However, the performance management process at the South Sulawesi KSDA Center has already proceeded from performance planning, performance implementation, and performance evaluation. (2) Management of conservation areas in the South Sulawesi KSDA Center still does not meet the target, this can be seen from the results of the assessment with METT (Management Effectiveness Tracking Tools) for all conservation areas in the South Sulawesi KSDA Center which is less than 70%. (3) Based on the SWOT analysis The priority strategies for developing the performance of the South Sulawesi KSDA Central Office personnel are: a) Improving employee performance by implementing an ASN Management merit system, b) Improving effective performance management by increasing the quality and quantity of employees, c) Providing education and training for conservation area managers and d) Organizing staff according to education and competence.
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