

Understanding Information Technology for increasing Professionalism of The State Civil Apparatus in The Regional Forestry Office of North Sulawesi Province

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ABSTRACT

Desired goal achieved by one organization Governance is heavily influenced by quality role Apparatus State Civil. Where is development will could be done in accordance destination if Source Human Resources (HR) used adequate, fine that implementation development National and Regional level. Development this Source Power Humans who are something must absolute both facing _ demands Duty or now and in times to come. Government institutions need human resources who can carry out good governance by utilizing information and communication technology in order to provide better public services. Because the higher the quality of Human Resources, the better the performance, especially in terms of public services now. With existence Settings management Source Power Man in a manner professional, then officials expect _ State Civilians can give maximum contribution as has been expected. However, based on observation beginning researcher that work professional level employee at the forestry office North Sulawesi province still less and need there is study more carry on is ASN professionalism in the Service has problem in connection with professionalism work. Method study in Thing this working for answer problem. So, type study this use type study or method study qualitative. Method model study this usually used performance observation and research social. professionalism be measured from terms: Competence Employees, Effectiveness Employee, Efficiency Employees, and Employee Responsibilities. Based on results discussion that has been writer present in chapters before, then writer d concluded that Professionalism Employee Apparatus State Civil Service (ASN) at the Regional Forestry Service of North Sulawesi Province walk with Professional only just needed a number of improvements.

Keywords: information technology, management, professional, source human power

INTRODUCTION

Employees are people who work for the government (companies, and so on) while staffing is everything related to employees (KBBI, 2021). According to (Soedaryono, 2000) staffing is someone who makes a living by working in an organization, both government work units and private work units. Government employees are more often referred to as State Civil Apparatus. State Civil Apparatus (ASN) is a profession for civil servants and government employees with work agreements working for government agencies as described in Article 1 Paragraph 1 of the Republic of Indonesia Law Number 5 of 2014 (Indonesia, 2014). Currently, the main problem of the ASN bureaucracy is the negative behavior carried out by ASN, thus encouraging the creation of a negative image of the bureaucracy (Juliani, 2019).

Referring to article 12 of the Republic of Indonesia Law Number 5 of 2014, the role of ASN is to carry out general government tasks and national development regarding planning, implementation, and supervision through professional public policies and services, free from practical politics, and free from corruption, collusion, and nepotism. But in reality the mental/behavior of ASN is still seen as slow, convoluted, not innovative, insensitive, inconsistent, lazy, feudal, and others (Juliani, 2019) even though the government has an obligation and is responsible for fulfilling public rights in the field of public services that excellent and professional (Risalbi, Cikusin, & Hayat, 2021). In this pandemic condition, ASN is not only required to be professional but also able to innovate. Innovation is the implementation of new things that are useful to improve the quality of public services and governance and the expansion of other benefits (public beneficiaries) (Saksono, 2020). To support the achievement of the role of ASN in accordance with the law, it is necessary to have ASN management that functions as ASN management in optimizing their duties, roles and functions (Indonesia, 2014). ASN management has several principles, one of which is the principle of professionalism which is the key to the success of ASN in carrying out its functions as implementing public policies, public servants and glue the nation. Factors that affect the professionalism of the apparatus in public services include: organizational culture; organizational structural hierarchy; incentive system (Asrariyah, 2013).

Government in a broad sense is all the affairs carried out by the state to take care of state affairs for the welfare of the people while the government is an organization, an institution that takes care of government affairs. In Indonesia, the government system adheres to a presidential system of government. In every system of government must support a good bureaucracy. Empirically, the bureaucracy is identical to the government apparatus which has three dimensions, namely organization, human resources, and management (Rusfiana & Suprianta, 2021). Bureaucracy is very important in running the wheels of government, therefore, currently many echoes of bureaucratic reform that aim to create a professional bureaucracy. A person is said to be professional if his work has the characteristics of technical or ethical standards of a profession (Poerwopoespito & Oetomo, 2000). These efforts can be realized by carrying out guidance based on norms and standard operating procedures that apply nationally (Sudrajat, 2014). However, there are still challenges such as recruitment and career development which are biased by political

interests and gender (Rosyadi, 2014). For this reason, it is necessary to check and balance the authority of political officials and the highest career officials in appointing, transferring, and dismissing employees as well as limiting the involvement of ASN in practical politics (Prasodjo & Rudita, 2014).

The goals to be achieved by an organization are strongly influenced by the quality of the role of the State Civil Apparatus. Where development will be carried out according to the objectives if the Human Resources (HR) used are adequate, both in the implementation of development at the National and Regional levels. Improving the quality of existing human resources is needed to adapt to the development of information technology (Kominfo, 2021). This means that workers who can carry out development must have special skills to provide continuity in carrying out development goals. Government institutions need human resources who can carry out good governance by utilizing information and communication technology in order to provide better public services (Kominfo, 2021). Because the higher the quality of Human Resources, the better the performance, especially in terms of public services now.

The capacity of employees, which can be seen from their daily behavior in the organization, determines the professionalism of ASN. Professionalism is a matter of profession; professionalism; the ability to act professionally (KBBI, 2021). The better the ability, the better the ASN career. BKN Regulation Number 8 of 2019 Article 1 paragraph 10 which reads, Professionalism is the quality of the attitude of members of a profession as well as the degree of knowledge and expertise possessed to be able to carry out work tasks according to specified standards and requirements (BKN, 2019). At present the measurement of the professionalism of the State Civil Apparatus has been carried out with the emergence of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 38 of 2018 concerning Measurement of the State Civil Apparatus Professionalism Index. Regulations are used as guidelines for Central Government agencies and Regional Governments in measuring the State Civil Apparatus Professionalism Index (IP ASN) (PAN&RB, 2018).

Research related to employee professionalism was conducted in Kazakhstan with the finding that research respondents considered professionalism to have an important role in the process of political modernization in that country (Shegenovna, 2014). This is in line with the findings (Yuryeva, Butov, Malganova, & Pratchenko, 2015) which explains that human resources, knowledge and management skills form the basis of employee performance. In Indonesia, the research conducted (Septian, 2021) found that competency is one of the minimum requirements that can form a model of professionalism in the public sector, the others being autonomy, ethics, association and respect. A case study of ASN professionalism at the Ambon City Population Service shows an assessment of the quality of public service dimensions of responsibility, service and empathy in adequate conditions, while the quality of public services that is inadequate is in the dimensions of employee delivery and performance, employee effectiveness and efficiency in providing services (Rengifurwarin, 2020). Employees have not been able to show optimal performance in carrying out their duties (Ridwan, 2011). Along with the development of technology, people are increasingly critical and dare to express their aspirations to the government as an effort to control public services (Suherry, et al., 2020). Rakhmawanto's research (2017) discusses the objectives and benefits of measuring ASN IP, however, does not discuss in detail the application of measurement at a particular locus. Sutiadi in (Rakhmawanto, 2017) explains that IP ASN is one approach method in assessing the quality of ASN through a composite index obtained

from several independent output indicators. In research (Wiryanto, 2018) which argues that the current ASN IP measurement still does not accommodate the ethical variables of civil servants.

This research is important to do because an analysis of the ASN professionalism index measurement which focuses on the North Sulawesi Provincial Forestry Service has never been done. Calculation of IP ASN in previous years was just a formality without any scientific analysis to find out the intent and purpose of calculating the index. This study aims to see the level of professionalism of North Sulawesi Provincial Forestry Service employees based on the calculation of ASN IP scores. The results of this analysis can be used as a basis for reference for leaders in preparing planning and budgeting related to the competency development of ASN employees within the North Sulawesi Provincial Forestry Service. In addition, this research is also useful for the community as an instrument of social control so that ASN employees always act professionally, especially in public service. The problem that occurred in the North Sulawesi Provincial Forestry Service Office, researchers found that the bureaucratic apparatus was still not professional in carrying out their profession. The lack of creativity, innovation and responsiveness of the bureaucratic apparatus in providing services has become a public complaint where service activities to the community are often related to requests for tree seedlings at the post in the North Sulawesi Provincial Forestry Service Office often late because employees still do not want to take action, the reason is waiting for a decision from leaders, in this case the Head of Service, or employees often reason that the desired type of tree seed is not available.

Providing excellent service is a demand that must be met by every bureaucratic apparatus, especially at the North Sulawesi Provincial Forestry Service which is one of the organizers of public services. In order for public service providers to run well, the bureaucratic apparatus at the Forestry Service must work professionally.

In connection with the problems that the researchers found in the initial research, the researchers were interested in further researching "Professionalism of Government Officials at the Office of the North Sulawesi Provincial Forestry Service".

METHOD

Research Type

In this study used a qualitative approach. According to Creswell (2010: 4), qualitative research is methods to explore and understand the meaning that a number of individuals or groups of people ascribe to social or humanitarian issues. This qualitative research process involves important efforts, such as asking questions and procedures, collecting specific data from participants, and analyzing data inductively from specific themes to general themes, and interpreting the meaning of the data. Creswell (2010) explains that qualitative methodology can be carried out with various approaches including: participatory research, discourse analysis, ethnography, grounded theory, case studies, phenomenology, and narrative.

Qualitative research in general can be used for research on social problems, community life, history, behavior, concepts or other phenomena. One of the reasons why using a qualitative approach is that this method can find and understand what is hidden behind phenomena that are sometimes difficult to understand.

Place and time of research

The reason that led researchers to conduct research at the Forestry Service of North Sulawesi

Province was based on the phenomena that occurred in the field, where the authors found phenomena related to the professionalism of the performance of State Civil Apparatus employees based on the results of the Pre-Survey which was suspected to be still not good. Qualitative research is not intended to make generalizations from the results of their research, in this research, the research subject becomes an informant who will share the information needed by the researcher, the informants of this research are divided into 2 types, namely key informants and informants, *key informants* are those who know and have information The subject matter needed by the researcher and is someone who is an expert in the field to be studied who knows everything about the problem being studied in detail and detail. (Hendarso & Suryanto, 2005).

In addition to this, the appointment of samples with a purposive procedure, namely determining the group of participants who became *key informants* and informants according to the selected criteria that are relevant to certain research problems, (Bungin 2007). Research informants are those who know and have various information needed in research, or those who are directly involved in the social interactions that are being studied, and in the case of this research, the informants are of course from civil servants who are in the Forestry Service agency itself. And to see the informants who were determined in the process of carrying out this research data collection, the authors will present them in the table 1.

Table 1. Research Informants About the Professionalism Analysis of ASN Employees at the Regional Forestry Service of North Sulawesi Province.

No	Informant	Status	Name
1	Secretary of the Regional Forestry Service of North Sulawesi Province	key Informant	Arfan Makalunsenge, S. Hut
2	Head of Forest Planning and Utilization	Informant	Frangky Watulingas, SP, M.Si
3	Head of Protection and Conservation of Natural Resources Ecosystems	Informant	Dennie Alou, S. Sos
4	Head of Watershed Management, Forest and Land Rehabilitation Bidang	Informant	Muji Rahayu, S. Hut
5	Head of Counseling, Community Empowerment and Indigenous Forests	Informant	Ir. Denie Roy Rawis, M.Sc
6	Head of General Subdivision	Informant	Faldy Tumarah, SSTP
7	Head of Planning and Finance Sub-Division	Informant	Semuel VB Suan, SP
Total = 7 (Seven) Informants / Key Informants			

Saturated sampling is different from census because the population census is large while saturated sampling uses a relatively small population even though both use the same population as a sample. According to Sugiyono (2014), that: "saturated sampling technique is a sampling

technique when all members of the population are used as samples." This is because the population used in this study is relatively small, less than 30 people or research that wants to make generalizations with very small errors.

Data and Data Sources

The data used in this study through several sources, namely:

1. Primary data

Data taken directly through direct observation in the form of interviews with informants as a source of research data. Data retrieval uses the eyes to observe something without the help of other tools. In this primary data, the data source is the *key research informant*, namely the Head of the Forestry Service of North Sulawesi Province.

2. Secondary Data

Namely the data needed to describe the situation in the research place and that supports the results of this study. And obtained from documents and written materials contained in the Regional Forestry Service of North Sulawesi Province. The data needed related to research such as:

- a. An overview or brief history of the Education and Culture Office of North Sulawesi Province.
- b. The geographical condition of the research location, especially North Sulawesi Province.
- c. Organizational Structure of the Forestry Service of North Sulawesi Province.
- d. A copy of the data related to the profile of the research informant that the author will do.
- e. Other data that supports the perfection of the completion of the research that is being carried out by the author.

Data collection technique

The data collection techniques in this study are as follows:

1. Observation, according to Creswell (2016) Observation is when research goes directly to the field to observe the behavior and activities of individuals at the research site. In this observation, the research records/records in both a structured and semi-structured way (for example, by asking a number of questions that the researcher really wants to know. Qualitative researchers can also be involved in a variety of roles, ranging from non-participant to complete.
2. Interviews (*interviews*), According to Creswell (2016) Researchers can conduct *face-to-face interviews* (face-to-face interviews) with participants, interview them by telephone, or engage in *focus group interviews* (interviews in certain groups) consisting of: six to eight participants per group. The steps that can be used in conducting interviews are:
 - 1) Determine to whom the interview will be conducted, determine research informants based on research needs.
 - 2) Prepare the main issues that will be the subject of interviews with informants.
 - 3) Initiate or open the flow of interviews to be conducted with informants.
 - 4) Continuing the flow of interviews with research informants that have been determined.
 - 5) Confirming the results of interviews with research informants and ending them politely and courteously.

- 6) Write down interview results into field notes
 - 7) Identify follow-up interviews that have been obtained.
3. Documentation, researchers can collect documents in the form of newspapers, papers, office reports or private documents (for example, diaries, diaries, letters, e-mails)

Data Analysis Techniques

According to Sugiyono (2014) said that data analysis is the process of systematically searching and compiling data obtained from interviews, field notes, and documentation, by organizing data into categories, breaking down into units, synthesizing, compiling into patterns, choosing what is important and what will be studied, and making conclusions so that they are easily understood by themselves and others. After the data is collected, then the data is analyzed using data processing techniques, the analysis used by the author in this study aims to answer the questions listed in the identification of the problem.

RESULTS AND DISCUSSION

Analysis of Professionalism of State Civil Apparatus Employees at the Regional Forestry Service of North Sulawesi Province.

Efforts to realize *good-governance* and *clean-government*, including the implementation of public services, require fundamental elements, including elements of professionalism from actors and administrators of government and public services. The neglect of the element of professionalism in carrying out the duties and functions of government organizations will have an impact on the decline in the quality of government administration and public services. Professionalism in Korten and Alfonso's view (1981) is measured through the expertise possessed by a person in accordance with the needs of the tasks assigned by the organization. According to Siagian (2000) the factors that hinder the creation of a professional apparatus, among others, are due to the professionalism of the apparatus which is often collided with the absence of a conducive climate in the world of bureaucracy to respond to people's aspirations and the absence of leaders' willingness to empower subordinates. According to Sedarmayanti, (2011) Professionalism is an attitude or condition in carrying out work that requires expertise through certain education and training and is carried out as a job that becomes a source of income. The dimensions of professionalism are competence, effectiveness, and efficiency as well as being responsible.

- a. Competence, is the ability to carry out or perform a job or task based on the skills and knowledge of a person required by the job. The indicators of competence are (a). Skills. (b). Knowledge.
- b. Effectiveness, is a measure that states how far the target (quantity, quality, time) has been achieved. Indicators of effectiveness are (a). work quantity. (b). Work quality. (c). Time.
- c. Efficiency, defined as the ratio between input and output, labor and results, costs and pleasure generated. Efficiency can be viewed in terms of (a) Cost, (b) Time.
- d. Responsibility means the ability of an employee to complete the work assigned to him as well as possible on time and dare to take risks for the decisions he makes. The indicators of responsibility are (a). Complete tasks well. (b). On time. (c). Be brave and willing to take risks.

Research Findings

With the discussion that has been presented above, especially related to employee professionalism and theories that can be used to measure the extent to which professionalism is carried out, the author will conduct an analysis by presenting the data that has been obtained in the field with each informant either through the interview process or the interview process. data collection, documentation and others, the presentation of research results at this stage will be carried out based on the theory above which with the indicator theory, the discussion and research results found are as follows:

1. Employee Competence

Competence of State Civil Apparatus Employees can be understood as a combination of skills, personal attributes, and knowledge *which* is reflected through performance behavior (*job behavior*) that can be observed, measured and evaluated. Competence can be divided into two types. First, soft competency or types of competencies that are closely related to the ability to manage work processes, human relations and build interactions with other people. Regarding the competency of the State Civil Apparatus in completing the tasks assigned to them, and to find out the extent to which the competence of the State Civil Apparatus in the Regional Forestry Service of North Sulawesi Province, the author will present the results of the research that the author has obtained in the field through an interview process with Mr. Arfan Makalunsenge, S. Hut as Secretary of the Regional Forestry Service of North Sulawesi Province. The answer he gave related to the author's question concerning the extent of competence possessed by his employees in completing the tasks given by him, especially in carrying out work programs in the field are as follows: "*According to him, the current competency of the employees at the Regional Forestry Service of North Sulawesi Province in terms of skills, knowledge, experience and achievements has progressed quite well, and the work that is their responsibility has also been carried out quite well in its completion and until now there have been no particular obstacles on their respective competencies*". (Interview with the author on September 21, 2022, with Mr. Arfan Makalunsenge, S.Hut). And continuing the answer from Mr. Arfan Makalunsenge, S.Hut for work programs that experienced delays or had not been completed, he provided information, namely: "*The work program that was compiled and experienced delays in completion cannot be measured only from the performance of the employee itself, because the program has a broad scope, what are the causes, where are the obstacles, whether it is internal or external,*"

The next answer that the author has submitted to the informant is to the Head of the Planning and Utilization of Forests, the answer he gave as follows: "*According to him, the competence of existing employees in the existing fields of the Regional Forestry Service of North Sulawesi Province, especially in their fields in terms of skills, knowledge, experience and achievements, has been very good and has even increased, even if only slightly.*" (Author's interview on September 21, 2022, with Mr. Frangky Watulingas, SP, M.Sc). The next answer that the author has submitted to the informant is to the Head of the Ecosystem Natural Resource Protection and Conservation Division, the answer he gave related to the questionnaire is as follows: "*According to him, the skills of his subordinates in terms of skills, knowledge, experience and achievements are currently progressing so that in carrying out the tasks assigned to them they are carried out and done well*" (author interview, September 21, 2022, with Mr. Dennie Alou, S. sauce). Continuing the next answer that the author has submitted to the informant, namely to the Head of Watershed Management, Forest and Land Rehabilitation, the answers he gave related to the questionnaire

were as follows: *"According to him, the competence of employees or their subordinates at the Forestry Service of North Sulawesi Province in terms of skills, knowledge, experience and achievements has so far experienced a considerable increase both in terms of completing tasks and obligations given by their superiors.* (Interview with the author on September 21, 2022, with Mr. Muji Rahayu, S.Hut). And Continuing the next answer that the author has submitted to the informant, namely to the Head of Extension, Community Empowerment and Indigenous Forests , the answers he gave related to the questionnaire were as follows: *"I don't want to give too much judgment, because later there will be slander, but based on the experience that I have lived so far, the implementation of program policies from the center seems monotonous or just like that, without any breakthrough that can actually change a good education system, especially in the current pandemic condition, I don't think there are any breakthroughs or programs so that everything can run well while we are anticipating the spread of Covid19 itself"* (Interview with the author on September 21, 2022, with Mr. Ir. Denie Rawis, M.Si)

Continuing the next answer that the author has submitted to the informant, namely to the Head of the General Sub-Section, the answers he gave related to the questionnaire are as follows: *"He doesn't want to comment much for him, the competence of employees at the Regional Forestry Service of North Sulawesi Province is good in carrying out their duties"* (Interview with the author on September 22, 2022, with Mr. Faldi Tumarah, SST, P). Continuing the next answer that the author has submitted to the informant, namely to the Head of the Planning and Finance Sub-Division , the answers he gave related to the questionnaire are as follows: *"In my opinion, the level of competence of employees at the education and culture office of North Sulawesi Province is still relatively good at this time"* (Interview with the author on September 22, 2022 , with Mr. Samuel Suan, SP).

From the overall results of interviews from the employee competency indicators that the author has presented, it can be concluded that the competence of employees at the Regional Forestry Service of North Sulawesi Province is in line with the results of the author's observations in the field that in terms of skills, knowledge, experience, and achievements of employees of the North Sulawesi Provincial Forestry Service they have both in carrying out their duties and functions as regulated and determined by the head of the North Sulawesi Provincial Forestry Service.

Employee Effectiveness

Work effectiveness is a measure and ability to carry out functions, tasks, programs or missions of an organization or company in accordance with the targets (*quantity, quality and time*) that have been set. Based on the explanation that has been presented above, the author will conduct an analysis related to the extent to which the effectiveness of the performance of the State Civil Apparatus at the Regional Forestry Service of North Sulawesi Province, where one of the things being discussed is about the Quantity of Employee Performance, and to find out problems like this, the author has conducted interviews with the author's Key Informants in the field, namely Mr. Arfan Makalunsenge, S.Hut as follows: *"I think the effectiveness in resolving the problems that exist in the Regional Forestry Service of North Sulawesi Province, all employees have been professionalism in terms of quantity, quality, creativity and innovation, otherwise I would have given them sanctions or even a strong warning."* (Interview with the author on September 21, 2022, with Mr. Arfan Makalunsenge, S.Hut). Continuing the next answer that the author has submitted

to the informant, to the Head of the Planning and Utilization of Forests as follows: *"Based on the facts that I know, most employees whose status as PNS (State Civil Apparatus) already have criteria or in terms of quantity, quality, creativity and innovation, each of them already exists in carrying out their work, whether there are heavy or light problems on duty"*. (Writers interview on September 21, 2022, with Mr. Frangky Watulingas, SP, M.Si). Continuing the next answer that the author has submitted to the informant, namely to the Head of the Protection and Conservation of Natural Resources Ecosystems, the answers he gave related to the questionnaire are as follows: *"It's true, not all programs run smoothly, but we have to look at the cause, whether it's because of the employee's own factor or indeed there are other factors that cause it, things like this cannot be concluded that employees are the cause of the program's failure"*. (writer interview on September 21, 2022, with Mr. Dennie Alou, S.Sos).

Continuing the next answer that the author has submitted to the informant, namely to the Head of Watershed Management, Forest and Land Rehabilitation, the answers he gave related to the questionnaire were as follows: *"So far, I think each individual already has their own expertise that is combined in a team, with that of course the creativity of these employees will tend to be higher because they are collected in one team."* (Writer interview on September 21, 2022, Mr. Muji Rahayu, S.Hut). Continuing the next answer that the author has submitted to the informant, namely to the Head of Extension, Community Empowerment and Customary Forests, the answers he gave related to the questionnaire were as follows: *"This is something the Government should pay attention to before placing its employees in each agency, or at least the Head of Service must already know the abilities of each employee, thus, employees who have high creativity will be formed when placed in the right position, this is I say that because so far the programs in North Sulawesi Province have only been repeated every year, there have been no changes or you could say that there are very few changes"* (Interview with the author on September 21, 2022, with Mr. Ir. Denie Rawis, M.Si).

Continuing the next answer that the author has submitted to the informant, namely to the Head of the General Sub-Section as follows: *"I think innovation in carrying out my work is good, although there are still some apparatuses that lack innovation, but for me it has not interfered with the process of organizational activities and I as a leader always direct them to always innovate in carrying out their duties and functions as civil servants. The state at the education and culture office of North Sulawesi Province which I lead."* (Writer interview on 22 September 2022, with Mr. Faldi Tumarah, SSTP). Continuing the next answer that the author has submitted to the informant, namely to the Head of the Planning and Finance Sub-Division, the answers he gave related to the questionnaire are as follows: *"I think the effectiveness of the employees at the Regional Forestry Service of North Sulawesi Province is good and I also don't want to comment much because I am only an external agency"* (Writer's interview on 22 September 2022, with Samuel Suan, SP).

What the author has presented, it can be concluded that the effectiveness of employees at the Regional Forestry Service of North Sulawesi Province is not in line with the results of observations that the authors see in the field that there are still employees who lack quantity, quality, creativity and innovation in carrying out their performance.

2. Employee Efficiency

In the current era of globalization, it is growing so rapidly in accordance with the times. In this era, agency competition is becoming increasingly rapid and sophisticated in terms of providing

the best service to the community. One of the most influential factors in human resources is work efficiency. According to Hasibuan (1987) Efficiency is a measure of comparing the planned use of inputs with those that are realized or in other words the actual use. In measuring the efficiency of the performance of employees in an agency or private organization, the thing that cannot be separated from the whole process of employee efficiency is the wage or salary system, where with wages that are in accordance with the workload, the employee's work motivation will also increase, and To find out what the wage system at the Regional Forestry Service of North Sulawesi Province is, the author will present the results of interviews that the author has conducted with the author's Key Informants, namely Mr. Arfan Makalunsenge, he gave related to the wage system in their internal agencies are: *"According to him, in terms of salary, workload, incentives and working time, there are rules except for workload, so I'm not the one who determines the wages of the Education Office employees, everything has been regulated by law and regional regulations, I think for a wage system that Currently, it is feasible and very feasible for employees and myself, apart from that, there is also an incentive or salary other than the basic salary, I think it's decent."* (Writer interview on September 21, 2022, with Mr. Arfan Makalunsenge, S.Hut).

Continuing the next answer that the author has submitted to the informant, namely to the Head of Planning and Forest Utilization , the answers he gave related to the questionnaire were as follows: *"For employee efficiency, as far as I know, there have never been any problems with salary, workload, incentives and working time, all employee salaries, especially the State Civil Apparatus (PNS), I don't think there have ever been delays in the disbursement of wages or salaries, everything is deposited at the right time every month, and that applies to all Government employees I think "*. (Author's interview on September 21, 2022, with Mr. Frangky Watulingas, SP, M.Sc). Continuing the next answer that the author submitted to the informant, namely to the Head of the Ecosystem Natural Resources Conservation Protection Division, the answers he gave related to the questionnaire are as follows: *"Of course the workload is heavy, the responsibilities, but before being given the authority, position and position to me now, I have been asked whether I am ready or not, when I answer I am ready, then whatever is my responsibility, must be completed, and so far I think The workload that I carry is still at a reasonable stage, because indeed there is no easy job, but everything must be carried out, and I am assisted by my TEAM, all of whom are professional in their fields "*. (Writers interview on September 21, 2022, with Mr. Dennie Alou, S.Sos).

Continuing the next answer that the author has submitted to the informant, namely the Head of Watershed Management, Forest and Land Rehabilitation, the answers he gave related to the questionnaire were as follows: *"There are no problems related to the workload given to employees, starting from the working hours, the tasks given, to the responsibilities that are borne, I think everything is still in a reasonable stage and the name is also working, yes there must be a responsibility and must be tired if I say "* (Writer interview on September 21, 2022 , with Mr. Muji Rahayu, S.Hut). Continuing the next answer that the author has submitted to the informant, namely the Head of Counseling, Community Empowerment and Indigenous Forests, which is related to the questionnaire, is as follows: *"According to him the efficiency of employees at the North Sulawesi Province education and culture office in terms of salary, workload, incentives and working time he cannot comment because it is internal to the service and personal in nature, I think everything must be sufficient and in accordance with existing laws. "* (Interview with the author on September 21, 2022, with Mr. Ir. Denie Rawis, M.Sc).

From the results of the overall interview of the employee efficiency indicators that the author

has presented, it can be concluded that the efficiency of employees at the Regional Forestry Service of North Sulawesi Province is in line with the results of the author's observations in the field who saw and heard no complaints from employees of the Regional Forestry Service of North Sulawesi Province about salaries, workload, incentives and time for completion of work and the authors see that everything is quite good and running as it is and is reinforced by the answers of employees who are not the author's informants.

3. Employee Responsibilities

Employee responsibilities include responsibilities at work, to leaders, agencies, and of course to the community. The responsibilities of the State Civil Apparatus at the Forestry Service Office of North Sulawesi Province include doing the work given, accepting the risks and workloads sincerely, doing the work in accordance with the established SOP, and of course working in line with the objectives of the agency itself. To find out how and to what extent the responsibilities given by State Civil Apparatus employees at the Regional Forestry Service of North Sulawesi Province, the authors will present the results of the research that the authors have obtained in the field based on the results of interviews with Key Informants and Informants that the authors have met, which include: Mr. Arfan Makalunsenge, S.Hut, his answers were as follows: *"I think it's an obligation in carrying out work, responsibility is mandatory, so they can't have it, they accept it consciously if they work as State Civil Apparatus, then they must be ready to be responsible for what they do, all responsibilities are one unit with the rules and regulations. the rules that must be obeyed, the risks they get while carrying out their work assignments, and must also be in line with the agency's goals, it is non-negotiable, and so far, the employees within the North Sulawesi Provincial Education Office have carried out all their responsibilities. it"*. (Writer interview on September 21, 2022, with Mr. Arfan Makalunsenge, S.Hut).

Continuing the next answer that the author has submitted to the informant, namely to the Head of Planning and Forest Utilization, the answers he gave related to the questionnaire were as follows: *"It is their obligation to be responsible and accept the risks in their work, because almost all types of work have risks, and this is an integral part of the work, cannot be separated. all the risks of the work they do"*. (Writers interview on September 21, 2022, with Mr. Frangky Watulingas, SP, M.Si). Continuing the next answer that the author has submitted to the informant, namely to the Head of the Protection for Conservation of Natural Resources Ecosystems, as follows: *"I think it is in accordance with what I ordered and according to the rules that we have made, I have said repeatedly, the only obstacle we face is the budget spent to run the program, this is what basically hinders the work as if the employees here are not professional, even though if the funds are sufficient, then the program will run according to the scheme that has been set before the process is carried out"*. (Writers interview on September 21, 2022, with Mr. Dennie Alou, S.Sos).

Continuing the next answer that the author has submitted to the informant, namely to the Head of Watershed Management, Forest and Land Rehabilitation, the answers he gave related to the questionnaire were as follows: *"According to him that the attitude of the ASN is quite in line with the goals of the organization, it is not without reason that in carrying out the tasks assigned to them they have tried to work together in achieving the goals that have been planned or set previously"*. (Writer interview on September 21, 2022, with Mr. Muji Rahayu, S.Hut). Continuing the next answer that the author has submitted to the informant, namely to the Head of Extension, Community Empowerment and Customary Forests, the answers he gave related to the

questionnaire were as follows: *"I think it's not in accordance with the SOP, whatever problems they face internally, if the program that is run is not completed or is carried out not according to the standards set, then automatically they work unprofessionally, the budget cannot be used as a scapegoat, because before running the program, Of course they already know the budget that must be needed to complete the work program"*. (Writer interview on September 21, 2022, with Mr. Ir. Dennie Rawis, M.Si).

Continuing the next answer that the author has submitted to the informant, namely to the Head of the General Sub-Section, the answers he gave related to the questionnaire are as follows: *"According to him, the responsibility of the employees at the Regional Forestry Service of North Sulawesi Province is quite good and it is certain that all employees or ASN must be able to bring that sense of responsibility to themselves and must also be ready to bear any risks that will arise from anything. what they do if they get out of line"* (Interview with the author on September 22, 2022, with Mr. Faldi Tumarah, SSTP). Continuing the next answer that the author has submitted to the informant, namely to the Head of the Planning and Finance Sub-Division , the answers he gave related to the questionnaire are as follows: *"According to him, the responsibility of the employees of the Regional Forestry Service of North Sulawesi Province should exist and can be accounted for because it is according to what they get from the government"* (Interview with the author on September 22, 2022 , Together with Samuel Suan, SP).

From the results of the overall interview of the indicators of employee responsibility that the author has presented, it can be concluded that the responsibilities of employees at the Regional Forestry Service of North Sulawesi Province are not in line with the results of the author's observations in the field who see that there are still employees who do not have a sense of responsibility towards their work and the author also see that there are still employees who are not sincere in accepting the tasks given by their superiors which the author sees from their faces after and before being given the task.

4. Inhibiting Factors for Professional State Civil Apparatus (ASN) at the Regional Forestry Service of North Sulawesi Province.

In carrying out their duties and responsibilities as a State Civil Apparatus (ASN) at the Regional Forestry Office of North Sulawesi Province, of course, each individual employee has several obstacles to be able to remain a professional employee and always ready to provide maximum capabilities in order to achieve goals and targets from organizations or agencies, to find out about this, the author will present the inhibiting factors as follows:

- a. Based on the information provided by the informant in the field, namely Mr. Samuel Suan, SP as the Head of the Planning and Finance Sub-Section for the North Sulawesi Provincial Forestry Service, one of the factors that caused the non-achievement of the target for the implementation of the development program at the North Sulawesi Provincial Forestry Service was limited funds. the existing budget so that it is not comparable to the target that has been made by the Regional Forestry Service of North Sulawesi Province.
- b. And one of the factors that is a factor in the lack of achievement of the work program of the Regional Forestry Service of North Sulawesi Province is the lack of awareness/responsibility of the apparatus in carrying out and realizing the work program that has been determined,
- c. The award factor is one of the motivations for a person to work hard and excel, but the lack

of responsiveness and innovation carried out by the Regional Forestry Service of North Sulawesi Province makes its employees less motivated to improve performance in order to improve their performance in carrying out their duties.

CONCLUSION

Based on the results of the discussion that the author has presented in the previous chapters, the writer concludes that the Professionalism of State Civil Apparatus (ASN) at the Regional Forestry Service of North Sulawesi Province has been running professionally. However, based on the results of observations and data collected in the field, the facts that the authors found are inversely proportional to the statements given by informants from the Regional Forestry Service of North Sulawesi Province, where the data presented in the discussion of this thesis shows the fact that there are still programs programs that have not been completed during the one-year program period. And based on the results of observations of The Regional Forestry Service of North Sulawesi Province is at the Professional Enough level. This is based on the implementation of work programs that have been implemented in several fields, but there are also several work programs that have experienced problems and have not been completed.

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