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THE COMPARATIVE ANALYSIS OF PERFORMANCE STRUCTURAL AND FUNCTIONAL APPARATUS OF EXTENSION AND FOOD SECURITY AGENCY IN JAYAWIJAYA REGENCY OF PAPUA PROVINCE, INDONESIA

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ABSTRACT

This study aims to determine whether there are differences in performance of structural apparatus with functional apparatus at Extension and Food Security Agency of Jayawijaya Regency. The samples in this study were 50 respondents, consisting of 25 structural apparatus and 25 functional apparatus. The results of study show that there are differences of performance, discipline and cooperation between structural and functional apparatus, but there is no difference in service orientation.

KEY WORDS

Performance, agency, services, food security, cooperation.

In the era of globalization and along with the progress of the times, as a government agency serving the community, government agencies are also required able to adapt to the environment and developments that occur continuously make changes (Wimastuti, 2016). Achievement of organizational goals is determined from the performance and effectiveness the apparatus in carrying out the task. Every organization, in general, expects its apparatus able to carry out their duties effectively, efficiently, productively and professionally. All this aims to have the organization of human resources quality and at the same time have a high competitiveness, so that later will produce quality public service in accordance with the expectations of the community (Setiawan and Maesaroh, 2016).

Each organization or institution in implementing the program is always directed to achieve its goals. One of the factors that become the criteria to achieve the smooth goals of an organization is to identify and measure the performance of its apparatus. Organizations are a complex entity that seeks to allocate the full human resources for the achievement of a goal. When an organization is able to achieve its intended purpose, then it can be said that the organization is effective (Taroreh, et al, 2016).

Along with its development, all organizations are required to compete to provide maximum service, not least government organizations (Makawimbang, et al, 2015). Similarly, government officials as public servants and government servants, are required to be able to provide the best service to the community because it is already one of the functions that must be executed by the government that has the task of organizing the whole process of implementation of development in various sectors of life starting from the central level up to the regional level up to the village (Heriyanto, 2017).

Organizational resources can be broadly divided into two groups: human resources and non-human resources. Human resources include all the members of the organization, each of which has roles and functions. While the non-human resources consist of: natural resources, capital, machinery, technology, materials, and others (Makawimbang, et al, 2015). Both categories of resources are equally important, but human resource (HR) is the dominant factor because the only resource that has a reason, feelings, desires, intentions, knowledge, and skills, motivation, work and achievement (Heriyanto, 2017).

Performance is basically what the apparatus does or does not do. The performance of the apparatus affects how much they contribute to the organization. Each job has a specific job criterion or a working dimension that identifies the most important elements of a job. Organizations need to know the various weaknesses and strengths of the apparatus as a

foundation for fixing weaknesses and strengthening the advantages in order to increase productivity and apparatus development so that the performance of apparatus in every institution must be optimized for the achievement of the purpose of the agency. It is necessary to conduct periodic performance assessments that are oriented in the past or future. Assessment here is intended to determine whether the performance of the apparatus has met the expected work standards or not.

Performance in the organization is the answer to the success or failure of organizational goals that have been set. The boss often does not pay attention unless it is very bad or everything is so wrong. Too often the boss does not know how bad performance has degenerated so that the organization faces a serious crisis. The bad impression of the deep agency resulted in and ignored the warning signs of a degenerate performance. Talking about the performance and achievement of organizational goals are inseparable from who exists and runs the organization, none other than the man himself. As an element of organization, humans have a very important role in carrying out its function in the framework of organizational progress. The potential of every individual that exist in the organization should be utilized as well as possible so as to provide maximum results. Where the success of the organization is very dependent on the role of humans in it because humans as a potential resource and is a source of power to drive the wheel of organizational activity. Human resources must be directed and coordinated to produce the best contribution to the organization, so that what the organization's goals can be realized.

Apparatus performance appraisal system that has been used still shows some weaknesses that have not been able to measure appropriately about the performance of the apparatus. As in the system of Appraisal Implementation Appraisal Work Civil State Apparatus (DP3). Performance appraisal for civil servants (PNS) has been using the Implementation Assessment List in which there are 8 (eight) assessment elements, namely honesty, loyalty, obedience, work performance, responsibility, cooperation, leadership, and initiative.

If examined in fact the format of Work Implementation Assessment List will still raise doubts that the Job Implementation Assessment List can accurately depict the performance of the Civil Service Apparatus. The Work Implementation Schedule Format also implies being less flexible to express things that are the special characters that differentiate a profession from other professions. The elements that are valued are many items that overlap, and the standards are also unclear and interpretable. Assessment of Assessment List Implementation The work is also vulnerable to the occurrence of subjectivity bias. Moreover, the assessment results are never discussed / evaluated together to get feedback from the apparatus. Meanwhile, performance appraisal system using LAKIP (Performance Accountability Report of Government Institution) also not yet able to measure apparatus performance appropriately. Some problems in the preparation of LAKIP, among others: a) Implementation of performance management that is still oriented to "output" rather than "outcome", b) Quality of performance planning that has not described the logical flow program and logical performance, c) Determination of performance both the main performance and performance of target or program performance that has not result oriented (outcome), d. Not optimal of internal performance evaluation conducted and discussed in LAKIP and e) LAKIP has not been utilized in preparing the plan and implementation of performance management in the next period (Hakawimbang, et al, 2015).

Food Counseling and Food Security Agency of Jayawijaya Regency as the government bureaucracy is one of the work units within the Government of Jayawijaya Regency. The Counseling and Food Security Unit of Jayawijaya Regency is the implementing the element of regional autonomy led by a Head of Agency who is under and responsible to the Regent of Jayawijaya through Regional Secretary. Food Counseling and Food Security Agency of Jayawijaya Regency in accordance with Regional Regulation No. 08 of 2009 has the task of assisting the Regent in the implementation of regional government in the field of extension, fisheries, forestry extension and food security.

According to Regent Regulation Jayawijaya Number 21 of 2009 on Main Duty, Function and Working Procedure of Food and Drug Enforcement Agency of Jayawijaya

Regency in structural position, in general, have a function that is to carry out the formulation of technical policy and control in food security and extension, implementation of coordination and prevention effort prevention of food insecurity symptoms, guidance on improving the performance of extension workers, as well as the implementation of other activities in the field of food security and in accordance with the policy of the regent. While in functional positions, in general, have the task of performing some tasks of the Agency in accordance with the expertise and needs, the implementation of extension, fisheries, and forestry.

Based on preliminary interviews with Head of Sub Division of Food Supervision and Food Security Agency of Jayawijaya Regency, it is concluded that the performance of apparatus, in general, is good, but besides that, there are still some shortcomings that must be solved so that its performance can be improved even more. Problems such as service orientation to the community are still lacking due to the bureaucratic processes that are convoluted, long, full of uncertainty and full of formalities cause the service process to be inhibited. In addition, the discipline of apparatus problems that inhibit the achievement of the objectives of low implementation of discipline in work, lack of awareness to complete the task, lack of sense of responsibility in the implementation of tupoksi. And lack of cooperation in realizing the success of performance and work performance.

Problems that occur in the structural apparatus that is the realization of attendance as well as the implementation of routine tasks in the Agency for Counseling and Food Security of Jayawijaya Regency that has not been maximized, the achievement of performance targets such as the office administration service program and the increase of facilities and infrastructure that has not been maximized. While the problems that occur in the functional apparatus is the limited field of workers so that activities cannot be maximized, workers who are not always in place.

METHODS OF RESEARCH

This type of research is a comparative study, which is a comparative study. Here the variable is still the same as the independent variable but for more than one sample, or in a different time. This study was conducted to compare the similarities and differences between two or more facts and properties of the object under study based on a particular frame of mind. According to Kasim (2014: 65), comparative research is a formulation of a research problem comparing the existence of a different sample or at different times.

The population in this research is the whole apparatus at Food and Food Security Agency of Jayawijaya Regency is 61 people consisting of 25 structural apparatus and 36 functional apparatus. In a comparative experiment, the same sample was used as many as 50 people consisting of 25 people of structural apparatus and 25 functional apparatus. Data analysis in this research uses two independent samples with interval/ratio data type using T-test two samples. Calculation of two independent sample test is presented in two forms, namely: calculation manually and using SPSS software.

$$T_{count} = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{(n_1 - 1)S_1^2 + (n_2 - 1)S_2^2}{n_1 + n_2 - 2} \left(\frac{1}{n_1} + \frac{1}{n_2} \right)}}$$

Where: X_i = group measurement data to i ; $\bar{X}$ = the average value of the group measured data to i ; n_i = number of group respondents to i ; S_i^2 = the value of the i -group variance.

RESULTS AND DISCUSSION

Result of comparative analysis of structural apparatus and functional apparatus hence each indicator and apparatus performance variable used T-test two sample analysis with SPSS version 11 as follows:

Service Orientation Indicators. Result of analysis got the value of $T_{count} = 1,255$. To test the hypothesis on service orientation indicator is done a comparison between value T_{table} and $T_{arithmetic}$. Obtained $T_{table} T \leq T_{count} \leq T_{table} (-2.0126 \leq 1,225 \leq 2.0126)$ which means H_0 accepted and H_a rejected, so the conclusion there is did not difference in service orientation between the structural apparatus with functional apparatus in Agency and Food Security District Jayawijaya.

Discipline Indicators. Based on the analysis results obtained value $T_{count} = 2.849$. To test the hypothesis on the indicator of discipline is done a comparison between the value of T_{table} and $T_{arithmetic}$. Obtained $T_{table} T \leq T_{count} \leq T_{table} (-2.0126 \leq 2,849 \leq 2.0126)$ which means H_0 is rejected and H_a accepted, so the conclusion there is a disciplinary difference between the structural apparatus with functional apparatus Counseling and Food Security Agency of Jayawijaya Regency.

Cooperation Indicator. Based on the result of analysis where got value of $T_{count} = 2,171$. To test the hypothesis on the indicator of cooperation made a comparison between the value of T_{table} and $T_{arithmetic}$. The value of $T_{table} T \leq T_{count} \leq T_{table} (-2,0126 \leq 2,171 \leq 2.0126)$ which means H_0 refused and H_a accepted, so the conclusion there is a difference of cooperation between the structural apparatus with functional apparatus Counseling and Food Security Agency of Jayawijaya Regency.

Performance Variables. Based on the analysis of SPSS version 11 obtained value of $T_{count} = 2.470$. To test the hypothesis on the performance variable is done comparison between the value of T_{table} and $T_{arithmetic}$. Obtained $T_{table} T \leq T_{count} \leq T_{table} (-2.0126 \leq 2,470 \leq 2.0126)$ which means H_0 is rejected and H_a accepted, so the conclusion there is a performance difference between the structural apparatus with functional apparatus Counseling and Food Security Agency of Jayawijaya Regency.

DISCUSSION OF RESULTS

Based on data analysis used either through descriptive data analysis and statistical analysis by using comparative method then got explanation:

Performance Apparatus. In general, the definition of performance is the work of quality and quantity that can be achieved by an apparatus in performing the main duty and function as an apparatus in accordance with the responsibilities imposed or given to him. According to Ganap (2015) performance is the result of work that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibility respectively, in order to achieve the objectives of the organization concerned legally, not violating the law and in accordance with the moral as well ethics.

The state apparatus is an element of state apparatus, state servant, and public servant who with loyalty and obedience to Pancasila and the 1945 Constitution, state and government, performs government and development duties. The Civil Affairs Parliament consists of structural positions and functional positions. is a position which indicates the duty, responsibility, authority and right of a Civil State Apparatus in order to lead a unit of State organization. While the functional position is a position that indicates the duty, responsibility, authority, and rights of a civil servant apparatus in order to carry out basic tasks and functions of expertise and / or skills to achieve organizational goals.

Based on the result of calculation through SPSS with T test, it can be concluded that there is a difference of performance of structural apparatus with functional apparatus at Agency and Food Security of Jayawijaya Regency obtained $T_{table} T \leq T_{count} \leq T_{table} (-2,0126 \leq 2,470 \leq 2,0126)$ which means H_0 is rejected and H_a accepted. This is caused by:

Service orientation. Service Orientation is defined as the attitude and working behavior of the Civil Government Apparatus in providing the best services to those served, among others, covering the community, superiors, co-workers, related work units, and / or other institutions. The concept of service orientation is closely related to market orientation. If market orientation emphasizes the aspects of service practices, policies, and procedures a service orientation focuses more on aligning the capabilities of organizational units and customer needs in order to achieve business work goals (Novianti, 2017).

Based on the calculation result through SPSS by using T-test, it can be concluded that there is no difference of service orientation between structural apparatus and functional apparatus at Agency and Food Security of Jayawaijaya Regency got $T_{table} T \leq T_{count} \leq T_{table}$ ($-2,0126 \leq 1,225 \leq 2,0126$) which means H_0 accepted and H_a rejected. This indicates that the orientation of service between the structural apparatus with the functional apparatus at the Food Counseling and Food Security Agency of Jayawaijaya Regency is satisfactory or already in a good category based on positive descriptive analysis. This indicates that the structural apparatus and functional apparatus able to provide services to the public with a polite attitude and provide maximum service to the community can show loyalty to the leadership can appreciate and respect the colleagues and able to behave well towards superiors, colleagues and the community.

Discipline. Discipline is the ability of Civil State Apparatus to comply with obligations and to avoid prohibitions stipulated in legislation and/or official regulations which, if not observed or violated, are punishable by discipline. Discipline is the HR function of the management human resources cooperative function. Most importantly because the more discipline the employees are, the higher the job performance is can be achieved. Without good employee discipline, it is difficult for companies to achieve optimal results. Discipline is the awareness and willingness of a person to obey all corporate rules and prevailing social norms (Khumaedi, 2016). The purpose of the discipline is to prepare an atmosphere in which the discipline itself can be developed and to take firm action against small groups who do not obey and obey disciplinary rules (Supriyatno and Sukir 2007).

Based on the calculation result through SPSS by using T-test, it can be concluded that there is a difference of discipline between the structural apparatus and the functional apparatus at the Food Counseling and Food Security Agency of Jayawaijaya Regency obtained $T_{table} T \leq T_{count} \leq T_{table}$ ($-2,0126 \leq 2,849 \leq 2,0126$) which means H_0 is rejected and H_a accepted. This indicates that the discipline between the structural apparatus and the functional apparatus at the extension and Food Security Agency of Jayawijaya Regency has different levels of discipline. In the structural apparatus more in compliance with legislation and official regulations, apparatus come and return within the stipulated time, be able to complete the work on time, and able to carry out their duties and responsibilities in accordance with TUPOKSI, and respect and respect the applicable regulations. While the functional apparatus is still less appreciate the time in completing the work, apparatus come and go home not in accordance with the time specified so that affect the productivity of the apparatus associated with the quality and quantity of work produced to be low. Discipline will produce a good work ethic that will have an impact on productivity. From the results of descriptive analysis shows the level of discipline of positive and negative (+) positive structural apparatus (-) means more disciplined structural apparatus, but there is still a lack of discipline apparatus due to lack of time, work completion and lack of respect for applicable regulations. While the functional apparatus of the discipline level is positive (+) and negative (-), meaning that the functional apparatus is good enough in discipline but there is still a less disciplined functional apparatus.

Cooperation. According to Handayani (2015) cooperation in essence indicates the existence of two or more parties that interact dynamically to achieve common goals. In that sense there are three basic elements attached to an element of cooperation, that is, two or more elements of the element, the interaction element and the common goal element. If one element is not contained in one object studied, it can be assumed that the object there is no cooperation Lestari, 2017). Individual teams and individuals are closely tied to the collaboration that is built on the awareness of achievement and performance, and in cooperation there will be unfinished individual settlements (Widyaningtyas and Farid, 2014). Reliable advantages in teamwork are the emergence of synergistic solutions from various individuals who are members of teamwork (Widyaswari, et al, 2016).

Based on the calculation result through SPSS by using T-test, it can be concluded that there is a difference of cooperation between structural apparatus and functional apparatus at Food and Food Security Agency of Jayawaijaya Regency got $T_{table} T \leq T_{count} \leq T_{table}$ ($-2,0126 \leq 2,171 \leq 2,0126$) which means H_0 is rejected and H_a accepted. This means that the

cooperation between the structural apparatus and the functional apparatus at the Counseling and Food Security Agency of Jayawijaya Regency has different cooperation. In the structural apparatus can always cooperate in completing the task, established good cooperation in the implementation of the work, always give new ideas in completing the activities undertaken, always working in team to improve organizational performance and spirit in cooperation to support the completion of work. While the functional apparatus is still less to give ideas or ideas in completing the activities undertaken, the lack of ability to work in teams to improve organizational performance and lack of spirit of cooperation in supporting the completion of work. From the results of descriptive analysis shows the level of cooperation of positive structural apparatus (+) means that structural apparatus more have good cooperation among colleagues. While the functional apparatus of discipline level is positive (+) and negative value (-), meaning that the functional apparatus is good enough in cooperation but there are still functional apparatus who lack of spirit in cooperation.

CONCLUSION AND SUGGESTIONS

Based on the result of research, it can be concluded that:

- There are differences in performance on the structural apparatus and functional apparatus at the extension and Food Security Agency of Jayawijaya Regency.
- There is no difference in service orientation between the structural apparatus and the functional apparatus at the Extension and Food Security Agency of Jayawijaya Regency
- There is a difference of discipline between the structural apparatus and the functional apparatus at the Extension and Food Security Agency of Jayawijaya Regency
- There is a difference of cooperation between the structural apparatus and the functional apparatus in the Extension and Food Security Agency of Jayawijaya Regency

Based on the conclusion above then it should be:

It is expected that the performance system will be applied equally between structural apparatus and functional apparatus especially on work discipline and cooperation between apparatus at Extension and Food Security Agency of Jayawijaya Regency

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