
Performance Analysis of Support System Personnel at the Secretariat General of the House of Representatives of the Republic of Indonesia

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Abstract:

This study aims to identify the factors that cause the suboptimal performance of SSP at the Secretariat General of the House Of Representatives Of The Republic Of Indonesia so that it can provide a better understanding in improving SSP performance to support the achievement of the vision, mission and objectives of the Secretariat General of the House Of Representatives Of The Republic Of Indonesia and to determine the right strategy in optimizing SSP performance at the Secretariat General of the House Of Representatives Of The Republic Of Indonesia. This research method uses a qualitative approach that produces descriptive data. The results showed that the less than optimal performance of SSP in the Secretariat General of the House of Representatives was caused by factors of competence, motivation, and organizational support. Support from the Secretariat General of the House Of Representatives Of The Republic Of Indonesia in developing SSP will provide significant benefits both for the organization of the Secretariat General of the House Of Representatives Of The Republic Of Indonesia and for SSP itself. For the House Of Representatives Of The Republic Of Indonesia Secretariat General, the development of SSP will increase productivity and performance. Meanwhile, for the SSPs, this will increase their competence in carrying out tasks and solving work problems. This support also motivates SSPs to continue learning and developing new knowledge, skills, and work behaviors that support task execution. Thus, SSPs will better understand their duties and responsibilities and have opportunities to develop themselves. Therefore, SSP competency development can be an important strategy for the House Of Representatives Of The Republic Of Indonesia Secretariat General to optimize individual and organizational performance.

Keywords: *performance, Support System Personnel (SSP), Secretariat General of the House Of Representatives Of The Republic Of Indonesia.*

1. Introduction

In the ever-evolving and challenging era of globalization, where competitive advantage is not only determined by material resources and technology, but also by the expertise of human resources (HR). HR is not just an important component in the

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organizational structure, but the foundation that supports the achievement of the vision, mission and goals of the organization. The role and contribution of HR is becoming increasingly important and strategic, HR is not only an individual employee or group of employees who work together, but a collection of talents, skills, expertise and values that shape the success of an organization. HR that has high potential or ability will be able to create creativity and innovation and be able to adapt to changes and challenges that have a direct impact on achieving organizational goals.

The performance of government organizations depends on the human resources of the apparatus. Civil Servants as human resource apparatus plays a central role in carrying out the duties and functions of government, providing quality public services both goods/services and administrative services, policies and implementation of government programs. However, this important role is often constrained by a number of problems. Various matters including human resource management, governance, competence, and the effectiveness of civil servant performance are issues that must be resolved and solutions found, in order to improve civil servant performance and the quality of public services.

Sinambela (2016: 482) states that the performance of an organization is highly dependent on the performance of individual employees in the organization. The success of individual employees in carrying out their duties will affect the performance of the leadership. This means that if the performance of individual employees is good, the performance of the leadership and the organization is also good. Similarly, in the case of the House Of Representatives Of The Republic Of Indonesia Secretariat General, the performance of the organization will depend on the performance of each employee in the organization.

Based on Presidential Regulation of the Republic of Indonesia Number 26 of 2020 concerning the Secretariat General of the House of Representatives of the Republic of Indonesia, which states that the Secretariat General of the House of Representatives of the Republic of Indonesia is a government apparatus that in carrying out its duties and functions is under and directly responsible to the Chairman of the House Of Representatives Of The Republic Of Indonesia. The Secretariat General of the House Of Representatives Of The Republic Of Indonesia has the task of assisting the smooth implementation of the authority and duties of the House Of Representatives Of The Republic Of Indonesia in the fields of trial, administration and expertise. Therefore, effective HR management is an important part of realizing the vision, mission and goals of the Secretariat General of the House of Representatives. As the supporting system of the House of Representatives, the Secretariat General of the House Of Representatives Of The Republic Of Indonesia has a high commitment to managing competent and professional supporting human resources to perform, thus creating a smooth implementation of the duties and functions of the House Of Representatives Of The Republic Of Indonesia. Of course, supporting human resources who have

competence and strong work motivation can support the performance of House Of Representatives Of The Republic Of Indonesia.

In order to support the performance of the House of Representatives, the Secretariat General of the House of Representatives needs to be supported with sufficient human resources in terms of both quantity (number) and quality (competence). In accordance with the analysis of organizational needs contained in Decree of the Secretary General of the House Of Representatives Of The Republic Of Indonesia Number 2426/SEKJEN/2022 concerning Determination of Workload Analysis Results at the Secretary General of the House Of Representatives Of The Republic Of Indonesia (Decree Number 2426 of 2022), to be able to carry out the duties and functions of the organization, the Secretariat General of the House Of Representatives Of The Republic Of Indonesia needs to be supported by 3,605 human resources, while based on data from the ASN Performance and Information Management Section as of October 2022, the number of available human resources from the elements of Civil Servants is 1,342 people, so there is still a shortage of human resources of 2,328 people.

Based on the Regulation of the Secretary General of the House of Representatives Number 24 of 2022 concerning the Management of Support System Personnel of the Secretariat General of the House of Representatives, SSPs are personnel recruited through the procurement of services by the Secretariat General of the House of Representatives based on a work agreement for a certain period of time to provide trial, administrative, and expertise support, in accordance with organizational needs. The existence of this SSP is to support the implementation of ASN duties within the bureau/center/inspectorate. SSPs are entitled to receive honorarium at the expense of the State Budget in accordance with the workload, responsibilities and risks of the job. Although the employment status of SSP is a work agreement or contractual, it is still important to manage SSP optimally, so that SSP can contribute maximum performance.

Therefore, to support the performance of the House of Representatives Of The Republic Of Indonesia, it is considered insufficient if the Secretariat General of the House of Representatives of the Republic of Indonesia only depends on human resources from civil servants both in terms of quantity (number) and quality (potential / ability). Considering that the number of civil servants decreases every year either due to mutation, retirement or death. In addition, the number of civil servants entering or recruited into the organization also depends on the number of formations approved by the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia, so there are still many vacancies in the Secretariat General of the House of Representatives of the Republic of Indonesia. The high demands on the performance of the Secretariat General of the House of Representatives of the Republic of Indonesia and also faced with limited human resources from civil servants and the gap between the needs and availability of human resources, encouraged the Secretariat General of the House of

Representatives of the Republic of Indonesia to recruit or procure Support System Personnel (SSP). Thus, human resources supporting the performance of the Secretariat General of the House of Representatives of the Republic of Indonesia are not only supported by civil servants, but also from SSP elements.

According to Mitchell (Sinambela, 2016, p. 484), good performance is influenced by ability and motivation. Meanwhile, according to Wibowo (2013, p.4), the implementation of good performance is carried out by human resources who have the ability or competence, and interests. Thus, if competence and motivation are well combined, it can be a significant leap in the performance of SSP at the Secretariat General of the House Of Representatives Of The Republic Of Indonesia. High competence will make the implementation of SSP tasks and work maximized, while high motivation will ensure that competence is applied consistently with high work enthusiasm. Wibowo (2013, p.324) states that competence is the ability to perform a task or job based on knowledge and skills and supported by the attitudes and behaviors required for the job. Wibowo also suggests that competence is a characteristic of the knowledge and skills possessed or required by each employee to be able to carry out their duties and responsibilities effectively and improve the professional quality standards of their work. Spencer and Spencer (Sutrisno, Human Resource Management, 2009, p. 220) argue that competence is a characteristic that underlies an individual and is closely related to the effectiveness of individual performance in doing a job.

Employee competence can be influenced by their level of education. The level of education of an individual employee is closely related to the development of the individual's own potential, both intellectual and emotional mental potential. The level of education often accumulates broader knowledge and more advanced skills. Employees with a higher educational background will tend to have a deeper understanding and ability to carry out tasks and have relevant skills in the field of their duties. Employees with a high level of education will also have the ability to learn and adapt more quickly. This means that the level of education possessed by an employee will determine the employee's ability to carry out the duties or work that is his responsibility.

In addition to competence, SSP's lack of motivation as described above, namely lack of initiative and unwillingness to improve themselves, is also a factor that needs to be considered in improving performance. Because even though the SSP's ability is very good, if his work motivation is low, of course his performance will also be affected to be low. The motivation to carry out tasks or work must come from the SSPs themselves. This means that SSP must be encouraged or motivated to bring out their best potential to carry out the work or tasks that are their responsibility with enthusiasm and dedication, so as to produce the best quality and quantity of work, and ultimately contribute optimal performance to the organization.

Performance is a crucial aspect in achieving individual and organizational goals. To achieve optimal performance requires an understanding of the factors that affect performance. There are many factors that can affect the performance of individual employees in an organization. Mathis and Jackson (Kaswan & Akhyadi, 2015, p. 155) state that there are three main factors that affect employee performance, namely (1) the ability of individual employees to carry out work; (2) effort or encouragement (motivation) made by individual employees themselves; and (3) organizational support. Understanding the factors that influence performance is the key to optimizing potential and achieving organizational goals. In this regard, it is important to analyze the performance of the SSP as an effort to support the performance of the House Of Representatives Of The Republic Of Indonesia Secretariat General. By identifying and exploring a number of factors that can affect the performance of the SSP of the Secretariat General of the House of Representatives of the Republic of Indonesia, it is expected to create the right strategy in optimizing SSP performance at the Secretariat General of the House of Representatives of the Republic of Indonesia.

2. Theoretical Background

Definition of Performance

The performance of the organization is very dependent on the performance of its HR or employees. Therefore, every employee in an organization has an obligation to make the best contribution to the achievement of organizational goals through their performance. Performance or performance is often interpreted as the result of work or work performance. According to Armstrong and Baron (Wibowo, Performance Management, 2013, p. 2) 'performance is a work result that is closely related to the strategic objectives of the organization'. While the definition of work performance according to Byars and Rue (Sutrisno, Human Resource Management, 2009, p. 164) is 'a work result or work output of a person based on his ability and role in the organization'. According to the definition of these experts, it can be concluded that work performance or performance is a result of the work or effort of employees with competence to achieve the strategic goals of the organization.

Performance Improvement Strategy

Efforts to improve employee or organizational performance require a strategy. Strategy is very important because it contains a systematic plan that helps an organization or individual to achieve goals. The strategy will provide direction or focus on goals so that it will help in more efficient resource management and maximize the yield of available resources. From the definition above, we can conclude that strategy can be interpreted as a systematic plan designed to achieve the goals of an organization. This includes planning and organizing resources, identifying the steps or policies needed to achieve the best desired results. Strategy also provides direction, focus and framework in decision making to achieve individual, group and organizational goals.

3. Methodology

This research method uses a qualitative approach that produces descriptive data. This study also seeks to describe fully and comprehensively regarding the performance of the Support System Personnel (SSP) of the Secretary General of the House Of Representatives Of The Republic Of Indonesia so that they can implement the right strategy in improving SSP performance, and become a guideline for the Secretary General of the House Of Representatives Of The Republic Of Indonesia to optimize performance and determine future SSP policy plans. In research with a qualitative approach which is a research instrument, namely the researcher himself (Abdussamad, 2001, p. 141). Therefore, researchers as a research instrument are required to play an active role in this qualitative research, starting from setting the focus of research, choosing informants as data sources, compiling interview guidelines, observing and reviewing documents, collecting data, checking the quality of the data collected, analyzing data, interpreting data, and compiling conclusions on all data collected.

4. Empirical Findings/Result

Factors affecting performance

1) Individual Employee's Ability to Do Work (Competency)

Each individual employee, including the SSP Secretary General of the House of Representatives of the Republic of Indonesia, is expected to achieve high performance. Performance is the result of work achieved by a person or group of people using elements of ability or competence. Competence can be interpreted as the ability possessed by an employee to carry out a job or task that is his responsibility based on knowledge, skills, and work attitudes or behaviors. Therefore, the success of a performance will depend on and determine the ability or competence of employees in carrying out a job.

a) Knowledge

The SSP's lack of knowledge in their field of work can lead to less than optimal performance. Errors in work or delays in task execution can occur due to a lack of knowledge on how to perform work correctly and according to standards. Without sufficient knowledge, SSPs will need more time to complete tasks, resulting in decreased performance. The characteristics of the knowledge that SSPs must possess vary depending on their areas of work. One example is in the Parliamentary Television and Radio Section of the Parliamentary News Bureau, based on its duties and functions, the section has the task of carrying out television and radio management affairs. Thus, SSPs' knowledge of broadcasting, technical equipment and software in the production of television and radio content such as cameras, audio devices, the creative process in creating television and radio content, as well as communication and presentation science must be owned and understood in depth so that the Parliamentary Television and Radio Section as the first door in updating House Of Representatives Of The Republic Of Indonesia news can quickly deliver news to the public. Therefore, it is important for SSPs to have knowledge that

supports the implementation of their duties in order to be able to complete work with good quality work and on time, so that it can contribute to the achievement of organizational performance targets.

Furthermore, it can be concluded that the less than optimal performance of the SSP at the Secretariat General of the House Of Representatives Of The Republic Of Indonesia can be caused by the SSP's lack of knowledge of their field of work. It is important for SSP to have adequate knowledge in carrying out their duties. Therefore, there is a need to improve or update the knowledge of SSP in accordance with their field of duties that are adjusted to the development of the environment and information technology. By developing SSP knowledge, it is hoped that it can develop the ability or competence of SSP both as individuals and teams to carry out their duties or work, so that ultimately it can improve the performance of both individuals and organizations.

b) Skills

SSP skills in carrying out tasks or work are reliable. However, to improve SSP's abilities, SSP need to be given skill updates through training. Therefore, it is important for SSP to have adequate skills in carrying out their duties and responsibilities. SSP need skills that vary according to their field of work. Lack of SSP skills in carrying out work can have an impact on suboptimal performance. Key Informant 4 stated that the implementation of work that is not in accordance with standards can result in low quality work results. Thus, the SSP's lack of skills in their field of work can lead to inadequate or non-standard work results, frequent mistakes, or untimely completion of work. Therefore, it is important to improve the skills and increase the work experience of SSPs through skills training.

c) Self-value or Work Attitude or Behavior

Self-value is the attitude, behavior, value or self-image that SSP has in completing work or tasks. One of the causes of the suboptimal performance of SSP at the Secretary General of the House Of Representatives Of The Republic Of Indonesia is the lack of provision of organizational values of the Secretary General of the House Of Representatives Of The Republic Of Indonesia to SSP, so that there are still SSPs who do not understand the values or work attitudes that support the implementation of their duties and responsibilities. Therefore, it is important for SSPs to understand the values, attitudes and work behaviors that help the execution of work or tasks in order to optimize individual and organizational performance.

By understanding the values, attitudes and work behaviors upheld by the Secretary General of the House of Representatives of the Republic of Indonesia and having attitudes that are in accordance with the provisions, SSP can work more effectively, facilitate teamwork, and create a comfortable and safe work environment, so that it will ultimately improve individual and organizational performance. In connection with that, SSP needs to be equipped with the development of values, attitudes or work behaviors that are appropriate to their field of duty to improve the performance

of both individuals and organizations. In line with the importance of SSP ability or competence, to measure and evaluate SSP competence at the Secretary General of the House of Representatives of the Republic of Indonesia, in December 2023 an assessment and selection test will be held for SSP contract renewal.

SSP competencies at the Secretary General of the House Of Representatives Of The Republic Of Indonesia, including knowledge, skills and work attitudes, are supporting factors that can optimize performance at the Secretary General of the House Of Representatives Of The Republic Of Indonesia. Lack of SSP competence can lead to suboptimal performance. Competency improvement, including the development of SSP skills, knowledge and work attitudes is essential to improve individual and organizational performance, as well as ensure the successful achievement of organizational goals.

2) Effort Made (Motivation)

a) Aspects of Responsibility

Motivation plays an important role in increasing the responsibility of SSP at the Secretary General of the House of Representatives of the Republic of Indonesia. Strong motivation will spur SSP to take responsibility for the task or job seriously. When SSP feels motivated, SSP will tend to be more committed to completing work or tasks well and fulfilling responsibilities in accordance with the expectations of the Secretary General of the House of Representatives of the Republic of Indonesia. The cause of less than optimal SSP performance is because there are still SSPs who do not understand their responsibilities in carrying out work or tasks, resulting in inadequate work or not in accordance with the expected standards. This can result from SSP's lack of motivation, initiative, and interest in the task. In addition, SSPs are less interested in participating in skills development training.

To optimize SSP performance at the Secretary General of the House Of Representatives Of The Republic Of Indonesia, superiors need to encourage or motivate SSP to understand and accept job responsibilities. SSP must also understand and accept responsibility for what is its work, as well as motivate itself to complete the work well, so that it can actively contribute to the implementation of the duties and functions of the Secretary General of the House Of Representatives Of The Republic Of Indonesia as a supporting system of the House Of Representatives Of The Republic Of Indonesia. The supervisor also needs to evaluate the tasks or work carried out by the SSP, to support continuous performance improvement. Finally, from the perspective of superiors, they are responsible for ensuring the success of the SSPs subordinate. Meanwhile, from the perspective of SSP, they are responsible for understanding and carrying out their work or duties well, so that they can ultimately contribute to improving the performance of the Secretary General of the House of Representatives of the Republic of Indonesia.

b) Recognition Aspect

Recognition or appreciation of SSP is also an important part of motivating SSP to perform optimally. Awards or recognition given to SSPs for SSP's contribution in carrying out tasks or work for which they are responsible can improve performance. To optimize SSP's performance at the Secretary General of the House of Representatives, superiors need to give awards or recognition for SSP's work by giving praise, appreciating their work, treating SSP as part of the organization and fighting for fair rewards. This can encourage or motivate SSP to perform better, supporting the smooth achievement of the implementation of the duties of the Secretary General of the House of Representatives of the Republic of Indonesia.

c) Aspects of Success or Achievement Achieved

The success or achievement achieved by SSP in carrying out tasks is not only a reflection of SSP's dedication and commitment to the work for which it is responsible, but also a strong motivational driver for SSP. The success or achievements achieved by SSP based on strong initiative and independence will provide pride and enthusiasm for SSP. The success or achievements achieved by SSP can be a driver to optimize the performance of SSP and the Secretary General of the House of Representatives of the Republic of Indonesia. Therefore, the role of superiors or leaders in each work unit becomes significant in encouraging or motivating SSP to maintain the success of the implementation of their duties or work performance. Superiors must also continue to encourage SSP to have initiative in carrying out work so that it is successful in achieving work targets or work performance. Rewarded achievements will create a work environment that supports the exchange of knowledge between SSPs, which in turn can improve the performance of both individuals, teams, and organizations.

d) Aspects of Opportunities to Grow or Develop Yourself

Every employee must have a growth mindset in the sense that knowledge, skills, abilities and performance are not fixed, which cannot change and develop. The lack of optimal performance of SSP at the Secretary General of the House of Representatives of the Republic of Indonesia is due to the lack of opportunities for SSP to develop themselves. Although the Secretary General No. 24 of 2022 regulates opportunities to improve the competence or capacity of SSP, its implementation has not been optimal. Currently, the work unit in charge of employee development is preparing SSP competency development programs.

Lack of development opportunities can hinder SSP from updating knowledge and skills, thus limiting SSP's ability to carry out quality tasks. Therefore, providing opportunities to develop themselves will increase SSP's competence in knowledge, skills and work attitudes in accordance with their duties. It can also increase SSP motivation to increase knowledge and skills that can be applied in its work unit, thereby optimizing individual and organizational performance.

Overall, in the aspect of motivation, it can be concluded that the role of superiors to encourage or motivate SSP at the Secretary General of the House Of Representatives Of The Republic Of Indonesia, both in terms of giving responsibility, recognition, successes achieved, and opportunities to grow or develop themselves is a supporting factor that can optimize performance at the Secretary General of the House Of Representatives Of The Republic Of Indonesia. Conversely, the absence of the role of superiors to encourage or motivate SSP in terms of giving responsibility, recognition, successes achieved, and opportunities to grow or develop themselves, can be a factor inhibiting performance at the Secretary General of the House Of Representatives Of The Republic Of Indonesia.

3) Organization support

Organizational support is a very important foundation for the existence of SSP in the Secretary General of the House Of Representatives Of The Republic Of Indonesia. When the Secretary General of the House of Representatives of the Republic of Indonesia provides strong support to SSP, this directly impacts on improving SSP's performance. Organizational support can be in the form of development, facilities and infrastructure, work standards, and management (Kaswan & Akhyadi, 2015, p. 156).

a) Development

The work unit responsible for improving employee competence is trying to prepare education and training programs for SSP where the education and training programs are almost the same as the programs provided to civil servants. The issue of HR development is a joint issue, both individuals and organizations. This means that both individuals and organizations have interests. To be able to carry out its duties, the Secretary General of the House of Representatives of the Republic of Indonesia must be supported by human resources, in this case a competent SSP. Likewise with SSP, in order to remain employed, they must have competence. Therefore, the organization must facilitate or provide support to the SSP to have the competencies needed in the performance of tasks or work. Organizational support in this case the Secretary General of the House of Representatives of the Republic of Indonesia through the development of SSP an optimize SSP performance. The organizational support of the Secretary General of the House of Representatives of the Republic of Indonesia in the development of SSP has an important role in ensuring the growth and progress of SSP. The provision of support for the development of SSP through education and training programs organized by the Secretary General of the House of Representatives of the Republic of Indonesia, will provide opportunities for SSPs to improve their competencies both knowledge, skills and work attitudes in accordance with the needs of the implementation of their duties.

b) Facilities and infrastructure

Adequate facilities and infrastructure play an important role in optimizing employee performance. The Secretary General of the House of Representatives of the Republic of Indonesia has equipped with high-tech equipment. Organizational support through

the fulfillment of facilities and infrastructure can optimize SSP performance. Inadequate facilities and infrastructure can hinder SSP in completing tasks efficiently, which can lead to decreased performance. Therefore, it is important for organizations to provide adequate infrastructure facilities in supporting the implementation of work or tasks.

c) Work standards

Organizational support in setting work standards is very important to optimize SSP performance. Organizations that set clear and specific work standards provide employees with the necessary guidance to complete tasks efficiently and with high quality. Good work standards help employees understand the expectations and goals to be achieved, so they can focus on the desired results. In addition, by setting work standards, organizations can objectively measure employee performance and provide constructive feedback to help them develop.

d) Management

Furthermore, from the management side, as a form of organizational support, the Secretary General of the House of Representatives of the Republic of Indonesia has made a breakthrough or innovation in the management of SSP at the Secretary General of the House of Representatives of the Republic of Indonesia by establishing SSP management policies. This was conveyed by Key Informant 1 and also quoted the statement of the Deputy for Administration published in the *Parlementaria Magazine*. The Secretary General of the House of Representatives of the Republic of Indonesia towards SSP in the Secretary General of the House of Representatives of the Republic of Indonesia in the form of development, adequate facilities and infrastructure, work standards, and management policies are supporting factors in optimizing the performance of SSP at the Secretary General of the House of Representatives of the Republic of Indonesia. Conversely, the absence of support from the Secretary General of the House Of Representatives Of The Republic Of Indonesia in terms of development, adequate technological equipment, work standards and management policies will be an inhibiting factor in optimizing the performance of SSP at the Secretary General of the House Of Representatives Of The Republic Of Indonesia.

Strategy to Improve SSP Performance of the Secretary General of the House of Representatives of the Republic of Indonesia

In realizing a well-designed vision and mission will be difficult to achieve, if it is not supported by management strategies and optimal employee performance. Strategy is a guide or map that can be used by the organization as a guide to move or move from the current state to the expected future (Kaswan & Akhyadi, 2015, p. 21). The strategy of improving HR performance is a crucial effort for the success or success of an organization. Just as organizations must continue to adapt to the challenges of environmental change and development, they must be able to integrate HR management policies with organizational goals and strategies. Organizations must continue to grow and thrive among the challenges of an ever-changing environment.

On this basis, organizations should not only rely on the initial talents of human resources or employees. The initial potential of HR or employees must continue to be developed so that competence continues to follow the demands of environmental dynamics. Therefore, building and improving employee performance through improving or developing employee competence is a strategy that can realize the vision, mission and goals of the organization.

Based on the results of interviews and document searches as well as observations in the field, that the performance of SSP at the Secretariat General of the House Of Representatives Of The Republic Of Indonesia is not yet optimal due to the lack of SSP competence in their field of work, including knowledge, skills and work attitudes. This is due to the fact that the competency development policy of the SSP at the Secretariat General of the House Of Representatives Of The Republic Of Indonesia has not run optimally. SSP development through education and training has not been implemented optimally, and even if it is, the program is still limited. There are differences in perceptions or viewpoints among policy-making officials regarding the status of SSP as employees recruited through the procurement of goods/services that should be ready to use, giving rise to the assumption that SSP do not need to be developed. In fact, SSPs who have been employed for more than 5 years at the Secretariat General of the House Of Representatives Of The Republic Of Indonesia need competency updates to keep up with the dynamics of environmental developments that are increasingly challenging and require high creativity in carrying out work. Indeed, the development of SSPs in terms of knowledge, skills and work attitudes can motivate SSPs to perform their duties better in order to optimize performance.

But in reality, differences in status within the organization can separate individuals and groups, and cause some employees to feel less recognized or valued. These differences must be reduced, so that all members in the organization feel important and recognized. Equality among members or employees in the organization will foster commitment to perform better. This is the case with SSP, although the status of SSP is a supporting HR with a work agreement, it is important to recognize the existence of SSP as part of the Secretariat General of the House Of Representatives Of The Republic Of Indonesia, so it is also important for SSP to get development support in terms of knowledge, skills and work attitudes needed in carrying out their work.

SSP development is an important part of supporting the performance of the Secretariat General of the House of Representatives of the Republic of Indonesia. Support from the Secretariat General of the House of Representatives of the Republic of Indonesia in the development of SSPs will benefit both the Secretariat General of the House of Representatives of the Republic of Indonesia organization and the SSPs themselves, thus maintaining a harmonious relationship between members of the Secretariat General of the House of Representatives of the Republic of Indonesia organization. For the Secretariat General of the House of

Representatives of the Republic of Indonesia itself, the development of SSPs will increase productivity and performance, while for the SSPs themselves it will increase their ability or competence in carrying out and solving work problems, and motivate SSPs to learn new knowledge, skills or work behaviors that support the implementation of work or tasks. Thus, improving or developing SSP competencies is important to be used as one of the strategies for the Secretariat General of the House Of Representatives Of The Republic Of Indonesia in improving performance. By developing SSP competencies, the Secretariat General of the House Of Representatives Of The Republic Of Indonesia can ensure that the Secretariat General of the House Of Representatives Of The Republic Of Indonesia is supported by human resources who are competent, motivated and ready to face future challenges that are quite complex.

Based on the results of interviews with Key Informants, it can be summarized that competency development methods can be used as an option in developing SSPs at the Secretariat General of the House Of Representatives Of The Republic Of Indonesia, including:

1. Training

Training is a method of developing HR competencies where SSP is given training which can be carried out internally or externally. Internal training is training provided to SSP within the Secretary General of the House Of Representatives Of The Republic Of Indonesia. Trainers can be taken from the environment of the Secretary General of the House Of Representatives Of The Republic Of Indonesia or it can also be other organizations or third parties in the field of education and training. While external training is carried out by sending SSP to training institutions or agencies. The training provided to SSP is adjusted to the needs of training or training programs that have been designed by the work unit tasked with developing HR competencies, in this case the Legislative Human Resources Competency Development Center.

2. Job rotation

Job rotation is one of the effective ways to improve or develop SSP competence at the Secretary General of the House Of Representatives Of The Republic Of Indonesia. Job rotation is the transfer of SSP from one position to another where SSP carries out different tasks or jobs or carries out the same task in different work units. The job rotation is expected to provide an opportunity for SSP to gain a broader understanding of various functions and tasks at the Secretary General of the House Of Representatives Of The Republic Of Indonesia. In addition, SSP can also improve the knowledge, skills and work attitudes needed in carrying out work. SSP can see how tasks and responsibilities differ in each work unit, as well as gain broader insight into the workflow of the Secretary General of the House Of Representatives Of The Republic Of Indonesia. Job rotation can also help SSPs find new job interests and skills that are more suitable. Job rotation can also be used as an evaluation for work units or HR Bureaus in the event that SSP does not provide optimal results in the implementation of its work. Less optimal

implementation of work is caused by mismatch between teams, too much pressure, or whether SSP is within the limits of maximum fatigue and saturation.

3. Job Enrichment

One effective strategy to improve employee competence is job enrichment. In job enrichment, SSPs are given responsibilities and more challenging tasks, so that SSPs can develop broader knowledge, skills and work behaviors. Through job enrichment, it is expected that SSP can develop competencies as a whole and sustainably, so that it has a positive impact on improving performance.

4. Comparative study

Comparative status is the process of learning from best practices or successes from other agencies or organizations. A comparative study is a method of HR development where SSP is given the opportunity to evaluate or compare the current work system at the Secretary General of the House Of Representatives Of The Republic Of Indonesia with other agencies or organizations. With a comparative study, it is hoped that SSP can obtain an effective picture related to a better work system that can improve the performance of both SSP individuals and the Secretary General of the House of Representatives of the Republic of Indonesia.

5. Sharing knowledge

Knowledge sharing can be used as a means to develop SSP. The experience or expertise of people both from within the Secretary General of the House Of Representatives Of The Republic Of Indonesia and from outside the Secretary General of the House Of Representatives Of The Republic Of Indonesia can be utilized to generate or create new knowledge, skills or work behaviors that are shared with SSP or fellow members of organizations within the Secretary General of the House Of Representatives Of The Republic Of Indonesia.

6. Competency test

Competency tests are given to SSPs to determine the quality or ability of SSPs. This Competency Test can be carried out by the SDMA Bureau or the SDMA Bureau in collaboration with institutions or agencies organizing competency tests. This competency test can be carried out every two years or three years or adjusted to budget availability.

7. Coaching

The coaching method is given to SSP to improve skills in work. Leaders or administrators, or supervisors in work units can take on the role of coaches who provide guidance or direction on how a job is done. With the guidance provided, it is expected to increase SSP's knowledge, skills and work behavior, so as to have a positive impact on the quality of work and organizational growth of the Secretary General of the House of Representatives of the Republic of Indonesia.

8. Building Team Work through Outbound

One effective way to improve or develop SSP competence is to develop strong teamwork within the Secretary General of the House Of Representatives Of The Republic Of Indonesia. Building strong teamwork can be done through outbound. This method is an HR development method that aims to strengthen friendship among organizational members at all levels. This outbound can be divided into

groups involving SSP. The purpose of this outbound is to increase team cohesiveness, morale and get to know each other and overcome boredom of work routines.

5. Conclusions

The sub-optimal performance of SSPs at the Secretariat General of the House of Representatives is caused by competency factors, either knowledge or skills or work attitudes possessed by SSP s. Some SSPs still do not understand how to perform work correctly and according to standards, which leads to frequent errors in the implementation of tasks, delays in work, and poor quality work results, as well as a lack of understanding of organizational values. Without adequate knowledge, skills and work attitudes, SSPs will need more time to complete tasks, resulting in less than optimal performance.

Lack of understanding of the duties and responsibilities of a SSP and the absence of opportunities for self-development trigger SSPs' low motivation to work. Without a strong sense of responsibility, SSPs may lose motivation to complete tasks with dedication and integrity, resulting in a decrease in performance. In addition, the absence of opportunities for development can lead to burnout and a lack of motivation for SSPs to improve their knowledge and skills to reach their full potential at work. As a result, individual and overall organizational performance can be negatively impacted leading to decreased productivity and less than optimal performance.

Lack of organizational support in competency improvement or capacity building of SSPs. Without a SSP competency improvement or capacity building program in place, SSPs will not have the opportunity to improve their knowledge, skills, and work attitudes, resulting in a lack of ability to cope with changing job demands. Support from the House Of Representatives Of The Republic Of Indonesia Secretariat General in developing SSPs will provide significant benefits for both the House Of Representatives Of The Republic Of Indonesia Secretariat General organization and the SSPs themselves. For the House Of Representatives Of The Republic Of Indonesia Secretariat General, SSP development will improve productivity and performance. Meanwhile, for SSPs, this will increase their competence in carrying out tasks and solving work problems. This support also motivates SSPs to continue learning and developing new knowledge, skills, and work behaviors that support the performance of their duties. Thus, SSPs will better understand their duties and responsibilities and have opportunities to develop themselves. Therefore, SSP competency development can be an important strategy for the House Of Representatives Of The Republic Of Indonesia Secretariat General to optimize individual and organizational performance.

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