

# STRATEGIC PLANNING AND PERFORMANCE IMPROVEMENT OF STATE CIVIL APARATURE (ASN)

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**Abstract:** This article aims to explain about strategic planning and improving the performance of the State civil apparatus (Civil Servants, hereinafter abbreviated as PNS, is an Indonesian citizen who fulfills certain conditions, is appointed as a permanent ASN employee by an official civil servant to occupy a government position. work (performance) is defined as an ability expression based on knowledge, attitudes, skills and motivation in producing something Work performance is defined as an achievement of certain job requirements which can ultimately be directly reflected in the output produced in both quantity and quality. The strategy was initially a tradition developed by private sector organizations facing changes in winning competition, but in the last few decades the tradition has begun to shift to the public sector. Strategic seems to have become something that must be done by all organizations including public organizations.

**Keywords:** Performance, Planning, Strategic, Employees, Government.

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## 1. INTRODUCTION

State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for Civil Servants and government employees with work agreements working with Government agencies. Employees of the State Civil Apparatus, hereinafter referred to as ASN Employees, are civil servants and government employees with work agreements appointed by official civil servants and entrusted with duties in a government position or entrusted with other state duties and paid according to the laws and regulations. Civil Servants, hereinafter abbreviated as Civil Servants, are Indonesian citizens who fulfill certain conditions, are appointed as ASN employees on a regular basis by official civil servants to hold government positions.

Performance is doing an activity and perfecting it according to its responsibilities with the expected results. Meanwhile performance as a noun means "Thing done" (a result that has been done). According to Simamora (2002: 423) performance is a translation of English, performance or job performance but in English it is often shortened to performance. Performance in Indonesian is also called work performance. Performance or work performance (performance) is defined as an expression of ability based on knowledge, attitudes, skills and motivation in producing something. Work performance (performance) is defined as an achievement of certain job requirements which can ultimately be directly reflected in the output produced in both quantity and quality.

Strategic planning was originally a tradition developed by private sector organizations facing changes in winning competition. But in the last few decades the tradition has begun to shift to the public sector. The preparation of strategic planning documents seems to have become something that must be done by all organizations including public organizations. However, differences in character between public and private organizations need little different treatment in the strategic planning process

Planning is basically a complex decision that is interrelated (Cohen, 2006). Whereas one definition of strategy is a plan to achieve mission goals and fulfill the mandate "(Bryson 1995: 4, Hassan et al., 2010). It can be interpreted as a whole that strategic planning is a disciplined effort to produce fundamental decisions and decisive actions for an organization, what it does, and why it is done (Bryson and Roering 1988; Elbanna 2007; Hassan et al.) From this definition it can be seen that every organization, both public and private, needs to do strategic planning to achieve the targets set. significant between

strategic planning for public and private organizations in the implementation of strategic management Public organizations do not put consumers as targets for profit. The consumers are the main stakeholders who must be served as a manifestation of the reason for the existence of a public organization.

Often strategic planning is equated with an activity plan. Even though the two things are completely different. Hitchcock (1998) said that strategic planning involves the entire process, defining the future direction and character of the organization when trying to go through the set timeframe to achieve the desired state by achieving the goals and objectives set. This opinion reinforces what is meant by strategic planning.

However, strategic planning is not an end in itself, but a proactive process that helps organizational members make important decisions that affect their future. Strategic planning helps organizations think and act strategically, develop effective strategies, clarify future directions, set priorities, improve organizational performance, build teamwork and expertise, and deal effectively with a rapidly changing environment (Canole, 1999).

## **2. STRATEGIC PLANNING**

Strategic planning is the process of deciding which programs will be implemented by the organization and estimating the amount of resources that will be allocated to each program over the next few years. According to (Allison, Kaye, 2005) the definition of strategic planning is a systematic process that is agreed upon by the organization and builds engagement among key stakeholders-about the essential priorities for its mission and responsiveness to the operating environment.

Strategic planning is specifically used to sharpen organizational focus, so that all organizational resources are used optimally to serve the organization's mission. This means that strategic planning to guide an organization must be responsive to a dynamic environment and difficult to predict. Strategic planning emphasizes the importance of making decisions that place the organization in successfully responding to environmental changes. The focus of strategic planning is on strategic management, meaning the application of strategic thinking to the task of leading an organization to achieve its purpose.

Another understanding of strategic planning according to (Shrader, Taylor and Dalton, 1984) is written long-term planning which consists of the agreement of the company's mission and objectives. Some dimensions of strategic planning have been proposed (Frederickson, 1986) according to categories: process initiation, goal rules, meaning and end of the relationship, explanation of strategic implementation and level of integrated decisions.

According to Philips (2000), strategic planning that effectively influences financial performance in the case example in hotels, is shown in the role of manager's behavior in decision making. Further studies from Bracker et al (1988) stated that the relationship between the planning process and the financial performance of selected small companies showed significant results.

Another study from Robinson and Pearce (1988) analyzes the moderating effects of strategic planning on strategy performance in 97 manufacturing companies with 60 different industries producing positive and significant moderating effects. The formulation of strategic planning is influenced by corporate culture and manager behavior (Bailey, Johnson and Daniels, 2000; Haberberg and Rieple, 2001; Hart and Banbury, 1994; Lynch, 2000; Miesling and Wolfe, 1985; Venkatraman, 1989). So that the effect can be seen in the change and development of an organization.

The next link regarding the development of strategic planning is the creation of sustainable competitive advantage. This is achieved when the ability of management and using creations and implementing strategies to withstand the advantages of many imitations, able to create obstacles for a long time (Bharawaj, Varadarajan and Fahy, 1993; Grant, 1995; Mahoney and Pandian, 1992; Rumelt, 1984).

Based on expert research in general, it was concluded that planners beat non-planners, the idea being that companies that have a formal plan are superior to informal plans, because the process of writing plans requires ideas and goals to be thought through (Hopkins and Hopkins, 1997; Rue and Ibrahim, 1998; Shrader et al. 1989). This opinion is also supported by Robinson and Pearce (1984) cited by Shrader et al. (1989) that the more complicated the planning process, the better the organizational performance.

The planning process consists of three main components (Armstrong, 1982 in Shrader et al., 1989; Robinson and Pearce, 1984), namely: (1) formulation, which includes mission development, determination of main objectives, assessment of external and internal environment and evaluation and selection of alternatives; (2) application; and (3) control.

Orpen (1985) states that planning benefits small companies by encouraging them to seek new alternatives to increase their sales and competitive positions. According to Bracker et al (1988) suggests that careful planning benefits small companies in a rapidly growing dynamic industry.

Based on the results of research by Rue and Ibrahim (1998) and Shrader et al (1989), stated that top managers or CEOs in small and medium enterprises indicate that corporate planning is generally done alone, which means top managers or CEOs and planners.

Strategic planning for various business conditions that should be owned by a company, large or small. Because with strategy management will be able to function as a means to communicate the goals of the company and alternative ways to be pursued in order to achieve these goals (Nurwening, 1997).

Keep in mind that this strategy planning process is a strategic thinking of business owners. Strategic planning does not have to be formal but this strategic thinking at least synthesizes entrepreneurial intuition and creativity into a future vision (Rambat, 2002).

Strategy planning is a long-term written plan, which states the company's mission and statement of organizational goals. Strategic planning is also considered to provide substance where company performance can be controlled and measured (Rue and Ibrahim, 1998; Shrader et al. 1989). Also added according to (Hopkins and Hopkins, 1997) strategic planning is as a process of using systematic criteria and very thorough investigations to formulate, define and control strategies and document formal organizational expectations.

Strategic planning usually covers a period of one to five years (Matthews & Scott, 1995; Rue & Ibrahim, 1998; Robinson and Pearce, 1997; Shrader et al, 1984). So it can be concluded that strategic planning is a guideline for an organization to be responsive to a dynamic environment and difficult to predict. Strategic planning emphasizes the importance of making decisions that place the organization in successfully responding to environmental changes.

As an effort to improve competitive advantage, it needs to be explored further about the factors that can influence a strategic plan so as to create competitive advantage. The influencing factors are hypothesized to consist of managerial factors, environmental factors and organizational culture.

The difference between the two types of management, namely strategy formulation and strategy planning. The difference is that strategy formulation is a process for deciding on a new strategy, while strategic planning is for deciding how to implement the strategy. In the process of strategy formulation, management determines the goals of the organization and creates the main strategies for achieving these goals. The strategy planning process then takes these goals efficiently and effectively. The decision by producers of industrial goods to diversify consumer goods is a strategy formulation, a strategic decision, after which a number of implementation problems must be resolved.

In practice, there is a large amount of overlap between strategic formulations and strategic planning. Studies made during the strategic planning process may indicate that it is necessary to change ideals or strategies. Instead the strategy formulation usually includes preliminary considerations about the programs that will be adopted as a tool to achieve these goals.

Strategic planning is systematic, there is an annual strategic planning process, with defined procedures and schedules. Strategy formulation is not systematic. The strategy is checked again in response to opportunities or threats that are perceived as such, ideally, strategic initiatives that may arise at any time from anyone in the organization. If it is deemed worth pursuing, then the initiative is analyzed immediately, without waiting for a predetermined schedule. Once a strategy is accepted, planning for the strategy follows systematically.

Formal strategic planning processes can provide organizations: (1) a framework for developing annual budgets, (2) management development tools, (3) mechanisms for forcing management to think about the long term, and (4) tools for aligning managers with long-term strategies company.

An operating budget requires resource commitment for the coming year. Therefore, it is important that management make such resource commitments with a clear idea of where the organization is going for the next few years. A strategic plan provides a broader framework. Thus, an important benefit of making a strategic plan is that the plan facilitates the formulation of an effective operating budget.

Formal strategy planning is an educational management and training tool that excels in equipping managers with a thought about strategy and its implementation. It is no exaggeration to say that in formal planning, the process itself is far more important than the output of the process, which is a plan document.

Managers tend to be more concerned about tactical issues and the management of routine business affairs today rather than regarding future creation. The formal strategic planning process forces managers to make time to think about important long-term problems.

Debates, discussions, and negotiations that occur during the planning process clarify corporate strategy, unify and align managers with such strategies, and reveal the implications of corporate strategy for individual managers. As will be shown, program decisions are made at one time, and strategic plans combine them. Strategic planning may reveal that individual decisions do not create a satisfying whole. Planned new investments may require more funds in certain years than funds obtained by the company in those years; planned changes in the direct program may require changes in the size of supporting programs (for example, research and development, and administrative) that are not considered separately. The anticipated profit from individual programs may not produce satisfactory profits for the organization as a whole.

There are several drawbacks or potential limitations of formal strategic planning. First, there is always the danger that planning ends up being "filling out forms," bureaucratic training, without strategic thinking. The second danger is that organizations might create large strategic planning departments and delegate strategic planning to staff from the department, thereby ignoring input from line management and the educational benefits of the process.

Finally, strategic planning is a time-consuming and expensive process. The most significant burden is the time given for strategic planning by senior management and managers at other levels in the organization.

The essence of the public organization's strategic planning model developed in a study is about the value carried out by public organizations. Strategic planning speaks of how these most important values underlie public organizations, their mission in the government system and the community or constituency they serve, and the vision of how a public organization will be seen in the future (Hassan et al., 2010).

### **3. PERFORMANCE OF STATE CIVIL APARATURE (ASN)**

Performance is doing an activity and perfecting it according to its responsibilities with the expected results. Meanwhile performance as a noun means "Thing done" (a result that has been done). According to Simamora (2002: 423) performance is a translation of English, performance or job performance but in English it is often shortened to performance. Performance in Indonesian is also called work performance. Performance or work performance (performance) is defined as an expression of ability based on knowledge, attitudes, skills and motivation in producing something. Work performance (performance) is defined as an achievement of certain job requirements which can ultimately be directly reflected in the output produced in both quantity and quality.

The above definition highlights performance based on the results achieved by someone after doing work. In line with Sedarmayanti in his book entitled Human Resources and Work Productivity defines Performance as a translation of performance which means work performance, work performance, work achievement, performance or work performance. (Sedarmayanti, 2001: 50). Whereas based on Prawirosentono's opinion Performance is: "The work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each, in order to achieve the objectives of the organization legally, does not violate the law and is in accordance with morality or ethics". (Prawirosentono, 2008: 2).

In accordance with the above opinion that the definition of performance is a work that can be achieved by a person or group within the organization, in accordance with the authority and responsibility of each in order to achieve the objectives of the relevant organization legally, it does not violate the law, and is in accordance with morals and ethics.

Apparatus are people who run the government. The apparatus has a strategic role in carrying out the general tasks of government and development. The role of the apparatus is in accordance with the demands of the times, especially to answer the challenges of the future. Quality apparatus is needed in order to face future challenges.

Understanding of government apparatus is mentioned by Dharma Setyawan Salam in a book entitled Management of Indonesian Government which explains that "Government Officials are workers who are paid by the government to carry out technical tasks of government to do services to the public based on the applicable provisions" (Setyawan, 2004: 169).

Based on the above definition, the government apparatus is someone who is paid by the government to carry out government tasks technically based on existing provisions. This is in accordance with the opinion of Soerwono Handayani who said that: "Apparatus is the administrative aspects that are needed in the administration of government or the state, as a tool to achieve organizational goals. The administrative aspects are primarily institutional or organizational and staffing" (Handayani, 1982: 154).

Apparatus according to the definition above said that the apparatus is a staffing organization in the administration of government administration or the state in serving the community. Administrative aspects are institutions or organizations in the administration of government. This opinion suggests that the apparatus is an administrative aspect that is required by the government in the administration of government or the State. Whereas Sarwono further elaborated on the government apparatus that what was meant by the government apparatus were people who held positions in government institutions (Handayani, 1982: 154).

A.W. Widjaja in his book "Civil Service Administration" argued that: "Employees are physical and spiritual human labor (mental and mind) which are always needed and therefore become one of the principal capital in cooperative efforts to achieve certain goals (organization)" (Widjaja, 2006: 113)

Based on the above definition it can be seen that employees are the main capital in an organization, be it government organizations or private organizations. The success or failure of an organization in achieving its objectives depends on the employee who leads in carrying out the tasks that exist in the organization.

Performance is a description of the level of achievement of the implementation of tasks in an organization, in an effort to realize the goals, objectives, mission and vision of the organization (Bastian, 2001: 329). Employees are people who do work by getting paid services in the form of salaries and benefits from the government. The human element as an employee then the purpose of the body (a predetermined container) will most likely be achieved as expected. It is this employee who works on all work or administration activities.

Hasibuan (1999: 126) explains that performance has a close relationship with productivity problems, because it is an indicator in determining how businesses achieve high levels of productivity in an organization. While Handoko (1992: 785) defines performance appraisal (performance appraisal) is the process of an organization evaluating or assessing the performance of the apparatus. This activity can influence the decisions of leaders and provide feedback to the apparatus about the implementation of their work. Another understanding according to Maluyu S.P. Hasibuan that: "Performance (work performance) is a result of work achieved by a person in carrying out tasks that are charged to him based on skills, experience and sincerity and time" (Hasibuan, 2001: 34).

Understanding the performance according to Hasibuan above that in order to achieve a performance, an apparatus must have the skills, experience, sincerity and time to be able to walk as expected. According to Anwar Prabu Mangkunegara: "performance is the result of work in quality and quantity achieved by a civil servant in carrying out his duties in accordance with the responsibilities given to him" (Mangkunegara, 2006: 67). The results of the work achieved by an apparatus, which carries out tasks full of responsibility, can facilitate the direction of governance of the government organization. As a result, an effective and efficient performance improvement will be achieved. Performance in an organization is one element that cannot be separated in carrying out the tasks of the organization, both in government and private institutions. Performance comes from the language of job performance or actual performance (work performance or actual achievement achieved by a person or institution).

Organizational performance is the totality of work achieved by an organization. Employee performance and organizational performance are closely related, achieving organizational goals. Employee performance cannot be separated from the resources owned by the organization, the resources that are driven or run by employees who play an active role as actors in an effort to achieve the goals of the organization. Performance is a translation of the word performance (Job Performance), etymologically the performance comes from the word to perform which means showing or implementing. Wibowo said that: "Understanding performance is often defined as performance, work performance / work performance. Performance has a broader meaning, not only as a result of work, but also how the work process takes place. Performance is about doing the job. Performance is about what is done and how to do it. Performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction and economic contribution" (Wibowo, 2007: 7).

Based on the above understanding that the results achieved by an apparatus according to the measure of professionalism in his work are applied in the behavior, intelligence and ability in accordance with the roles, activities and tasks that have been determined.

The success or failure of goals and ideals in government organizations depends on how the performance process is carried out. performance cannot be separated from the influencing factors. The following factors influence performance as stated by Baban Sobandi and friends "Performance is something that has been achieved by the organization in a certain period of time, both related to input, output, outcome, benefits, and impact." (Sobandi et al , 2006: 176). The results of the work achieved by the apparatus of an agency in carrying out their duties within a certain period of time, both related to input, output, outcome, benefit, and impact with responsibility can facilitate the direction of governance of the government organization. The existence of work achieved by the apparatus with full responsibility will be achieved an effective and efficient performance improvement. Government organizations use tools to measure the performance of the public bureaucracy, indicators used according to Baban Sobandi and other experts in his book entitled Decentralization and Demands for Regional Institutional Arrangement as follows: (1) Output (Output), (2) Results, (3) Business Linkage with Achievement and (4) Explanatory Information (Sobandi et al, 2006: 179-181)

According to the above opinion that performance is something related to the output, results, relevance of achieving goals and explanatory information from each government program, every apparatus performance is needed also the result of the work of a task that is charged by the apparatus. Performance is also influenced by the discipline and initiative of the participants, behavior related to discipline, initiative, authority, responsibility will reflect whether the organization runs efficiently and effectively or not. The effectiveness and efficiency will ultimately determine the performance (performance) of the organization, with other words, in general effectiveness and efficiency are instruments to measure performance.

#### **4. CONCLUSION**

State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for Civil Servants and government employees with work agreements working with Government agencies. Civil Servants, hereinafter abbreviated as Civil Servants, are Indonesian citizens who fulfill certain conditions, are appointed as ASN employees on a regular basis by official civil servants to hold government positions.

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