

ANALYSIS OF PERFORMANCE MANAGEMENT IN SUPPORTING ORGANISATIONAL DEVELOPMENT (A CASE STUDY OF THE SERVICE AREA OFFICE VI OF THE PUBLIC DRINKING WATER COMPANY OF MAKASSAR CITY), INDONESIA

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Abstract: Analysis of Performance Management in Organisational Development (Case Study on Service Area VI of Makassar City Public Drinking Water Company). The results showed that: 1. The implementation of Performance Management has been carried out at the office of service area VI of the Makassar City Drinking Water General Company through; a) Performance planning; b) Monitoring / Review; c) Performance Appraisal; d) Awarding and Punishment. 2. Organisational Development at the Service Area VI office of the Makassar City Drinking Water General Company, has been carried out through: a) Human Resources Development; b) Technology Development; ;c) Organisational Structure; d) Physical Arrangement; 3. Problems faced in Organisational Development at the Office of Service Area VI of the Makassar City Drinking Water Regional Public Company, including: a) lack of communication and coordination, b) natural factors and calamities, c) conflicts and misunderstandings between employees, d) misuse of material functions, e) water leakage, the use of old water meters (should have used new ones), f) lack of training, g) social jealousy between employees, g) unavailability of emergency funds for improving employee performance.

Keywords: Performance, Development, Organisation, Communication, Service

CHAPTER I. INTRODUCTION

To achieve a high employee performance in carrying out office tasks, each employee must have: (1) a job description that has been set, and given clear responsibilities, (2) understand the goals and objectives of the organisation, and (3) have a standard measure of success. Based on this, every civil servant must know and understand their duties and the extent of their responsibilities, so that it will be known what results will be achieved and what measures are used to assess success. This description is contained in performance management, one of the elements of which is focused on a process.

In simple terms, management is a process of managing or managing something. Meanwhile, performance is the achievement or result of work based on the quantity or quality achieved. From the two definitions of management and performance, it can be interpreted that performance management is a managerial activity that aims to ensure that organisational goals are consistently achieved in various effective and efficient ways. There are also those who define work management (MK) as an activity to ensure that organisational goals are achieved consistently through the process of planning, implementing, evaluating and assessing the performance of the organisation's tools. Performance management is not only related to the performance of employees personally, but also related to the performance of an organisation as a whole. In other words, performance management is closely related to the process and results of work based on the strategic goals of an organisation.

Organisational sustainability puts the organisation in a state of development, commonly referred to as organisational development. Organisational Development is an area of Human Resource management, which focuses on assisting organisations in achieving sustainable performance improvement through their Human Resources.

Organisational development is critical and science-based, which helps organisations build their capacity to change and achieve greater effectiveness by developing, improving and strengthening work strategies-structures-processes.

(Dhian Kusumawardhani, 2022).

Organisational development is also said to be a very time-consuming process and results are not instantaneous, due to the many stages of the process and evaluation during the run. Organisational development is also an important tool in managing and planning organisational growth. One of the goals of organisational development is to find, identify what changes and in what aspects these changes are needed in an organisation.

Organisational development is an ongoing process of planned change with the aim of improving employee and organisational performance.

The phenomenon of performance management related to organisational development is still a serious problem, so that the goals and progress of the organisation are not yet visible. The phenomenon that occurs in Service Area VI of the Makassar City Regional Drinking Water Company is influenced by three factors, namely: knowledge, facilities and infrastructure, and environment, these three factors. Detailed in each component as follows:

1. Staff competence in interpreting office problems is low.
2. Understanding related to tupoksi is still very low, so that tupoksi cannot be implemented properly by employees.
3. Inadequate facilities and infrastructure, such as (computers, work desks, file cabinets), even though it is known that facilities and infrastructure are supporting the achievement of the desired goals.
4. Uncomfortable work environment, such as (narrow work space).

The phenomenon stated is an empirical condition that the phenomenon (problem) that exists in Service Area VI of the Makassar City Regional Drinking Water Company will hinder organisational development.

This condition is the basis of consideration, and encourages the author to find a solution through research and study in a thesis paper with the title: "Analysis of Performance Management in Organisational Development (Case Study on Service Area VI of the Makassar City Drinking Water Regional Public Company).

B. Problem Formulation

How is the implementation of Performance Management in Service Area VI of the Makassar City Drinking Water General Company?

CHAPTER II. LITERATURE REVIEW

A. Management

According to Manullang in Atik & Ratminto (2012: 1) defines management as an art and science of planning, organising, directing, arranging and supervising human resources to achieve goals that have been set in advance.

According to Stoner and Freeman (Safroni, 2012: 44), management is the process of planning, organising, leading, and controlling the efforts of organisational members and the process of using all organisational resources to achieve predetermined organisational goals.

According to Sukanto Reksohadiprojo, management is an effort to plan, organise, direct, coordinate and supervise activities in an organisation in order to achieve organisational goals efficiently and effectively. According to Alex Nitisemito, management is an effort / activity carried out efficiently and effectively to achieve goals that have been set in advance using the help of others.

B. Performance.

A successful and effective organisation is one that is supported by good human resource performance. Organisational performance and HR performance are compatible. The higher the performance of HR, the higher the performance of the organisation, and vice versa. Performance is a strategic and integrated process that supports organisational success through the development of HR performance.

Performance is the result obtained by an organisation whether the organisation is profit oriented or non-profit oriented produced over a period of time. Wibowo (2013: 7) states that performance comes from the word performance, which is the result of work or work performance. However, performance is not only the result of work, but includes how the work process takes place. Performance is what is done and how to do it. Mahsun (2013: 25) says that the term performance is often used to refer to the achievement or success rate of individuals or groups of individuals. Employee performance can be known if there are success criteria set in the form of certain goals or targets to be achieved which are benchmarks for the performance of a person or organisation. Amstron and Baron (1998: 15) say performance is the result of work that has a strong relationship with the organisation's strategic goals, consumer satisfaction and economic contribution (Fahmi, 2011: 2). Furthermore, Indra Bastian states that performance is a description of the level of achievement of the implementation of an activity / program / policy in realising the goals, mission and vision of the organisation as stated in the formulation of an organisation's strategic planning scheme (Fahmi, 2011: 2).

Measuring the quantity and quality of performance standards in accordance with the main tasks and functions and positions plays an important role. To see the development of the organisation, one way that can be used is by looking at the results of performance appraisals that lead to the process of achieving goals. Employees will always be goal-oriented and behave in accordance and in line with the goals to be achieved.

CHAPTER III RESEARCH METHODS

The type of research used is a type of qualitative research, the research approach used is a case study. while the data sources used are primary data sources and secondary data sources, **The research instrument is the researcher himself, while the research techniques are observation, interview, documentation and literature.** Medium Data **Analysis Technique** Data reduction. Data display, Verification,

CHAPTER IV DISCUSSION

A. Implementation of Performance Management in Service Area VI of the Makassar City Drinking Water General Company

Human resources are the most important driving force in achieving the goals of an organisation or institution. The purpose of the establishment of an organisation or institution is to achieve common goals and the survival of an organisation is determined by the success in achieving these goals. The success in achieving these goals requires a good and directed management and has the quality of resources that are able to compete competitively in realising organisational goals.

Human resource management in organisations is carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, and industrial relations.

Technically, performance management must begin with setting the goals and objectives to be achieved, because the object is human performance, the most common form of course is human resource productivity.

Based on the results of observations at the Office of Service Area VI of the Makassar City Regional Drinking Water Company, it is known that there are four stages of performance management carried out, which include performance planning, performance monitoring/review, performance appraisal and giving rewards and punishments.

For clarity on this matter, the author will describe in detail based on the results of research through interviews with informants, both the President Director, Director of General and Services, Regional Secretary, and employees/subordinates as follows:

a. Performance Planning.

Performance planning is the process of preparing a performance plan as an elaboration of the goals and programmes set out in the strategic plan, which is carried out by government agencies through various annual activities.

Performance planning is a process that involves identifying objectives, determining performance standards, developing action plans, and determining evaluation indicators to effectively direct and manage the performance of individuals, teams, or organisations. The purpose of performance planning is to create a clear and structured framework for achieving desired results.

Based on the results of research at the research location, which the author conducted, based on the results of the author's interview with the President Director of Perumda Air Minum Makassar City, explained by the President Director that: We have implemented performance management, because without performance management the company will not run well. And further according to Mr President Director, performance management carried out in the office he leads is financial management, administrative management and quality management of the Company.

Mr President Director further explained that: Regarding performance management, in carrying out office work, we always start with performance planning, and this has been carried out since the beginning of the previous day. And explained again by the President Director that what is done in performance planning is to develop existing systems by creating new programmes. In other words, updating the existing system to make it better and more advanced, such as the "simultaneous" billing system.

In connection with what has been stated by the President Director of Perumda Air Minum Kota Makassar, supported by the Director of General and Services who said:

As the Director of General and Services, I support the President Director to implement Performance Management in all organisational devices, because performance management is important.

The Director of General and Services supports the President Director regarding performance management, because: The implementation of performance management at all levels must be carried out for all employees, for example working according to existing SOPs, and working according to their respective Job Description.

Related to performance planning which is part of performance management, based on the results of the author's interview with the Director of General and Services, explained that: The President Director in implementing Performance Management, always starts with the existing mechanism, namely starting with performance planning, supervision, monitoring, review and ending with performance assessment.

On the next occasion, the author also interviewed the Secretary of Service Area VI Perumda Kota Makassar about Performance Planning, where from the results of the interview the author conducted, explained by the Regional Secretary that:

Strongly supports the implementation of performance planning in the Office, because performance management is a programme that is a benchmark in carrying out everything related to work.

Further explained by the Regional Secretary, that he supports it because the performance management programme is part of the formula in carrying out work.

Related to the performance management stated by the regional secretary, the author also asked about the performance planning carried out by the President Director, where based on the results of the author's interview

with the regional secretary related to performance planning, it was explained that: In carrying out performance management, the President Director always starts with performance planning, which in the performance planning begins with a coordination meeting to combine input / suggestions) from the directors and existing officials in the formation of good and correct management.

And further explained by the regional secretary, related to the results of the author's interview about the importance of performance planning, where according to the regional secretary that: Performance planning is very important, because all work in the office must be carried out and begins with planning, and is followed by a monitoring system.

To strengthen this research conducted through the interview method to informants, both interviews with the President Director (as a key informant), Director of General and Services, and Regional Secretary, the author also interviewed 4 Service Region VI Staff. The results of the author's interview with the first informant from the staff element (Effendi Rahim) are as follows:

Regarding the Performance Management implemented by the President Director of the Service Area VI Office of the Makassar City Drinking Water Regional Public Company, according to Effendi Rahim (Engineering section) said that he strongly supports the implementation of performance management which begins with performance planning, because through performance planning all work carried out by office human resources will be well organised..

And if asked about the importance of performance planning in our office, I can say that it is very important, because in carrying out a work activity, a plan should be carried out. This planning is the beginning of the management function.

In connection with the question of the first informant (Effendi Rahim) from the staff element, the author also asked the second informant from the staff element (Firyal Firdaus), who responded that: Very supportive of the application of performance management (performance planning) carried out by the President Director, because by doing performance planning which is a necessity is a lesson for human resources that to do a job the work should be planned in advance, so that the work done can be measured at the end of the job.

And what is applied by the President Director, I see firsthand its application, for example rules that discipline employees through manual attendance synchronised with technological applications, this is done in my opinion, is a step in implementing planning before the employee carries out work in his workspace.

Similarly, the third informant from the staff element (Nurhidayah), also expressed the same thing related to the author's question about the implementation of Performance Management through performance planning. Nurhidayah said that: Yes, I strongly support the application of performance management (performance planning) carried out by the President Director, because it is very much related to Bureaucratic Information, namely that in the government bureaucracy, including our office, informing according to others, the information to be conveyed should be planned in advance, so that the accuracy of the information can be more trusted.

And if asked about the importance of performance planning, I can say "yes" it is very important, because it can make HR efficient in doing work, it should be done with advance planning.

Likewise, the opinion of the fourth informant from the staff element (Nursuci Melinda), who expressed his opinion from the results of the author's interview about performance planning carried out by the President Director, according to him that: Very supportive of the implementation of performance management through performance planning carried out by the President Director, because with the implementation of performance management, many benefits can be obtained by the office, one of which helps in correcting mistakes that have occurred in the past.

Related to performance planning, I as a staff in this office, see firsthand the application of performance planning, by finding ways to maximise efficiency in each region with predetermined targets, this has indeed been included in performance planning.

So in the end I think that performance planning is very important to be implemented in our office, because good and appropriate performance planning is an important key in performance management, which can effectively direct all work activities to achieve maximum results.

Based on the summary of the author's interviews with informants related to performance planning, both from the top leadership elements (President Director, Director of General and Services, Regional Secretary, and staff) in the office of Service Region VI of the Makassar City Drinking Water General Company, broadly speaking, responded that performance planning is very important, because performance planning related to the "simultaneous" billing system is easy to do, works based on SOPs and job descriptions, becomes a benchmark before doing work, work can be well organised, work can be measured at the end of work, is related to the accuracy of information in the government bureaucracy, and can help in correcting mistakes that have occurred in the past.

b. Monitoring/Reviewing.

The second performance management cycle is performance monitoring. Monitoring day-to-day performance does not mean keeping a detailed eye on every single thing an employee does. Managers should not manage the technical things that employees need to do, but rather focus on the results achieved through individual behaviour and team dynamics that affect the work environment.

Performance monitoring aims to assess how an employee performs in carrying out tasks and achieving predetermined goals. In addition, performance monitoring also aims to ensure that management tasks and objectives are carried out properly and in accordance with the specified time.

Based on the results of the author's interview with the informant, the President Director of Perumda Air Minum Kota Makassar regarding monitoring/review was explained by Mr President Director that: In the implementation of performance management (review/monitoring) at the Makassar City Perumda Service Area VI Office, the President Director always reviews and monitors the implementation of performance management, by evaluating the tasks of each section by conducting performance audits.

The author further asked how to review/monitor the implementation of performance management, and the President Director said that: Review/monitoring of performance management is carried out by reviewing leaks, reviewing performance units and staff on duty in the field.

The President Director reiterated that the benefits of reviewing and monitoring are:

1. Can get closer to subordinates;
2. Can better understand the situation;
3. Not just receiving incoming reports.

Related to the review/monitoring which is part of performance management, based on the results of the author's interview with the Head of Service Area VI of Perumda Kota Makassar, explained that: The President Director, really carries out performance management by monitoring/reviewing, because monitoring/reviewing is very important to see the ability of employees, so that they can plan career development for employees.

In connection with what was revealed by the President Director of the Makassar City Drinking Water Corporation, the author also interviewed the secretary of Service Area VI of the Makassar City Drinking Water Corporation and asked the President Director whether it was true to conduct a review/monitoring. The Secretary of Service Area VI of Perumda Air Minum Makassar City explained that: The President Director is "right" to carry out monitoring and review, because according to the President Director monitoring and review is a performance benchmark and is absolutely carried out by the directors, where this has been done before the directors occupy their positions.

Furthermore, the secretary of Service Area VI Perumda Air Minum Makassar City said from the results of the author's interview that: Monitoring and reviewing performance management is very important, because the basis of performance management is monitoring and monitoring as well as supervision.

Reaffirmed by the secretary of Service Area VI Perumda Air Minum Kota Makassar the benefits of reviewing and monitoring are as a policy and benchmark of a job and the start of a job.

To strengthen this research conducted through the interview method to informants, both interviews with the President Director (as a key informant), Director of General and Services, Regional Secretary, and the author also interviewed 4 staff of Service Region VI. The results of the author's interview with the first informant from the staff element (Effendi Rahim) related to the monitoring and review stated that:

In hindsight, I did not see the President Director monitoring and reviewing the implementation of performance management, but the President Director emphasised his staff in charge of each sub-section to work according to their respective functions and duties.

And if asked about the importance of performance planning in our office, I can say that it is very important, because carrying out reviews and monitoring can increase productivity which is feedback on the office where we are active.

In connection with the question of the first informant (Effendi Rahim) from the staff element, the author also asked the second informant from the staff element (Firyal Firdaus), related to monitoring and review, where Firyal Firdaus responded that: The President Director has monitored and reviewed the implementation of performance management, this is indicated by conducting evaluations every week to monitor the performance of employees.

And if asked about the importance of reviewing and monitoring the implementation of performance management, I can say that it is very important, because if the leadership often monitors and reviews, it will make employees always be disciplined. And the benefits of reviewing and monitoring are to measure employee performance and get employees used to instilling a disciplined spirit at work.

Similarly, the third informant from the staff element (Nurhidayah), also expressed the same thing related to the author's question about monitoring and reviewing in Performance Management. Nurhidayah said that: Yes, the President Director conducts a review and monitoring of the implementation of performance management, this can be seen from the monitoring and evaluation....

And if asked about the importance of monitoring and reviewing, I can say "important", because it can be a control and monitoring tool.

Likewise, the opinion of the fourth informant from the staff element (Nursuci Melinda), who expressed his opinion from the results of the author's interview about the review and monitoring of performance management. According to him: The President Director is indeed seen conducting reviews and monitoring in the implementation of performance management, because the President Director always monitors the work of his employees in each region, and conducts direct monitoring in the field.

And the question related to the importance of monitoring and reviewing, I can say "very important", because it can be a tool to achieve goals. And it is useful to prevent things that can hinder the realisation of quality work.

c. Performance Assessment

Performance appraisal is a process or activity carried out by individuals or groups in an organisation to evaluate and communicate how employees do work by comparing the results of their work with a set of standards that have been made in a certain period which is used as a basis for considering an activity.

Performance appraisal is also referred to as performance evaluation, performance review, and outcome assessment. Performance appraisal is the process of evaluating performance, developing development plans, and communicating the results of the process to the employees themselves. Performance appraisal is the result of a systematic assessment and is based on a group of activity performance indicators in the form of input, output, result, benefit and impact indicators.

Performance appraisals are the most commonly used method of evaluating and rewarding performance. Performance appraisals are conducted to let employees know what supervisors expect in order to build a better understanding of each other. Performance appraisal focuses on assessment as a process of measuring the extent to which the work of a person or group of people can be useful for achieving predetermined goals.

Based on the results of the author's interview with the informant, the President Director of Perumda Air Minum Makassar City regarding performance appraisal, the President Director said that: In the office that I lead, performance appraisal has been implemented, by conducting evaluations of employee work, because in my opinion performance appraisal is very important, because it is one way to see the work of subordinates in this office.

In connection with what was revealed by the President Director of the Makassar City Drinking Water Corporation, the author also interviewed the Director of General and Services of the Makassar City Drinking Water Corporation and asked the President Director whether it was true to conduct performance appraisals to his employees. The Director of General and Services of Perumda Air Minum Makassar City explained that: The President Director is right to conduct a performance appraisal for his subordinates, because in my opinion, in order to see the performance of employees in carrying out their duties in the office, it is necessary to conduct a performance appraisal, because performance appraisal is very important, because the benefits will see how much employee motivation is to achieve organisational goals, and one method to monitor employee behaviour indirectly from the results of the work that the employee has done.

The same question the author also asked the Regional Secretary, and was explained by the Secretary Manager that: It is true that the President Director of Perumda Air Minum Makassar City, conducts performance appraisals on his subordinates, and this I saw and witnessed directly it was conveyed to the directors, where the performance appraisal was implemented by referring to the existing organisational and structural rules system in accordance with the reference to the staffing rules of Perumda Air Minum Region VI Makassar City..

And furthermore, the author also asked about the importance of performance appraisal for employees, answered by the Regional Secretary that:

Performance appraisal is very important, because performance appraisal is a benchmark / main function of officials, staff in carrying out their routine activities.

To strengthen this research, which was conducted through the interview method to informants, both interviews with the President Director (as a key informant), Regional Secretary, and Director of General and Services, the author also interviewed four Service Region VI Staff related to Performance Appraisal, all of whom expressed the same thing that:

I see the President Director conducting performance appraisals on the implementation of performance management.

And if asked about the importance of performance appraisal in our office, I can say that it is very important, because it is a reference for determining compensation, wage structure, promotion and so on.

Based on the summary of the author's interviews with informants related to performance appraisal, both from the top leadership elements (President Director, Director of General and Services, Regional Secretary, and staff) in the office of Service Area VI of the Makassar City Drinking Water General Company, broadly speaking, responded that performance appraisal is very important, because it is a benchmark for the /tupoksi of staff, officials in carrying out their routine activities, as a reference for determining compensation, wage structure, promotion and so on. To see employee performance in carrying out their duties. And also the benefits will see how much employee motivation is to achieve organisational goals, and one method to monitor employee behaviour indirectly from the results of the work the employee has done.

d. Rewards and punishments

1. Awards for outstanding employees

Rewards are a form of recognition for employees' achievements in carrying out office tasks. Giving awards to employees can increase work motivation and give employees confidence. Awards can also motivate employees to continue to try and achieve more at work. Awards can be given in the form of praise, gifts, or other forms that are in accordance with employee achievement. However, it is important to give awards appropriately and in a balanced manner. Do not only give awards to employees who always get good work results, but also give awards to employees who try hard and make progress, even though the work results are not optimal. This can help increase the motivation and confidence of employees who do not always get optimal work results.

2. Punishment for employees who do not follow the rules

Punishment is a form of consequence for employee behaviour that is not in accordance with applicable rules or norms. Punishment can help shape employee behaviour for the better and reduce negative behaviour. However, punishment can also have a negative impact if not administered appropriately.

Punishment should not be given in a way that demeans or harms employees. Punishment should be administered in a fair and balanced manner. The most common form of punishment is verbal punishment, such as reprimands or warnings, and even suspensions. However, suspension should be avoided as it can cause emotional trauma to employees.

With reference to the customs for some government offices that are commonly carried out in relation to rewarding employees who excel, and punishment for employees who do not excel, the author interviewed several informants at the Makassar City Public Water Supply Company VI Service Area Office, namely:

Therefore, according to the President Director, is the provision of awards important for employees? Yes, because it can build morale in employees (subordinates), Employees (subordinates) must have a mind set that they are cared for by the leadership and the leadership really cares about employees.

Apart from the rewards that the author asked the President Director of the Service Area VI Office of the Makassar City Drinking Water Regional Public Company, the author also asked about punishment for employees related to employee performance, and the President Director's answer related to the provision of punishment conveyed to the author that: The punishment given to employees (subordinates) is only for employees (subordinates) who make mistakes, for example, such punishment is in the form of non-jobs, postponement of promotion, or demotion, being sent home, and the most severe punishment is dismissal.

Related to the President Director's answer, the author also asked whether there were employees who were not given punishment even though they made mistakes or deviations from office rules, and the answer the author obtained from the President Director, that: The provision of punishment in the Office of Service Area VI of the Makassar City Drinking Water Regional Public Company is treated fairly and evenly, in the sense that whatever forms of violations made by employees (subordinates) are all treated the same.

The punishment is actually intended as a form of learning for employees by providing a deterrent effect for other employees (subordinates).

The author also interviewed the Director of General and Services with the same questions asked to the President Director, where the Director of General and Services said that: I saw directly, the President Director gave awards to subordinates who obeyed the rules of the office, and I consider it appropriate what the President Director did, because indeed giving awards is related to employee motivation. Regarding the author's questions and the answers given by the President Director of the Makassar City Drinking Water General Company, the author also asked the Regional Secretary, as reinforcement for the answers given by the President Director. The author asked the Regional Secretary about the truth of giving rewards for employees who have shown good performance, where the Regional Secretary said that: It is true, the President Director gives awards to employees (subordinates) who

have shown their achievements, for example the form of appreciation given is to provide an opportunity for employees (subordinates) to participate in a comparative study conducted by one of the leading PDAM offices in Indonesia by choosing superior programmes that are much better than the Regional Office of Service VI of the Makassar City Drinking Water Regional Public Company.

And still according to the Regional Secretary, that giving awards is very important for employees (subordinates), because giving awards is part of providing motivation for employees / subordinates) in order to further improve their achievements.

To strengthen this research, which was conducted through the interview method to informants, both interviews with the President Director (as a key informant), Regional Secretary, and Director of General and Services, the author also interviewed 4 Service Region VI Staff. The results of the author's interview with the first informant from the staff element (Effendi Rahim) related to the provision of rewards, stated that: I see the President Director giving awards (rewards) to his subordinates who have shown good performance, because in my opinion giving awards is very important to increase employee motivation. The award given to subordinates is in the form of a charter.

And if asked whether the award is important, I say it is very important, because it is a trigger for subordinates to work better.

In connection with the question of the first informant (Effendi Rahim) from the staff element, the author also asked the second informant from the staff element (Firyal Firdaus), related to the reward, where Firyal Firdaus responded that: Yes, the President Director gives rewards, either in the form of material or providing motivation to subordinates. And if asked about the importance of rewards, I can say it is very important.

Similarly, the third informant from the staff element (Nurhidayah) also expressed the same thing related to the author's question about the provision of rewards by the Managing Director. Nurhidayah said that: Yes, the President Director gives rewards to subordinates who have shown their performance, because this is a trigger for achievement.

And if asked the importance of the importance of the reward, I can say "important", because it is a motivation for subordinates.

Likewise, the opinion of the fourth informant from the staff element (Nursuci Melinda), who expressed his opinion from the results of the author's interview about giving rewards. According to him: The President Director gives rewards to his subordinates, and always appreciates his subordinates who carry out their duties well and quickly. The awards are usually given to subordinates in the form of compensation in the form of material or gifts. And questions related to the importance of rewards, I can say "very important", because as a driver, or motivator for other subordinates.

To strengthen this research conducted through the interview method to informants, both interviews with the President Director (as a key informant), Secretary Manager, and Director of Services and Wastewater, the author also interviewed 4 Service Area VI staff. The results of the author's interview with the first informant from the staff element (Effendi Rahim) related to the provision of punishment (punishment) stated that:

I saw the President Director give punishment to his subordinates who have repeatedly violated office rules, and this punishment can be categorised as severe sanctions, in this case dismissal.

And if asked whether punishment is important, I would say that it is very important, because it is a deterrent effect that has been regulated by the office.

In connection with the question of the first informant (Effendi Rahim) from the staff element, the author also asked the second informant from the staff element (Firyal Firdaus), related to punishment, where Firyal Firdaus responded that: Yes, the President Director provides punishment for subordinates who do not show performance at work, for example in the form of a letter of reprimand, salary deductions, and the heaviest sanction is that the

subordinate is sent home.

And if asked whether it is important to give punishment (punishment) to employees who do not show performance at work, I say "very important", because with punishment (punishment) subordinates will not forget about office duties which are their daily duties.

Similarly, the second informant, the third informant from the staff element (Nurhidayah), also said the same thing related to the author's question about giving punishment to subordinates who did not perform:

Yes, the President Director provides punishment for subordinates who do not perform. And if asked about the importance of punishment, I can say "important", because with punishment, it can deter employees.

Likewise, the opinion of the fourth informant from the staff element (Nursuci Melinda), who expressed his opinion from the results of the author's interview about the provision of punishment, according to him that:

The President Director provides punishment for subordinates who do not perform, namely in the form of a sanction of being sent home for 3 days or an unspecified number of days.

And questions related to the importance of punishment, I can say "important", so that subordinates do not repeat their mistakes.

Based on the opinions expressed by the key informants, the Director of General and Services, the Regional Secretary, and the staff, the author argues that in the process of office work, a balance between rewards and punishments is very important to create an effective work environment. Too much punishment can make employees lose motivation and interest in work, while too much reward can make employees too dependent on rewards and not pay attention to the work process anymore.

Therefore, it is important to create a balance between rewards and punishments. Rewarding employees' achievements and efforts proportionally and punishing employees' negative behaviours in a fair and balanced manner can help create a conducive and enjoyable work environment.

Based on the summary of the author's interviews with informants related to rewards and punishments, both from the top leadership elements (President Director, Director of General and Services, Regional Secretary, and staff in the office of Service Region VI of the Makassar City Drinking Water General Company), broadly speaking, they responded that giving rewards and punishments to subordinates is very important, because giving rewards and punishments can help the organisation to show better performance. Rewards are given to employees, for example in the form of promotion, promotion, including comparative studies, giving certificates, or in the form of material. This award is very important to be given to employees, because the effect is positive, and can increase employee motivation, and can further improve their performance.

On the other hand, punishment is also important to be given to employees who do not show good performance at all, and violate office rules (coming late, leaving early), the sanctions given can be in the form of verbal warnings, written warnings, demotions, transfers, salary cuts, and the heaviest sanctions are being sent home or dismissed.

CONCLUSIONS

The implementation of Performance Management has been carried out at the office of Service Area VI of the Makassar City Regional Drinking Water Company through: a) Performance planning; which is very important, because it is a benchmark before doing work and can help in correcting mistakes that have occurred in the past. b) Monitoring / Review; is very important, because it can be a control and monitoring tool to see directly the work of subordinates, and is also useful for measuring employee performance. c) Performance Appraisal; is very important, because it is one of the methods to monitor employee behaviour indirectly from the results of the work that the employee has done. d) Reward and Punishment; is very important, because the provision of rewards and punishments for employees is related to employee motivation and performance, and can help the organisation to achieve good performance through employee performance.

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