



## ANALYSIS OF POLICY PRIORITIES TO IMPROVE THE PERFORMANCE OF PUBLIC SERVICE APPARATUS IN URBAN VILLAGE OFFICES IN SEMARANG DISTRICT

**Sri Rahayu<sup>1</sup>, Yanu Setiyanto<sup>2</sup>**

<sup>12</sup>Universitas Darul Ulum Islamic Centre Sudirman

Email : [sri56yayuk@gmail.com](mailto:sri56yayuk@gmail.com)

### ABSTRACT

*The district office is one of the forefront public service agencies which its performance is directly felt and caught by the public, but the performance of its employees are still not optimal. The main purpose of this research is to determine the priority of the employee's performance improvement policies of the district offices in the Semarang regional government. This research is using qualitative approach by analyzing the work ability, work facility, standard operational procedure and work discipline as the alternative variables in order to achieve the work performance improvement as the goals variable. The population of this research is 27 district offices in the Semarang regional government with the samples that being used are 13 persons that consist the key informants, the main informants and the supporting informant who's being chosen through some determined criteria. The results of the analysis using AHP method find that the work discipline is the first priority, the work ability is the second, the standard operational procedure is the third priority and the work facility is the fourth priority with the consistency ratio (CR) value is 0,01. The study's conclusion is that work discipline improvement is the first priority in the way to the employee's performance improvement of the district offices in the Semarang regional government which shows that work discipline of the public service office's employees is still not in the way they were desired to be.*

Key Word: Work Ability, Work Facility, Standard Operational Procedure, Work Discipline, Work Performance

### A. INTRODUCTION

#### 1. Background of the Problem

Human resource management in government agencies is essential to manage the employees who work in them to obtain employees who perform optimally, are of good quality, and are in line with the main tasks or functions of each employee so that they can realize excellent performance which is one component of the effort to learn a sound government system. According to Government Regulation No. 101 (2000) concerning Education and Training for Civil Servant Position, good governance in general is that the government can implement the principles of professionalism, accountability,

transparency, excellent service, and supremacy of the law while being acceptable to the entire community. The performance of public service agencies must be of high quality and able to meet the community's required service needs. In Semarang Regency, sub-district offices include public service agency offices, which serve as a regional government extension to provide services to the community in various fields, including land affairs, civil registration, and population administration. For the performance of public services to operate well, HR management in sub-district offices must be managed well, considering the limitations of the apparatus and the heavy workload.

According to Mathis and Jackson (2015), employee performance is influenced by several factors, including ability factors, namely, a person's capacity to complete tasks that involve talents, interests, and other personality traits. Next are business factors, which include task design, work ethic, motivation, and attendance. Organizational support factors come in the form of awards, infrastructure, and training or development. Apart from that, there is the factor of their relationship with the organization and the existence of the work they carry out.

According to Hasibuan (2011), work ability results from a person's manifestation when completing tasks assigned to him based on his time, skills, experience, and sincerity. From the observations at several sub-district offices in the Semarang Regency area, problems were found regarding work capacity in sub-district offices in Semarang Regency. One of the problems found is that employees placed in sub-district offices often need to comply with their job specifications.

Sedarmayanti (2018) stated that work facilities include; all equipment and supplies used, the environment where individuals work, the work process, and the rules for individual or group work. From the results of observations at several sub-district offices in the Semarang Regency area, problems were found regarding work facilities in sub-district offices where the work facilities in several sub-district offices did not meet the minimum requirements, such as service space that was less than optimal because for several years there had never been any repairs or upgrades, Many work equipment does not work or is in poor condition, and there is a lack of computers and printers for service.

Referring to Regulation of the Minister of Administrative Reform and Bureaucratic Reform number 35 (2012) concerning Guidelines for Preparing Standard Operating Procedures for Government Administration, the term Standard Operating Procedures (SOP) refers to a set of written guidelines that determine how, when, where and by whom tasks are carried out. The specific organization must be implemented. From the observations at several sub-district offices in the Semarang Regency area, problems were found regarding standard operational service procedures at sub-district offices where almost all sub-district offices needed to implement SOPs correctly.

Rivai (2011) revealed that managers apply work discipline by talking to employees about changes in their behaviour while making them more aware and inclined to follow all company policies. The results of observations in several sub-district offices in the Semarang Regency area also revealed problems regarding employee discipline. Employees in sub-district offices often needed more discipline in carrying out their work, such as a lack of discipline in working hours, completing work, and carrying out their responsibilities as public service officials.

Policies to improve the performance of public service officials at sub-district offices require a reasonably large budget allocation for implementation. If we look at the existing budget allocations, these policies cannot be implemented simultaneously. With these limitations, a priority scale is needed to select one or two policies that are prioritized more than others to be prioritized in their implementation so that the available budget can be used to overcome existing problems one by one optimally.

## **2. Research Problems**

From this background explanation, the problem formulation in this research includes:

- a. What is the impact of work ability, work facilities, standard operating procedures, and work discipline on the performance of public service apparatus at the Subdistrict Office in Semarang Regency?
- b. Which policy should be a priority to improve public service apparatus performance at the Semarang Regency's Subdistrict Office?

## **3. Objectives**

From the formulation of the problem, this research aims to analyze the impact of work abilities, work facilities, standard operational procedures, and work discipline on the performance of public service apparatus at the Subdistrict Office in Semarang Regency as well as to determine policy priorities to improve the performance of public service apparatus at the Office of Subdistricts in Semarang Regency.

# **B. THEORETICAL BACKGROUND**

## **1. Performance**

Mangkunegara (2016) stated that performance is the quantity and quality of work that an employee or employees realize when carrying out their duties according to their responsibilities. According to Handoko (2011), performance is defined as the stages carried out by an organization to analyze and assess the performance achievements of employees or employees. Meanwhile, according to Mathis and Jackson (2015), performance is what workers do or do not do. Performance management includes all actions taken to improve the performance of an organization or company, along with the

performance of each employee or group. From several expert opinions above, the conclusion is that performance results from work or work achievements realized by an employee, both in quality and quantity, related to the implementation of the work assigned to him. According to Robbin and Judge (2015), six indicators measure individual employee performance: quality, quantity, timeliness, effectiveness, independence, and commitment. According to Mathis and Jackson (2015), several factors influence employee performance: ability, level of effort, and organizational support.

## **2. Work Ability**

According to Robbin and Judge (2015), the ability is a person's current capability to carry out various work-related tasks. The two main components of a person's total ability are physical ability and intellectual ability. Then Hasibuan (2011) revealed that work ability includes the results of an individual's realization when completing tasks assigned to him according to time, skills, experience, and sincerity. Meanwhile, according to Mangkunegara (2016), psychologically, ability includes potential capacity (IQ) along with reality (knowledge and skills). From several expert opinions, ability is the specific capacity of an employee to carry out the tasks assigned to him based on knowledge or skills.

## **3. Work Facilities**

Sedarmayanti (2018) defines work facilities as all the equipment and supplies used, the physical space where someone works, work practices, and individual or group work rules. Then, Bary (2012) revealed that the company provides work facilities as a way to support the company's operations and realize the goals set by the control holder. Meanwhile, Moenir (2015) defines service facilities as all types of equipment, work equipment, and other facilities that function as primary or additional tools to complete tasks and as facilities that are socially beneficial for those related to the work organization. From several points of view, work facilities are physical facilities provided by agencies or companies to support employees when carrying out their duties and realizing their goals.

## **4. Standard Operating Procedure (SOP)**

According to Mockijat (2012), SOP is a set of instructions that determine where, how, when, and by whom work must be carried out. Atmoko (2011) stated that SOPs are guidelines or references when carrying out work tasks and adjusting functions and performance assessment tools for government agencies according to technical, administrative, and procedural indicators, work procedures, and work systems in related work units. Meanwhile, according to the Minister of Administrative Reform and Bureaucratic Reform number 35 (2012) concerning Guidelines for Preparing Standard Operating Procedures, the term SOP refers to a series of written guidelines that determine how, when, where, and by whom specific organizational tasks must be carried out.

## 5. Work Discipline

Hasibuan (2011) stated that work discipline is the foundation for all success in realizing organizational goals. The purpose of implementing work discipline in an organization is to ensure that all employees are willing to volunteer and are free from pressure to comply with all relevant rules. Simamora (2014) stated that discipline is correcting or punishing subordinates who violate rules or procedures. Rivai (2011) noted that work discipline is something that managers use to talk to employees so that they change their behavior while making them more aware and inclined to follow all company policies. According to the views of these experts, work discipline is defined as behavior, attitudes, or actions carried out by written or unwritten organizationa l rules; Failure to do so may result in sanctions.

## 6. Theoretical Framework

The flow of the thinking framework using the AHP methodology, which includes objectives, criteria, sub-criteria, and alternatives, is as follows:

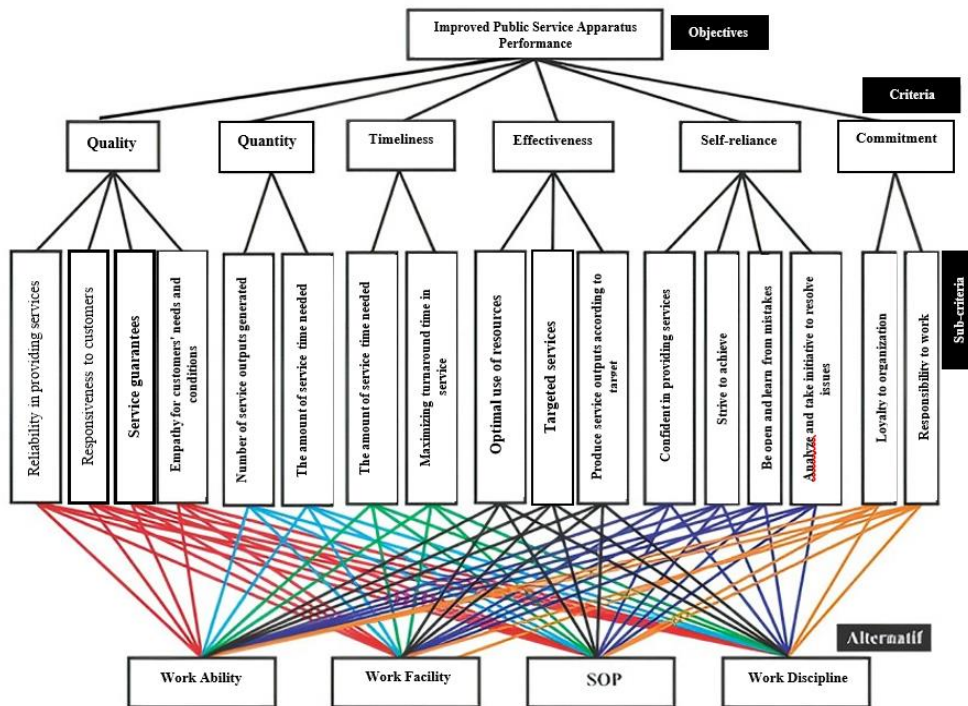


Fig.1 Flowchart of Thinking Framework

## C. RESEARCH METHODS

### 1. Type of research

This research is qualitative. The aim is to understand the object being studied in depth. According to Lincoln and Denzin (2017), qualitative research aims to create an ideographic body of knowledge. This research usually presents in-depth explanations or extrapolations of the subject rather than discovering laws or drawing general conclusions.

## **2. Research Variables**

This research uses the AHP analysis method, so the research variables include objective variables, criterion variables, sub-criteria variables, and alternative variables, as shown in Figure 1.

## **3. Population, Sample and Sampling Techniques**

The population of this study was 27 sub-district offices in Semarang Regency. Meanwhile, the sample includes key, primary, and supporting informants. The research sample was taken using a purposive sampling technique.

## **4. Types and Sources of Data**

The research data is qualitative and obtained from direct interviews with respondents and quantitative data from questionnaires. Meanwhile, data sources include primary data obtained from observations in the field, interviews with respondents, questionnaires, and secondary data obtained from institutional documentation and literature studies.

## **5. Data Collection Techniques**

### **a) Observation**

Riduwan (2018) stated that Observation involves direct Observation by researchers of research objects to obtain a close view of ongoing activities as a data collection technique.

### **b) Interview**

Sugiyono (2013) stated that an interview is when two people meet to exchange ideas or information through questions and responses to obtain conclusions or meaning on a specific issue.

### **c) Questionnaire**

According to Sugiyono (2013), a questionnaire is a data collection technique that gives respondents a set of questions or written statements so that they respond.

### **d) Documentation**

Sugiyono (2013) stated that records of past events are called Documentation.

## **6. Analytical Hierarchy Process (AHP) Data Analysis Technique**

According to Marsono (2020), AHP is a technique for decomposing complex and disorganized situations into several hierarchical components by assigning subjective values to each variable's relative importance and identifying which variables are most crucial in influencing the situation's outcome. Thomas Saaty created AHP in 1993 to

overcome complex multi-criteria problems, or problems with a large number of criteria, unclear problem structure, lack of consensus among decision-makers, many decision-makers, and inaccurate data. The AHP concept is axiomatically based, which includes reciprocal comparison, homogeneity, independence, and expectations. Meanwhile, the basic principles of AHP in solving problems include:

1. Principle of Decomposition or Hierarchical Arrangement
2. Principle of Comparative Judgment
3. Principle of Synthesis of Priority
4. Principle of Logical Consistency

## D. RESULTS AND DISCUSSION

### 1) Results of Research Interview Analysis

To respond to the first problem formulation in this research, the interviews that were conducted with the informants with a summary of the interview results as follows:

- a. Of the thirteen informants asked for their opinions on the impact of work ability on improving the performance of public service apparatus at urban village offices in Semarang Regency, 47% thought it was very influential, and 53% thought it was.
- b. Of the thirteen informants asked about the impact of work facilities on improving the performance of public service apparatus at urban village offices in Semarang Regency, 31% thought it was very influential, and 69% thought it was.
- c. Of the thirteen informants asked about the impact of standard operating procedures on improving the performance of public service apparatus at urban village offices in Semarang Regency, 38% thought it was very influential, and 62% thought it was influential.
- d. Of the thirteen informants asked about the impact of work discipline on improving the performance of public service apparatus at urban village offices in Semarang Regency, 46% thought it was very influential, and 54% thought it was.

### 2) Analytical Hierarchy Process (AHP) Analysis Results

In order to respond to the second problem formulation in this study, data were collected using a questionnaire. The questionnaire data from the informants was then processed using the Expert Choice 11 analysis tool, resulting in the following final synthesis:

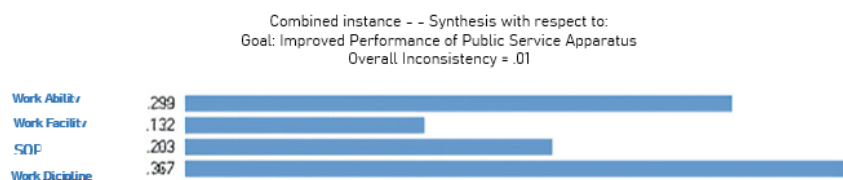


Fig.2 Final Synthesis Results of AHP Model

From the results of the synthesis, it can be seen that the priority rank or rank of policy alternatives are as follows:

Table 1. Final Ranking Results of AHP Model

Alternative	Result of Calculation	Ranking/Priority
Work Dicipline	0, 367	1
Work Ability	0, 299	2
SOP	0, 203	3
Work Facility	0,132	4
<b>Total</b>	<b>1</b>	

The overall consistency ratio (CR) of the AHP model in this study is 0.01. This value is less than 0.1, so the calculations on the AHP model of this study are acceptable.

### 3) Discussion

According to the results of the analysis of research interviews, the work ability variable found that the performance of the public service apparatus at the village office in Semarang Regency is influenced by work ability, which shows that the higher the work ability of an apparatus, the higher the performance of public services provided to the community. From the analysis results by applying the AHP methodology, it was found that work ability is the second priority in improving the performance of public service apparatus in urban village offices in Semarang Regency, with a coefficient value of 0.299.

The work facility variable where, according to the results of the analysis of research interviews that have been conducted, found that the performance of public service apparatus at the village office in Semarang Regency is influenced by work facilities; it can be seen that the better the work facilities received by the apparatus in the village office, the higher the performance of public services provided to the community. The analysis applying the AHP methodology found that work facilities are the fourth or last priority in improving the performance of public service apparatus in urban village offices in Semarang Regency, with a coefficient value of 0.132.



The service operational standards (SOP) variable where, according to the results of the analysis of the research interviews that have been conducted, found that the performance of the public service apparatus at the village office in Semarang Regency is influenced by the SOP, seen through the existence of appropriate and well-executed SOPs, it will make the higher the performance of public services provided to the community. The analysis applying the AHP methodology found that standard operating procedures (SOPs) were the third priority in improving the public service apparatus's performance at the Semarang Regency village office, with a coefficient value of 0.203.

The work discipline variable where, based on the results of the analysis of research interviews that have been conducted, found that employee discipline at work will affect the performance of public service apparatus at the village office in Semarang Regency; it can be seen from the better employee discipline at work, it will make the higher the performance of public services provided to the community. The analysis applying the AHP methodology found that work discipline is the priority in improving the performance of public service apparatuses in urban village offices in Semarang Regency, with a coefficient value of 0.367.

## **E. CONCLUSIONS AND SUGGESTIONS**

### **1) Conclusions**

- a.** Work ability, work facilities, SOP and work discipline affect the performance of public service apparatus at urban village offices in Semarang Regency.
- b.** Work discipline is the priority to improve the performance of public service apparatus in urban village offices in Semarang Regency with a coefficient value of 0.367. This shows that policies to improve work discipline in urban village offices in Semarang Regency are a priority and significant to be implemented because, given the complex conditions of problems and challenges that public service officials must face, they must have good work discipline.

### **2) Suggestions**

- a.** Improving work discipline is the priority policy that must be planned, budgeted, and implemented by stakeholders to improve the performance of public service apparatuses in urban village offices in Semarang Regency. One of the policies that can be taken to improve work discipline is through affirmation in the

implementation of reward and punishment policies by the provisions of the SOP in the existing rules so that every disciplinary behaviour of the apparatus will be rewarded and every disciplinary behaviour of the apparatus will result in punishment consequences.

- b. Work ability, work facilities, SOPs and work discipline should be taken into consideration by the Head of Village and Sub-District Heads as organizational leaders, the Semarang Regency Regional Personnel Agency as personnel policymakers and the Semarang Regency Regional Planning, Research and Development Agency (Barenlitbangda) as regional policymakers in determining policies to improve the performance of public service apparatus in urban village offices in Semarang Regency.

## REFERENCES

- Atmoko, Tjipto. 2011. *Standar Operasional Prosedur (SOP) dan Akuntabilitas Kinerja Instansi Pemerintah*. Bandung: Unpad.

- Barry, Chushway. 2012. *Human Resource Management*. Jakarta: Elex Media Computindo.
- Handoko, Hani. 2011. *Manajemen Personalia dan MSDM*. Edisi II. Yogyakarta: BPFE.
- Hasibuan, Malayu S.P. 2011. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Askara.
- Lincoln, Y.S., dan Norman K. Denzin. 2017. *The Sage Handbook of Qualitative Research*. 5 ed. California: Sage Publications.
- Mangkunegara, Anwar Prabu. 2016. *Perencanaan dan Pengembangan Manajemen Sumber Daya Manusia*. Bandung: PT Refika Aditama.
- Mathis, R. L., dan J. H. Jackson. 2015. *Human Resource Management*. 15th ed. Boston: Cengage Learning.
- Marsono. 2020. *Penggunaan Metode Analytical Hierarchy Process (AP) dalam Penelitian*. 1 ed. Bogor: IN MEDIA.
- Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. 2012. Permenpan, no 35 2012 *Permenpan RB Nomor 35 tahun 2012 Pedoman Penyusunan Standar Operasional Prosedur Administrasi Pemerintahan*. <https://simpeg.bnn.go.id/berita/permenpan---rb-nomor-35-tahun-2012-tentang-pedoman-penyusunan-sop-ap>.
- Moekijat. 2012. *Manajemen Tenaga Kerja dan Hubungan Kerja*. Bandung: CV. Pioner Jaya.
- Moenir, H.A.S. 2015. *Manajemen Pelayanan Umum di Indonesia*. Jakarta: Bumi Aksara.
- Peraturan Pemerintah Republik Indonesia. 2000. 1999 *Peraturan Pemerintah Nomor 101 Tahun 2000 Tentang Pendidikan dan Pelatihan Jabatan Pegawai Negeri Sipil*. Republik Indonesia.
- Riduwan. 2018. *Metode dan Teknik Menyusun Tesis*. 11 ed. Bandung: Alfabeta. Rivai, Veithzal. 2011. *Manajemen Sumber Daya Manusia Untuk Perusahaan: Dari Teori ke Praktik* Jakarta. Jakarta: Rajawali Press.

Robbins, Stephen P, dan Timothy A Judge. 2016. 11 The Curated Reference Collection in Neuroscience and Biobehavioral Psychology *Organizational Behavior*. 15 Edition. New Jersey: Pearson Education Inc.

Sedarmayanti. 2018. *Tata Kerja dan Produktivitas Kerja*. Bandung: Mandar  
Maju.

Saaty, Thomas L. 2008. "Decision Making with the Analytic Hierarchy Process."  
*International J. Services Sciences* 1: 89–98.

Sugiyono. 2013. *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung:  
Afabeta.