CHAPTER I

INTRODUCTION

1.1 Background

According to Law Number 5 year 2014, concerning State Civil Apparatus Article 56, every government agency must compile the needs of the number and types of civil servant positions based on the job analysis and workload analysis. Compiling the needs of the number and type of civil servant positions is carried out for a period of five years, which is broken down per year based on priority needs (Adiguna, 2017). The regulation of the Ministry of Administrative Reform and Bureaucratic Reform Number 33 year 2011 Article 4 provides a direction that the Ministries / Institutions and Regional Governments are obliged to carry out job analysis as a tool to compile position maps and job descriptions with the purpose of staffing, management, supervision and accountability (Adiguna, 2017).

The implementation guidelines of job analysis are governed in the regulation of the Head of the State Emplyoment Agency Number 12 year 2011. The purpose of the implementation guidelines of job analysis is as a reference for officials who are interested in carrying out the job analysis governed in the regulation of the Head of the State Employment Agency including data collection, preparation of job information, data verification, and determination of the job analysis results (Adiguna, 2017).

Every country must have sufficient human resources, especially in the current era of globalization human resources which can be said to be a very neutral and important factor in an organizationwhere each organization is very intense tochooses human resources for getting qualified and productive employees to run an organization. So, the organization can achieve very important goals, but for achieving the goals must pass various kinds of different tasks and be done in an effective and efficient way,so the organization can achieve the goals. Whatever the form and purpose are, the organization is made based on various visions and mission for the benefit of humans.

Managing human resources in an optimalmanner is one of the management tasks, such as, striving for an optimal human resource. The managementactivities of human resource is realized into several activities, including the process of planning, organizing, directing, and controlling resources in order to achieve organizational goals.

In managinghuman resources, a job analysis is important in the organizational development process. A job analysis carried out systematically is able to identify and analyze what requirements are needed in a job and personal,so the chosen human resources are able to carry out the work well (Sakdiyah, 2016). Meanwhile, there are other definitions of job analysis, namely a job content which includes tasks, jobs, responsibilities, authority and working conditions, and regarding the qualification requirements needed, such as education, expertise , ability, andwork experience, so someone can carry out tasks in a position well (Sofyandi, 2008). In the other word, if a job analysis is not carried out or does not

work correctly, the organization does not have information about the needs of employees, and it includes the needs of the organization as to whether the person occupying the job will be suitable or not.

A job analysis does not only provide benefits to the organization, but also it provides benefits to employees in the organization by placing the position in accordance with the qualifications possessed by the employees, and then the employee will be given an opportunity to prove the development of the capabilities and the potential contained to them as optimally as possible . Every organization might needs to make appropriatejob analysis;from that way members of the organization can understand their rights and obligations. In other words, the right job analysisis the organization which can achieve efficiency in hiring their employees and also improve work effectiveness.

The YogyakartaCity which covers the Sultanate and the new Pakualaman area becomes the Township or Autonomous City based on the etablishment of the Law Number 17 year 1947, in the Article I stating that Yogyakarta Regency covers the Sultanate and Pakualaman and some areas from Bantul Regency which are now Kotagede District and Umbulharjo designated as an area that has the right to regulate and manage its own household. The area is called the Haminte City of Yogyakarta.

The Yogyakarta City is one of the districts that carries out job analysis to determine the suitability of the employees'performance capabilities toward the job position they occupy, especially in Education and Training Personnel

Agency(BKPP) of Yogyakarta City.. SKPD is obliged to make a job analysis related to the duties and main functions because a job analysis is one of the mandatory requirements that must be carried out by the regional government; if the area does not formulate the job analysis, there will not have quota for the appointment of prospective civil servants since the EmpowermentMinisterof State Apparatus and Bureaucratic Reform take a Circular Letter Number: SE / 28 / minister of utilization of state apparatus (MENPAN).10 / 2004 dated October 10th, 2004, based on the arrangement of civil servants;institutions, both central and regional are obliged to carry out the following activities (Supit, 2016) First, conducting public servants in the work unit refers to the decision of the MENPAN Number: Kep / 23 / 23.2 / MENPAN / 2004 concerning guidelines for employee arrangement. Second, each agency must carry out a job analysis that refers to the Menpan decision Number: KEP / 61 / MENPAN / 6/2004 concerning guidelines for implementing job analysis. Third, every government agency must carry out an analysis of workload based on Menpan's decision Number: KEP / 75 / MENPAN / 7/2004 concerning guidelines for calculating employee needs based on workload in the framework of formulating civil servants' formation.

Based on the data from the Government Agency Performance Report (LKIP) of education and training personnel agency of Yogyakarta City in 2017, The Government Agency Performance Report is an integrated integrative report that starts from the Strategic Placn (Renstra) which leads to the RPJMD. Strategic planning is a process that is oriented towards the results to be achieved over a period of five years in a systematic and continuous manner by taking into account

the potential, opportunities, and constraints that exist or that may arise. The strategic plan of government agencies contains the vision, mission, goals, objectives, strategies, policies and programs as well as measures of success in their implementation. The strategic plan of the Yogyakarta City Education and Training Personnel Agency is derived from the Yogyakarta Regional Medium Term Development Plan (RPJMD).

In general, the policies carried out by the Yogyakarta City Education and Training Personnel Agency in implementing all policies, programs, and activities related to staffing interests, both administrative, financial and organizational, refer to clear laws and regulations. It is important for the Yogyakarta City Education and Training Personnel Agency to build its own character, do not let the self-image bring negative things related to official problems. This means that the Yogyakarta Education and Training Personnel Agency apparatus is required to work professionally, transparently and obey all rules, be honest, open, and afraid of sin. By building a strong self-character it will be easy to actively participate in social life so that it brings a positive self-image and can put itself in a respected and respected position in social life.

The reason that are taken into consideration in conducting the research toward job analysis on employee performance are: a) the high level of additional tasks given by the leadership to employees, b) the majority of tupoksi in job descriptions that are not responsive meaning that they are not prioritized routines, c) the results of job analysis not yet fully used as the basis for the placement of employees but it usies leadership policies, d) the placement of employees which is

not in based on the field of expertise possessed through education and training (Supit, 2016).

Therefore, this research does not only analyze the job analysis toward employee performance, but this research also analyzes the job analysis in Education and Training Personnel Agency (BKPP) of Yogyakarta City related to the achievement of vision and missions. Hance, the researcher is interested in conducting this research with the title "the implementation of job analysis (ANJAB) toward theemployee performance to achievethe vision and mission of Yogyakarta City, in 2018."

1.2Research question

Based on the background of study, the compiling of the Problem Formulation is stated as follows: "How is the implementation of job analysis towardthe employee performance to achieve the vision and missions of Education and Training Personnel Agency of Yogyakarta City in 2018?"

1.3 Research Objectives

Every research carried out certainly has its own purpose, so based on the problemformulation it is concluded that the purpose of the study is: to determine the implementation of job analysis toward the employee performance to achieve the vision and missions ofEducation and Training Personnel Agency of Yogyakarta City in 2018.

1.4 Benefits of Research

    1. Theoretical

        • This research is expected to be a useful study so it can add and broaden knowledge horizons, especially for academics who are looking for reference material about the implementation of job analysis towardthe employee performance toachieve the vision and missions, especially inEducation and Training Personnel Agency of Yogyakarta City.

        • This research is also expected to be a study of human resourse management (MSDM) development, especially the job analysis inEducation and Training Personnel Agency of Yogyakarta City.

    2. Practical

    This research is expected to be an input and evaluation material for local governments, ASN, and other parties in the technical implementation of job analysis toward the employee performance to achieve the vision and missions ofEducation and Training Personnel Agency of Yogyakarta City.

1.5 Literature Review

Literature review is a previous study that becomesstandard or reference for researchers in making a study, but itmight not be same because it is only used as a reference for conducting research. Literature review comes from previous studies

that have been carried out by a researcher with clear and reliable facts and topics. Sources of library studies can be obtained from books, journals, articles, or thesis. Literature review is useful for comparing the research that the researcher did to other people's research, so it can produce the recent research without having exactly the similarity in terms of themes, places, time, or objects. The study used a literature review to compare research related to the implementation of job analysis toward the employee performance to achieve the vision and mission of Education and Training Personnel Agency of Yogyakarta City in 2018;

First, the research is from Giyarto with the title "The Effect of Job Analysis on Achieving Organizational Performance at UniversityMuhammadiyah Surakarta"in journal of management studies at UniversityMuhammadiyah Surakarta in 2015. This research focused on achieving organizational performance at UniversityMuhammadiyah Surakarta. The result showed that series of instrument test were declared valid and reliable. Through hypothesis testing with the T test, it could be seen that job description had a significant effect towardoutput performance, job description had a significant effect towardprocess performance;job specification had a significant effect towardoutput performance;job specification didnot have a significant effect towardprocess performance, and process performance has a significant effect on output performance. Through the R2 Test, it could be revealed that the job description variable, job specification variable, and process performance variable explained the output performance variable of 47.1%. meanwhilesjob description variable and job specification variable can explainedprocess performance of 43%. Through

path analysis,job description indirectly affects the output performance and job specification directly influences the output performance.

Second, the research was conducted by Helmi Sakdiyah with the title "the Implementation of Job Analysis in the Education of Pabelan Islamic Boarding Schools in Magelang Regency" in the Journal of Da'wah Islamic State Management Department of Sunan Kalijaga Yogyakarta in 2016. The result showed that the Pabelan Islamic Boarding School Education Research Center did not carry out job analysis as the stages in the theory used by the author in this thesis, so it only carried out leadership meetings in order to determine the names of officials which occupied a certain job.

Third, the research was carried out by Aditya Putera Adiguna with the title "Conformity of Job Analysis in the Filling of Esenol III Job at BAPPEDA in Bantul Regency in 2016" in the 2017 Journal of Governmental Science, Universitas Muhammadiyah Yogyakarta. The resultrevelaed that the job analysis had been used as the basis for filling in echelon III jobs at the Regional Development Planning Board of Bantul Regency. Although there was a small portion of filling in jobs that were not releated to the requirements of the job, it can be said that the job analysis that had been carried out was quite good.

Fourth, the research was conducted by Pira Helpiayanah with the title "Evaluation of Implementation of Job Analysis Human Resource" in the journal of governmental science in Universitas Muhammadiyah Yogyakarta in 2018. The resultshowed that the quality of Human Resources in the job analysis in the UKM

and Industry Cooperative Office in Bantul Regency was good, namely the employees were able to carry out their respective duties and functions in implementing UKMcooperative service programs and industry in Bantul Regency.

Fifth, the research was conducted by Mariana Khristina Supit with the title "The Effect of Job Analysis toward the Employee Performance at Ngada District Personnel, Education and Training Agency" in the Journal of Jakarta Open University Postgraduate Program in 2016. The result was thatvariable job description had a significant effect toward the employeesperformance at Personnel, Education and Training Agency in Ngada Regency, while the variable job specification did not affect the employees performance at Personnel, Education and Training Agency Ngada Regency.

Sixth, the research was conducted by Billyawan Sugiantoro (2010) with the title "Employee Perception About Implementation of Job Analysis" in the Journal of Administrative Sciences, University of Indonesia. The result was based on the analysis data from the results of the study; the conclusions of this study were that the perceptions of employees of MBDC Jakarta Sudirman operations, PT Bank Mandiri, Tbk. (Persero) regarding job analysis generally showed a range of "good" scale. The job description dimensions and job requirements dimensions also showeda range of "good" scales; with different notes on the clarity of authority definition indicators, it showeda range of "very good" scales. Also, there were number of indicators, it showeda range of "fairly good" scale, such as regarding compensation, completeness of facilities, suitability of facilities and

suitability of educational background. It showed that the results of job analysis at MBDC Jakarta Sudirman, PT Bank Mandiri, Tbk. (Persero) had been perceived well and it was related to the conditions faced.

Based on several reviews of the previous studies described above, the are some different of the releaed studies and this research. The difference is seen in the focus on where the previous research does not refer to the implementation of job analysis towardthe employee performance to achieve the vision and missions but it is rather aboutthe influence, and perception of the job analysis itself. This explanation can be concluded that research has differences both in terms of theme and location so it is not exactly same as the previous research and is the new innovation research.

1.6 Theoretical Framework

The theoretical framework is a concept or definition that has a function for looking a phenomenon systematically through the specification of the relationship between variables which aims to explain and predict the phenomenon (Sugiyono, 2012). The theories used in this study include:

1.6.1 Human Resource Management (HMR)

1.6.1.1 Definition of HRM

Dessler (2009) argued that management is an activity that involves five functions, including planning, organizing, staffing, leadership, and controlling. It can be concluded that a management

is a science and art in carrying out actions of planning, organizing, mobilizing, preparing personnel, and controlling by utilizing human resources or other resources to achieve the goals of an organization.

Furthermore, according to AFStoner quoted by Sondang P. Siagian (2013: 6) related to the implementation of human resources, namely the creation of human resource management for a continuous procedure aims to supply an organization or company with right people to be placed in a position and the right position when the organization needs it (Sondang, 2013).

1.6.1.2 HRM Objectives

Human resource management is formed with the aim of helping organizations achieve their goals. According to Marihot (2007), management goals include (Adiguna, 2017):

a) Social Goals. The activities carried out must provide an advantage and the activities can improve the welfare of the community because an organization is in the sphere of society.

b) Organizational Goals. The activities that can be carried out with the aim of achieving the goals of the organization, which mean that the organization performs effectively and efficiently.

c) Functional Objectives. The activities are to increase suitability between activities and human resource capabilities with business activities.

d) Personal Purpose. This activity is carried out by the organization and it must help employees to achieve employee personal goals.

1.6.1.3 Development of Human resources management(HRM)

Human resources management is not a matter that arises suddenly. It has been a long time since humans live in an organization, along with that human resource management was actually carried out.

The development of the New Public Management (NPM) paradigm between private organizations and the government has some similarities. Many concepts and practices of government administration are inspired by the concept of managing private companies; one of them is the field of human resource management. The emergence of the concept of job analysis and workload analysis in the public sector was inspired by the concept of human resource planning in the private sector.

The fundamental problem that must be understood by all parties is that human resource management in the government must be subjected to regulations set by both the central and regional

governments, while for the private sector it is more flexible to determine its own techniques and mechanisms, but it still must pay attention to the principles that must be kept in accordance with labor law.

Institution	Function
State Secretariat funds Cabinet Secretariat	Overall government policy
Minister of Finance	formulation, stipulation, and implementation of policies in the fields of budgeting, taxes, customs and excise, treasury, state wealth, financial balance, and management of financing and risk
Ministry of Administrative Reform	Supervision, monitoring, coordination and evaluation of all issues of civil servants, including supervision and coordination of the National Employment Agency
National Employment Agency	Appointment, transfer and promotion
National Administration Institute	Education, training, organizational design, and research for bureaucratic problems

Table 1.1 institutions responsible for human resource management in Indonesia. source: (Adiguna, 2017).

1.6.1.4 HRM Evaluation

People generally hopes that their achievements will be known and appreciated by others. People, who excel and get awards from superiors or communities, tend to maintain and even improve these achievements. For this reason, measurement standards are needed, so they can objectively and fairly distinguish between high-achieving workers and low-performing workers.

The purpose of performance evaluation is to ensure the achievement of company goals and the objectives is carried out to determine the position of the company, especially if there is a delay or deviation. If there is a delay, the cause must be immediately sought, attempted to overcome it, and accelerated. A performance evaluation is the final stage of the performance management cycle. The performance evaluation is carried out to find out how far the performance plan is. The performance evaluation is conducted to find out how far the goal of performance development has been achieved. The performance evaluation must also be able to indicate the problems that have been achieved, andhave been faced.Used for the preparation of the next work plan. The performance evaluation results can be used for several purposes. For this reason, facilities or support systems need to be prepared or arranged (Masram & Mu'ah, 2017).

The first is promotion and transfer systems. It means personnel who succeed in achieving excellent performance, the potential to be burdened with greater responsibility through promotion, or given the opportunity to enrich experiences through mutation.

The second is the system of giving compensation. People who excel to make a greater contribution naturally get bigger rewards.

The third is career planning. Employees will be encouraged to improve their performance if it opens opportunities to improve their careers.

Fourth, especially for workers who have sub-standard performance, their abilities and competencies need to be improved, both through education and training programs and through empowerment and the development of work attitudes and ethos.

Fifth, the level of individual performance and low performance of the company demands that the company develops a comprehensive and integrated productivity improvement program. it can be done among others by improving the work system and management, implementing appropriate technology, and increasing the competence and professionalism of human resources.

1.6.2 Job Analysis

1.6.2.1 The Definition of Job Analysis

Job analysis is an activity or a process of gathering and compiling varied thatous information related to each job, task, type of work, and operational responsibilities to realize the business goals of a company (Meldona, 2009). Mathis and Jakson (2011) sa job analysis is a systematic way to collect and analyze information about the content and personal requirements in the job and it has

relationship with the performance of the job or employee performance (Supit, 2016).

Job analysis is one of the steps in bureaucratic reform where based on the State Minister for the Utilization of State Apparatus and Bureaucratic Reform Number 141 / PMK.01 / 2011, in the context of implementing a bureaucratic reform and optimizing the performance of human resources and efficiency of personnel expenditure budgets, it needs organization and structure of Civil Servants (Helpiayanah, 2018).

According to Edwin B. Flippo cited by Komaruddin (2010: 13) job specifications are a standard of personnel and show the quality needed for implementation that can be accepted,so the written requirements in job specifications become absolute to be fulfilled because every job must be carried out by the right person so in its implementation, it can provide satisfactory results (Helpiayanah, 2018).

Job analysis is carried out on three events. First, job analysis is done when an organization is found or a program that analyzes its job for the first time. Second, job analysis is created when there is a new job. Third, job analysis is used when the job needs to be changed as a result of new technology, methods, procedures or systems (Moekijat, 2011).

So, job analysis is to provide the right person with a job that matches their abilities, expertise, and experience,so they can do the job properly and correctly. The effort made in analyzing employees is through analyzing work and workloads, sothe analysis of working conditions that supports each other enables an employee to work better so it has a good impact on the agency, office, or agency at the employee's place work.

1.6.2.2 The Purpose of Job Analysis

Job analysis is carried out mainly to investigate the functions, roles and responsibilities of a job. The results of thejob analysis provide an overview of the duties and responsibilities of each worker. The purpose of job analysis based on Pujangkoro (2004) cited in (Adiguna, 2017):

1 For institutional objectives (organization and designer's position) such as improving existing organizations, compiling new organizations, improving the function of each job, and reviewing the allocation of authority, duties, and responsibilities of each job.

2 For staffing purposes, such as improving the selection or recruitment system, job evaluation, improvement, transfer and promotion programs, and career paths.

3 For management purposes, such as the preparation and improvement of work systems and procedures, preparation and improvement of methods and analysis of work management, preparation and improvement of standardization of work and work facilities.

1.6.2.3 The Benefits of Job Analysis

Job analysis has benefits that can be used by the organization in determining each taken decision so each organization in the regional apparatus is obliged to carry out the analysis. In addition, for facilitating work, it can also be seen clearly and it is in detail about the workload of each employee by evaluating or evaluating a work. Job analysis also serves to collect data systematically and make judgments about all important information related to a particular job. The results of job analysis are input to many human resource activities.

According to IG Wursanto quoted in the book Harsono (2010: 15), job analysis will be very useful in the following matters (Harsono, 2010):

i. Help in recruitment

ii. Assist in establishing payroll programs

iii. Help employees to recognize their duties and work

iv. Assist employee supervision and evaluation

v. Assist in the procurement of employee training programs

vi. Help leaders in organizing all employees

vii. Produce the amount of each position

viii. Help mutation and promotion

ix. Help in improving working conditions or situations

x. Help in determining the standard of production through the study of motion and time

xi. Simplify organizational planning through providing formulation in each position in detail

xii. Assist in terms of placement of employees based on predetermined conditions.

1.6.2.4 The Stages of Job Analysis

Job analysis is basically a process of collecting, researching, decomposing jobs data whose stages are mentioned as follows (Pujangkoro, 2004):

1. Preparation and planning stages

2. Stage of data collection

3. Stage ofdata processing

Then, each implementation phase is explained as follows:

1. Preparation and planning stages. At this stage, several activities carried out are:

    a. Reaffirmation of the organizational structure which will be the guideline for the next process, including the names of jobs and places.

    b. Inventory inventory that is available in every work unit existing and structured by hierarchy and given an identification code.

    c. Establishing the method of collecting data used and preparing the tools and materials needed.

    d. Forming an analysis team and explaining the methods used.

    e. Communication / explanation by company leaders to all work unit leaders and all employees about the purpose and objectives of job analysis to be carried out. It is done to prevent misunderstandings and false perceptions and expectations.

2. Collection Phase. The data on occupational data collection can be done in several ways, including:

a. Observation and Interview Method. Observation method means that the executor of the job analysis observes directly in the place how the work assignment is carried out and records it to be processed into information. Whereas, in the interview method,the analysis officer interviews the office holder directly by asking questions that are prepared in advance and the analysis officer records the answers to be processed into the information needed.

b. Questionnaire method. Data collection is done through the distribution of questionnaires to all employees to fill. The list of questions can be "open" which means that the answerer gives an answer based on his/her own will in his own way, unrestricted. If the list of questions is "closed", the question has been made in such a way that the answerer just has to answer yes / no, or right / wrong.

c. Reference study methods This method relies on knowledge and "experts", existing references and comparisons with other organizations. This method is rarely used.

d. Method of Combination means to use several methods above at once.

3. Data Processing Phase. After the data collection process is complete, data processing is carried out, namely:

1. Determining the factors of job evaluation

2. Determining the weight of the values of each factor

3. Analyzing the results of interviews and questionnaires that have been filled

4. Analyzing job requirements

5. Arranging job descriptions

6. Undertaking the job assessment pattern as the basis for determining other personnel systems

7. Preparing recommendations for workforce planning, patterns of procurement, selection and placement of employees; assessment of employee work; system of giving remuneration; employee training and development, personnel administration systems and procedures.

The procedures in general job analysis, among others are (Meldona, 2009):

a) Determining the purpose of job analysis,

b) Identifying the work being analyzed,

c) Explaining the process to the employee and determine the level of involvement,

d) Determining the method and implementation of information data collection,

e) Processing information analysis work,

f) Reviewing and improve data.

1.6.2.5 The Relationship of Job Analysis with HRM

Job analysis has a relationship with various functions of human resource management because information obtained from job analysis is useful for planning and implementing the functions of human resource management (Sedarmayanti, 2014). Job analysis can produce:

a. Job description or job that contains an overview of the contents of a job both concerning the task or job, performance standards, andjob weight.

b. Job requirements that can be used as a basis for carrying out work within the scope of employee withdrawal (recruitment).

c. Design and organizational structure.
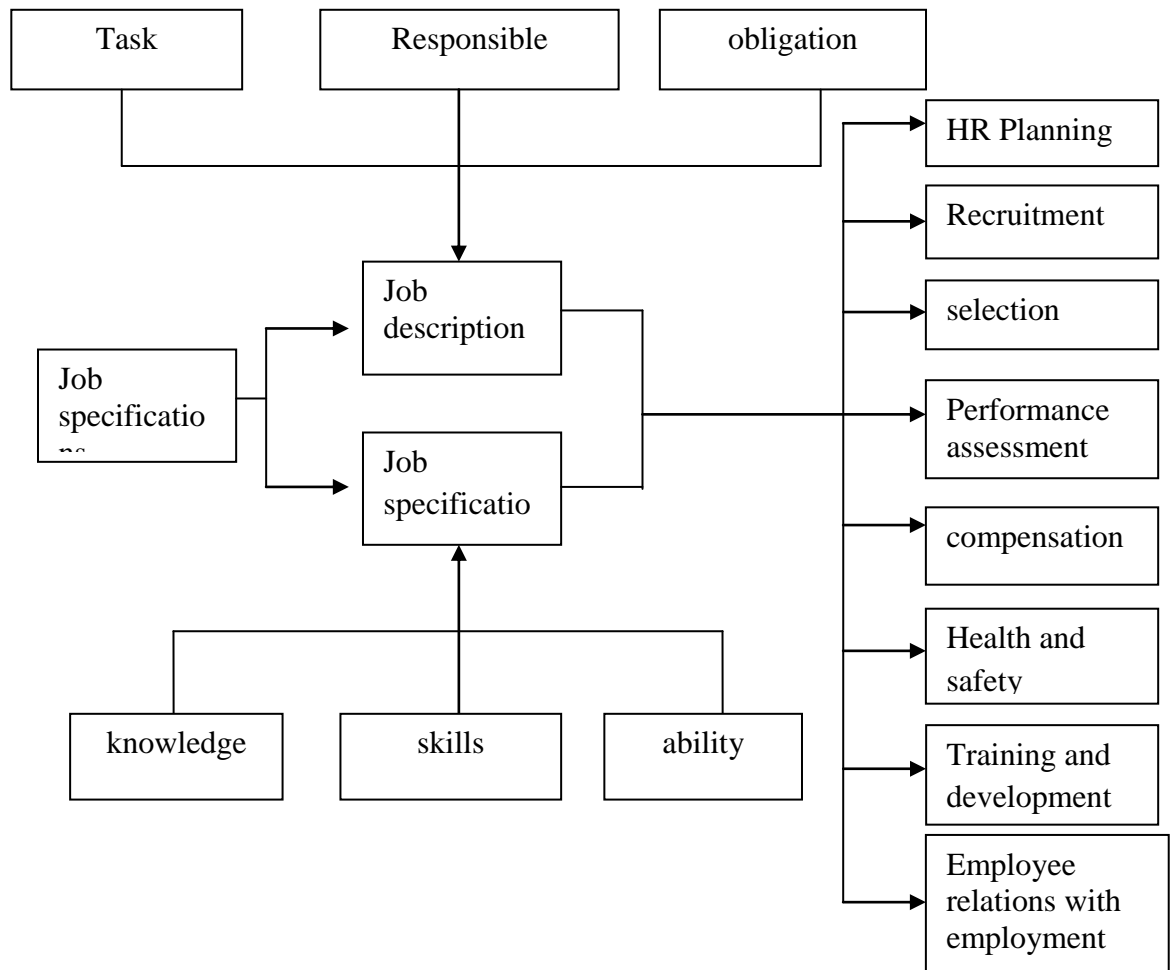
Draft 1.1 Job Analysis as a Basic Tool for Human Resource Management source

(Widodo, 2015)

1.6.3 Employee Performance

1.6.3.1 Definition of Employee Performance

A performance is aresult of work in a quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to them. Aperformance is a result or level of success of a person as a whole over a period of time in carrying out tasks compared to various possibilities, such as standard work results, targets or pre-determined criteria that have been agreed upon together (Masram & Mu'ah, 2017).

Meanwhile, Mathis and Jackson (2006: 65) stated that a performance is basically what is done or not done by employees (Masram & Mu'ah, 2017). This definition of performance associates work results with behavior. As a behavior, a performance is a human activity directed at the implementation of organizational tasks assigned to them.

1.6.3.2 Job Performance Assessment

A job performance assessment is an effort made by the leader to assess the work of his/her subordinates. According to Leon C. Mengginson cited in A.A. Anwar Prabu Mangkunegara, (2005: 10), work performance assessment (performance appraisal) is a process used by the leader to determine whether an employee

does his/her work related to his duties and responsibilities or not (Masram & Mu'ah, 2017).

Generally, the elements that are needed to be assessed in the performance appraisal process are loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and leadership (Masram & Mu'ah, 2017).

1) Loyalty meant is determination and ability to obey, implement and practice something that is adhered to with full awareness and responsibility.

2) Work results area performance achieved by a workforce in carrying out the tasks and work given to them

3) Responsibility is an ability of a workforce to complete the tasks and work that is left to them as well as possible on time and dare to bear the risk of the decisions he/she takes or the actions he/she takes.

4) Obedience refers to the ability of a workforce to comply with all applicable regulations, laws and regulations, and comply with official orders given by an authorized supervisor, as well as the ability is not to violate the prohibitions imposed by the company or government, both in written and unwritten.

5) Honesty is a sincerity of the workforce in carrying out tasks and work and the ability which is to not abuse the authority that has been given to them.

6) Collaborative Cooperation is the ability of a workforce to work together with other people in completing a task and work that have been set, so it is as to achieve maximum usability and results.

7) Initiative is a ability of a workforce to make decisions, steps or carry out necessary actions in carrying out basic tasks without waiting for orders and guidance from other management.

8) Leadership is an ability possessed by a workforce to convince other people (other workers),so they can be mobilized maximally to carry out basic tasks.

The work performance appraisal process produces an evaluation or work employeesperformance in the past and / or predictions of future work performance. This assessment process lacks value if employees do not receive feedback on their work performance. Without feedback, employee behavior cannot be corrected. Therefore, the critical part of the assessment process is exclusive interviews.

1.6.3.3 Factors Affecting Performance

1) Effectiveness and efficiency

If a certain goal can finally be achieved, people may say that an activity is effective, but if an consequences are not sought, the activity assesses the importance of the results achieved resulting in satisfaction, even though it is effectively called inefficient. Conversely, if the results sought are not important or trivial, the activity is efficient (Prawirosentono, 1999: 27).

2) Authority (authority)

Authority according to is the nature of a communication or order in a formal organization that is owned by a member of the organization to other members to carry out a work activity in accordance with themcontribution (Prawirosentono, 1999: 27). The command says what can be done and what is not allowed in the organization.

3) Discipline

Discipline is that obey the applicable laws and regulations (Prawirosentono, 1999: 27). Hence, employee discipline is an activity of the employee concerned in

respecting the work agreement with the organization where he/she works.

4) Initiative

Initiatives are related to the power of thought and creativity in forming ideas to plan something related to organizational goals.

1.6.3.4 Employee Performance toward Vision and Mission

Stated in the Yogyakarta RPJMD for 2017-2022, vision is a foresight that wants to go where and how the Yogyakarta City must be consistent and productive. The vision ofEducation and Training Personnel Agency of Yogyakarta City is as follows:

"Strengthening Yogyakarta city as thecomfortable city of occupation and a service center that Is strongly competitive for community empowerment based on the value of privileges".

Understanding of the statement of vision means that there is a dynamic synergy between the society and Yogyakarta city government in realizing the development of Yogyakartacity, so as a livable city and a service center can be realized.

In order to realize the Yogyakarta city vision,there are formulateddevelopment of 7 missions, namely:

1. Improving community welfare and empowerment;

2. Strengthening people's economy and the competitiveness of YogyakartaCity;

3. Strengthening the moral, ethics and culture of people of Yogyakarta City;

4. Improving the quality of education, health, social and culture;

5. Strengthening urban planning and environmental sustainability;

6. Building public advice, infrastructure and settlements;

7. Improving good and clean governance.

Related to the Vision and Mission of Yogyakarta City in 2017-2022, staffing, training and education agencies of Yogyakarta city in the preparation of Strategic Plans based on the 7th Mission which is "Improving Good and Clean Governance".

Vision: Enhancing Yogyakarta City as a comfortable city help and strong competition services center for community empowerment by spreading on value of speciality				
NO	Mission and KDH Program and Deputy KDH selected	Problem OPD service	Factor	
1	Mission: Improve good		inhibitor	Pusher

	and clean governance	Not all of the Yogyakarta City City Civil Apparatus (ASN) have competencies in accordance with their positions	- Limited HR - Training implementation depends on other agencies. - Has no Diklat Building - Budget is limited to ceiling. - Gap training data is not yet available	ASN Law, APBD Budget and Diklat Organizing Agency (DIY Bandiklat, Regional Bandiklat Yogyakarta city, BPKP, LKPP, and BKN).
2		Staffing service system is not optimal	- The existing sim (SAPK, Simpeg) is not yet integrated. - HR competence is not sufficient	Simpeg, SAPK, Like, Yogyakarta City Government Information and Communication Agency and internet network available.
3		The arrangement of Yogyakarta City Government employees has not been filled proportionally	- There is no ASN recruitment from the Menpan RB (Moratorium) - Retirement rates every year. - There is no regulation on contract recruitment	ASN Law, Menpan and APBD Budget

Tabel 1.2 the preparation of Strategic Plans based on the 7th

Mission which is "Improving Good and Clean Governance".

Source (the Yogyakarta RPJMD for 2017-2022)

1.7 Conceptual definitions

The conceptual definitions in this study include:

1) Human resources are a planning, organizing, coordinating,

implementing, and overseeing the procurement, development,

reward, and separation of labor in staffing, training and education agencies of Yogyakarta cityin order to achieve the objectives of the institution.

2) Job analysis is one of the important steps in bureaucratic reform by optimizing employee performance in Education and Training Personnel Agency of Yogyakarta City.

3) Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks related to the responsibilities given.

1.8 Operational definitions

According to Sugiyono (2012: 31), a operational definition is a determination of a construct or a nature to be studied by a researchers, so the construct will be a variable that can be measured. Operational definitions also explain certain ways that are used to research and operate the extract making it possible for other researchers to replicate measurements with the same method (Sugiyono, 2012).

a. Indicators of job analysis

1 The implementation of job analysis

2 The use of job analysis in employee performance

b. Indicators of employee performance

    1) The assessment of employee performance

    2) Job analysis of employee performance supporting vision and missions

1.9 Research method

A research method is a scientific way in order to obtain a data which refers to certain purposes and uses (Sugiyono, 2012).

1.9.1 Type of Research

The type of research used is a qualitative research method by looking at the problems that arise in research,so the research looks for various sources to falsify and understand the state of the problem which is the main focus for research activities. A qualitative research basically aims to find out events or phenomena that occur in the subject of research. This research can take the form of behaviors, activities, applications, and thoughts that are described through writing and words. According to Sugiyono, in the qualitative research method or commonly referred to as postpositivism research or having naturalistic terms,a research is used for the condition of a natural object.

A descriptive research is a research method that is based on describing the latest events or phenomena or at the present time also funds

in the past. Descriptive research is used as an interpretation of all available data by revealing the facts in the field without being added or reduced.

1.9.2 Research Location

The location of the study is a place used by researchers in conducting research activities so the determination of location must be determined so the research focuses on the objectives that have been chosen as objects from a place and to facilitate research in obtaining information. The location chosen by the researcher about "Implementation of Job Analysis toward Employee Performance to Achieve Vision and Mission of Yogyakarta city, 2018" was carried out in Education and Training Personnel Agency of Yogyakarta city.

1.9.3 Data Collection Techniques

The Data Collection Techniques used in collecting research data are:

a. Interview

Interview is a method of research conducted by someone directly (face to face) or via telephone through question and answer activities to find out more information about the problems that researcheris done in order to obtain valid and accurate data from trusted sources or those concerned with the research.

b. Documentation

A documentation is a written from previous authors in the form of a life story, biography, and someone's writen. A documentation is also an activity to collect various data such as books, newspapers, government archives and online news related to research. A documentation is not only that, but also humans, the reality of nature, events, and social life are in the spotlight used in research. The results of documentation can be in the form of text, images, videos, and archives.

1.9.4 Data Analysis Techniques

According to Bogdan and Biken (Adiguna, 2017), data analysis is an attempt to systematically compile data that has been obtained from interviews and complete documentation to be understood.
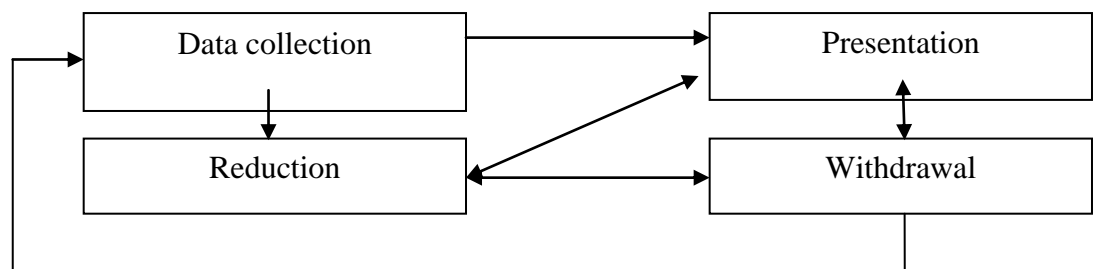
Draft 1.2 Models of Interactive Model Data Analysis Techniques

(Matthew B. Miles and A. Michael Huberman)Source: (Sugiyono, 2012)

The processes of qualitative analysis can be explained in the following three steps:

1. Data reduction is a process carried out to simplify and select rough data or findings obtained in the field.

2. The presentation of data is done by describing all information that has been collected. The form of narrative text is a data presentation technique that is commonly used in qualitative research.

3. Withdrawal Conclusion The researcher draws conclusions from the data that has been obtained and has been presented in the form of a report by selecting data which can answer existing problems in order to produce a valid conclusion.

1.9.5 Data Analysis Unit

The Data Analysis Unit of the study can be an individual, group, or organization, in accordance with the focus of the problem. The data analysis unit in this study is:

No.	Agency	Total
1.	Head of the BKPP of Yogyakarta City	1 person
2.	Head of Training	1 person
3.	Head of transfer and guidance of ASN	1 person
4.	Head of apparatus development	1 person

Table 1.3 Data Analysis Unit Table

1.9.6 Data Types

a. Primary data

A primary data is data that can be obtained directly from the field or place of research. Primary data in this study was obtained through interviews with respondents who have been determined, including:

No.	Primary data	Data source	Data collection technique
1.	Mechanism for implementing job analysis	Head of the BKPP of Yogyakarta City	Interview
2.	Organizing and evaluating	Head of Training	Interview
3.	Implementation of evaluation and reporting of task implementation	Head of transfer and guidance of ASN	Interview
4.	Job analysis process	Head of apparatus development	Interview

Table 1.4 Primary Data Tables

b. Secondary Data

Secondary data is all information that is obtained indirectly, namely through official documents. The study uses this secondary data to strengthen findings and complement information that has been collected through interviews.

No.	Secondary Data	Data source	Data collection technique
1.	The Performance report on government accountability	BKPP of Yogyakarta City	Documentation
2.	The Strategy plan	BKPP of Yogyakarta City	Documentation
3.	The Employee Data	BKPP of Yogyakarta City	Documentation
4.	The Job Analysis Results	BKPP of Yogyakarta City	Documentation

Table 1.5 Secondary Data Tables