CHAPTER III
DISCUSSION

3.1 The Implementation of Position Analysis

According to the Law Number 5 year 2014 concerning State Civil Apparatus Article 56 states that every government agency must compile the number needs and types of civil servant positions based on job analysis and workload analysis. The preparation of the number needs 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 and Bureaucratic Reform Number 33 year 2011 Article 4 is provides direction that 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).

Guidelines for the implementation of job analysis are regulated in the Regulation of Head of the State Civil Service Agency Number 12 year 2011. The purpose of the guidelines in implementing job analysis is as a reference for officials who are involved in carrying out the job analysis regulated by the Head of the State Personnel Agency which aredata collection, preparation of position information, data verification, and determination of the results of job analysis (Adiguna, 2017).

The implementation of job analysis is very important to determine a position, so someone is related to the qualifications they have. Therefore, the first paticipant was Mrs. Ria Rinawati, as Head of the General Sub Division and Civil Service of the Yogyakarta Citystating the reason for implementating the job analysis at BKPP of Yogyakarta City as follows:

> *"Because the analysis of the position will determine the name of the position the position name will determine the qualified person to occupy the position, and then a person who has occupied that position will get the details of the job description. Hence, that position analysis is carried out.A person who occupies a position does not carry out duties with herself."*

In addition, there was the reason for doing job analysis at BKPP in Yogyakarta City, from Mrs. Andriani as Head of BKPP Mutation Sub-Division, Yogyakarta City who stated;

> *"The job analysis starts from the calculation of workload analysis (ABK), a position that is needed for what reason, how many people occupy a position, which is needed to carry out the workload there and it becomes an analysis of workload which is determined as job analysis. In a job analysis there are qualifications and education needed in a position, the rank and class needed for the position. "*

Moreover, Mr. Gunawan Adhi Putra, S.Si, M, Kom as the Head of BKPP Recruitment Sub-Department at BKPP of Yogyakarta City, started the reasons for conducting job analysis at BKPP of Yogyakarta City as follows:

> *"For the analysis of the position itself, it is necessary to do every part because it is one of the tools in planning, especially in the field of staffing and also to determine a person position based on the last education they have and also based on the quantity and quality they have."*

Based on the statement above, job analysis was the determination of the position of a person who occupied the position based on the qualifications he/she has and the final education completed by the person concerned. The qualifications stated in the interview were based on the Decree of the Mayor of Yogyakarta no. 338 of 2016 concerning Determination of Results of Job Analysis and Workload of the Personnel Agency in Yogyakarta City area which was said that in the framework of developing quality, career guidance and improving the professionalism of the Apparatus in the implementation of tasks needed guidelines related to the type, name and number of personnel requirements for each Regional Work Unit.

In carrying out job analysis to determine the qualifications set out in the Yogyakarta involved in the Mayor Decree no. 338 of 2016 concerning the Determination of Results of job Analysis and Workload of the Yogyakarta City Civil Service Agency, the following table explain the examples of the qualifications needed to fill these positions.

No	Positions Name	Job Qualifications						Number of Employee Needs	information
		Echelon	Room type	Education					
				General education	Diklatpim	Functional technical training			
1	2	3	4	5	6	7		8	9
C.	Regional Personnel Agency								
	Head of Agency	II b	IV / b - IV / c	S2 Management / Adm.Public S2 / Master of Law / other allied S2 are prioritized with an educational background S1 Psychology, S1 Law, S1 Economics, S1 Sospol	Diklatpim II	- Regional Government Management - AKIP - Staffing Management - Regional Development Management		1	
	Secretary	III a	IV / a - IV / b	S2 Management / Adm.Public S2 / Master of Law / other allied S2 are prioritized with an educational background S1 Psychology, S1 Law, S1 Economics, S1 Sospol	Diklatpim III	- Regional Government Management - AKIP - Staffing Management - Regional Development Management - Equipment Management - Planning Basics - Financial management		1	
	Head of General and Personnel Sub Division	IV a	III / c - III / d	S2 Management / Masters Adm. A	Diklatpim IV	- Office management		1	

				cognate public / S2 is prioritized with an educational background of S1 Sospol, S1 Economics, S1 Law, S1 Psychology		- Activity Management Course - Staffing Management - Service Manuscript - Archives - Regional Government Management - Regional Development Management		

Table 3.1TheJob Qualifications and Personnel Needs of the Regional Personnel Agency

Based on the table above, it could be said that the position had its own qualifications, so it was not only anyone who occupied the position. In the process of filling in the positions conducted at BKPP of Yogyakarta City, it must be in accordance with what had been determined in the Mayor Decree of Yogyakarta no. 338 year 2016 concerning the determination of results of jobanalysis and workload of the Personnel Agency in Regional City because in the decision, there were conditions that must be met in a position, such as education, competence or rank which aims to make the person who occupied the position competent, so tasks assigned based on their position could be carried out effectively and efficiently.

In the next interview conducted at BKPP of Yogyakarta City, almost all participantssaid that job analysis was carried out routinely every year and the job analysis would be used for institutional structuring, strict structuring, and also staffing whether it was staffing or reducing employees. Job analysis was very useful for various things because each field had its own needs, therefore, the use of job analysis was not only merely to determine one position based on qualifications, but also based on the needs needed. Based on the interviewMs.RiaRinawati's as the Head of General Subdivision and Staffing at BKPP of Yogyakarta City, she mentioned about the use of job analysis in each field which was;

> *"Analysis of the position is evaluated every year, but the arrangement is carried out jointly by the organization bureau. Job analysis is definitely very useful, to determine the workload, which occupies that position or the qualifications of the position based on the latest education. "*

The job analysis would often be carried out based on existing needs if the addition and subtraction were needed, and were adjusted accordingly to the regulations related to the names of

positions whether the name of the position was needed or changed. Based on the interview, Ms. Andriani as the Head of the Mutation Sub-Department at BKPP of Yogyakarta City said;

> *"Job analysis is carried out every year because later,needs will often be carried out where there is an addition and a reduction. Even though the reduction is rarely done, there has even been a cut in a position, and it is adjusted accordingly to the regulations governing the names of positions, whether the name of the position is needed or changed. The use of job analysis is really used, even filling in the position is carried out based on job analysis if there is no job analysis and then the ASN does not have a position name and will only become staff. As another example in the use of job analysis including job analysis used for structuring employees and the departure of an employee from a position to another position, we use job analysi; it is not just the name of the position but the qualification of someone who will occupy a position. Job analysis in Yogyakarta city is used for greating position; every position has its own great meaning in the great level, which for staff, it has level 1 to level 7 and if it is functional and structural, there is greatness itself. This greating in the city government of Yogyakarta is the basis for calculating or providing additional employee income."*

Unlike the mutation field, the use of job analysis in the field tended to recruitment used for employee qualifications. Based on the interview Mr. GunawanAdhi Putra, S.Si, M, Kom as the Head of Recruitment Sub-Department at BKPP of Yogyakarta City, regarding the reasons for conducting job analysis at BKPP of Yogyakarta City:

> *"Job analysis is carried out routinely every year for analysis of the position itself, where there is a change in tupoksi, institutional changes, because of the needs of the organization. From the job analysis, it was reused because for job analysis it was one of employee planning; in the employee planning we had to know the quantity and quality of the employees we needed and also job analysis was a tool to be used in a logical calculation using job analysis and analysis workload, so we will know what position names we need, what qualifications, and how many needs. "*

Based on the interview, job analysis was carried out every year which was in line with the needs of each field, such as the reduction and addition of employees or there were changes in the Tupoksi to be implemented. In BKPP of Yogyakarta City, the addition and subtraction is always done every year, the addition made for example is CPNS and in the case of reduction is
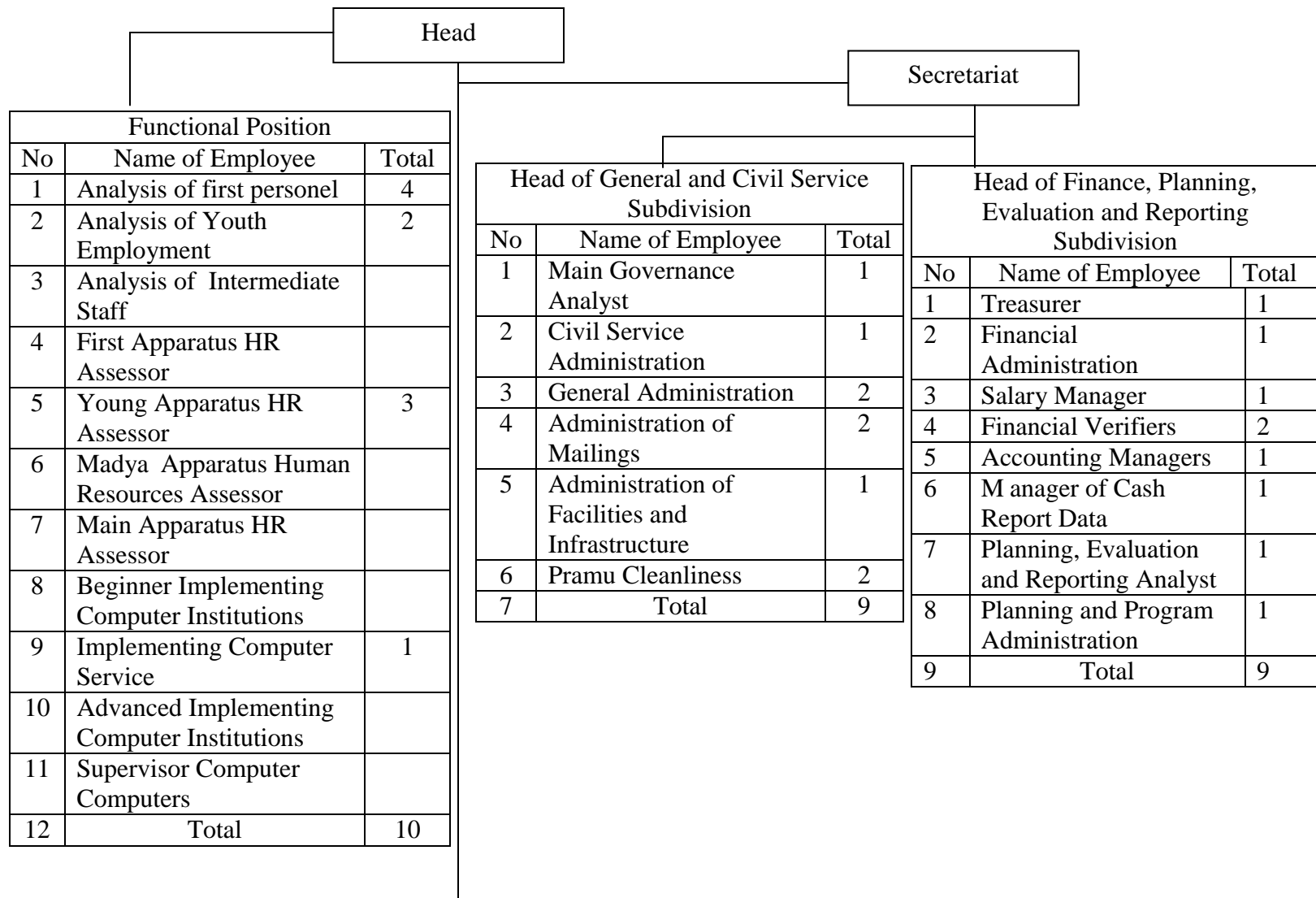
usually done by transfer and pension. The following table is the number of addition and reduction that occurred at BKPP in Yogyakarta City.
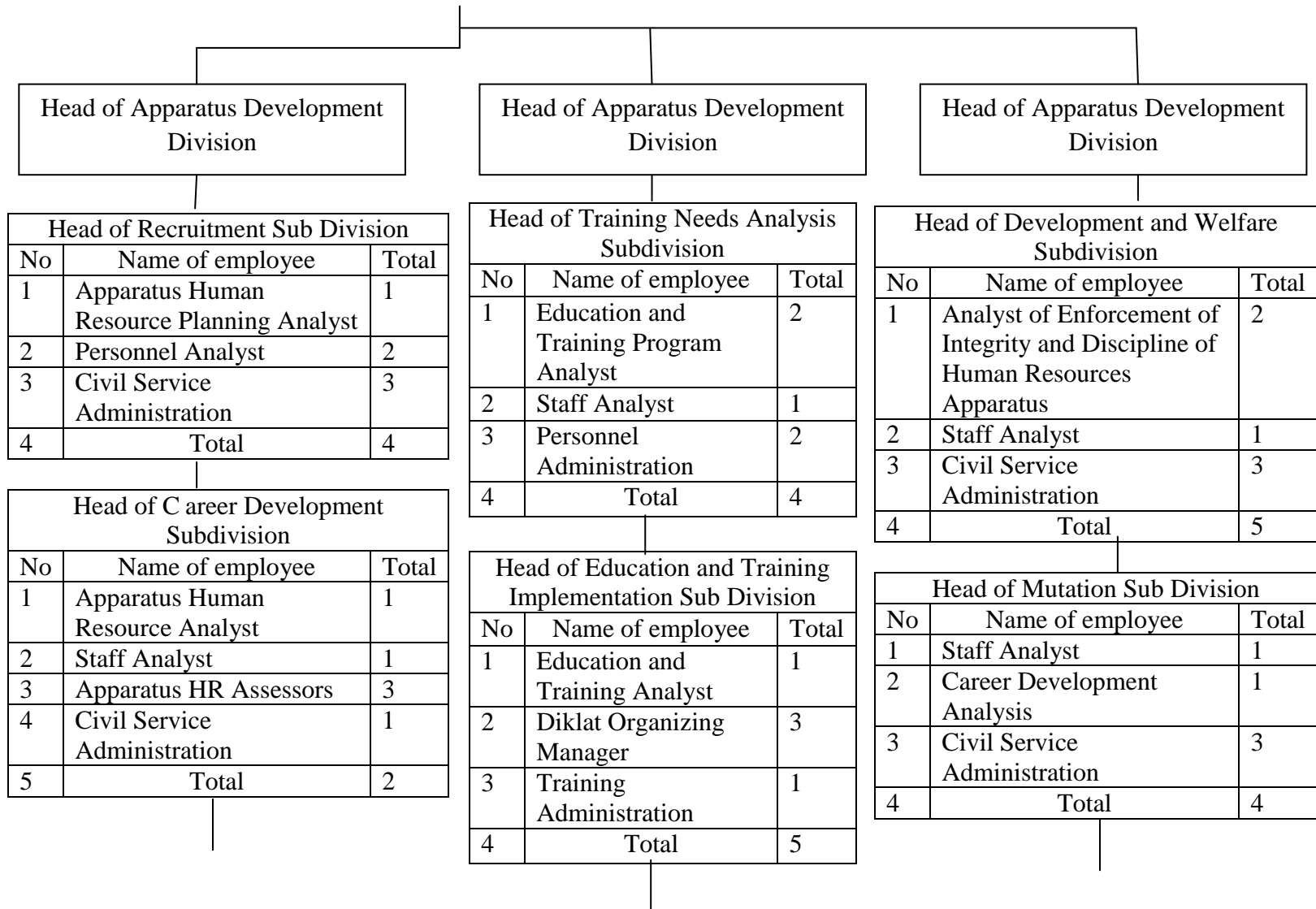
No	Addition	Reduction	
	CPNS	Pension	Mutation
1	345 people	328 people	37 people

Tabel 3.2 employee additions and deductions in 2018

As stated at the beginning,for occupying a position, it must have the qualifications that have been determined in which CPNS pass or does not pass the required qualifications are passing basic competency selection (SKD) based on threshold values and best ranking based on PermenpanRB No. 37 Year 2018, and passing SKD based on the best ranking provisions based on PermenpanRB No. 61 Year 2018. Then, they must get the full score of 100 SKB because they have an educator certificate issued by the Ministry of Education and Culture / Kemenristekdikti / Ministry of Religion. Also, they get an additional score of +10 SKB because it is the son / daughter of the local area who registers general formations for teacher positions and health workers in the work units of regional agencies in theforefront, outermost, remote, underdeveloped, and on Ministry of Education and Culture and Ministry of Religion. Last, they obtain full SKB score of 100 as a substitute for SKB for registering in the formation of Educators and Health Workers Ex-K2 Honorary Staff.

the Mayor Decree no. 338 of 2016 concerning the Determination of Results of job Analysis and Workload of the Yogyakarta City Civil Service Agency, the following draft explain the examples of the result job analysis.

Head

Secretariat

Functional Position		
No	Name of Employee	Total
1	Analysis of first personel	4
2	Analysis of Youth Employment	2
3	Analysis of Intermediate Staff	
4	First Apparatus HR Assessor	
5	Young Apparatus HR Assessor	3
6	Madya Apparatus Human Resources Assessor	
7	Main Apparatus HR Assessor	
8	Beginner Implementing Computer Institutions	
9	Implementing Computer Service	1
10	Advanced Implementing Computer Institutions	
11	Supervisor Computer Computers	
12	Total	10

Head of General and Civil Service Subdivision		
No	Name of Employee	Total
1	Main Governance Analyst	1
2	Civil Service Administration	1
3	General Administration	2
4	Administration of Mailings	2
5	Administration of Facilities and Infrastructure	1
6	Pramu Cleanliness	2
7	Total	9

Head of Finance, Planning, Evaluation and Reporting Subdivision		
No	Name of Employee	Total
1	Treasurer	1
2	Financial Administration	1
3	Salary Manager	1
4	Financial Verifiers	2
5	Accounting Managers	1
6	M anager of Cash Report Data	1
7	Planning, Evaluation and Reporting Analyst	1
8	Planning and Program Administration	1
9	Total	9

Head of Apparatus Development Division

Head of Recruitment Sub Division

No	Name of employee	Total
1	Apparatus Human Resource Planning Analyst	1
2	Personnel Analyst	2
3	Civil Service Administration	3
4	Total	4

Head of Career Development Subdivision

No	Name of employee	Total
1	Apparatus Human Resource Analyst	1
2	Staff Analyst	1
3	Apparatus HR Assessors	3
4	Civil Service Administration	1
5	Total	2

Head of Apparatus Development Division

Head of Training Needs Analysis Subdivision

No	Name of employee	Total
1	Education and Training Program Analyst	2
2	Staff Analyst	1
3	Personnel Administration	2
4	Total	4

Head of Education and Training Implementation Sub Division

No	Name of employee	Total
1	Education and Training Analyst	1
2	Diklat Organizing Manager	3
3	Training Administration	1
4	Total	5

Head of Apparatus Development Division

Head of Development and Welfare Subdivision

No	Name of employee	Total
1	Analyst of Enforcement of Integrity and Discipline of Human Resources Apparatus	2
2	Staff Analyst	1
3	Civil Service Administration	3
4	Total	5

Head of Mutation Sub Division

No	Name of employee	Total
1	Staff Analyst	1
2	Career Development Analysis	1
3	Civil Service Administration	3
4	Total	4

Head of Data and Information Management Subdivision		
No	Name of employee	Total
1	Human Resource Development Information Analyst	1
2	Information System Manager	3
3	Computer Institutions	1
	Total	4

Head of Education and Training Control and Development Subdivision		
No	Name of employee	Total
1	Education and Training Program Analyst	1
2	Training Administration	3
	Total	4

Head of Staffing Administration Subdivision		
No	Name of employee	Total
1	Analysis of Apparatus Performance Accountability	1
2	Manager of Employee Performance Assessment	1
3	Civil Service Administration	4
	Total	6

Formation of Job Analysis Results		
1	Structural Position	16
2	General Functional Position	56
3	Specific Functional Positions	10
	Total	82

Draft 3.1 The position map of Education and Training Personnel Agency result of job analysis

To make an additional employee there will also be a reduction either through transfers or pensions. It is like the addition which has the terms and flow to do the mutation itself, the requirements to do the mutation at BKPP of Yogyakarta City are carried out based on the Mayor Regulation of Yogyakarta city No. 31 year 2015. The conditions that had been determined are listed as follows;

1. Status of civil servants;

2. Have a working period of at least 1 (one) year from the time they were appointed as a PNS;

3. Mutation approval has been obtained from the original agency;

4. There are formation that can be filled and the energy needed by the City Government;

5. Applicants for transfer during their employment at the institution of origin carry out their duties properly;

6. The age limit includes structural officials and general functional officials with a maximum of 48 years; skilled level officials, such as first experts, young experts and intermediate experts other certain functional positions specified in government regulations governing the dismissal of civil servants who reach the Age of Retirement Age.

7. The rank / class of space is further explained, namely: structural officials and the highest general functional officials of the Administration (III / c); functional officials are the highest Trustees (IV / a).

8.have an educational qualification of at least S1 education or S1 non-education with a teching certificate for teacher staff.

9. Grade Point Average (GPA) is at least 2.75 on a scale of 4 for formation of Professional Education, Bachelor (S1), and Diploma (DIII).

10. Willing to be placed on SKPD / Work Unit based on the needs of the City Government;

From the CPNS requirements to the mutation requirements that had been determined, there were desired qualifications for each position, so position analysis was very important in determining what the qualifications were needed in a position because to bear 1 position that had been given, it must be in accordance with existing capabilities related to the educational setting that had been determined; if it was not in line with what had been determined,the person who had a position would not understand or not carry out the tasks given well. Therefore someone who held the position must be in accordance with the qualifications given, so the person was responsible and competent for the position has been held.

3.2   The Use of Job Analysis in Employee Performance Evaluation

Evaluation is an activity to observe carefully about a situation or a condition that exists at BKPP activities in Yogyakarta City related to the implementation of job analysis in evaluating employee performance based on each of their duties and obligations.

Other case performance indicators are quantitative and qualitative which are specific tomeasure instruments for inputs, processes, outputs, results, benefits, and impacts that describe the level of performance of a program or activity. Therefore, for achieving a program or activity performance, job analysis is needed.

From the result of the interview, it was about job analysis in the use of employee performance evaluation.The first participant was Ms. RiaRinawatias Head of General Subdivision and Management at BKPP of Yogyakarta City.She said,

> "The use of job analysis is really used to evaluate employee performance, so in analyzing the position, if there are many links in the city government such as allowances, each employee has a position name; from the position name, it determines the position class; each position class will receive compensation related to the position classes they receive. Each employee fills out a performance report, and it is all relate to the benefits that will be given. If the performance is not good, the balance is not optimal. "

The next participant was Ms. Andriani as the Head Mutation Sub-Department at BKPP of Yogyakarta City, explaining the implementation of job analysis to evaluate the performance of employees.She said,

> "Job analysis is very beneficial in evaluating employee performance. Every civil servant has a position, so the position is given or placed based on anxcalisis position. The position in a office, a civil servant has certain tasks that distinguish between one office and another. Performance appraisal is done online, namely through e-performance; this e-performance is based on the description of the duties of each position. E-performance carried out by Jogja Service Smart (JSS) is assessed every day that will value through each leader and this assessment is used to obtain Additional Employee Income (TPP). Performance appraisal is also conducted in every 6 months. Based on the performance of civil

servants whose assessment is carried out by 3600,it is not only leaders who judge but colleagues and those who already have a position will be assessed by their staff. "

The other participant was Mr. GunawanAdhi Putra, S.Si, M, Kom as the Head of the Recruitment Sub-Division at BKPP of Yogyakarta City, stating different stament from two participant about the implementation of job analysis used to evaluate employee performance.He said:

> *"Yes, surely, it is used for evaluating employee performance, but for job analysis itself, as a tool to compile employee performance, in the analysis of the position, there is a description of the activity / job description where we are required to prepare SKP (employee performance targets) every year. it will be evaluated at the end of the year, but in the implementation, we are obliged to compile a daily report, so every month, we are targeted for thousands of hours and from those thousands of hours, we are asked to report what we do every day. Hence by reporting on the daily activities, we can find out the extent to which we carry out activities and do an assessment of them, whether we meet the performance targets or not. "*

Based on the results of the interview job analysis was very useful in evaluating employee performance. At BKPP itself, it had used E-performance. The performance include many things, such as competency and performance issues. The performance evaluation had used standard assessment, namely through using e-performance, rating 3600, using fingerprints, and also using SKP. E-performance was an assessment carried out every day, which from this evaluation,it could be found out what the performance of the employee had been given and who carried out the assignments that had been assigned based on tasks, principles and functions (TUPOKSI).

The performance evaluation had a high rating, namely through an assessment of 3600 where if the employee conducted activities until full time, the employee's assessment reached 360.the assessment of 3600 was done every 6 months. The last assessment was the SKP assessment, which was carried out once a year, but in its implementation,it was required to compile a daily report or it was called the e-performance report. In addition, the assessment of performance evaluation also hadone competence; this assessment included formal education, knowledge, and experience in carrying out tasks and work activities. The performance evaluation could be in the form of individual performance and also the performance of the organizational unit / work unit. The purpose of individual performance and unit performance were that when evaluating individual performance, they were required to fill e-performance done every day, so it was valued through peers and also their leaders. The work unit means different from the individual performance performed every day. The performance unit was carried out once a year and the assessment was only carried out by the leaders without any interference from the employees.

3.3 The Assessment of Employee Performance

The indicators of Yogyakarta City Education and Training Personnel Performance Indicators that have been set in order to support the achievement of the Yogyakarta City Government in the Government Medium-Term Development Plan 2017 - 2022 goals and target are strategic performance indicators. The Performance Indicator is to assess the success of achieving the objectives and strategic objectives of the RPJMD.

The Performance Indicator of the Yogyakarta City Education and Training Personnel referring to the goals and target of the RPJMD is State Civil Apparatus Quality Index. The Performance Indicator Target "State Civil Apparatus Quality Index" is to measure Strategic Goals, which "The quality of state civil apparatus is increasing".

How to calculate the Strategic Target Indicator with the formula is explained as follows:

50% percentage of fulfillment of ASN arrangement + 20% percentage of employment administration services + 30% percentage of training graduation.

The Program of Performance Indicators

To support the success of 1 Strategic Target, the Education and Training Personnel Agency sets 3 programs, namely:

a. Percentage of Fulfillment of ASN Arrangement in Yogyakarta City Government.

b. Percentage of timeliness of staff administration services

c. Percentage of passed ASN Graduated who attend Education and Training. How to calculate the Program of Indicator number 1 with the formula is stated as follows:

$$\frac{\text{Number of ASNs who are Arranged}}{\text{Total Requirements for ASN}} \times 100\%$$

How to calculate the program of indicator number 2uses the following formula:

The number of timely service completion staffing administration	
Number of service requests	X100%

How to calculate the program of indicator number 3 uses the following formula.

Number of ASN who passed the training	
Number of ASN who follows training	X100%

In calculating the assessment of employees who have fulfilled the assignment and targets or do not fulfill the assignments and targets, therefore in the next interview about what will happen if the employee's assessment is good or bad. According to Ms.RiaRinawati as Head of the General Sub Division and Civilization at BKPP of Yogyakarta City, she said the reasons for the analysis of positions at BKPP of Yogyakarta City as follows:

> *"The municipal government automation will repairbecause there is compensation, so it will make repairs on it own; in the municipal government, there are standard rules related to employee discipline not entering or there is a disciplinary penalty and it is in accordance with the rules. Only if he performs well,who get maximum additional income, so there tends to be no more gift, but getting the full rights. "*

Based on the interview with Ms. Andriani as the Head of the Mutation Sub-Department at BKPP of Yogyakarta City, about what would be done if the employee's assessment was good or bad, he said as follows:

> *"Performance appraisal is one of the elements in the provision of TPP (additional income for employees); if the assessment is bad, then the TPP will be deducted. If the performance evaluation is good, the TPP will be given maximally and will be recommended for career advancement that has a good performance assessment. "*

According to Mr. GunawanAdhi Putra, S. Si, M, Kom as the Head of Recruitment Sub-Department at BKPP of Yogyakarta City, who said more details about what would happen if the assessment of staff was good or bad, as follows:

> *"It will definitely improve because for the TPP, the assessment is mostly employee performance, if he/she cannot meet the targets of the relevant so it will automatically affect the amount. of employees who have a good performance for many rewards, so the reward is not only tangible in financial terms. If this financial form is a performance target, they can achieve the performance target, but if the performance is lacking and the more their do not achieve, autonomous, the smaller income they earn, including they are late and do not enter work without information which become subject to a deduction from income. There is a rewards for good performance meaning that they become a potential staff; when we find potential staff, we are obliged to develop the staff.For example, they participate in technical training and functional training, or is given a study test both domestic and outside country. It is also included as an exemplary employee at the national level as supporting evidence for employees with good evaluation evaluators."*

From the formulation above, it can be calculated as follows:

A. 50% percentage of Fulfillment of ASN Arrangement

The completion of 50% percentage of Fulfillment of the ASN Arrangement in Yogyakarta City Government calculated the strategic target by summing up several types of benchmarks in the IKU instrument fulfillment category in 2018. Based on the ASN Career Development Program of target plan the target program is 49% in 2018 .

The target in 2017 is 70% greater than 2018 because there is a review of the strategic plan in 2018, and because of its activities carried out in 2017, the target of the strategic plan cannot be revised. The total number of ASN needs to be arranged for 5 years are 2,292 people. The total of 975 people have been organized in 2017, and the total of 218 people have been arranged in 2018, so the total number which is arranged up to this year is explained below as follows: 1,193 people (975 + 218),

Calculation of Performance Indicators as follows:

$$\frac{1.193}{2.292} \; x \; 100\% = 52,05\% \text{ (Program Target is 49\%)}$$

50% percentage fulfillment of ASN arrangement

= 26.03 (the result of being an index to calculate the Target Indicator) From the resulted calculation in the achievement of the target indicator with a formula of 50% percentage of fulfillment of the ASN arrangement with the "State Civil Apparatus Quality Index" amounted to 26.03.

B. 20% percentage of the timeliness of personnel administration services

The completion of the fulfillment of 20% percentage of the Yogyakarta City Government personnel administration services in order to calculate the indicators of the strategic target through

summing all types of service benchmarks into IKU instruments in the Staff Administration Services Program in 2018 with a target program is 92%. The number of service requests in 2018 is 4,353 services with the completion of timely administrative services for 4,323 services.

The calculation of Performance Indicators (IKU):

$$\frac{4.323}{4.353} \; x \; 100\% = 99{,}31\% \; (\text{ProgamTargetis } 92\%)$$

20% percentage of staff administration services is as big as

= 19.86 (the result becomes an index to calculate the Target Indicator)

The results of the calculation and the comparison between the target and realization in performance achievements from the main performance indicators with the formula of 20% the percentage of personnel administration services showed that "State Civil Apparatus Quality Index" was 19.86.

C. 30% percentage of education and training graduation

The completion of the fulfillment of 30% percentage of Yogyakarta City Government Education and Training graduation in order to calculate the strategic target through summing several types of benchmarks into the IKU in the ASN Competence Improvement Program, in 2018 with the program target is 76%; the ASN target that will be at education and training right is 1,350

people. The participants who participated in the training were 1,428 participants and those who passed the Training were 1,322 participants.

Calculation of Performance Indicators (IKU):

$$\frac{1.322}{1.428} \; x \; 100\% \; = 92,58\% \; (Program Target is \; 76\%)$$

30% percentage of training graduation is as big as

= 27.77 (the result becomes an index to calculate the Target Indicator)

The results of the calculation and the comparison between the target and realization in the performance achievement of the main performance indicators with the formula of 30% percentage of training graduation in the "State Civil Apparatus Quality Index" of were 27.77.

The results of the calculation and the results of the comparison between the target and Realization from the performance achievements of the main performance indicators in the "State Civil Apparatus Quality Index" amounted to 73.66 withthe qualifications interpreting meeting the performance targets. The calculation that produced an index of 73.66 was obtained from the results which were the performance of the target indicators of the 3 components of the calculation, namely 50% percentage of ASN Arrangement amounting to 26,03 + 20% percentage of personnel administration services amounting to 19.86 + 30% percentage of

graduation training that were amounted to 27.77 (26.03 + 19.86 + 27.77 = 73.66). If the results of the calculation of the target performance indicators were compared to the predetermined strategic target of 65.70, it could be known that the strategic goal was achieved with the achievement of 73.66.

According to the regulation of Mayor in Yogyakarta number 23 of 2007 concerning employee performance appraisal, the performance appraisal has a purpose that is used to obtain employee performance evaluation results,there can be used as referencesto achieve as follows;

a. Assessment of the implementation of employee work;

b. Extension of office and retirement age for echelon II;

c. Consideration of mutations;

d. Appointment and dismissal in office;

e. Awarding and disciplinary punishment;

f. Providing additional employee income.

Based on the regulation of Mayor in Yogyakarta number 23 of 2007 concerning employee performance evaluation, theelements of employee performance related to work performance include:

a. Leadership:

1) Describing the vision and mission of the local government in the form of programs and work plans and the accuracy ofdetermining priorities.

2) Organizing resources and assets which it becomes employees responsibility.

3) Carrying out managerial duties transparently and being able to build networks.

4) Providing opportunities for subordinates to be creative.

5) Being fair and able to provide motivation and guidance to subordinates.

6) Doing exemplary behavior.

7) Couraging to make decisions that do not conflict with the provisions of the law.

b. Skills:

1) Understanding the main tasks and employees translation.

2) Speeding and accurating in complete work.

3) Settling problems in carrying out tasks.

4) Giring services to other parties related their duties.

5) Having desire to increase the ability / willingness to learn

6) Having Suitability of work results with orders from superiors

7) Doing compilation of reports accurately, quickly and completely.

c. Initiative

1) Initiatives in carrying out tasks

2) Submission of useful advice

3) Innovations that support agency tasks.

d. Performance Achievement

    1) Percentage of work achieved

    2) Conformity of work results with work plan and vision and mission

    3) Efficiency and effectiveness of the implementation of tasks.

The elements of employee performance related to behavior include:

a. Cooperation

    1) Willingness to work with other people.

    2) Willingness to solve the problem through peer assignments.

    3) Level of tolerance for dissent.

    4) Consistency with the outcome of the agreement.

    5) Willingness to accept criticism from others.

b. Obedience.

    1) Compliance with laws and regulations and not abusing authority;

    2) Obedience to official duties.

    3) Use of office facilities and infrastructure for official purposes.

    4) Obedience in official attire.

    5) Courtesy and neatness in dressing.

    6) Modesty in behaving and speaking.

7) The level of truth of the report on the implementation of duties.

The assesseddiscipline isbased on attendance level, so in evaluating employees,it has varying values, stabed as follows:

No	Value Rating	Value	Name	Weight
1	Above average	76 – 100	Well	4
2	Average	61 – 75	Enough	3
3	Sometimes, it reaches an average. Sometimes, it doesn not reach the average	51 – 60	Less	2
4	It always does not reach the average	50 – bawah	Very less	1

Table 3.4 weight values

In evaluating the employee performance, the researcher was not only interviewed the heads of sub-fields, but also the researcher staff to find out whether their performance appraisals knew their value or not, and also to find out whether the performance appraisal was in accordance with what they had done while doing their *tupoksi*. The participant was Mrs. Tia Bektiani, as Administrative Analyst Staff at BKPP og Yogyakarta City regarding the performance and the results of the evaluation of performance appraisal whether it was appropriate or not with what they had done. She stated,

"So far, I have been in accordance with the Tupoksi given to me. The results of the position analysis were given back to me because the assessment of the job description and then the supervisor assessed, so the employee would see the results of the evaluation. The assessment done in my opinion is appropriate because evaluating performance evaluation is our own from our own judgment, we will submit it to the leader, but if the leader does not accept the value that we have submitted, we will change our own values, and then indirectly that value whether it is in accordance with the leader's judgment or not."

Unlike the staff, this one said he did not know the appraiser himself but he also said that the assessment of performance against him was appropriate. The next participant was Mr. Kicky Andriani as a Mutation Staff at BKPP of Yogyakarta City. He stated,

"If I say my own value I said that I must feel pretty good, but I don't know if the judgment is from the leader. I have not known about the results of the evaluation but we can find out the results of our evaluation are good or not from our own TPP and also in my opinion this performance assessment is in accordance with what I have done."

From interviewingthe 2 staff from BKPP of Yogyakarta City, although it was in different fields, the researcher concluded that not all staff knew about the employee performance appraisal of themselves, but when viewed from the TPP that has been given to each staff, they will know about employee performance evaluation. The employee performance assessments were carried out in a method of 3600 in which not only leaders assessed their performance but colleagues also assessed the performance they had done during the activities in the field.

3.4 Job Analysis of Employee Performance Supporting Vision and Mission

A vision is a foresight where and how Yogyakarta City must be brought and worked to be consistent and be exist, be anticipatory, be innovative and be productive. The vision of the Yogyakarta City Government is:

"Enchaningof Yogyakarta Cityas a Comfortable Cityand a Strong Competition Service Center For Community Empowermentby Spreadingon the Valueof Envirenment"

The understanding of the vision statement implies the establishment of dynamic synergies between the community, Yogyakarta City Government and all stakeholders in realizing the development of Yogyakarta City in an integrated manner, so it becomes a comfortable city to live and service centers can be realized.

The 7 Missions of the Yogyakarta City Government are listed as follows:

1. Improve the welfare and empowerment of the community;

2. Strengthen the people's economy and the competitiveness of Yogyakarta City;

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

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

5. Strengthen urban planning and environmental sustainability;

6. Build public infrastructure and settlements;

7. Improve good and clean governance.

Related to the Vision and Missions of Yogyakarta City in 2017-2022, the Yogyakarta City Education and Training Personnel Agency in the preparation of the Strategic Planwas based on the 7th Mission "Improving Good and Clean Governance".

Based on the data above, the next interview was also about job analysis on the performance of employees supported the vision and mission. The first interview was conducted with Mrs. RiaRinawati as Head of General Subdivision and Management at BKPP of Yogyakarta City, the results of the interview are as follows:

> *"The performance of employees supports the vision and missions, of course because each of them haveTupoksi indirectly which will definitely support the vision and mission. For example, the performance of employees who support the vision and mission including, if employee has run the Tupoksi properly and correctly, automatically it supports the overall vision and mission. The position analysis supports the vision and mission, of course which it will be in accordance with the vision and mission. In order to support this, it is necessary used to certain people with certain positions, and it is what determines the analysis of this position. "*

Furthermore, from Andriani as the Head of the Mutation Sub-Department at BKPP of Yogyakarta City, the interviewees starting job analysis on the performance of employees who supported the vision and missions,She said,

> *"The vision and mission are stated in the strategic plan and the plan will be revealed to be an activity program and then become an activity that must be realized. The automatic performance of each activity of all ANS supports all implementation of vision and missions. For example, the vision and mission concerns the supporting elements in Law No. 23. One of the activities concerning the vision and mission is about HR, so in the strategic*

planning of the city government in BPPP, the activity supporting the vision and mission is to improve the quality of ASN. In the DPA (Budget Implementation Document), conducting a personnel administration service program is one part of the implementation of ASN quality improvement. For example theproper personnel arrangement activities will support the implementation of activities,such as "the right man in the right place". Job analysis strongly supports the vision and missions because the position of a person based on job analysis, the analysis of the position is a kind of qualification needed by those who will occupy these positions. "

The last participant was Mr. GunawanAdhi Putra, S.Si, M, Kom as the Head Recruitment Sub-Department at BKPP of Yogyakarta City, regarding job analysis on the performance of employees who supported the vision and missions. He said,

"Employee performance supports the vision and mission, if theemployee is good and meets the requirements; it will support the vision and mission and can be an example for other employees, if good performance and understanding of the terms of the related so can be promoted to become an official. The performance of employees reach the target and achieve the assigned duties. Job analysis supports vision and mission, automatically. If there is no job analysis, tupoksi is not structured and people do not know what will be done. From the vision and mission to the program, into activities and sub-activities, there will be job descriptions; now from the description of this task, it that will be the value of job analysis. So from the description of the assignment, it creates a responsibility if there is no description of the work, the work will be careless. Then, the position analysis becomes a tool or method to achieve the vision and mission. "

The mission that was in line with BKPP's task is the 7th mission regarding the factors that can be a barrier and support of the achievement of the Yogyakarta Mayor's vision:

To improving good and clean governance, this mission program is:

1. Increasing the institutional capacity and management of the regional government:

a) Concept of performance benefits:

- Problem: there are Gaps in additional income between offices, so the performance benefits are needed.

- Inhibiting factors: 1. In 2017, there is only a process of study with P2EB UGM, 2. There is no standard method, and 3. There areevaluation results of the city government in the validation process.

- Supporting factors: 1. The Local governments\ can provide additional income with the approval of DPRD Article 63 (2) PP No. 58 of 2005, and 2. The existing TPP has not been based on performance so the Board recommends the Mayor of LKPJ 2016 for implementing Performance Allowances no later than 2018.

b) Improve the quality of public services:

- Problem: Inhibition of knowledge transfered to Regional Devices / work units that provide public services.

• Inhibiting factors: 1. Unemployment standards and work procedures, 2. Inadequate employment systems, procedures and relationships, 3. Changing regulations from, and 4. Playing employees at Regional Devices that manage public services.

• Supporting factors: 1. Capable HR capabilities, and 2. High commitment from the Organization Section.

2. Increasing implementation of governance:

• Problems: 1. The validity and completeness of the data required from the relevant Regional Devices is inadequate, 2. Not optimal coordination with the Provincial Government, Bantul and Sleman Government in terms of maintaining border lines and the low involvement of the community to maintain Cities and boundaries. 3. There has been no standard review for delegation of authority and lack of personnel in the Subdistrict, 4. The issuance of Government Regulations related to the implementation of affairs that is under the authority of the Regional Government and lack of general perceptions about the implementation of Law No. 23 of 2014 and 5. Budget imbalances with requests for facilitation.

• Inhibiting factors: 1. The availability of human resources that understand report preparation, 2. The availability of needed facilities and infrastructure needed in compiling reports, 3. The socialization activities of Yogyakarta City boundaries and the boundaries of Bantul and Sleman Regency have not reached all Regional Offices and communities, 4. The availability of personnel and infrastructure as well as the budget in the sub-district, 5. The coordination with the Central Government is not optimal, 6. Central Government Commitments in implementing Law number 23 year 2014, and 7. The high demand for facilitation of religious activities and trust.

• Supporting factors: the coordination with the related Regional Devices is going well.

From the explanation above, it revealed that job analysis was a derivative of the vision and mission, so with the analysis of the position, it certainly supported the vision and mission of Yogyakarta City because in the job analysis, there were duties and functions that had been adjusted to the vision and mission of Yogyakarta City. Although its application to the vision and mission of Yogyakarta Citywas not directly, but done there was an engement to include the vision and mission. The implementation of the vision and mission were supporting and inhibiting factors related to what would be implemented because not every activity carried out run well.There would definitely be an obstacle that was not

wanted.Hence, the role of an employee or leader must be able to be real in dealing with obstacles that occured, if all work was based on tupoksi,it experienced an increase.

Furthermore, the interview was 2 staff members regarding theircontribution to support the Yogyakarta city vision and missions, the first was Mrs. Tia Bektiani as Administrative Analyst Staff at BKPP of Yogyakarta City. She said,

> "The contribution to the vision and mission is certain because every person, even though it is not direct.There must be Tupoksi carried out and those who have achieved the vision and missions. For example, the servant, the service runs smoothly the automation of the fields concerned will be smooth. If the work is smooth, the stakeholders are broadly enjoying it too."

The next parcipant was Mr. Kicky Andriani as a Mutation Staff at BKPP of Yogyakarta City regarding their contrubution of the vision and missions of Yogyakarta City. He said,

> "there is an indirect contribution to the vision and missions, because those work must support the vision and missions of Yogyakarta City. Like tupoksi indirectly the main tasks and functions provided are in accordance with the vision and missions of Yogyakarta City."

Based on the results of the interview, it could be concluded that the contribution to the vision and mission of Yogyakarta City must exist, even though it did not directly show what kind of contribution, but according to their own contribution, they had done by implementing Tupoksi because tupoksiwas suitable to support the vision and mission of Yogyakarta city.

3.5 The Report of the Performance of BKPP Government Agencies in Yogyakarta City in 2018

The Government Agency Performance Report is an integrated integrative report that starts from the Strategic Planning (Renstra) which leads to the RPJMD. Strategic planning is a process which is oriented toward the achieved results over a period of five years in a systematic and continuous manner through taking into the potential and opportunities, account and constraints that exist or may arise. The strategic planning of government agencies contains the vision, mission, goals, objectives, strategies, policies and programs as well as measures of success in their implementation. The strategic planning of the Education and Training Personnel Agency of Yogyakarta City is derived from the Regional Medium Term Development Plan of Yogyakarta City (RPJMD).

The Education and Training Personnel Agency of Yogyakarta City is a civil servant and an element of government apparatus, as well as a public servant, whose performance is often faced with a negative spotlight from many parties, especially those related to the appointment of civil servants in structural positions, employee structuring, and staffing and the CPNS acceptance process.

General, the policies carried out by Education and Training Personnel Agency of Yogyakarta City in implementing all policies, programs, and activities related to staffing interests, both administrative, financial and organizational, refered to clear laws and regulations. It was important for Education and Training Personnel Agency of Yogyakarta City to build its own character;it did not let the

self-image bring negative things related to official problems. This means that Education and Training Personnel Agency apparatus of Yogyakarta Citywas required to work professionally, transparently and obeyed all rules, such as being honest, open, and afraid of sin. By building a strong self-character, it was easy to actively participate in social life, so it brought a positive self-image and can couldput itself in a respected and respected position in social life.

The performance planning carried out by agencies was useful for prioritizing activities financed from limited funding sources. With this performance planning, it was expected that the focus on directing and managing programs or agency activities would be better, so there was no agency activity that was not directed. As a support, the commitment to the echelon III and IV performance agreement was made.

The preparation of Performance Agreements for Education and Training Personnel Agency of Yogyakarta City in 2018 refered to the General Budget Policy (KUA) document, Temporary Budget and Ceiling Ceiling Documents (PPAS), Regional Government Work Plan Documents (RKPD) in 2018, and Regional Revenue and Expenditure Documents (APBD) in 2018 and its changes.

3.6   The BKPP Strategy Plan for Yogyakarta City in 2017-2022

The strategic planning of Education and Training Personnel Agency of Yogyakarta City in 2017-2022haveestablished 1 strategic objective, namely: "improving the quality of statecivilapparatus". For realizing the 1 Strategic Objective "improving the quality of statecivilapparatus", it is set 1 Strategic

Target, namely: "the quality of statecivilapparatusincreases". To measure 1 of the Strategic Objectives by using 1 Indicator target, namely: "statecivilapparatusqualityindex". The method for calculating the target indicator uses"statecivilapparatusqualityindex" with the Target Indicator Formula involving: "50% percentage of Fulfillment of ASN Arrangement + 20% percentage of personnel administration services + 30% percentage of education graduation".

1. Strategy Objectives

A goal is something that will be achieved or that will be produced within a period of one to five years, namely the year 2017-2022. Objectives are the organization quantitative targets. The strategic objective is the elaboration or implementation of the statements to be achieved or it will be produced within a period of one to five years.

2. Strategic Target

The determination of strategic objectives is needed to focus on preparing the performance plan and allocation of organizational resources in the operational activities of the organization each year within a period of five years. For making the target effective, the target must be specific, be assessed, be measurable, be challenging but achievable, and results oriented. Based on the above understanding, Education and Training Personnel Agency of Yogyakarta City sets strategic objectives namely: "The Quality of State Civil Apparatus Increases".

3. Indicator of Strategy Objectives

Based on Ministerial Regulation PAN and RB Number Per / 09 / M / PAN / 5/2007 concerning General Guidelines for Determining Key Performance Indicators in Government Agencies, each government agency must establish key performance indicators in their respective environments. Key performance indicators are set to measure the success of an agency's strategic goals and objectives in order to improve performance and performance accountability. The main performance indicators are used for: 1. Medium-term planning. 2. Annual planning. 3. Preparation of performance determination documents. 4. Reporting performance accountability. 5. Performance evaluation of government agencies. 6. Monitoring and controlling the performance of programs and activities.

The Key Performance Indicators (Target Indicators) had established after 2017 Education and Training Personnel Agency strategic targets have been set in 2017. The Yogyakarta City Education and Training Personnel Agency of Yogyakarta City set 1 Main Performance Indicator (Target Indicator), namely: "State Civil Apparatus Quality Index". The Target Indicator (IKU) is used to measure Strategic Goals, namely "ASN Quality Increases". The method for calculating the target indicator of the "State Civil Apparatus Quality Index" with the Target Indicator Formula is: "50% percentage of Fulfillment of ASN Arrangement + 20% percentage of employment administration services + 30% percentage of training graduation".

Thus, it could be said that the performance plan Education and Training Personnel Agency of Yogyakarta City in 2018 was a reflection of planned activities and programs in order to achieve the goals and objectives set out in 2017-2022 by the Education and Training Personnel Staffing Strategic Plan. Therefore, the performance plan for Education and Training Agency of Yogyakarta City in 2018was basically a detailed description of the performance targets to be achieved by \Education and Training Agency of Yogyakarta City in 2018.