

PUBLICATION MANUSCRIPT

THE IMPLEMENTATION OF JOB ANALYSIS TOWARD EMPLOYEES PERFORMANCE TO ACHIEVE VISION AND MISSIONS OF YOGYAKARTA CITY

(Case Study: Education and Training Personel Agency, 2018)

By:

ERIZA TRIMA YANTI
20150520303

Has been examined and endorsed as Publication Manuscript
according to rules of writing scientific work

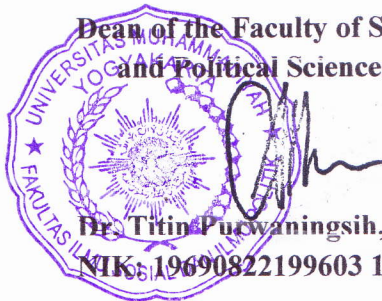
Supervisor/Chief of Examiner,



Awang Darumurti, S.IP.,MSi
NIK: 19811019200810 163 084

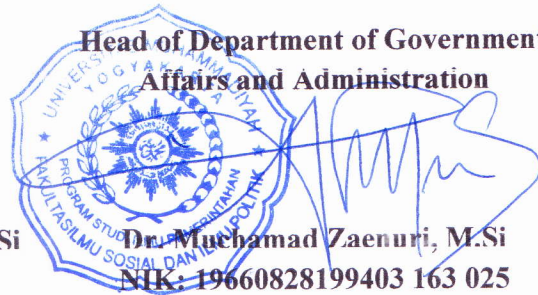
Acknowledged by,

**Dean of the Faculty of Social
and Political Sciences**



Dr. Titin Pucyaningsih, S.IP., M.Si
NIK: 19690822199603 163 038

**Head of Department of Government
Affairs and Administration**



Dr. Muchamad Zaenuri, M.Si
NIK: 19660828199403 163 025

THE IMPLEMENTATION OF JOB ANALYSIS TOWARD THE EMPLOYEES PERFORMANCE TO ACHIEVE THE VISION AND MISSIONS OF YOGYAKARTA CITY

(case study: Education and Training Personnel Agency of Yogyakarta city, 2018)

By:

Eriza Trima Yanti, (eriza.trimayanti@gmail.com)

Program Studi International Program of Government Affairs and Administration,
Universitas Muhammadiyah Yogyakarta

Abstract

This research aims to describe and analyze the implementation of job analysis toward the employees performance to achieve the vision and missions of Yogyakarta City in Education and training personnel agency (BKPP) of Yogyakarta City based on the focus of this research which are implementating job analysis, employing job analysis to employees performance evaluation, assessing employees performance, and using job analysis of employees performance to support the vision and missions of Yogyakarta City. In this research the researcher used qualitative reserach method. This research was conducted at Education and Training Personnel Agency (BKPP) of Yogyakarta city, and the used data collection techniques ware interview technique and documentation. The results of this research indicate that job analysis at Education and Training Personnel Agency (BKPP) of Yogyakarta city has been carried out quite well in its assessment of employees performance. The aspect can be seen from the analysis of the position carried out every year to determine whether the position is appropriate or inappropriate. Assessment employee performance in Education and Training Personnel Agency (BKPP) of Yogyakarta City is not only conducted annually but also to measure the suitability of the position at Education and Training Personnel Agency (BKPP) of Yogyakarta City using E-performance assessment methods that are conducted every day to monitor the activities of the employees. In the assessment of employees there were good and bad judgments, good and bad judgments can be known from the additional income of the employees. The lower income of the employees the worse of value received, but the higher income the better of value received. 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 plan was based on the 7th missions "Improving Good and Clean Governance"

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).

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). 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 appropriate job analysis;from that way members of the organization can understand their rights and obligations. In other words, the right job analysis is the organization which can achieve efficiency in hiring their employees and also improve work effectiveness.

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.

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”.

RESEARCH METHOD

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

- a. 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.

b. 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.

The Data Collection Techniques used in collecting research data are:

a. 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. 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.

DISCUSSION

The Implementation of Position Analysis

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.

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 the forefront, 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.

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.

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.

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 had one 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.

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".

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*.

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:

"Enchanting of Yogyakarta City as a Comfortable City and a Strong Competition Service Center For Community Empowerment by Spreading the Value of Environment"

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 Plan was based on the 7th Mission "Improving Good and Clean Governance".

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 implementation to the vision and mission of Yogyakarta City was 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.

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, referred 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 City was 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 could put 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 referred to the General Budget Policy (KUA) document, Temporary Budget and Ceiling Documents (PPAS), Regional Government Work Plan Documents (RKPD) in 2018, and Regional Revenue and Expenditure Documents (APBD) in 2018 and its changes.

The BKPP Strategy Plan for Yogyakarta City in 2017-2022

The strategic planning of Education and Training Personnel Agency of Yogyakarta City in 2017-2022 have established 1 strategic objective, namely: "improving the quality of state civil apparatus". For realizing the 1 Strategic Objective "improving the quality of state civil apparatus", it is set 1 Strategic Target, namely: "the quality of state civil apparatus increases". To measure 1 of the Strategic Objectives by using 1 Indicator target, namely: "state civil apparatus quality index". The method for calculating the target indicator uses "state civil apparatus quality index" 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 2018 was basically a detailed description of the performance targets to be achieved by \Education and Training Agency of Yogyakarta City in 2018.

CONCLUSION

Based on the results of this research and discussion about the implementation of job analysis toward employees' performance to achieve the vision and mission of Yogyakarta City, the following conclusions can be drawn as follows:

1. In carrying out the job analysis at BKPP of Yogyakarta City, it has been carried out related to the guidelines for the implementation of job analysis regulated by the Head of State Administration Agency Number 12 year 2011. Moreover, it has been to carry out the job analysis to determine a position in accordance with qualifications they have.
2. The process of carrying out job analysis at BKPP of Yogyakarta City has been routinely carried out every year, and the position analysis has been used for institutional arrangements, strict administrative arrangements, and also staffing, whether it is adding or reducing employees.
3. The use of job analysis for employee performance evaluation at BKPP of Yogyakarta City, is to evaluate the performance of BKPP. The E-performance system is carried out every day, so it can immediately know the performance of the employee.
4. The process of evaluating employee performance has been done well, and in the assessment of employee performance, there is a good performance assessment and also a poor performance appraisal; in the

assessment obtained it will be related to TPP (additional income for employees).

5. The analysis of positions at BKPP of Yogyakarta City has supported the vision and mission of YogyakartaCity, especially the 7th mission on "Improving Good and Clean Governance".

SUGGESTION

1. In the job analysis, it is expected to continue carrying out related to the Guidelines for the implementation of job analysis which is regulated in the Regulation of the Head of State Patronage Agency Number 12 of 2011, so that a person occupying the position is in accordance with the given qualifications.
2. In evaluating employee performance, it is expected that the given evaluation is related to what is done by the employee and also it is expected to be carried out transparently.
3. For the performance appraisal, employees who get a good assessment are expected to be able to improve themselves quickly and carry out their duties properly. Moreover, it is hoped that these employees will continue to improve their performance.

REFERENCES

- Adiguna, A. P. (2017). Kesesuaian Analisis Jabatan Dalam Pengisian Jabatan Eselon II Di Bappedakabupaten Bantul Tahun 2016. <http://repository.umy.ac.id/handle/123456789/16931>.
- Giyarto. (2015). Pengaruh Analisis Jabatan Terhadap Pencapaian Kinerja Organisasi Di Universitas Muhammadiyah Surakarta. <http://eprints.ums.ac.id/40319/25/NASKAH%20PUBLIKASI%20ILMIAH.giy.pdf>.
- Harsono. (2010). *Perencanaan Kepegawaian*. Bandung: Fokusmedia.
- Helpiyanah, P. (2018). Evaluasi Penerapan Analisis Jabatan Sumber Daya Manusia. <http://repository.umy.ac.id/handle/123456789/18904>.
- Kondisi Umum Kota Yogyakarta*. (2018). Retrieved from www.jogjakota.go.id: <https://www.jogjakota.go.id/pages/geografis>
- Masram, & Mu'ah. (2017). *Manajemen Sumber Daya Manusia*. Sidoarjo: Zifatama Publisher.
- Meldona. (2009). *Manajemen Sumber Daya Manusia Perspektif Integratif*. Malang: UIN Malang Press.
- Moekijat. (2011). *Analisis Jabatan*. Bandung: Mandar Maju.
- Penetapan Hasil Analisis Jabatan Dan Beban Kerja Badan Perencanaan Pembangunan Daerah Kota Yogyakarta, No 227 Tahun 2016 (Keputusan Wali Kota Februari 12, 2016).
- Priyono. (2010). *Manajemen Sumber Daya Manusia*. Sidoarjo: Zifatama Publisher.
- Pujangkoro, S. A. (2004). Analisis Jabatan (Job Analysis). https://s3.amazonaws.com/academia.edu.documents/32000337/industri-sugih2.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1544634159&Signature=yvsV80nxSmOR%2FJS6WeKQEP7ApoE%3D&response-content-disposition=inline%3B%20filename%3DAnalisis_Jabatan_Job_Analisi.
- Sakdiyah, H. (2016). Penerapan Analisis Jabatan Dibalai Pendidikan Pondok Pesantren Pabelan Kabupaten Magelang. http://digilib.uin-suka.ac.id/23307/1/12240037_BAB-I_IV-atau-V_DAFTAR-PUSTAKA.pdf.

- Sedarmayanti. (2014). *Manajemen Sumber Daya Manusia Reformasi Birokrasi dan Manajemen Pegawai Negari Sipil*. Bandung: Refika Aditama.
- Sofyandi, H. (2008). *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- Sondang, P. S. (2013). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Statistik Penduduk D.I. Yogyakarta*. (2018). Diambil kembali dari <http://kependudukan.jogjaprov.go.id/olah.php?module=statistik&periode=11&jenisdata=penduduk&berdasarkan=jumlahpenduduk&prop=34&kab=71&kec=00&kel=00>
- Sugiantoro, B. (2010). Perspsi Karyawan Tentang Penerapan Analisis Jabatan. <http://www.ijil.ui.ac.id/index.php/jbb/article/download/627/612>.
- Sugiyono, M. P. (2012). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung: Alfabeta.
- Supit, M. K. (2016). Pengaruh Analisis Jabatan Terhadap Kinerja Pegawai Pada Badan Kepegawaian, Pendidikan Dan Pelatihan Kabupaten Ngada. <http://repository.ut.ac.id/7354/1/42814.pdf>.
- Widodo, S. E. (2015). *Manajemen Pengembangan Sumber Daya Manusia*. Yogyakarta: Pustaka Pelajar.