

Strategy for Improving the Performance of Government Apparatuses in the National Unity and Politics Agency of West Java Province

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ABSTRACT

Employee performance at the National Unity and Politics Agency of West Java Province is not optimal as indicated by several performance achievements that have not been achieved, and the lack of employee responsibility for their duties and obligations as state apparatus which results in less effective service, so this study aims to find out and analyze how the strategy which is effective in improving the performance of government apparatus in the National Unity and Politics Agency of West Java Province. This research method uses qualitative methods. The data analysis technique used is SWOT analysis. The results showed that the selected strategy that was feasible to be implemented by the National Unity and Politics Agency of West Java Province in improving the performance of Government Apparatuses in the National Unity and Political Agency of West Java Province was the institutional strategy by increasing employee performance which focused on efforts to develop human resources, namely through through assessing the potential of apparatus resources and increasing self-capacity so that they are creative and innovative.

Keywords: Government Apparatus, Performance, Strategy.

1 Introduction

Human resources or commonly called HR are the most important assets owned by every organization, because every activity and activity involves HR (Sinambela, 2021). However, the capabilities and knowledge possessed by HR are basically limited, so a strategic concept is needed in managing human resources (Labola, 2019). Human Resources, in this context, government employees constitute the state apparatus as the main elemental asset which is very valuable and has a role in determining the success of achieving organizational goals. Every organization, both in the service and industrial sectors, must use different strategies in managing human resources (Anatan, 2005).

The strategy aims to carry out programs that are aimed at always being effective in achieving organizational goals and of course expecting to achieve the highest productivity (Aldino, 2021). The strategic role of human resources emphasizes that people in the organization are the most important resource and also the largest organizational investment. In order for human resources to play a strategic role, it must focus on long-term human resource issues and implications (Mathis & Jackson, 2011). One of the influential strategies is the employee performance improvement strategy.

Improving employee performance is the most important thing in an organization because these employees provide their energy, talent, creativity and effort to the organization (Animun et al, 2017). If employee performance can be managed properly, it will improve employee performance and have a positive impact on productivity and vice versa. Employee performance is a factor that plays an important role in achieving organizational goals and individual goals (Frimayasa & Lawu, 2020). Organizations will find it difficult to achieve their goals if the employees in the organization do not have good performance. Kasmir (2016) said performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period.

Employee performance affects how much they contribute to the organization. Each job has specific job criteria, or work dimensions that identify the most important elements of a job (Broto, 2014). Organizations or agencies need to know the various weaknesses and strengths of employees as a basis for correcting weaknesses and strengthening strengths in order to increase employee productivity and development so that the performance of employees in each agency must be optimized in order to achieve the goals of the agency (Murniyanti, 2015). The strategy for improving the performance of government apparatus is a process carried out by leaders to advance their subordinates both from the knowledge and abilities of government officials so that they can change their ability to

work, think and other skills in order to improve the performance of the government apparatus itself, so that the implementation of organizational goals can be achieved well (Runtu et al, 2016).

The National Unity and Politics Agency of West Java Province is one of the Regional Apparatus Organizations (OPD) of West Java Province which was formed to carry out the formulation and determination of technical policies and the implementation of regional policies in the field of national unity and politics. The Human Resources (HR) of the National Unity and Politics Agency (Bakesbangpol) of West Java Province in December 2021 totaled 64 people. In accordance with its main tasks and functions, the National Unity and Politics Agency of West Java Province provides a number of services, both internal and external.

The service performance of the National Unity and Politics Agency of West Java Province is measured by the achievement of target performance indicators set in accordance with the vision and mission. This measurement is carried out to see the level of performance of the Agency in carrying out its main tasks and functions. If the targets of the target performance indicators that have been set in the strategic planning document can be achieved, then the service performance of the National Unity and Political Agency of West Java Province can be categorized as good.

Based on the findings in the pre-survey, it indicates that the performance of employees at the National Unity and Politics Agency of West Java Province is not optimal, as indicated by several performance achievements that have not been achieved, and the lack of employee responsibility for their duties and obligations as state apparatus resulting in less effective service, so if it is allowed to continue, it will reduce public trust in the quality of public services for the state apparatus.

Line managers can do many things to improve employee performance. They can take action based on the identified causes of deficiencies except ability (Sophia, 2017). If the lack of ability is the cause then training is needed. So one attempt What has been done by the National Unity and Politics Agency of West Java Province to improve employee performance can be done through employee training and development. Training and development is an effective way to improve the quality and competence of human resources in line with the challenges that continue to grow (Rohida, 2018).

Based on the descriptions as mentioned above, the authors are interested in conducting research with the title : "Strategy for Improving the Performance of Government Apparatuses in the National Unity and Politics Agency of West Java Province. The purpose of this research is to examine and find facts and explore scientifically about strategies for improving the performance of Government Apparatuses at the National Unity and Politics Agency of West Java Province . The results of this study are expected to provide benefits, especially for the authors themselves, practitioners and other parties, namely regarding the scientific body, the results of this research can be useful for the advancement of science, especially as input related to strategies to improve the performance of government apparatus, where knowledge related to performance improvement requires the development of science so that it becomes knowledge that is more useful for interested parties both individually, institutionally and even for the government.

2 Methods

This type of research uses a qualitative approach. Arikunto (2016) states that in qualitative research, researchers do not use numbers in collecting data and in providing interpretation of the results. However, this does not mean that in this qualitative research the researcher is absolutely not allowed to use numbers. In this study, the authors try to describe the strategy for improving the performance of government officials at the National Unity and Politics Agency of West Java Province.

One of the reasons for using a qualitative approach is the experience of researchers where this method can be used to find and understand what is hidden behind phenomena which is sometimes difficult to understand satisfactorily. Bogdan and Taylor in Nazir (1988) explain that qualitative research is a research procedure that produces qualitative descriptive data in the form of written or spoken words from people and observed behavior .

The reason the researcher chose a case study descriptive research design was because the researcher wanted to describe the conditions that would be observed in the field in a more specific, transparent and in-depth manner. This study attempts to describe situations/events so that the data to be collected is descriptive in nature to identify the internal and external environment at the National Unity and Community Protection Agency for the Province of West Java.

3 Results And Discussion

SWOT Analysis to Identify Employee Performance Improvement strategies

The performance of the Government Apparatus at the National Unity and Politics Agency of West Java Province in carrying out their main tasks and functions still requires a lot of improvement to get maximum and quality results. The service performance of the National Unity and Politics Agency of West Java Province is measured by the achievement of target performance indicators set in accordance with the vision and mission . This measurement is carried out to see the level of performance of the Agency in carrying out its main tasks and functions. If the targets of the target performance indicators that have been set in the strategic planning document can be achieved, then the service performance of the National Unity and Political Agency of West Java Province can be categorized as good .

The SWOT matrix is used as a tool to identify what strategy will be taken in the future by combining analysis of internal (strengths and weaknesses) and external (opportunities and threats) factors which in the end the strategy can be used by the organization for organizational development and even as a basis for decision making. within the organization (Ayas & Sinaga, 2019).

The visualization of the image below will display the results of the SWOT analysis technique which is analyzed based on the internal environment, namely in the form of strengths and weaknesses and the external environment, namely in the form of opportunities and threats for the development of strategies to improve the performance of government apparatus at the National Unity and Politics Agency of West Java Province.

Table 1 Internal and External Factors for Increasing the Performance of Government Apparatuses in the National Unity and Politics Agency of West Java Province

Internals	external
Strength: Existence of official government institutions Education and training Standard work systems and procedures Management and organizational structure Benefits/incentives	opportunity: Local government support National staffing policies that require education and training are part of the employee development system Award program for outstanding employees Good coordination and cooperation Changes in laws and regulations that open up new opportunities at work
Weakness: Human resource development budget Work SOPs that are not yet detailed and detailed Relatively limited work support facilities and infrastructure Low employee motivation. Inadequate number of employees	Threat: Situation of national and local political conditions The more critical the mindset of society The incessant movement of organizations that are not Pancasila HR capability in mastering technology is limited Competition between employees

Based on the analysis above, internal business strategic factors can be evaluated by calculating using the following weights:

Table 2 Internal Strategic Factor Summary (IFAS)

<i>Internal Strategic Factors</i>	<i>Weight</i>	<i>Ratings</i>	<i>Weight Score</i>
Strengths:			
Existence of official government institutions	0.2	5	1
Education and training	0.1	5	0.5

<i>Internal Strategic Factors</i>	<i>Weight</i>	<i>Ratings</i>	<i>Weight Score</i>
Standard work systems and procedures	0.05	4	0.2
Management and organizational structure	0.05	4	0.2
Benefits/intensive	0.1	5	0.5
Total Score Strengths	0.5		2.4
Weaknesses:			
Human resource development budget	0.125	2	0.25
Work SOPs that are not yet detailed and detailed	0.125	2	0.25
Relatively limited work support facilities and infrastructure	0.1	1	0.1
Low employee motivation	0.05	1	0.05
Insufficient number of employees	0.1	2	0.2
Total Score Weaknesses	0.5		0.85
Total	1		3.25

Meanwhile, the external factors of the business strategy can be evaluated by calculating using the following weights :

Table 3 External Strategic Factor Summary (EFAS)

<i>External Strategic Factors</i>	<i>Weight</i>	<i>Ratings</i>	<i>Weight Score</i>
Opportunities:			
Local government support	0.1	5	0.5
National staffing policies that require education and training are part of the employee development system	0.15	5	0.75
Award program for outstanding employees	0.05	4	0.2
Good coordination and cooperation	0.05	5	0.25
Changes in laws and regulations that open up new opportunities at work	0.15	5	0.75
Total Score Opportunities	0.5		2.45
Threats:			
Situation of national and local political conditions	0.2	2	0.4
The more critical the mindset of society	0.1	3	0.3

<i>External Strategic Factors</i>	<i>Weight</i>	<i>Ratings</i>	<i>Weight Score</i>
The incessant movement of organizations that are not Pancasila	0.1	3	0.3
HR capability in mastering technology is limited	0.05	3	0.15
Competition between employees	0.05	2	0.1
Total Score Threats	0.5		1.25
Total	1		3.7

The SWOT analysis conducted on the strategy for improving the performance of government officials at the National Unity and Politics Agency of West Java Province showed a *total score of Strengths* = 2.4; *Weakness total score* = 0.85; *total score Opportunities* = 2.45; and a *total score of Threats* = 1.25.

Based on these calculations, it is known that the total value of the *strength factor* (S) is higher than the total value of the weakness factor (W) with a difference of 1.55 . While the total value of the opportunities factor (O) is higher than the total value of the *threats factor* (T) with a difference of 1.2. From the results of this identification, it can be seen the position of the strategy for improving the performance of government apparatus in the National Unity and Politics Agency of West Java Province by using the SWOT analysis diagram as follows :

$$\text{Strengths} - \text{Weaknesses} = 1.55$$

$$\text{Opportunity} - \text{Threats} = 1.2$$

From the results of this identification, it can be seen the position of the strategy for improving the performance of government apparatus in the National Unity and Politics Agency of West Java Province by using the SWOT analysis diagram as follows :

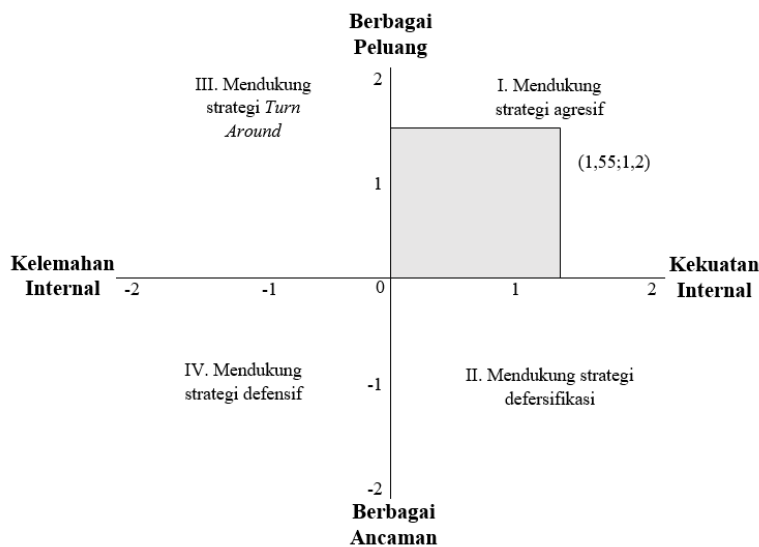


Figure 1 SWOT Diagram

The results of the SWOT analysis show that the position of the strategy for Improving the Performance of Government Apparatuses at the National Unity and Politics Agency of West Java Province is an aggressive strategy to support policy implementation. This position indicates that the right choice of strategy is to emphasize the strategy of using strength to take advantage of opportunities. Strategies to improve the performance of government officials who have sufficiently strong internal strengths and considerable external opportunities can be carried out using an aggressive approach. In accordance with the results of the SWOT calculation, the strategic position map for improving the performance of government apparatus at the National Unity and Politics Agency of West Java Province is in quadrant I, so the emphasis is on Strength-Opportunity (S).

A new strategy to improve the performance of government officials at the National Unity and Politics Agency of West Java Province

The most effective strategy in improving the performance of government officials at the National Unity and Politics Agency of West Java Province is the Aggressive Strategy. So with this it can be explained several strategies for improving the performance of government officials at the National Unity and Political Agency of West Java Province.

Utilization of apparatus resources

Development of apparatus resources in order to improve the performance of governance, development and public services can be achieved. This is in accordance with the objectives of the management of civil servants, namely to guarantee the implementation of government and development tasks in an efficient and effective manner with the support of civil servants who are professional, responsible, honest and fair (Mongilong et al, 2018).

There are two things that can be done in utilizing the potential of apparatus resources, namely job rotation and work guidance. Job Rotation is a development technique that is carried out by periodically moving employees from one position to another adding skills and abilities to each position. Work guidance, namely developing apparatus resources by means of superiors teaching expertise and work skills to subordinates. Guidance is considered effective because employees are directed directly by the leadership so that employees understand how to do a job.

The division of labor according to the job description

Job description is a written and systematic description or record of the tasks to be performed. Job descriptions contain responsibilities, authorities, activity descriptions, coordination relationships, and job requirements (Kurniawan, 2016). Job requirements contain minimum education, abilities that need to be mastered, and competencies needed. Before creating a descriptive job, carry out the job analysis process, namely the process of obtaining a descriptive job by conducting job research by means of interviews or questionnaires to those occupying certain positions. The results of this analysis are poured or written in the form of a descriptive job.

Even though so far the National Unity and Politics Agency for West Java Province has had job descriptions and SOPs. However, it is better to do job analysis again to get a job description that is really suitable. The existing job description is used for mapping each work step and its risks. After mapping, then the SOP is compiled. After the process of making Job descriptions and SOPs, what is no less important is reviewing the Job descriptions and SOPs that have been made, and revising if necessary to suit the times and developments in society.

ASN career development policy

The development of the Apparatus of the National Unity and Politics Agency of West Java Province based on a merit system in the present and in the future holds a number of opportunities and challenges. For administrators of the government bureaucracy, the challenge ahead is that the world is entering the era of the industrial revolution 4.0 and the third millennium era. What is important in the era of the third millennium is that the knowledge used is already computerized because in that era, the world has entered a more sophisticated era, namely an industry that combines automation technology with cyber technology. Changes in the culture of the industrial revolution 4.0 and the millennium must be responded quickly and precisely by all government stakeholders so that they are able to increase the competitiveness of the Indonesian nation in the midst of global competition (Hidayat, 2020). In an effort to face the intended global competition, the top priority in governance can only be done by creating professional apparatus resources with integrity, competence, public service orientation, neutral and global insight.

The employee monitoring system is optimized

The employee monitoring system for monitoring, assessing, and revising the employees of the West Java Province National Unity and Politics Agency is realized through Employee Performance Targets (SKP) and Performance Remuneration Allowances (TRK) and is running as it should. SKP must be filled out by employees and approved by superiors. SKP is filled online. SKP Online is an application that aims to assist employees in making job assignments and targets that must be achieved within a real and measurable assessment period. The existing SKP and TRK already meet the criteria for supervising employees. However, in reality this system is running but employees who commit violations have not received strict sanctions. For this reason, it is necessary to tighten the employee monitoring system through an application system that can be accessed by direct superiors.

The employee appraisal system is used as the basis for compensation and promotions. Giving compensation and promotion will affect employee performance. If the employee appraisal system is used as the basis for providing compensation and promotions, employees will receive higher compensation and are encouraged to work diligently to improve performance, so that targets can be achieved (Ratnasari, 2019). This means that employee performance will be stimulated if the compensation given in exchange for the efforts given by employees is appropriate, because they tend to feel their work is more meaningful and in accordance with their sacrifices to the agency and will certainly maintain their good performance or even improve their performance from beforehand so that organizational goals can be achieved.

4 Conclusion

An effective strategy for monitoring, assessing and revising West Java Province Politics and National Unity Agency employees is realized through Employee Performance Targets (SKP) and Performance Remuneration Allowances (TRK) and are running as they should. SKP must be filled out by employees and approved by superiors. SKP is filled online. SKP Online is an application that aims to assist employees in making job assignments and targets that must be achieved within a real and measurable assessment period. A suitable strategy for the National Unity and Politics Agency of West Java Province in improving the performance of Government Apparatuses at the National Unity and Political Agency of West Java Province is an aggressive strategy by increasing employee performance which focuses on efforts to develop human resources, namely through examining the potential of apparatus resources and capacity building within oneself so that it is creative and innovative. Division of work according to job descriptions, with detailed and detailed work SOPs, perfecting regulations and policies for apparatus career development, as well as tightening the employee monitoring system through an application system that can be accessed by direct superiors.

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