

**INFLUENCE OF SERVICE POLICY IMPLEMENTATION
ONLINE ON THE PROPOSER'S MOTIVATION
UPGRADE OF PNS AT CITY BKPSDM
BANDUNG**

By

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Abstract

This study aims to examine the effect of online service policy implementation on the motivation of applicants for promotion to the rank of civil servants at the Bandung City BKPSDM. The method used is a descriptive method with a quantitative approach, while the data collection techniques are carried out by distributing questionnaires to a number of respondents, literature study, observation, and interviews.

From the results of the respondents' responses for the variable (X) a score of 4531 was obtained while the variable (Y) obtained a score of 5305. Then from the results of the hypothesis test $t_{count} 7.449$ and $t_{table} 1.984$, $t_{count} > t_{table}$ so that H_0 is rejected and H_a is accepted, which means that policy implementation has an effect on work motivation. Based on the correlation coefficient between the X variable (Policy Implementation) and Y (Work Motivation) of 0.601, it is proven that there is a positive and significant relationship between the X variable (Policy Implementation) and Y (Work Motivation). Meanwhile, based on the coefficient of determination (KD) it is known that the achievement of the ability of the X variable affects the Y variable, which is 36.12% while the remaining 63.88% is influenced by other variables not examined in this study.

Based on the results of the study, it can be stated that the policy implementation variable and work motivation variable are good. Some suggestions that the researcher conveys are so that the Bandung City BKPSDM, especially service employees, can improve themselves such as increasing their education and expertise so that the Implementation of the Promotion Policy goes well.

Keywords: Policy Implementation, Work Motivation

PRELIMINARY

Humans in organizations are not the same as machines whose production capacity can be measured. Human productivity can go up and down due to the motivation and policies made by the leader. For this reason, the concept of development carried out on Civil Servants who function as the driving wheel of the organization must be carried out with a well-maintained and directed continuity. (Pfeffer & Veiga, 1999).

Government institutions that have reliable human resources will have a positive impact on the performance of the Civil Servants themselves. Vice versa if a government agency does not have reliable resources it will also have a negative impact on the performance of Civil Servants and consequently the achievement of the goals of an organization will also not be easily achieved.

Since the enactment of the Bandung City Regional Regulation Number 12 of 2007 concerning the Establishment and Organizational Structure of the Bandung City Regional Technical Institute on January 1, 2008, a Regional Apparatus Work Unit has been formed which is a combination of the Bandung City Education and Training Office and the Bandung City Regional Secretariat Personnel Section, namely Bandung City Civil Service Agency. The issuance of Government Regulation Number 18 of 2016 concerning Regional Apparatus has implications for changes in the nomenclature, main tasks and functions of regional apparatus organizations within the Bandung City Government.

Government Regulation Number 18 of 2016 was followed up by the Bandung City Government by issuing Regional Regulation Number 8 of 2016 concerning the Formation and Structure of the Bandung City Regional Apparatus, the Bandung City Regional Personnel Agency changed its name to the Bandung City Personnel, Education and Training Agency with the main tasks and functions as regulated in Bandung Mayor Regulation Number 631 of 2018 concerning the Second Amendment to Bandung Mayor Regulation Number 1403 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Bandung City Personnel, Education and Training Agency as amended by Mayor Regulation Number 855 of 2017 concerning Amendments to Mayor Regulations Bandung Number 1403 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Bandung City Personnel, Education and Training Agency.

In connection with the issuance of Bandung Mayor Regulation Number 20 of 2021 concerning Position, Organizational Structure, Duties and Functions and Work Procedure of the Human Resources Development and Personnel Agency, the change in organizational structure from the Personnel, Education and Training Agency to the Human Resources Development and Personnel Agency Changes in organizational structure are expected to improve the performance of Civil Servants, the application of appropriate policies from superiors, is one of the factors that can move, direct, guide and motivate Civil Servants to excel in their work.

The application of policies can affect the motivation of job satisfaction, security, quality of work life and especially the level of achievement of a government institution. The ability and skills of institutional leaders in making effective policies and directing institutional members are important factors in the effectiveness of a leader (Burke & Litwin, 1992).

Sometimes the lack of knowledge of civil servants about existing regulations, procedures, and policies is the most common cause of disciplinary action. One of the efforts to overcome this is

the leadership should provide an orientation program to civil servants. In addition to providing orientation, the leadership must explain in detail the regulations that are often violated, along with rationale, and their consequences. informed to staff through active discussion.

Jiang, Lepak, Hu, and Baer (2012) argues that employee discipline in human resource management departs from the view that no human is perfect, free from mistakes and mistakes. So employee discipline is a form of employee training that seeks to improve and shape employee knowledge, attitudes and behavior so that employee behavior voluntarily tries to work cooperatively with other employees and improve work performance. The advantages of online promotion services are that it saves expenses, provides a lot of motivation for Civil Servants, increases productivity performance of Civil Servants, the completion of promotions will be completed quickly, the atmosphere is calmer and warmer, the work will be more effective and efficient in terms of finance, time and energy. Weaknesses are the disruption of the closeness of Civil Servants and their families, irregular working hours, lack of motivation, and an effect on the performance of the Civil Servants themselves.

Thus, in order to optimize resources in a government institution, it is necessary to pay attention to the factors that affect the performance of Civil Servants, including the implementation of policies implemented by these government institutions. However, the policies implemented will affect the way people work as individuals or as groups (Teclmichael Tessema & Soeters, 2006).

Based on the background that has been stated, the researchers took the title: "The Effect of Online Service Policy Implementation on the Motivation of Proponents for Promotion of Civil Servants at BKPSDM Bandung City".

THEORETICAL FRAMEWORK

Public Policy Implementation The opinion of Cleaves quoted (Burstein, 1998), which explicitly states that: Implementation includes "the process of moving towards policy goals by means of administrative and political steps". The success or failure of such an implementation can be evaluated from the point of view of its real ability to continue or operationalize previously designed programs, while according to Mazmanian and Sebastiar Wilson, Desmond, and Roberts (1994) Implementation is the implementation of basic policy decisions, usually in the form of laws. , but can also take the form of important executive orders or decisions or decisions of the judiciary.

Work Motivation

According to Kleinginna and Kleinginna (1981) defines that: "Motivation is as an energizing condition of the organism that serves to direct that organism toward the goal of a certain class". Motivation is a condition that moves people towards certain goals. From the understandings of motivation above, it can be concluded that motivation is a condition or condition that encourages, stimulates or moves a person to do something or the activities he does so that he can achieve his goals.1. The theory of needs from Maslow (Hierarchy of need theory) Minshull, Ross, and Turner (1986) divides human needs into five levels, namely physical needs, security needs, love and affection needs, self-esteem needs, and self-actualization needs. Hierarchy of human needs from the lowest level to the highest level can be described as below:

Table 2.2 Maslow's Hierarchy of Human Needs

NEED	Physical and Psychological Indicators
Level 5 ACTUALIZATION	The embodiment of potential, maximum self-development, creativity, and expression.
High Level Needs	Self-acceptance of achievement, competence, confidence, respect for status, recognition, dignitas, and appreciation. Within the organization it can be in the form of self-reputation, titles and so on
Level 4 PRIDE	

HYPOTHESIS

Ho: $\rho_{YX} = 0$, The implementation of online service policies has no effect on the motivation of applicants for promotion to the rank of civil servants at the Bandung City BKPSDM.

Ha: $\rho_{YX} = 0$, The Implementation of Online Service Policies has an effect on the motivation of the Proponents of Promotion of the Promotion of Civil Servants at the BKPSDM in the City of Bandung.

RESEARCH METHODOLOGY

The method used is descriptive analytical research through a quantitative approach. According to [Disman, Ali, and Barliana \(2017\)](#) suggests the characteristics of analytical descriptive research as follows:

1. Focus on solving the problems that exist in the present, on the actual problems;
2. The data collected is first compiled, explained and then analyzed.

Thus, the descriptive method is a method that describes the current state when the research is in progress. Then the collected data is processed and analyzed to then draw conclusions.

1. Validity Test

The validity test is intended to measure the quality of the measuring instrument. A test measuring instrument needs to know the extent of its accuracy and accuracy. This test is carried out to determine the research instrument in measuring what is being measured, so that the instrument is said to have high validity if it can carry out its measuring function.

The method used to test the validity is the Product Moment correlation formula. The answers obtained from the questionnaire then calculated the correlation with the help of SPSS 23 for each item, so all questions can be declared valid compared to the table. The results of the validity test for the variables of Policy Implementation and Motivation of Proponents for Promotion of Civil Servants at BKPSDM Bandung City.

To test the feasibility of a questionnaire that will be distributed to respondents, then the tests are carried out namely validity and reliability tests. Because the condition of a good instrument is valid and reliable.

y9	0,853	16,171	1,984	VALID
y10	0,752	11,278	1,984	VALID
y11	0,788	12,663	1,984	VALID
y12	0,766	11,799	1,984	VALID
y13	0,635	8,147	1,984	VALID

Source: Respondent Response Data processed 2022

The data above are the results of the validity test of 24 statement items, valid meaning that all data used in the study have accuracy and accuracy in measurement, so that the data is declared valid and can be used.

Reliability Test

Reliability testing was carried out using the Spearman Born formula. A research instrument is said to be reliable if the reliability coefficient is greater than the correlation table at a significance level of 5 percent.

$$\alpha = \left(\frac{k}{k-1} \right) \left[1 - \frac{\sum_{i=1}^k S_i^2}{S_T^2} \right]$$

Information :

k = Number of items

S_i^2 = The variance of each question item

S_T^2 = Total score variance

In the same way, in testing the validity of the value of , it is tested whether it is significant or not.

Reliability test is a measure of the consistency of research instruments. The instrument is said to be reliable if the measuring instrument shows consistent results, so that this instrument can be used safely because it can work well at different times and conditions.

The method used to test the reliability of the measuring instrument in this study is to use the Alpha Croanbach coefficient. With the prices from the reliability test table and the completion of the reliability test presented in the appendix, the Croanbach Alpha coefficient will be obtained using the following equation:

$$\alpha = \left(\frac{k}{k-1} \right) \left[1 - \frac{\sum_{i=1}^k S_i^2}{S_T^2} \right]$$

Information :

k = Total item

S_i^2 = varians each question item

S_T^2 = variansi skor total

S_T^2 =

$$\frac{\sum X_i^2 - \frac{(\sum X_i)^2}{N}}{N}$$

The answers obtained from the questionnaire were then calculated. Reliability test with the help of SPSS 23 for each item, then all questions can be declared reliable.

Based on testing of 100 respondents who were obtained using the SPSS 24.0 program, the reliability value of 0.935 was obtained. Thus the reliability value of 0.935 is reliable because the magnitude of the reliability coefficient is greater than zero, almost close to 1.

Hypothesis Testing

Correlation Test (r)

The correlation test is used to determine the magnitude of the relationship between the independent variable (Independent Variable) and the Intervening Variable and between the Intervening Variable and the Dependent Variable.

Correlation Coefficient Range

0.00 - 0.20 : Very small and negligible relationship (very not close)

0.21 - 0.40 : Small relationship (not close)

0.41 - 0.70 : The relationship is quite close

0.71 - 0.90 : Close relationship

0.91 - 1.00 : Very close relationship

b. Coefficient of Determination (R)

The coefficient of determination is used to determine how much influence the independent variable has on the dependent variable.

CONCLUSION

Based on the results of data analysis and discussion, it can be concluded several things, namely:

1. Policy implementation has 3 dimensions with the acquisition of scores for all dimensions, namely 4513 in the high category. The highest indicator is in the statement item Obedience of PNS in the implementation of the Online Promotion system at the Bandung City BKPSDM with a score of 438 or 4.38 while the lowest indicator is in the statement item Stable political conditions in Bandung, with a score of 381 or 3.81. This illustrates that policy implementation can be used as a tool to increase work motivation.

2. Work Motivation at BKPSDM Bandung City has 2 dimensions with the acquisition of scores for all dimensions, namely 5305 in the high category. The highest indicator is in the statement item. The amount of salary earned in accordance with the work done is with a score of 432 or 4.32 while the lowest indicator is in the statement item. The administrative system in the organization has been running well, with a score of 374 or 3.74. This illustrates that motivation Work at the Bandung City BKPSDM needs to be improved again.

3. The Effect of Online Service Policy Implementation on the Motivation of Proposing Civil Servants Promotion at the Bandung City BKPSDM is 0.601, it can be categorized as a strong relationship with a positive direction, and Work Motivation is influenced by Policy Implementation by 36.12% while 63.88% is another variable that affected but not investigated. With the results of $t_{hitung} 7,449$ and $t_{tabel} 1,984$, $t_{hitung} > t_{tabel}$ so that H_0 is rejected and H_a is accepted, meaning that there is an Influence of Implementation of Online Service Policies on the Motivation of Proponents for Promotion of the Rank of Civil Servants at the BKPSDM Bandung City.

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