



ANALYSIS OF THE APPLICATION OF WORK DISCIPLINE AND WORK MOTIVATION IN IMPROVING THE PERFORMANCE OF NON ASN EMPLOYEES IN THE CLEANING SECTION AT THE CENTER FOR STATE CIVIL STAFF DEVELOPMENT IN BOGOR

Ading Sunarto¹, Latif²

^{1,2}Management Study Program, Faculty of Economics and Business, Universitas Pamulang
E-mail: dosen02153@unpam.ac.id¹, dosen02867@unpam.ac.id²

Abstract

This research is entitled "Analysis of the Application of Work Discipline and Work Motivation in Improving the Performance of Non-ASN Employees in the Cleaning Department at the Center for Civil Service Personnel Development in Bogor. This research aims to analyze the application of work discipline and work motivation in improving employee performance. The research method used is qualitative research with a non-probability sampling technique, namely purposive sampling. The data collection procedures for this research are observation, interviews, documentation, triangulation. The data analysis techniques in this research are data reduction, data presentation, drawing conclusions and verification, Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis and Quantitative Strategic Planning Matrix (QSPM) analysis. The results of this research show that the implementation of employee work discipline is quite good, because there are some employees who obey the regulations set by the agency. Apart from that, the implementation of employee work motivation is good because there are awards given by agency leaders. By implementing work discipline and work motivation, employee performance can be improved. And employee performance is good because the resulting performance has a good impact on the individual and the agency. The results of the SWOT analysis show that it is in quadrant I, namely aggressive, where the values of the available to take advantage of opportunities. And also the results of the QSPM analysis are that there are 5 priority alternative strategies that can be used as strategies to improve employee performance, including improving good service, employee attitudes and employee responsibility at 6.50, controlling work so that it runs professionally at 6.42, maintaining relationships. Good cooperation between employees and other agencies amounted to 6.13, increased potential employee abilities by 5.91, increased assertiveness and concern by 5.22.

Keywords: Work Discipline, Work Motivation, Employee Performance, SWOT Analysis, QSPM Analysis.

INTRODUCTION

As time goes by and advances in technology, government agencies or companies, both public and private, are required to follow this trend. If an institution does not keep up with the times and technological progress, it will lag behind, resulting in setbacks or collapse. However, on the other hand, if a government agency or company, whether public or private, can follow this path, it will create progress for that institution. The implementation of business operations in an organization is due to the intervention of qualified human resources. Human resources in an organization have a major and important role in achieving organizational goals. Human resources are one of the success factors of an organization that must be maintained and maintained. Human resources in government agencies at Pusbangpeg ASN are called government employees. Government employees consist of Civil Servants (PNS), Non-Civil Servant Government Employees (PPNPN), Government Employees with Work Agreements (PPPK). In this study, the research object focuses on the cleanliness section of VATPN.

In this research, two main conditions of the agency will be discussed in terms of human resources

which are very important and determine the level of employee performance, namely work discipline and work motivation. Referring to the Service Memorandum Number: 005/ND/KAPUSBANGPEG/I/2022 regarding working hours for Non-Civil Servant Government Employees, there are provisions for working hours for non-ASN employees in the cleaning department which will come into effect on February 1 2022, namely every Monday-Friday starting to carry out entry work from 07.00 WIB until 17.00 WIB (adjust). Therefore, non-ASN employees in the cleaning department must follow the rules and policies set by the Pusbangpeg ASN office. Based on the results of observations referring to the presence of non-ASN employees in the cleaning department from 2021 January to 2023 November, there are still employees who are not punctual when entering work hours, this can be seen from employees who come to work later than 07.00 WIB and there are employees who leave work before 17.00 WIB. This shows that the work discipline of non-ASN employees in the cleaning department at the Pusbangpeg ASN office is still not good in terms of attendance.

Based on observations made at the Pusbangpeg ASN office in Bogor, the work motivation of non-ASN employees in the cleaning department is still low in terms of social needs and security needs. The phenomenon of social needs problems that occur is still an environment and relationships between colleagues that are not good. Apart from that, the phenomenon of the need for security experienced by non-ASN employees in the cleaning department is the fear of losing their job in the future due to the work agreement period of one year which will then be renewed at the end of the year by following a selection process consisting of administrative selection, CAT (computer assisted test) exam selection, and interview selection. This causes work motivation to decrease because there is no clarity as to whether the employee will be accepted back as an employee or vice versa.

Based on the description above, the formulation of the problem in this research is, 1) How is work discipline implemented in improving the performance of non-ASN employees in the cleaning department at the State Civil Service Personnel Development Center in Bogor?, 2) How is work motivation implemented in improving the performance of non-ASN employees in the cleaning department at the State Civil Service Personnel Development Center in Bogor?

METHOD

Type of Research

The research method used is a qualitative research method. The qualitative method is a research method used to examine the condition of natural objects, where the researcher is the key instrument, data collection techniques are carried out in a triangulated manner, data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalization. (Abdussamad, Z. 2021: 81).

Research Place

This research was conducted at one of the government agencies, namely the ASN Personnel Development Center in Bogor. The address is Jalan Pandansari no. 32 KM 45 Jagorawi Toll Road, Ciawi, Bogor Regency, West Java, 16720.

Research Instruments

Research instruments are tools or facilities used by researchers to make activities and data collection easier and the results better (Abubakar, R. 2020: 117). In qualitative research, the research instrument or tool is the researcher himself. Therefore, researchers as instruments must also be validated to what extent qualitative researchers are ready to conduct research and then go into the field.

Unit of Analysis

In qualitative research, the unit of analysis is the research subject. The concept of research subject relates to what or who is being researched. Meanwhile, where the data is obtained from is called the observation unit or observation unit (Abdussamad. 2021: 130). Based on this definition, the individual analysis units are key informants and informants, while the non-individual analysis units are the ASN Personnel Development Center in Bogor.

Table 1 Units of Analysis

Research focus	Unit of Analysis		Relevant Data	Information
	Physique	Non physical		
Implementation Analysis Internal Work Discipline Improve the performance Employee	Office Pusbangpeg ASN	Key Informant and Informant	Key Interview Informant and Informant	According to the results of the interview with key informants and informant, application internal work discipline improve the performance pretty good.
Implementation Analysis Internal Work Motivation Improve the performance Employee	Office Pusbangpeg ASN	Key Informant and Informant	Key Interview Informant and Informant	According to the results of the interview with key informants and informant, application deep work motivation improve the performance already well.
Application of Discipline Work can be done Improve the performance Employee	Office Pusbangpeg ASN	Key Informant and Informant	Key Interview Informant and Informant	According to the results of the interview with key informants and informant, application work discipline can improve the performance employee.

Research focus	Unit of Analysis		Relevant Data	Information
	Physique	Non physical		
Application of Motivation Work can be done Improve the performance Employee	Office Pusbangpeg ASN	Key Informant and Informant	Key Interview Informant and Informant	According to the results of the interview with key informants and informant, application work motivation can be improve the performance employee.

Source : Primary Data Processed in 2023

RESEARCH RESULT

In this research, sampling techniques were used, including non-probability, namely purposive sampling. Nonprobability sampling is a sampling technique that does not provide an equal opportunity for each element or member of the population to be selected as a sample (Abdussamad, Z. 2021: 136-137). In sampling, the author selected employees who met predetermined criteria, including the head of the general subsection and the cleaning department employee, so that they could provide information to the author.

In the interview process, the author first asked the key informants and informants for their willingness to be interviewed. Then the author asks questions and writes the main answers to information from key informants and informants. To find out the extent to which the analysis of work discipline and work motivation can improve employee performance, it can be seen from the answers described by key informants and informants. Following are the questions and interview results:

Name of Key Informant : Anton Yulius

Position : Head of General Subdivision

Date and time : December 15, 2023

Table 2 Key Informant Interview Results

No	Question	Answer	Code
1	What is the application of work discipline like in the Pusbangpeg ASN cleaning department?	<i>"The application of work discipline, yes, such as office hours, you have to come in at 7 and leave at 5, and provisions for uniforms have also been determined, then if they want to leave the office they have to make a form for permission to leave and submit it to the local security officer in Pusbang. Maybe that's it".</i>	A1
2	In your opinion, how is work discipline implemented by cleaning department employees?	<i>"So far, they have complied with every directive from us because every time we warn them, it's no joke. When there is a violation we warn you. Like that. So they tend to be able to obey those rules".</i>	A2

No	Question	Answer	Code
3	Are there employees who violate work discipline? What type of violation?	<i>"Oh, many, many, the first time he entered the office, he didn't enter the office and didn't have permission, so he was absent without explanation. "Secondly, they sometimes go out because they often go out and then what is it called not having permission like that? If I ask, sir, for a moment, sir, go out, this is something like that, that is what is often violated, which is more common."</i>	A3
4	How do you respond/deal with employee indiscipline?	<i>"Firstly, I warn you, I warn you verbally, then secondly, I warn you more forcefully verbally. If that's the case, I'll give you SP if it's still there. we are forced to remove it over and over again".</i>	A4
5	In your opinion, can work discipline improve employee performance? Why is that?	<i>"Yes, of course it's definitely going to be like when they're working and they're sleeping, that's not allowed, because they should still be working, and when they're supposed to be working, suddenly they don't come in without any explanation. For example, if we don't warn them, they should be on a working day, right?it's definitely very influential".</i>	A5
6	In your opinion, do employees need motivation to carry out their work? Why is that?	<i>"Need, need, the same, what do you mean, if they don't get the reward, they won't be motivated and eventually get bored carrying out those activities, so I make something like a kind of competition - later competitions, for example, every year, who is the best employee will usually get it? such a gift. So they compete so there is some kind of competition".</i>	A6
7	How does the work motivation of cleaning department employees apply?	<i>"Oh, usually I look for those who perform well, for example, every year we can give them prizes or next year they can be a leader or a cleaning coordinator, like that".</i>	A7
8	In your opinion, what are the criteria for employees who are entitled to motivation? How do you/the agency provide work motivation for cleaning employees?	<i>"What is clear is that my presence attendance always checks this permission several times, he always asks for permission to leave if he is not present, first it is from the attendance. The second is the discipline of being on time and returning to your presence on time, for example from politeness and obedience.carry out tasks".</i>	A8
9	In your opinion, can motivation improve employee performance? Why is that?	<i>"Of course, of course, if people don't have motivation to work, it's like a formality and they don't have passion, so their performance is just normal, so when people are motivated, oh, I have this responsibility, oh, if for example I can finish this job, I'll get this, okay? that's so motivating to improve his performance. That's it".</i>	A9
10	How do you know the quantity and quality of work that	<i>"I, myself, the head of the general sub-division, will always be in the field, so when I</i>	A10

No	Question	Answer	Code
	employees have done?	<i>order something that is outside their routine or their routine work, I will definitely check it, I will control it, for example, if they have finished cleaning, for example cutting the grass or for example, sir, what have we done, for example? Cutting down trees, for example, I checked in the field, oh, for example, they complied with my instructions, okay, the results were good. Direct spaciousness, if it's not difficult, right?"</i>	
11	In your opinion, what is the cooperation that exists in Pusbangpeg ASN in the cleanliness section?	<i>"First, as a janitor, I always say that you are a team, so if there is one person whose work is not good, I will judge all of you as not good, so you have to be able to take responsibility together and I also never put myself as my leader. said that we are one team, including me, but between this team there must be one person who coordinates, that's me, so you don't have to be afraid of me, you are just starting to work, but let the work be according to what each of their awareness and burden is like. It's nice when they feel open, sweeping also means it's really clean, so you don't have to sweep at random. just random. Yes, it's like that."</i>	A11
12	In your opinion, is the performance produced by the cleaning department employees good and having a positive impact on the agency?	<i>"Thank God, so far the cleaning staff have been quite good and they are aware of what they have to do, they also say that without having to tell me to direct them, they already know, so so far I quite satisfied"</i>	A12

Informant Name 1 : Novy Wahyudi
 Position : Cleaning Department Coordinator
 Date and time : January 17, 2024

Table 3 Interview Results for Informant 1

No	Question	Answer	Code
1	What is the application of work discipline like in the Pusbangpeg ASN cleaning department?	<i>"OK, first of all, for the discipline of the cleaning staff, the first time they come in, we will apply this entry time at 06.45, which is already in the Pusbang area or in the area where they work. At 07.00 you can start working, because 15 minutes before 07.00 we have a briefing. We start to finish work at 12 noon, we take a break, rest for an hour, and at 1 o'clock we start working again, and we go home at 5 pm. So we have three absences, morning absence, afternoon absence, afternoon absence. Apart from</i>	B1-1

No	Question	Answer	Code
		<i>working hours, work matters must be in accordance with the job desk in each area. For example, in the workplace, each area already has a job desk and there is a checklist, the daily work report checklist has the hours and hours that must be done in which areas and whatever needs to be cleaned, there is a checklist and I will pull it out once a week and every Today I have to monitor whether it is being done correctly or not."</i>	
2	How do you implement work discipline?	<i>"If discipline must be demonstrated by the coordinator first, it must be demonstrated first, for example, we from the coordinator must be early, so there we monitor who is late, we are on standby at the fingerprint machine. yeah"</i>	B1-2
3	Are there any obstacles in implementing work discipline? What kind of obstacles?	<i>"Regarding problems, there are certainly obstacles, but it is up to us as coordinators to respond to them and be able to tell them what else to do about the officers, it is the coordinator's authority to inform or reprimand, for example, this obstacle is that the house is far away, perhaps if you are disciplined in coming to work, you may need to be more When I first left home I was afraid there would be a traffic jam, for example if there was an obstacle on the road, I definitely had to confirm to the coordinator that I had overslept or something like that. It's true that there is fear what's wrong, is it stuck or has a flat tire".</i>	B1-3
4	Are there any negative impacts resulting from indiscipline? What kind of impact?	<i>"But it is necessary to apply discipline in the pusbang. Perhaps the negative factor may be that from the start they are not used to certain discipline but over time they become familiar with the procedures applied at the ASN's Bangpeg Center. Yes, it must be obeyed".</i>	B1-4
5	In your opinion, can work discipline improve employee performance? Why is that?	<i>"God willing, he can do it. The first thing he can do is, the first one to leave in the morning, he will automatically wake up at dawn and be able to do five daily tasks if the diversity of Islam is positive. Secondly, we also have time to do it earlier, but at least don't stay still."</i>	B1-5
6	In your opinion, do employees need motivation to carry out their work? Why is that?	<i>"Yes, there should be motivation, motivation is like that, for example, at what value is once a month or once every three months applying for the best employees? Yes, that is motivation, which is a reward from Pusbang</i>	B1-6

No	Question	Answer	Code
		<i>to motivate all employees pusbang</i> ".	
7	What kind of motivation do employees need?	<i>"Yes, maybe career path, whether he can become a coordinator can be a motivation, what is important is that there are certain criteria that can be included in the assessment as a coordinator. yeah"</i> .	B1-7
8	What kind of motivation has the agency/head of management provided to employees?	<i>"How many years ago was there, once a quarter, the best employees, all from OB, staff and security, also had special values, of course there was a team that would assess whether he was worthy or not get the best employee certificate"</i> .	B1-8
9	Have you ever received this motivation? On what basis is this motivation given?	<i>"Thank God, I got the best employee I got in 2017 best"</i> .	B1-9
10	In your opinion, can motivation improve employee performance? Why is that?	<i>"One of them is getting work motivation, but you don't see how much you get. A certificate award is very useful, like the best employee, the best certificate get points"</i> .	B1-10
11	How do you complete the work within the specified amount and time?	<i>"We, I apply team work, team work, so we work together, so completing the work together is not that easy, sis, creating a solid team and creating team work from the various characters of the officers here who are different, we unite them into a solid team. , so any hard work feels light if we work together. Thank God, I can implement that, it's not as easy as reversing the fact, we have to know A B's character, what he wants to be like, we have to know as a coordinator and we also have to have firmness in discipline"</i> .	B1-11
12	In your opinion, is the performance produced by you in accordance with applicable procedures?	<i>"Thank God, all of us OB have certification, yes, housekeeping certification is about cleanliness, we once held training for employees to get housekeeping certification, thank God we have employees who certified and supported by Pusbang."</i>	B1-12
13	According to your view, How is the cooperation in Pusbangpeg ASN in the cleanliness department?	<i>"Cooperation, for example, we are here work, I'll give you one example in the dormitory, it is in one three-story building totaling 39 rooms held by one person, If we see one person, we will definitely be in trouble So I applied my lowest dormitory pull into the dormitory to help. Alhamdulillah any heavy work if done together it feels light and easy. And I apply it to children, especially children Hostel don't be afraid of work who are afraid of us."</i>	B1-13

Informant Name 2 : Asep Mulyadi
Position : Cleaning Department

Date and time : November 30, 2023

Tabel 4 Hasil Wawancara Informan 2

No	Question	Answer	Code
1	What is the application of work discipline like in the Pusbangpeg ASN cleaning department?	<i>"The first thing is that the hours may have to be precise, starting from the start of work until the break when you go home. That's the most important thing, right? Maybe other work disciplines such as cleaning must mean that it must be regular, right? Carry out tasks in an orderly manner, right? Work start time is 7am, break from 12 to 1, go home at 5. Maybe for now we are more on our own initiative than that because it's not like this yet. not yet like that."</i>	B2-1
2	How do you implement work discipline?	<i>"That's the way to do it. Maybe if that's the way to do it, follow what's already scheduled, maybe from the time we come in, we'll follow it in at 7 o'clock before we've already arrived, right? Rest time is 12 o'clock, rest time is like that, right? According to procedure".</i>	B2-2
3	Are there any obstacles in implementing work discipline? What kind of obstacles?	<i>"So far, nothing, right? Thank God that's how it is even though this is".</i>	B2-3
4	Are there any negative impacts resulting from indiscipline? What kind of impact?	<i>"It's a mess. Yes, of course, if you are not disciplined from small things to big things it will be a mess, right? So it's not that regular".</i>	B2-4
5	In your opinion, can work discipline improve employee performance? Why is that?	<i>"If that's clear from the existence of discipline, it's the performance of us and our friends. All my friends have also improved".</i>	B2-5
6	In your opinion, do employees need motivation to carry out their work? Why is that?	<i>"If there is motivation at work, I think it is necessary, in fact it is very important, so that if there is motivation, maybe people can be more enthusiastic about doing their work. right".</i>	B2-6
7	What kind of motivation is needed by employees?	<i>"Yes, maybe previously it was like that, appreciation used to be there, but now maybe it's not there anymore. Yes, maybe like that. It's like appreciation from the leadership, right? That's one of the motivations for employees to be more enthusiastic so that their performance is better. Usually here every six months, if that's not the case, there's a big briefing with the leadership on who has excelled. Starting from civil servants, to security guards, There is also cleanliness."</i>	B2-7
8	What kind of motivation has the agency/head of management provided to employees?	<i>"The motivation was that in the past, training was held about cleanliness here, that's one of the great motivations, right".</i>	B2-8
9	Have you ever received this motivation? On what basis is this motivation given?	<i>"Once, during training, the most influential thing was during training about cleanliness, about discipline, that's not it there".</i>	B2-9
10	In your opinion, can motivation improve employee performance? Why is that?	<i>"Most likely it can".</i>	B2-10

No	Question	Answer	Code
11	How do you complete the work within the specified amount and time?	<i>"Maybe if you solve it in stages. For example, if you are given one floor, you will be given one hour, right? We will do it in stages, but we will come back to that time and the needs. like that, right? What takes priority".</i>	B2-11
12	In your opinion, is the performance produced by you successful? according to applicable procedures?	<i>"Value yourself, yes, thank God, this is possible".</i>	B2-12
13	In your opinion, how is the cooperation that exists in Pusbangpeg ASN cleaning department?	<i>"For us and our friends, the cooperation between us is good, yes, even though we have different attitudes, the cooperation is still good here. Pretty good with the leader".</i>	B2-13

DISCUSSION OF RESEARCH RESULTS

1. Analysis of the Application of Work Discipline in Improving Employee Performance

Work discipline has several indicators according to Hasibuan in the book by Khaeruman, et al. (2021:26) including the level of absenteeism, complying with company regulations, using time effectively, and responsibility. In the first discussion regarding the application of work discipline for employees in the cleaning section of Pusbangpeg ASN, based on the results of interviews and observations there are regulations and policies that have been set by the agency, such as in terms of entry and leaving hours for employees in the cleaning section, namely from 07.00 – 17.00 WIB and break time at 12.00-13.00 WIB. In implementing work discipline on entry and exit hours for non-ASN employees in the cleaning section at the Pusbangpeg ASN office, there are still employees who are late for work, absent from work without explanation. There are regulations that if employees leave the Pusbangpeg ASN office area, they must fill in a form and then hand it over to security officers. In practice, there are still employees who leave the Pusbangpeg ASN area without prior permission. There are regulations on the use of uniforms that must be worn when working, in implementation employees wear uniforms that have been determined by the agency. Apart from that, the agency divides work tasks, including the division of building areas, each of which is carried out by each employee in the cleaning department, therefore the use of working hours will be more effective in implementation. Apart from that, non-ASN employees in the cleaning department are responsible for carrying out their work. The application of work discipline can improve employee performance, because if employees apply work discipline it will improve performance for both individuals and institutions.

2. Analysis of the Application of Work Motivation in Improving Employee Performance

Work motivation has several indicators according to Hasibuan in the journal Adha, et al. (2019: 53) include physical needs, security needs, social needs, esteem needs, and encouragement needs to achieve goals. In the second discussion regarding the implementation of work motivation

for non-ASN employees in the cleaning section of Pusbangpeg ASN, based on the results of observations and interviews there are several things that make employees motivated in carrying out work, namely physical needs, employees are provided with tools that support the implementation of work such as cleaning tools. Apart from the need for security, employees are facilitated and given health and employment insurance coverage by the agency, so that employees are motivated to work because they receive protection from threatening dangers. Then social needs, good relationships between co-workers and superiors, thanks or encouragement given by fellow co-workers make employees motivated at work. The need for appreciation, in giving appreciation/awards from the leadership to all employees in the Pusbangpeg ASN environment, including non-ASN employees in the cleaning department, have received this appreciation in the category of outstanding employees. The need for encouragement to achieve goals, employees work because they have a desire or something they want to achieve, such as working for living expenses. The application of work motivation will increase good performance because it greatly influences the will and desire of employees to be more enthusiastic in doing their work.

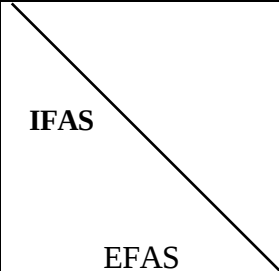
3. Employee Performance

Performance according to Robert L. Mathis and John H. Jackson in the book Khaeruman, et al. (2021: 17) has several indicators including quantity, quality, cooperation. In the third discussion regarding the performance of non-ASN employees in the cleanliness section of Pusbangpeg ASN, based on the results of the performance interviews that have been conducted, they are quite good in terms of managing time at work, there is good cooperation between colleagues and superiors, and also the performance carried out is in accordance with agency standard operating procedures.

4. SWOT Analysis (*Strengths, Weaknesses, Opportunities, Threats*)

Recognizing existing strengths and weaknesses as well as understanding threats and opportunities is very important in translating agency strategy into strategic steps at the business unit level. After explaining work discipline, work motivation and performance of non-ASN employees in the cleaning department at Pusbangpeg ASN in Bogor, it can be concluded what are the strengths, weaknesses, opportunities and threats for the agency at this time. The following is the SWOT analysis matrix obtained :

Table 5 SWOT Analysis Matrix

IFAS  EFAS	Strengths	Weakness
	1. Employees who work are polite in providing services. 2. Employees work in accordance with established operational standards. 3. Firm and caring leadership. 4. Cooperation between employees is good.	1. Lack of employee responsibility. 2. Employees are less responsive in service.
Opportunities	SO Strategy	WO Strategy
1. Collaboration with	1. Improving employee attitudes can	Taking advantage of the

other agencies. 2. Own customer connection. 3. There is a lack of other agencies that have public accommodation	create good cooperation between employees, agencies and other agencies. 2. Improve performance and maximize the best service according to procedures to maintain customer connections. In this case, Pusbangpeg ASN has public accommodation facilities.	lack of other agencies that have public accommodation facilities to increase employee responsibility at work.
Threats 1. Threat of prospective employees who are more competent. 2. There are alternative public accommodation services that are competitors.	ST Strategy 1. Maximize work in accordance with operational standards to make employees more competent. 2. Maximize leader assertiveness to prevent employee dismissal.	Strategi WT 1. Maintain consistent employee responsibilities to be able to compete with more competent prospective employees. 2. Improve services so that they can compete with other public accommodation facilities.

Source : Processed Primary Data for Researchers in 2023

Then assign a weight to each indicator, namely by assigning a value based on the level of importance or urgency of handling, the value ranges from 1 to 5 (1 is not important, 5 is very important). The weight of strengths plus weaknesses must add up to 100% or 1. After the weight of each indicator is determined, the next step is to provide a rating on the size of the contribution or obstacle provided by each indicator to achieving its goals, especially for one period of strategic plan preparation. This assessment is carried out by giving a rating from 1 to 4. For strength and opportunity the rating 1 to 4 is a range from very low to very large. Meanwhile, the weakness and threat ratings from 1 to 4 range from very large to very small. To determine the total score results based on multiplying the weight and rating for each indicator.

Table 6 IFAS Matrix (Internal Factor Analysis Strategy)

NO	INDICATOR	WEIGHT	RATINGS	TOTAL SCORE
1	STRENGTHS			
	The employees who work are polite in providing service.	0,14	4	0,56
	Employees work in accordance with established operational standards.	0,18	3	0,54
	Firm and caring leadership.	0,18	3	0,54
	The cooperation between employees is good.	0,16	4	0,64
	Sub-Total	0,66		2,28
2	WEAKNESSES			
	Lack of employee responsibility.	0,17	2	0,34
	Employees are less responsive in service.	0,17	3	0,51

	Sub-Total	0,34		0,85
	Total	1,00		3,13

Sumber : Processed Primary Data for Researchers in 2023

Table 7 EFAS Matrix (External Factor Analysis Strategy)

NO	INDIKATOR	WEIGHT	RATING	TOTAL SCORE
1	OPPORTUNITIES			
	There is collaboration with other agencies.	0,25	4	1,00
	Have customer connections.	0,22	3	0,66
	There is a lack of other agencies that have public accommodation.	0,22	3	0,66
	Sub-Total	0,69		2,32
2	THREATS			
	More competent prospective employees.	0,15	2	0,30
	There are alternative public accommodation services that are competitors.	0,16	2	0,32
	Sub-Total	0,31		0,62
	Total	1,00		2,94

Source : Processed Primary Data for Researchers in 2023

After calculating the IFAS and EFAS matrices, determine the location of the quadrant using the results of the IFAS and EFAS matrices.

Tabel 8 Perhitungan Skor Analisis SWOT

IFAS (3,13)	SCORE	EFAS (2,94)	SCORE
Total Strength Score (Strenghts)	2,28	Total Opportunity Score (Opportunities)	2,32
Total Weakness Score	0,85	Total Threat Score (Threaths)	0,62
X = S - W	1,43	Y = O - T	1,70

Sumber : Researcher's Primary Data Processing in 2023

From table 8 it can be seen that it has an IFAS score of 3.13 so the total strengths score is 2.28 and the total weaknesses score is 0.85. Has an EFAS score of 2.94 so the total score of opportunities (opportunities) is 2.32 and the total of threats (threaths) is 0.62. So the total difference between the strength and weakness scores is 1.43 and the total difference between the opportunity and threat scores is 1.70.

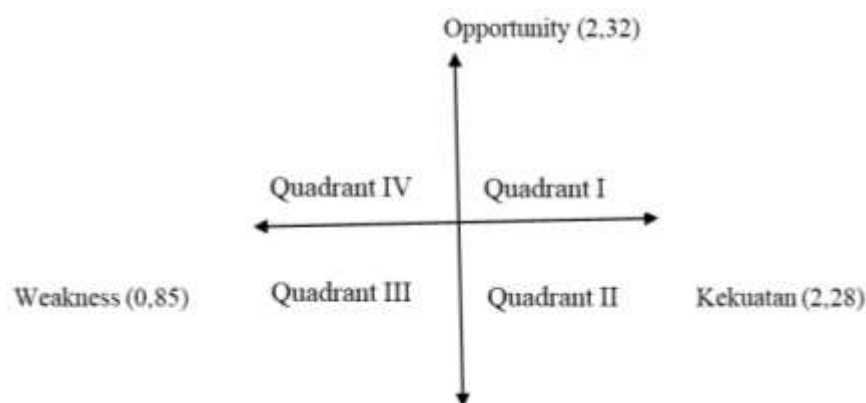


Figure 1 SWOT Analysis Diagram

The results of Figure 4.2 of the SWOT analysis diagram are located in quadrant I, namely aggressive, where the value of the X axis (strength score and weakness score) has a positive value of 1.43 and the value of the Y axis (opportunity score and threat score) has a positive value of 1.70 so that it is located in quadrant I, where this position is a profitable situation which is usually called Growth Strategy, it is hoped that it can use existing strengths with as best as possible to take advantage of the opportunities they have, and the strategy that can be applied to the agency is an aggressive growth strategy.

5. QSPM analysis (*Quantitative Strategic Planning Matrix*)

The QSPM calculation results, a sequence is obtained from the highest TAS value to the lowest. From this sequence, priority strategies can be produced that can be implemented by non-ASN employees in the cleaning department at the Pusbangpeg ASN office. From the results of the QSPM calculation, the alternative strategy priorities are obtained as follows:

- a. Improving good service, employee attitudes and work responsibilities, namely 6.50 to improve employee performance.
- b. Controlling the work so that it runs professionally, namely 6.42 because the work progress must be well controlled in order to produce good performance.
- c. Maintaining good cooperative relations between employees and other agencies, namely 6.13 to be able to continue to collaborate both internally and externally.
- d. Increasing the potential of employee abilities, namely 5.91 for improving employee performance.
- e. Increase the assertiveness and concern of leaders, namely 5.22 to be able to provide education and concern for employees.

CONCLUSIONS

Based on the results of the research that has been carried out, the author can draw the conclusion that :

1. Results of the analysis of the application of work discipline in improving the performance of non-ASN employees in the cleaning department at the Pusbangpeg ASN office, namely implementing several policies and regulations such as entry and exit times from work, regulations for wearing work uniforms, regulations for requesting permission if you want to leave the work area. In practice, there are still violations of work discipline among non-ASN employees in the cleaning department. If this violation occurs, the employee will receive a warning letter from the head of the general subsection. Then, implementing work discipline can improve the performance of non-ASN employees in the cleaning department at the Pusbangpeg ASN office.
2. The results of the analysis of the application of work motivation in improving the performance of non-ASN employees in the cleaning department, namely the provision of appreciation or appreciation from the head of management to employees in the form of rewards for outstanding

employees every year. Apart from that, there is motivation in the form of good relationships between co-workers and superiors. In its implementation, work motivation can improve the performance of non-ASN employees in the cleaning department at the Pusbangpeg ASN office in Bogor.

3. SWOT analysis results (Strengths, Weaknesses, Opportunities, Threats)

The results of the SWOT analysis are located in quadrant I, namely aggressive, where the X-axis value and Y-axis value have positive values of 1.43 and 1.70. Where in this position is a profitable situation which is usually called Growth Strategy.

4. QSPM (Quantitative Strategic Planning Matrix) analysis results

The results of the QSPM analysis show that there are several alternative strategic priorities including improving good service, employee attitudes and employee responsibilities at 6.50, controlling work so that it runs professionally at 6.42, maintaining good cooperative relations between employees and other agencies at 6.13, increase potential employee abilities by 5.91 to improve employee performance, increase assertiveness and concern by 5.22 to be able to provide education and concern for employees.

REFERENCES

- Ading, S. (2020). Pengaruh Gaya Kepemimpinan, Motivasi, Serta Disiplin Kerja Terhadap Kinerja Karyawan (study di PT Mitsui Leasing Capital Indonesia Abdul Muis–Jakarta Pusat). *KREATIF: Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 8(1), 18-38.
- Agrasadya, A., Apriansyah, M., & Sunarto, A. (2022). The Effect Of Work Discipline And Work Motivation On Employee Performance At PT. Putra Bengawan Sukses Bekasi. *International Journal of Economy, Education and Entrepreneurship*, 2(3), 713-725.
- Apriansyah, M., Agrasadya, A., & Sunarto, A. (2022). Pengaruh Motivasi Dan Kompensasi Terhadap Produktivitas Kerja Pada PT. Mitra Adiperkasa Tbk Divisi Sports Area Jakarta Pusat. *Jurnal Arastirma*, 2(2), 257-268.
- Dewi, I. K., Sunarto, A., & Atmaja, R. B. (2022). Employee Performance Based On Work Motivation And Work Environment at PT. Yummy Citrarasa Asia. *Indonesian Journal of Social Research (IJSR)*, 4(1), 32-39.
- Ellesia, N., Sunarto, A., & Mundariyah, S. K. (2022). Employee Performance Based On Leadership and Discipline at CV. Wina Purnama Pamulang South Tangerang. *Indonesian Journal of Contemporary Education*, 4(1), 29-33.
- Meilinda, R., Sunarto, A., & Ellesia, N. (2022). Kinerja Karyawan Berbasis Etos Kerja Dan Disiplin Kerja Pada PT Global Edutek Solusindo di Tangerang Selatan. *Jurnal Madani: Ilmu Pengetahuan, Teknologi, Dan Humaniora*, 5(1), 19-26.
- Munadjat, B., Sunarto, A., & Kencana, P. N. (2022). Produktivitas Karyawan Berbasis Komunikasi Dan Kepemimpinan Pada PT. Doulton Indonesia. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 6(1), 713- 728.
- Panggarbesi, A. A., & Sunarto, A. (2021). Kinerja Karyawan Berbasis Disiplin Dan Motivasi Pada PT. Pos Indonesia (Persero) Cabang Depok 2. *Jurnal Ilmiah PERKUSI*, 1(1), 12- 17.
- Sicillia, M., Sunarto, A., & Kencana, P. N. Pengaruh Kompensasi Dan Motivasi Terhadap Kepuasan Kerja Pada PT. Adonara Bakti Bangsa Jakarta Pusat.
- Sunarto, A. (2020). Kinerja Karyawan Berbasis Kepemimpinan Dan Motivasi Pada PT. Duta Jaya Putra Persada Mining. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 3(3), 246-257.
- Sunarto, A., Qurbani, D., & Virby, S. (2020). Pengaruh Kompetensi, Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Pada PT Anugrah Bersama Sejahtera Depok. *JIMF (Jurnal Ilmiah Manajemen Forkamma)*, 4(1).

- Sunarto, A., Tanjung, A. W., & Ellesia, N. (2020). Teacher Performance Based on The Visionary Leadership Style of School, Competency and Work Discipline (Study at Muhammadiyah Setiabudi Pamulang College). *Journal of Research in Business, Economics, and Education*, 2(5), 1046-1052.
- Sunarto, A. (2021). Kinerja Pegawai Berbasis Disiplin Dan Lingkungan Kerja (Studi Pada Kantor Kecamatan Pondok Aren Kota Tangerang Selatan). *Jurnal Visionida*, 7(1), 1-13.
- Sunarto, A., & Maulana, D. (2021). The Effect of Discipline and Physical Work Environment on Employee Productivity At PT. Liebra Permana Gunung Putri Bogor. *Kontigensi: Jurnal Ilmiah Manajemen*, 9(2), 318-335.
- Sunarto, A., Tanjung, A. W., & Ellesia, N. (2021, January). The influence of visionary leadership style, competency and working discipline on teacher performance: A study at Muhammadiyah Setiabudi Pamulang College. In *The 1st International Conference on Research in Social Sciences and Humanities (ICoRSH 2020)* (pp. 325-336). Atlantis Press.
- Sunarto, A. (2021). Kinerja Pegawai Berbasis Pelatihan Dan Disiplin Kerja Pada PT Usaha Gedung Mandiri Di Jakarta. *KREATIF: Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 9(2), 61-72.
- Sunarto, A., & Frayoga, Y. (2022). Kinerja Berbasis Motivasi Dan Disiplin Kerja Pada Pegawai Non Staf PT. Permodalan Nasional Madani DIvisi Pengadaan Dan Pengendalian Infrastruktur Jakarta Pusat. *Jurnal Semarak*, 5(2), 81-103.
- Sunarto, A., & Tanjung, A. W. (2022). Job Satisfaction Based On The Work Environment And Work Discipline At PT. Lolc Ventura BSD Branch. *International Journal of Multidisciplinary Research and Literature*, 1(5), 489-499.
- Sunarto, A. (2022). Pengaruh Disiplin Dan Pelatihan Kerja Terhadap Kinerja Karyawan Pada PT. Kekal Jaya Makmur Tangerang. *JISOS: JURNAL ILMU SOSIAL*, 1(1), 27-36.
- Sunarto, A., & Larasati, D. (2021). Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan PT. Asuransi Central Asia Jakarta Barat. *Jurnal Ilmiah PERKUSI*, 1(3), 402- 410.
- Sunarto, A. (2021). Kinerja Pegawai Berbasis Disiplin Kerja Dan Lingkungan Kerja Fisik Pada Pt. Panata Jaya Mandiri Adr Group. *Jurnal Arastirma*, 2(1), 93-102.
- Sunarto, A., & Loloan, R. R. Employee Performance Based on Leadership and Work Motivation At PT. Astra Credit Companies TB Simatupang. *PINISI Discretion Review*, 5(2), 369-382.
- Tanjung, A. W., Sunarto, A., & Ellesia, N. (2022). PEengaruh Gaya Kepemimpinan Dan Kedisiplinan Terhadap Kinerja Karyawan PT. Lousindo Damai Sejahtera. *JISOS: Jurnal Ilmu Sosial*, 1(5), 297-308.
- Wahidah, N. R., Andhani, D., & Sunarto, A. (2022). Pengaruh Kepuasan Kerja Dan Motivasi Kerja Terhadap Kinerja Staff Biro Pegawai Universitas Islam Negeri (UIN) Raden Intan Lampung. *sumber*, 5(1).