



ANALYSIS OF THE APPLICATION OF WORK DISCIPLINE AND WORK MOTIVATION IN IMPROVING THE PERFORMANCE OF NON-CIVIL SERVANTS IN THE HYGIENE SECTION AT THE STATE CIVIL APPARATUS PERSONNEL DEVELOPMENT CENTER IN BOGOR

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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 Hygiene Section at the State Civil Apparatus Personnel Development Center in Bogor. This study analyzes the application of work discipline and motivation to improve employee performance. The method used is qualitative research with a *non-probability sample technique, purposive sampling*. The data collection procedure of this study is observation, interview, documentation, and triangulation. Data analysis techniques in this study are data reduction, data presentation, conclusion drawing and verification, *Strengths, Weaknesses, Opportunities, Threats* (SWOT) analysis, and *Quantitative Strategic Planning Matrix* (QSPM) analysis. The results of this study show that the application of employee work discipline is quite good because some employees obey the rules set by the agency. In addition, applying employee motivation is good because there are awards from agency leaders. The application of work discipline and work motivation can improve employee performance. Employee performance is good because the resulting performance has a good impact on individuals and agencies. The results of the SWOT analysis show that it is in quadrant I, which is aggressive, where the values of the X axis (strengths and weaknesses) and the Y axis (opportunities and threats) have positive values of 1.43 and 1.70, which means that this situation is favorable for agencies to use existing strengths to take advantage of opportunities. Also, the results of the QSPM analysis are that 5 alternative strategy priorities can be used as strategies in improving employee performance, including improving good service, employee attitudes, and employee responsibilities by 6.50, controlling work to run professionally by 6.42, maintaining good cooperative relationships between employees and other agencies by 6.13, increasing the potential ability of employees by 5.91, increased assertiveness and care by 5.22.

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

INTRODUCTION

With the development of the times and technological advances, government agencies or companies, both public and private, are required to follow the flow. An institution must keep up with the flow of the times, and technological progress will stay caught up, resulting in a decline or collapse. However, a government agency or company, whether public or private, can follow this path. In that case, it will create progress for the institution—implementing business operations in an organization due to the intervention of qualified human resources. Human resources in an organization have a significant role in achieving organizational goals. Human resources are one of the success factors of an organization and must be maintained. Human resources in government agencies at Pusbangpeg ASN are called government employees. Government employees consist of Civil

Servants (PNS), Non-Civil Servants (PPNPN), and Government Employees with Work Agreements (PPPK). In this study, the object of research focuses on the PPNPN hygiene section.

This study will discuss two main conditions of intelligence regarding significant human resources and determine employee performance: work discipline and work motivation. Referring to the Service Memorandum Number: 005/ND/KAPUSBANGPEG/I/2022 regarding the working hours of Non-Civil Servant Government Employees, there are provisions for the working hours of non-civil servants in the cleaning section to take effect on February 1, 2022, namely every Monday-Friday starting to carry out work entry from 07.00 WIB to 17.00 WIB (adjust). Therefore, non-ASN employees in the cleaning department must follow the rules and policies set by the ASN Pusbangpeg office. Based on observations referring to the presence of non-civil servants in the cleaning department from January 2021 to November 2023, some employees still need to be punctual when entering working hours. It can be seen from employees who enter work beyond 07.00 WIB, and there are employees who leave work less than 17.00 WIB. It shows that the work discipline of non-ASN employees in the cleaning department at the ASN Pusbangpeg office still needs to improve attendance.

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

METHOD

Types of Research

The research method used is qualitative research. Qualitative methods examine natural object conditions, where researchers are the key instrument, data collection techniques are triangulated, data analysis is inductive, and qualitative research results emphasize meaning rather than generalization (Abdussamad, Z. 2021: 81).

Research Sites

This research was conducted in one of the government agencies, namely the ASN Personnel Development Center in Bogor, which is located at Jalan Pandansari no. 32 KM 45 Jagorawi Toll

Road, Ciawi, Bogor Regency, West Java, 16720.

Research Instruments

Research instruments are tools or facilities researchers use to make activities and data collection easier and improve results (Abubakar, R. 2020: 117). In qualitative research, the research instrument or tool is the researcher himself. Therefore, researchers as instruments must also validate how far qualitative researchers are ready to conduct research and then go into the field.

Unit Analysis

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

Table 1 Unit of Analysis

Research Focus	Unit Analysis		Relevant Data	Information
	Physical	Non-Physical		
Deployment Analysis Work Discipline in Improve Performance Officer	Office Pusbangpeg ASN	Key Report dan Report	Key Interview Informants and Report	According to the interview results with key informant informants, the application of Work Discipline improves performance good enough.
Deployment Analysis Work Motivation in Improve Performance Official	Office Pusbangpeg ASN	Key Report dan Report	Key Interview Informants and Report	According to the interview results with key informant and informant, application Work motivation in Improve performance already good.
Application of Discipline Work Can Improve Performance Official	Office Pusbangpeg ASN	Key Report dan Report	Key Interview Informants and Report	According to the interview results with the key informants and informants, the application of Work discipline can Improve the performance of officials.

Application of Discipline Work Can Improve Performance Official	Office Pusbangpeg ASN	Key Report dan Report	Key Interview Informants and Report	According to the interview results with the key informants and informants, the application of Work discipline can Improve the performance of officials.
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Source: Processed Primary Data in 2023

RESEARCH RESULTS

This study uses *sampling techniques*, including *non-probability* sampling, namely *purposive sampling*. *Nonprobability* sampling does not provide equal opportunities for every element or member of the population to be selected as a sample (Abdussamad, Z. 2021: 136-137). In sampling, the author selects employees who match the predetermined criteria, including the head of the general subdivision and employees of the cleaning section, so that they can provide information to the author.

In the interview process, the author first asks for approval from *critical* informants and informants for their willingness to be interviewed. Then, the author gives questions and writes the core answers to the information from *key* informants and informants. The extent of the analysis of work discipline and work motivation in improving employee performance can be seen from the answers described by *key* informants and informants. Here are the questions and interview results:

Key Informant Name: Anton Yulius

Position: Head of General Subdivision

Day, Date: December 15, 2023

Table 2 Key Informant Interview Results

No	Question	Answer	Code
1	What is the implementation of work discipline in the Pusbangpeg ASN cleaning section?	<i>"The application of work discipline, such as office hours must enter at 7 o'clock and leave at 5 o'clock, then the provisions for the uniform have been set, then if they want to leave the office, they must make a form for exit permit and submit it to the local security officer in Pusbang. Maybe that's it".</i>	A1
2	In your opinion, how is the work discipline of cleaning department employees implemented?	<i>"So far, they obey what every direction from us is for because every time we warn it, it's not kidding. When there is a violation, we warn it. Like that. So, they tend to be able to</i>	A2

		<i>Obey that rule”.</i>	
3	Are there any employees who violate work discipline? What kind of offense is it?	<i>“Oh, many, many, first he entered the office. Not entering the office and not permitting so absent without explanation. Second, they are sometimes.</i>	A3
		<i>Going out because I often go out is also what is called not permission; if I ask, sir, for a while, sir, this is just like that, which is often violated. More”.</i>	
4	How do you respond/overcome if there is employee work indiscipline?	<i>“First, I warn, I warn verbally, then the second, I warn again more loudly verbally; if that's the case, I give SP if it's still. Repeatedly, we had to remove”.</i>	A4
5	In your view, can work discipline improve employee performance? Why is that??	<i>“Yes, it must be like at work time they continue to sleep; it should not be what they should still be working time on; they should be working suddenly; he does not enter without information if, for example, we do not reprimand, they should have been working days. Dong must be very influential”.</i>	A5
6	In your view, does carrying out employee work require motivation? Why is that??	<i>“Need, need, how do you mean that if they don't get the reward, they are not motivated and eventually get tired of carrying out these activities? So, I make what is called a kind of competition—competition later, for example, every year, the best employee usually gets a prize like that. So, they are vying. So, there's a kind of competition”.</i>	A6
7	How can the work motivation of cleaning department employees be applied?	<i>“Oh, usually I look for those who perform well, for example, every year, we can give gift rewards or he can be the leader next</i>	A7

		<i>year. So, the cleaning coordinator is like that”.</i>	
8	In your view, what are the criteria for employees entitled to motivation? How do you / agencies motivate the work of cleaning department employees?	<i>“What is clear is that my attendance always checks this permission how many times, he always asks for permission to leave his absence, first it is from the presence. The second is from time discipline yaa return again the yaa to the attendance yaa on time, then for example from the politeness of obedience carry out tasks”.</i>	A8
9	In your view, can motivation improve employee performance? Why is that??	<i>“Of course, of course, if people don't have work motivation so it's like a formality just don't have passion yes in their performance is normal so when that person is motivated oh, I have this responsibility, oh later if for example I can complete this work I will get this well that motivates to improve his performance. So”.</i>	A9
10	How do you find out the quantity and quality of employee work that has been done?	<i>“We are myself, the general head, yes, there will always be in the field, so when I order something that is outside their routine or their routine work, I must check, I control, for example, they have finished cleaning, for example, cut the grass or for example, what do we have, for example, cut trees, for example, I check the field, Oh, for example, they are already according to my direction, okay, the results are good. Immediately spaciousness, if it's not difficult right”.</i>	A10

11	In your view, how is the cooperation established in the Pusbangpeg ASN hygiene section?	<i>"First, as a janitor, I always say you are a team, so when there is one person whose work is not good, you will all judge you are not good, so you must be able to take responsibility together and I also never set myself as a leader, I said we are one team, including me, but among the datu of this team, there must be one person who coordinates, that's me, so you don't have to be afraid of me, you are new work, but let the work be by what their respective consciousnesses and burdens are. It's good if they already feel open; sweeping also means that it's really clean, and it's not forced to sweep as long as it is. Just perfunctory. Well, it's like that".</i>	A11
12	Is the performance produced by cleaning department employees good and has a good impact on the agency?	<i>"Alhamdulillah, so far, for the cleaners, it has been good enough, and they are aware of what they have to do; they are also likened to me without having to tell me to direct already know, so yes, so far, I am quite satisfied."</i>	A12

Name of Informant 1 : Novy Wahyudi

Position: Cleaning Section Coordinator

Day, Date: January 17, 2024

Table 3 Informant Interview Results 1

No	Question	Answer	Code
1	What is the application of work discipline like in the Pusbangpeg ASN cleaning section?	<i>"Okay, first, for officer discipline cleanliness was the first hour in the hour We apply this entry at 06.45, which is already in the Pusbang area or the area of their respective workplaces. 07.00 we can start working because 15 minutes before 07 we brief. We start working at 12 noon, we take a break, rest for an hour, and at 1 o'clock we</i>	B1-1

		<p><i>start work again, and to go home it is 5 pm. So, we have three absences: morning, noon, and afternoon. In addition to working hours, for work problems, yes, it must be by the job desk in their respective areas. For example, in the workplace in each area, there is already a job desk, and there is a check, yes, the daily work report check; there are hours, hours, so many hours must be done, which area and what must be cleaned there is a check, and I will pull once a week and every day I have to monitor whether whether it is done or not".</i></p>	
2	How do you apply work discipline?	<p><i>"If discipline must be exemplified by the coordinator first, it must be exemplified first, for example, we from the coordinator must be early, now there we monitor who oversleeps, we are on standby on the fingerprint machine yes"</i></p>	B1-2
3	Are there obstacles in the application of work discipline? What kind of obstacles?	<p><i>"For obstacle problems, there must be yes, but it depends on us as coordinators to respond to it and can tell what else. About officers, yes, the authority the coordinator is to tell or reprimand, for example, this obstacle whose house is far away. If the discipline to enter work requires leaving early from home because it is afraid of traffic jams, for example, obstacles on the road. I must confirm with the coordinator that I overslept or something. That's right; there is fear. What's what? Is it stuck or a flat tire?"</i></p>	B1-3

4	Are there any adverse effects of indiscipline? What kind of impact?	<i>“But to apply discipline in pusbang, it must be yes. Perhaps the negative factor may be the one who is not familiar with discipline for sure, but over time, familiarity with the procedures set in the ASN pusbangpeg yaa must be obeyed”.</i>	B1-4
5	In your view, can work discipline improve employee performance? Why is that??	<i>“God willing, the first one he can, yes, the first one to leave in the morning, must automatically wake up at dawn, can do five times if the various Islam is the positive. The second is also us so that we have time to do it earlier, but yes, at least not keteterlah”.</i>	B1-5
6	In your view, does carrying out employee work require motivation? Why is that??	<i>“Yes, there should be motivation, yes, motivation is like for example in the value of how many months or every three months it applies the best employees, yes, a motivation is a reward from pusbang for the motivation of all employees pusbang”.</i>	B1-6
7	What kind of motivation is needed by employees?	<i>“Yes, maybe the career path, whether he can be a coordinator can be a motivation, which is important with certain criteria that can be included in the assessment as a coordinator yes”.</i>	B1-7
8	What kind of motivation does the agency/head of leadership give to employees?	<i>“How many years ago, once a quarter, the best employees were all from OB, staff, and security security also, there was an exceptional value. Yes, there must be a team that would judge how worthy he was to Getting the Best Employee Certificate”.</i>	B1-8
9	Have you ever had that motivation? On what basis is motivation provided?	<i>“Alhamdulillah, I got the best employee just as I got in 2017 employees best”.</i>	B1-9

10	In your view, can motivation improve employee performance? Why is that??	<i>“One of them is that it can be work motivation, but it is not seen how much an award a certificate is very useful like the best employee of the best certificate, Get points”.</i>	B1-10
11	How do you complete the work in the specified amount and time?	<i>“We apply teamwork, teamwork, so we work together, so finishing the job together, is not that easy; yes, MBA makes a solid team and creates teamwork from various characters of different officer employees here we unite into a solid team, so any heavy work feels light if we work together. Thank God, I cannot apply it as quickly as Reverse the fact we must know the character of the A B What he wants to be like, we have to know as a coordinator and must also have firmness in discipline”.</i>	B1-11
12	According to you, is your performance produced by applicable procedures?	<i>“Alhamdulillah already, all of us OB have certifications about housekeeping that are about cleanliness, and we have held training for employees to get housekeeping certification; thank God we have employees who We are certified and supported by Pusbang”.</i>	B1-12
13	In your view, how is cooperation established in the Pusbangpeg ASN cleaning section?	<i>“Collaboration yaa, for example, we're here kalo. work, I give you an example of one example In the dormitory, it is in one three-story building. One person holds a total of 39 rooms, If we see one person, it must be hard. So, I applied for my low dormitory. Pull to the dormitory to help. Thank God any heavy work if done Together, it feels light and easy. And</i>	B1-13

		<p><i>I apply it to children, especially children.</i></p> <p><i>Dormitory Don't Be Afraid of Work</i></p> <p><i>Who fears us?"</i>.</p>	
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Name of Informant 2: Asep Value

Job Title: Cleaning Section

Day, Date: November 30, 2023

Table 4 Informant Interview Results 2

No	Question	Answer	Code
1	What is the application of work discipline like in the Pusbangpeg ASN cleaning section?	<p><i>"The first one is from the clock. Maybe should That's right from the start of working hours until take a break home. That's the main thing. If other work disciplines, such as cleaning, mean that they must be organized, right? Carry out tasks in an orderly manner, right? I enter work at 7 am, rest from 12 to 1 o'clock, and return at 5 o'clock. We may be more into our initiative now than that because this is not yet.</i></p> <p><i>Not too much like that"</i>.</p>	B2-1
2	How do you apply work discipline?	<p><i>"That's how. If that method is to follow what has been scheduled, maybe from the entry time we follow in at 7 o'clock before, we have already dated, right? Break the clock; it's time at 12 o'clock; rest that hour, right? According to the procedure"</i>.</p>	B2-2
3	Are there obstacles in the application of work discipline? What kind of obstacles?	<p><i>"So far, it's okay if this.</i></p> <p><i>Thank God that's it, even though"</i>.</p>	B2-3

4	Are there any negative effects of indiscipline? What kind of impact?	<i>"It's a mess anyway. Yes, it would help if you disciplined from small to big things. So, it's not that organized".</i>	B2-4
5	In your view, can work discipline improve employee performance? Why is that??	<i>"If that's already clear, yes, from the existence of discipline, our performance is also friends. Friends all also have an increase".</i>	B2-5
6	In your view, does carrying out employee work require motivation? Why is that??	<i>"Motivation in work is necessary, even very important, so if there is motivation, maybe yes, people can be more enthusiastic in doing their work like that. Right".</i>	B2-6
7	What kind of motivation is needed by employees?	<i>"Yes, maybe the previous one went on. That's appreciation first, right? Only if It may be already graded. Well, maybe like that. It's like appreciation from the leader of praise. That is one of the motivations for employees to be more enthusiastic to improve their performance. Usually, every six months, if you need to know the extensive briefing with the leader who achieves. There are starting from civil servants to security guards, There is also cleanliness".</i>	B2-7
8	What kind of motivation does the agency/head of leadership give to employees?	<i>"The motivation is that training was held on hygiene here; that's one of the extraordinary motivations that can also be like that. Right".</i>	B2-8
9	Have you ever had that motivation? On what basis is motivation provided?	<i>"Once, when the training was the most influential when training about hygiene, about discipline, that's it there."</i>	B2-9
10	In your view, can motivation improve employee performance? Why is that??	<i>"Most likely it can be".</i>	B2-10

11	How do you complete the work in the specified amount and time?	<i>"The way to solve it is gradual. Let's suppose we are given one floor and one hour. We do it gradually, but we return to that time and need. That's it. What comes first".</i>	B2-11
12	According to you, whether the performance produced by you has been by applicable procedures?	<i>"Assess yourself, thank God, can this be."</i>	B2-12
13	In your view, how is the cooperation established in Pusbangpeg ASN cleaning section?	<i>"From us and friends, if from us, cooperation is good, even though it is different. That's right, the cooperation is still established. Good here. Pretty good with the leader".</i>	B2-13

DISCUSSION OF RESEARCH RESULTS

Analysis of the Application of Work Discipline in Improving Employee Performance

Work discipline has several indicators, according to Hasibuan in the book Khaeruman et al. (2021: 26), including the level of absenteeism, compliance with company regulations, effective use of time, and responsibility. In the first discussion regarding the implementation of work discipline for employees of the cleaning section of Pusbangpeg ASN, based on the results of interviews and observations, some regulations and policies have been set by the agency, such as in terms of entry and return hours of cleaning department employees, namely from

07.00 – 17.00 WIB and rest hours at 12.00-13.00 WIB. In implementing work discipline, entry, and return hours for non-ASN employees, as well as the cleaning section at the ASN Pusbangpeg office, there are still employees who are late for work and do not come to work without information. There is a regulation that if employees leave the Pusbangpeg ASN office area, they must fill out the form and then submit it to the security officer; in its implementation, there are still employees who leave the Pusbangpeg ASN area without prior permission. There are regulations for the use of uniforms that must be worn when working; in its implementation, employees wear uniforms that the agency has determined. In addition, agencies divide work tasks, including the division of building areas, which are each done by each employee of the cleaning department. Therefore, the use of working hours will be more effective in its implementation. In addition, non-ASN employees of 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 good performance for individuals and agencies.

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), including physical needs, security needs, social needs, the need for appreciation, and the need for encouragement to achieve goals. In the second discussion regarding the application of work motivation of non-ASN employees in the cleanliness section of the ASN Pusbangpeg, based on the results of observations and interviews, several things make employees motivated in carrying out work, namely physical needs, employees are facilitated with tools that support the implementation of work such as cleaning equipment. In addition to the need for a sense of security, employees are encouraged and given health and employment insurance guarantees by the agency to motivate employees to work because they get protection from threatening hazards. Then, social needs, good relationships between colleagues and superiors, and gratitude or encouragement from colleagues motivate employees at work. The need for appreciation, in giving appreciation/gratitude from the leadership to all employees in the Pusbangpeg ASN environment, including non-ASN employees in the cleaning department, has received this appreciation in the category of outstanding employees. Need for encouragement to achieve goals, employees work because of a desire or something to be achieved, such as working for living expenses. Applying work motivation will improve good performance because it dramatically affects the willingness and desire of employees to be more enthusiastic about doing their work.

Employee Performance

According to Robert L. Mathis and John H. Jackson in the book Khaeruman et al. (201: 17), performance has several indicators, including quantity, quality, and cooperation. In the third discussion regarding the performance of non-ASN employees in the cleaning section of the ASN Pusbangpeg, based on the results of the performance interviews that have been carried out are pretty good in terms of managing time at work, there is good cooperation between colleagues and superiors, and also the performance carried out is by the standard operating procedures of the agency.

Analisis SWOT (*Strengths, Weaknesses, Opportunities, Threats*)

Recognizing existing strengths and weaknesses and understanding threats and opportunities are very important in describing agency strategy and dividing it into strategic steps at the business unit level. After describing work discipline, work motivation, and performance of non-civil servants in the cleaning department at the ASN Pusbangpeg in Bogor, it can be concluded what are the strengths, weaknesses, opportunities, and threats for the current agency.

Then, give weight to each indicator by providing a value based on the level of importance or urgency of handling; the amount of value starts from 1 to 5 (1 is not essential, 5 is very important). The weight of strength plus weakness should add up to 100% or 1. After the weight of each indicator

is determined, it then provides a rating on the size of the contribution or obstacles made by each indicator to the achievement of its objectives, especially for a period of strategic plan preparation. This assessment is carried out by giving a rating from 1 to 4. For *strength* and *opportunity* rating, 1 to 4 ranges from very low to very large. As for *weakness* and *threat* ratings, 1 to 4 covers everything from very large to very small. The total score result is determined by multiplying weights and ratings on each indicator.

Tabel 6 Matriks IFAS (*Internal Factor Analysis Strategy*)

NO	INDICATOR	WEIGHT	RATING	TOTAL SCORE
1	<i>STRENGTHS</i>			
	Working employees are polite in providing services.	0,14	4	0,56
	Employees work by established operational standards.	0,18	3	0,54
	Decisive and caring leaders.	0,18	3	0,54
	Cooperation between good employees.	0,16	4	0,64
	Sub Total	0,66		2,28
2	<i>WEAKNESSES</i>			
	Lack of employee responsibility.	0,17	2	0,34
	Employees need to be more responsive in service.	0,17	3	0,51
	Sub Total	0,34		0,85
	Total	1,00		3,13

Source: *Processed Primary Data Researchers in 2023*

Tabel 7 Matriks EFAS (*Eksternal Factor Analysis Strategy*)

NO	INDICATOR	WEIGHT	RATING	TOTAL SCORE
1	<i>OPPORTUNITIES</i>			
	Cooperation with other agencies.	0,25	4	1,00
	Have customer connections.	0,22	3	0,66
	There needs to be more other agencies that have public lodging.	0,22	3	0,66
	Sub Total	0,69		2,32

2	THREATS			
	More competent employee candidates.	0,15	2	0,30
	Other alternative public lodging facilities services are competitors.	0,16	2	0,32
	Sub Total	0,31		0,62
	Total	1,00		2,94

Source: Processed Primary Data Researchers in 2023

After calculating the IFAS and EFAS matrices, the location point of the quadrant must be determined using their results.

Table 8 SWOT Analysis Score Calculation

IFAS (3,13)	SCORE	EFAS (2,94)	SCORE
Total Power Score (<i>Strengths</i>)	2,28	Total Opportunity Score (<i>Opportunities</i>)	2,32
Total Weakness Score (<i>Weaknesses</i>)	0,85	Total Threat Score (<i>Threats</i>)	0,62
X = S - W	1,43	Y = O - T	1,70

Source: Processing Primary Data Researchers in 2023

Table 8 shows an IFAS value of 3.13, so the total strength score (*strengths*) is 2.28, and the total weaknesses score is 0.85. It has an EFAS score of 2.94, so the total opportunity score is 2.32, and the total threat score is 0.62. So, the total difference between the strength and weakness score is 1.43, and the difference between the opportunity and threat score is 1.70.

QSPM Analysis (*Quantitative Strategic Planning Matrix*)

Table 9 QSPM Calculation

No	Indicator	Weight	Alternative Strategies										
			Strategy 1		Strategy 2		Strategy 3		Strategy 4		Strategy 5		
			AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	
1	Strenghts (Kekuatan)												
	Officers who work attitude polite in giving Service.	0,14	3	0,42	2	0,28	3	0,42	2	0,28	3	0,42	
	Employees work By Operational	0,18	4	0,72	2	0,36	4	0,72	2	0,36	4	0,72	

	Standards have been Set.											
	Leaders who are decisive and caring.	0,18	2	0,36	3	0,54	2	0,36	4	0,72	3	0,54
	Collaboration terrain between good employees	0,16	3	0,48	4	0,64	3	0,48	3	0,48	3	0,48
2	Weaknesses (Weaknesses)											
	Lack of Employee Responsibilities.	0,17	3	0,51	2	0,34	4	0,68	3	0,51	4	0,68
	Fewer employees Quick Responsiveness in Service.	0,17	4	0,68	2	0,34	4	0,68	2	0,34	3	0,51
3	Opportunities (Chance)											
	Cooperation with other agencies.	0,25	2	0,50	4	1,00	3	0,75	2	0,50	3	0,75
	Have connections with customers.	0,22	3	0,66	4	0,88	3	0,66	3	0,66	3	0,66
	Lack of agencies Others have public lodgings.	0,22	3	0,66	3	0,66	3	0,66	2	0,44	4	0,88
4	Threats (Ancaman)											
	The threat of more prospective employees Berkompeten.	0,15	4	0,60	3	0,45	3	0,45	3	0,45	2	0,30
	There are other alternative public lodging facilities services that Become a competitor.	0,16	2	0,32	4	0,64	4	0,64	3	0,48	3	0,48

	Total			5,91		6,13		6,50		5,22		6,42
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Source: Processed Primary Data Researchers in 2023

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

1. Improve good service, employee attitude, and work responsibility, which is 6.50 to improve employee performance.
2. Controlling the work to run professionally is 6.42 because the work must be well controlled to get good performance.
3. Maintain good cooperative relations between employees and other agencies, namely 6.13, to continue to establish internal and external cooperation.
4. Increase the potential ability of employees, which is 5.91, for improving employee performance.
5. Increase the firmness and concern of leaders, namely 5.22, to provide education and concern for employees.

CONCLUSION

Based on the results of the research that has been done, the author can conclude that:

1. The results of the analysis of the application of work discipline in improving the performance of non-ASN employees in the cleaning section at the ASN Pusbangpeg office are implementing several policies and regulations such as entry and return hours, rules for wearing work uniforms, regulations for applying for permits when they want to leave the work environment. In its implementation, there are still violations of work discipline in non-civil servants in the cleaning department. If there is a violation, the employee will receive a warning letter from the head of the general subdivision. Then, lying work discipline can improve the performance of non-ASN employees in the cleaning section at the ASN Pusbangpeg office.
2. The results of the analysis of the application of work motivation in improving the performance of non-civil servants in the hygiene section are the provision of appreciation or appreciation from the head of leadership to employees in the form of *rewards* for outstanding employees every year. In addition, there is motivation in the form of good relationships between colleagues and superiors. In its implementation, work motivation can improve the performance of non-civil servants in the cleaning department at the ASN Pusbangpeg office in Bogor.
3. Hasil analisis SWOT (*Strengths, Weaknesses, Opportunities, Threats*)

The results of the SWOT analysis are located in quadrant I, which is aggressive, where the X and Y values have positive values of 1.43 and 1.70. Where in this position is a favorable situation,

which is usually called a *Growth Strategy*.

4. Hasil analisis QSPM (*Quantitative Strategic Planning Matrix*)

The results of the QSPM analysis show that there are several alternative strategic priorities, including improving good service, employee attitudes, and employee responsibilities by 6.50, controlling work to run professionally by 6.42, maintaining good cooperative relationships between employees and other agencies by 6.13, increasing the potential ability of employees by 5.91 for improving employee performance, increasing assertiveness and concern by 5.22 to be able to provide education and care for employees.

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