

Analysis Of The Impact Of The Implementation Of The Regent's Authority Policy To The Camat

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Analysis Of The Impact Of The Implementation Of The Regent's Authority Policy To The Camat

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Abstract. Entering the of regional autonomy, delegating the regent's authority to the Camat as an administrative extension at the sub-district level is very important. The delegation of authority can assist the duties and responsibilities in implementing government. In addition, the delegation of authority is also a benchmark for improving employee performance, especially at the sub-district level. The objectives of this study are: 1) how much influence does the implementation of the policy of delegation of authority of the Regent of Lebak to the Sub-District Head have on employee performance? 2) How much influence does policy implementation have through basic measures and policy objectives and sources, inter-organizational communication, implementation activities, implementing agency characteristics, economic, social, and political conditions, and implementing tendencies? 3) inhibiting indicators in implementing the policy of delegating part of the regent's authority to the Sub-District Head and the efforts made in overcoming these obstacles. The findings of this study are based on the reliability results, which show that the standardized item alpha of the Policy Implementation variable and the Employee Performance variable are in the reliability index standard. The is declared reliable and can be considered representative, or at least close to the measured variable. Then, the results of the Regression equation show that there is a significant influence of 27.2%, meaning that the Policy Implementation variable on the performance of Bayah District employees, Lebak Regency, Banten Province have a strong enough so that other factors that are not measured have a reasonably weak influence. Then, based on the Coefficient of determination, it shows that the implementation of the policy of delegation of some authority affects the performance of employees in Bayah District and has a strong influence.

Keywords: Public Administration, Policy Implementation, Delegation of Authority, Employee Performance

INTRODUCTION

The organization can combine its resources with the support of other resources outside the organization by intertwining organizational leaders, groups of workers or experts, machines, and raw materials into one (Castañer & Oliveira, 2020). At the same time, the organization continuously examines how well it has functioned and tries to adjust itself to expected goals to be achieved optimally (Kozłowski & Ilgen, 2006). All of this causes the organization to serve and meet the various needs of a society and its organizational members more efficiently and effectively than just smaller and more natural human groups, such as families, friendship groups, and community environments (Schein, 2004).

In the context of government organizations, since the existence of regional autonomy, local governments have the authority to plan the direction of their future development. This is stated in the regional autonomy policy in Law Number 32 of 2004, which was later replaced by Law Number 23 of 2014 concerning regional government, explicitly providing broad autonomy to local governments to manage local communities' various interests and welfare.

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Local governments must optimize regional development oriented towards the community's interests. Through Law No. 23 of 2014, local governments and communities in the regions are more empowered and given greater responsibility to accelerate regional development. The implementation of regional autonomy in Indonesia focuses on the district/city level, which is considered appropriate to bring services closer to the community (Usman, 2002).

In line with this, the implementation of the regional autonomy policy has encouraged changes, both structurally, functionally, and culturally in the order of regional government administration. One of the essential changes concerns the position, main tasks, and functions of the sub-district, which was previously a regional device within the deconcentration principle, changing its status to a regional device within the principle of decentralization. As a regional device, the sub-district head, in carrying out his duties, receives delegation of authority from and is responsible to the regent/mayor (Ndraha et al., 2019).

Regulations for implementing sub-districts in terms of their formation, position, duties, and functions are legally regulated by government regulations. As a regional apparatus, the sub-district head gets a meaningful delegation of authority for community service affairs. In addition, the sub-district will also carry out the implementation of general government tasks (Avelino et al., 2014). The sub-district head carries out general government duties in the sub-district area, especially attributive tasks in the field of government coordination of all government agencies in the sub-district area, organizing peace and order, enforcing laws and regulations, fostering villages/kelurahan, and carrying out other government duties that have not been carried out by the village/kelurahan government and other government agencies in the sub-district area (Noor & Ali Akhmad, 2022) Therefore, the position of the Camat is different from the heads of other government agencies in the sub-district area because implementing the agency's duties must be coordinated with the Camat (Muharsono et al., 2023). The coordination is intended to achieve harmony, balance, synchronization, and integration of all government activities in the sub-district to realize effective and efficient sub-district government service delivery. The main principle in the delegation of authority is the authority that can be delegated, namely attributive authority, while delegating authority cannot be delegated to other parties because it will complicate financing and accountability (Ramadhani et al., 2016).

The attributive authority of the Camat remains as a companion to the delegated authority of the regent/mayor. In this connection, the Camat is emphasized to receive authority from the regent/mayor. Government Regulation No. 41/2007 on Regional Apparatus Organization Guidelines also states the same mandate in Article 12, paragraph 3, "The Camat receives delegation of some government authority from the Regent/Mayor." This authority's

delegation is expected to require several public services, such as granting permits and non-licensing services, to be completed directly in the sub-district (Satibi et al., 2022).

Based on the exploration that the researchers conducted about the Regional Regulation of Lebak Regency number 8 of 2016 concerning the Organization and Work Procedures of Sub-districts and Villages within the Government of Lebak Regency, which was carried out in Bayah Sub-district, there were still problems in the Implementation of the Policy of delegating part of the regent's authority to the Head of Sub-district, there were problems that seemed to have irregularities in the performance of employees in Bayah Sub-district, namely:

1. The quality of work of sub-district employees is low, resulting in non-optimal work results. For example, work that should be done using a computer, such as working in Microsoft Excel, is still slow in processing because of the lack of skills to use computers for more effective and efficient work.
2. Employee communication is not optimal, hampered cooperation between employees and their target groups. Example: Employees of the Government and Land Section and the Peace and Order Section prioritize formalistic communication in collecting data on the management of the Community Association.
3. Low employee skills hamper the work process and coordination in the field. For example, the General Services section staff could not operate the outboard program when considering location permits for building construction permits.

Policy implementation is defined as something essential to achieve the objectives of policymaking. (Wahab, 2001) explains what is meant by policy implementation, namely "to provide the means for carrying out, (providing the means to do something) to give practical effect to (cause impact/effect on something). Policy implementation can be defined as "a process of implementing policy decisions (usually in the form of laws, government regulations, court decisions, executive orders or presidential decrees."

Therefore, it is related to implementing policies as the authority of the regent to the sub-district head as part of applying the implementation of laws related to regional autonomy and government regulations (Simangunsong & Hutasoit, 2020) . Therefore, analyzing policy implementation is essential in helping to map the variables that can hinder the implementation of these policies. (Mazmanian & Sabatier, 1983).

The success of policy implementation is closely related to the performance of employees who will implement the regulation. Performance is an assessment of the results of employee behavior regarding whether someone is carrying out a task or job (George & Jones,

1999), (Mangkunagara, 2001), (Sedarmayanti, 2009). This can be seen through the responsibilities of employees by their duties, principles, and functions (Mangkunagara, 2001).

Employee performance is achieved through several indicators, such as *Quality of Work*, Promptness, Initiative, Capability, and Communication (Sedarmayanti, 2009). In addition to indicators, employee performance achievements can also be seen through internal and external factors of the government organization (Satibi, 2012).

In order to support employee performance to achieve the effectiveness of public services, it can be seen through several variables, basic measures and policy objectives, policy sources, inter-organizational communication and implementation activities, characteristics of implementing agencies, economic, social, and political conditions, and the tendency of implementors (Winarno, 2007).

METHODS

Quantitative research is a research method based on the philosophy of positivism as a scientific or scientific method because it has fulfilled scientific rules concretely or empirically, objectively, measurably, rationally, and systematically (Sugiyono, 2014). The variables in this study include Policy Implementation (X) as an independent variable and Employee Performance (Y) as a dependent variable.

Research Population and Respondents

The target population for distributing questionnaires to respondents was 22 Bayah District, Lebak Regency employees. The technique used in distributing questionnaires to respondents is to use the census technique, where all members of the population are used as respondents, with the following details:

Table.1
Bayah Sub-district employees as target population

No.	Field	Total
1.	sub-district secretary	1
2.	Program and Finance Subagency	3
3.	General and Personnel Subagency	3
4.	Head of Government and Land Section	4
5.	Head of Peace and Order	4
6.	Kasi Ekbang dan Kesos	3
7.	Kasi Pelayanan Umum	4
Total		22

(source: Bayah Sub-district, 2023)

Data Collection and Analysis Techniques

The data collection techniques used in this research are documentation, observation, interviews, and questionnaires. Then, the data analysis technique is an activity after data from all respondents or other data sources are collected (Sugiyono, 2014). Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer problem formulations, and performing calculations to test hypotheses that have been proposed. Data analysis techniques in quantitative research use statistics.

RESULTS AND DISCUSSION

This section will present the results of the analysis of 22 employees in the Bayah Sub-district and how the effect of policy implementation can affect employee performance. The results obtained are ordinal data; before the data is analyzed, the data is upgraded to ordinal data and tested for validity and Reliability to ensure that the desired target or result achieved is valid (*Valid*) (*reliable*).

Validity Test

To determine whether the questionnaire given to respondents can measure what is being measured, the validity level must be tested (*validity*, *validity*); the number of questionnaires received by researchers was 22, then the collected questionnaires were checked and scored and continued with the instrument validity test.

The formula used to analyze these items researchers using *Rank Spearman correlation* analysis to test the validity of the data, using the following formula:

$$r_{s} = \frac{\sum_{i=1}^n R(x_i)R(y_i) - n \left[\frac{n+1}{2} \right]^2}{\sqrt{\left\{ \sum_{i=1}^n R^2(x_i) - n \left[\frac{n+2}{2} \right]^2 \right\} \left\{ \sum_{i=1}^n R^2(y_i) - n \left[\frac{n+1}{2} \right]^2 \right\}}}$$

Sumber : (Conover, 1980)

Table. 2

Tabulation of Correlation of Policy Implementation Variable Items (X)

Item No. Instrument	Coefficient Correlation	P-Value	Description
X_1	0,855	0,000	Valid
X_2	0,652	0,001	Valid
X_3	0,675	0,001	Valid
X_4	0,658	0,001	Valid
X_5	0,688	0,001	Valid
X_6	0,656	0,001	Valid
X_7	0,699	0,000	Valid

X_8	0,706	0,000	Valid
X_9	0,718	0,000	Valid
X_10	0,563	0,006	Valid
X_11	0,855	0,000	Valid
X_12	0,623	0,002	Valid
X_13	0,636	0,001	Valid
X_14	0,675	0,001	Valid
X_15	0,730	0,000	Valid
X_16	0,730	0,000	Valid
X_17	0,652	0,001	Valid
X_18	0,656	0,001	Valid

(source: Research Results, 2023)

29 Based on the results of the calculation, it can be seen that the indicators of policy implementation are all valid items so that they can be used for further analysis. Then, to measure the respondents' attitudes, alternative answers use *Likert's* ordinal scale in five alternatives, and each answer is given a score with the highest provision given a weight of 5.

**List of Policy Implementation Variable Answer Scores (X)
Respondents' Attitudes Towards Policy Implementation**



**Table. 3
Tabulation of Employee Performance Variable Item Correlation (Y)**

Item No. Instrument	Coefficient Correlation	P-Value	Description
X_19	0,557	0,007	Valid
X_20	0,644	0,001	Valid
X_21	0,612	0,002	Valid
X_22	0,574	0,005	Valid
X_23	0,710	0,000	Valid
X_24	0,569	0,006	Valid
X_25	0,583	0,004	Valid
X_26	0,717	0,000	Valid
X_27	0,708	0,000	Valid
X_28	0,724	0,000	Valid
X_29	0,716	0,000	Valid
X_30	0,559	0,007	Valid
X_31	0,588	0,004	Valid
X_32	0,557	0,007	Valid
X_33	0,779	0,000	Valid

(Source: Research Results, 2023)

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Based on the calculation results, it can be seen that all employee performance indicators are valid items so that they can be used for further analysis.

Table. 4
List of Employee Performance Variable Answer Scores (Y)

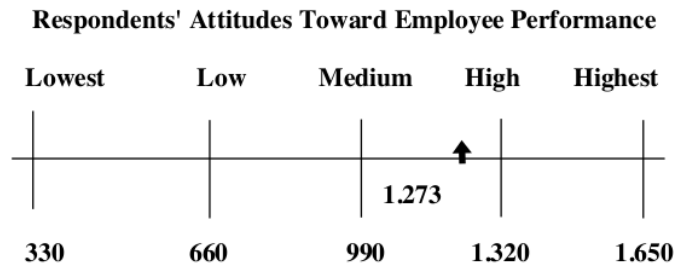
No.	No. Item													Jumlah		
Responden	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	
1	4	4	5	4	4	5	4	5	5	5	4	5	5	4	5	68
2	4	5	4	3	4	5	4	5	4	4	4	3	3	3	3	58
3	4	3	4	4	4	4	3	3	4	4	4	3	4	4	4	56
4	4	3	3	4	4	4	4	4	5	5	4	3	4	5	4	60
5	4	3	4	2	4	4	4	4	3	3	4	5	3	4	4	55
6	3	4	4	3	4	4	4	4	4	4	4	3	4	4	4	57
7	4	4	5	5	5	5	5	5	5	5	5	4	4	4	5	70
8	3	3	3	3	4	4	4	4	4	4	3	3	3	3	3	51
9	3	3	4	3	4	4	3	3	3	3	3	4	4	4	4	52
10	4	4	3	3	4	4	4	4	4	4	3	3	4	4	4	56
11	4	3	4	3	4	4	4	4	4	4	3	3	3	3	3	53
12	4	4	4	3	3	4	3	4	4	4	4	3	3	3	4	54
13	3	3	3	4	4	4	4	4	3	3	3	3	3	3	3	50
14	3	3	3	3	3	3	3	3	3	3	3	3	4	4	3	47
15	3	4	4	3	4	4	4	4	4	4	3	3	3	3	3	53
16	4	4	4	4	3	4	3	3	3	3	4	3	3	3	3	51
17	4	4	4	5	4	4	5	4	5	5	5	3	3	3	3	61
18	5	5	5	5	5	4	4	5	5	5	4	4	4	4	5	69
19	4	5	4	4	5	4	4	5	5	5	4	5	5	5	5	69
20	4	5	4	4	4	4	4	4	4	4	4	5	5	5	5	65
21	3	4	4	4	5	5	5	4	3	3	4	5	5	5	5	64
22	2	4	4	4	4	4	4	4	2	4	2	4	4	4	4	54
	Jumlah															1273

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The results of the calculation of the total score of the questionnaire answers from the employee performance variable according to employees is 1,273, so if it is described in quartile stages,

21

it can be seen in the following figure:



Sumber: Research Results, 2023

The figure above shows that the respondents' attitudes towards employee performance variables, based on the calculation of the total score of employee questionnaire answers, are in the category between **Moderate and High**.

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Reliability Test

The results of calculating *Reliability* with the help of the SPSS program are as follows:

Table. 5
Reliability of Policy Implementation Variables (Y)
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha, Based on Standardized Items	N of Items
.934	.936	18

Meanwhile, the results of calculating the Reliability of employee performance variables with the help of the *Statistical Product and Service Solutions* (SPSS) program are as follows:

Table.6
Reliability of Employee Performance Variables (X) Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.900	.903	15

Regression Test

The results of simple linear regression data processing using the SPSS (*Statistical Product and Service Solutions*) program are as follows:

Table. 7
Anovaa

Df	Mean Square	F	Sig.
1	278.982	7.711	.012 ^b
20	36.180		
21			

- 22
a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Policy Implementation

From the ANOVA or Ftest, the F count is 7,711 with a significance level of 0.001. If $F \text{ count} \leq F \text{ table}$ or probability ≥ 0.05 , then H_0 is accepted; if $F \text{ count} > F \text{ table}$ or probability < 0.05 then H_0 is rejected. The calculated F value is 14.620 with a significance level of 0.001 because the probability (0.001) < 0.05 , the hypothesis is rejected. This shows that the regression model can be used to predict the value of \bar{Y} .

Table. 8 Regression Equation Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	26.810	11.256		2.382	.027
Policy Implementation	.423	.152	.528	2.777	.012

a. Dependent Variable: Employee Performance

Because the probability value = 0.001 < 0.05, this shows the significance that the effect is obtained by involving the constant value. The value of 26.810 is a constant value indicating that if organizational behavior exists, performance will be achieved at 26.810. The regression coefficient x of 0.423 states that every time there is an additional value for Policy Implementation (X), the value will increase Employee Performance (Y) will increase by 0.423.

Determination Coefficient Test

The results of calculations through the SPSS program regarding the Spearman rank coefficient between human resource management variables and employee performance can be seen in the following table:

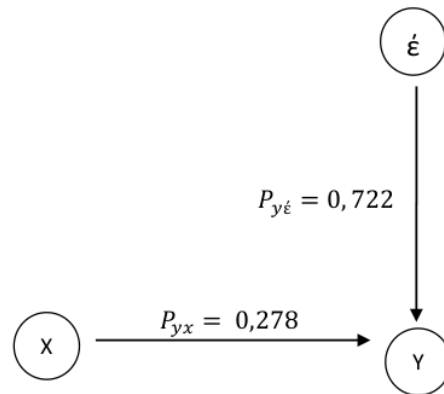
Table. 9
Correlation Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528 ^a	.278	.242	6.01502

a. Predictors: (Constant), Policy Implementation

From the table above, the value of $R^2 = 0.278$ or 27.8%. R^2 is the square of the correlation coefficient of $0.528 \times 0.528 = 0.278$. R square can be called the Coefficient of determination, meaning that the contribution of the policy implementation variable to employee performance is 0.278 or 27.8%. The dependent variable (Y) can be explained by one independent variable (X) above, while the rest is explained by other variables (100% - 27.8% = 72.2%). R square ranges from 0 to 1, noting that the smaller the R square number, the weaker the influence of the two variables. The influence of the two variables can be seen from the influence paradigm as follows:

Paradigm of the Effect of Policy Implementation on Employee Performance



Based on the figure above shows that there is a strong enough influence, which is 27.8%, meaning that the Policy Implementation variable on the Employee Performance variable has a strong enough influence by the criteria for interpreting the Coefficient of determination, then based on the factors that influence the Policy Implementation which is used as a measuring tool, it is very decisive in improving and showing a strong enough influence on the performance given. In contrast, other variables that provide influence outside the Policy Implementation variable are high or firm, which is 72.2%. Organizational culture, work motivation, work environment, and other influences outside the policy implementation variable affect employee performance.

8 CONCLUSIONS

Based on the research results and discussion regarding the Effect of Policy Implementation of Partial Delegation of Regent's Authority to Sub-District Head on Employee Performance in Bayah District, Lebak Regency, Banten Province. The reliability results show that the standardized item alpha of the Policy Implementation variable and the Employee Performance variable are in the reliability index standard. The data is declared reliable and can be considered representative or at least close to the measured variable. Then, based on the results of the Regression equation show that, there is a significant influence of 27.2%, meaning that the Policy Implementation variable on the performance of employees of the Bayah District, Lebak Regency, Banten Province has a strong enough influence that other factors that are not measured have a reasonably weak influence.

Furthermore, the Determination coefficient shows that Policy Implementation affects employee performance in Bayah Sub-district, Lebak Regency, Banten Province. This shows that implementing the Policy of Partial Delegation of Authority strongly or highly influences employee performance in Bayah District, Lebak Regency, Banten Province.

The effect of delegating part of the regent's authority to the Camat in Bayah District, Lebak Regency, Banten Province, is still imperfect because there are several obstacles to implementing the policy. In implementing this policy, there is still an imbalance in delegating part of the regent's authority to the sub-district head with the relevant agencies. This means that authority is still delegated to sub-districts with related agencies in Bayah District, Lebak Regency, Banten Province.

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