



# Evaluation of the Operational Plan Performance for Four-Year Diploma of Public Administration Program

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**Abstract.** The Applied Bachelor Program of Public Administration makes continuous and continuous efforts to improve the quality and performance of the tridharma of higher education. Efforts to realize the vision and mission of the study program are followed up through the preparation of the Operational Plan the Applied Bachelor Program of Public Administration in 2021–2024. The performance of the Operational Plan needs to be evaluated for its achievement. The purpose of this study is to describe the extent of the achievement of the operational plan of the D4 Public Administration study program. This research uses qualitative research methods. Data collection techniques through interviews, documentation and observation. The results show that there are still several programs that have not achieved their targets, for example in work programs related to national and international cooperation, human resources, student performance, laboratory infrastructure and so on.

**Keywords:** Performance · Evaluation · Operational Plan

## 1 Introduction

The competitiveness of organizations depends, among other things, of their performance levels. For such, it is vitally important that they have a measurement and evaluation system that, from a set of indicators, provides them reliable information to reflect their goals and evaluate their performances [1]. Evaluation is a process that lies at the end of the policy process. Evaluation is used to assess the level of performance of a policy [2]. Assessment here is an activity to compare the results that have been achieved with a predetermined plan. Evaluation is a tool to assist decision making from the level of formulation as well as at the level of program implementation. Evaluation is usually aimed at assessing the extent of the effectiveness of a policy to be accounted for to its constituents, besides that evaluation is also used to see the gap between expectations and reality [3]. With the evaluation process, it can be known the success or failure of a program so that recommendations will be obtained as planning guidelines in the future.

With the evaluation process, it can be known the success or failure of a program so that recommendations will be obtained as planning guidelines in the future. According

to Hunger and Wheelen, evaluation and control is a process that monitors actual performance results compared to desired performance [4]. Meanwhile, according to Thomas Dye, evaluation is an objective, systematic and empirical examination of the effects of public policies and programs on their targets in terms of the goals to be achieved. This presentation from Hunger and Wheelen and Thomas Dye shows that evaluation is an effort made to see the effect of implementing programs and policies compared to the targets to be achieved.

So it can be concluded that evaluation is a process to assess how far a program or public policy is that is not only used to see results but also see how the policy implementation process is against the targets to be achieved. The Applied Bachelor Program of Unesa Public Administration makes continuous and continuous efforts to improve the quality and performance of the tridharma of higher education. Efforts to realize the vision and mission of the study program are followed up through the preparation of the Operational Plan of the Applied Bachelor Program of Unesa Public Administration in 2021–2024. The operational plan is prepared based on the strategy is plan of the Unesa Vocational Program for 2021–2024.

The effectiveness of the performance achievements of the operational plan mentioned above needs to be evaluated to assess the progress of the work against predetermined goals and objectives. Thus, the performance of the organization is assessed from the extent of the Study Program's efforts in realizing the Operational Plan of the Applied Bachelor Program of Public Administration that has been prepared previously. So that it can be known the extent of the effectiveness of the organization as a whole to realize the needs set through systemic efforts and improve the organization's ability continuously to achieve its needs effectively. In this case, it will also be seen the extent of the study program's ability to carry out the tasks charged to the organization as well as possible in order to achieve the agreed goals. So here it not only focuses on achieving goals but also on the process of managing sub-sub-objectives and the results of their evaluation, the internal conditions of the organization of external environmental influences and labor or parties involved.

Organizational performance is an illustration of the results of the organization's work in achieving its goals which of course will be influenced by the resources owned by the organization. The resources in question can be in the form of physical such as human and nonphysical resources such as regulations, information, and policies, so as to better understand the factors that are able to influence an organization's performance. The concept of organizational performance also describes that every public organization provides services to the community and can be measured by using existing performance indicators to see whether the organization has carried out its duties properly and to find out whether its goals have been achieved or not. Performance measures to have meaning and provide useful information, it is necessary to make comparisons between and within the organizations. The comparisons may evaluate progress in achieving given goals or targets, assess trends in performance over time, or weigh the performance of one organization against another [5].

Furthermore, for performance measures to have meaning and provide useful information, it is necessary to make comparisons. The comparisons may evaluate progress in achieving given goals or targets, assess trends in performance over time, or weigh

the performance of one organization against another [6]. Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of an organization, as well as is the result achieved from the behavior of members of the organization. Performance can also be said to be an output of a certain process carried out by all components of the organization against certain sources used (inputs). Furthermore, performance is also the result of a series of processes of activities carried out to achieve certain goals of the organization. For an organization, performance is the result of cooperation activities among members or components of the organization in order to realize organizational goals. Organizational performance is the totality of the results of work achieved by an organization. The achievement of organizational goals means that the performance of an organization can be seen from the degree to which the organization can achieve goals that are based on predetermined goals [7]. Performance management is the process of designing and implementing strategies, motivating, intervening, and directing goals to turn human potential into performance [8].

## 2 Method

This research is a descriptive research using qualitative methods. The purpose of using qualitative methods in Semiawan [9] is to seek a deep understanding of a symptom, fact or reality. Facts, realities, problems, symptoms and events can only be understood if the researcher examines them in depth. This study seeks to find a deep understanding of the symptoms, facts and realities related to the evaluation of the performance of the operational plan of the Applied Undergraduate Study Program of Public Administration. Researchers focus on efforts to understand the meaning of the information submitted by informants related to research problems. The researcher will interpret what is known from the collected data. The data collection was through in-depth interviews with informants who knew the ins and outs of evaluating the performance of the operational plan of the Applied Undergraduate Study Program of Public Administration.

## 3 Results

Information on all these subcomponents of organization performance, are interestingly considered at organization planning design. During organization implementation, all that is done is monitoring whether an activity has been done on schedule and if not evaluation provides a reason why and organization management on the other hand can adjust the organization plan accordingly [10]. The results of measuring the performance of the operational plan of the applied bachelor study program in Public administration are shown through Table 1.

**Table 1.** Operational plan of the applied bachelor study program in Public Administration

No.	Indicator Description	Target	Achievement	Constraint	Solution problem
<b>I. D4 Public Administration</b>					
1	Amount synergy and cooperation between institution research, government, private at national/domestic level	1	0	Not yet built network Research collaboration _ national level	build network Research collaboration _ national level
2	Amount synergy and cooperation between Community Service institutions, government, private at the national/domestic level (each study program)	1	0	Not yet built network Community Service Cooperation at the national level	build network Community Service Cooperation at the national level
3	Amount synergy and cooperation between Community Service international level institutions, government, private study program)	1	0	Not yet built network international level Community Service cooperation	build network Community Service collaboration_ international level
4	Percentage lecturer qualified S3	44.4%	42.8%	Condition more scholarships _ difficult	Provide study assistance
5	Percentage lecturer position Lecturer, Lecturer Head and Teacher Big	55.6%	0%	Conditions not yet fulfilled tied publication journal Sinta 2	Sinta 2 journal publication in the near future
6	Amount Creation Scientific Lecturer Which Confiscated	9	8	Culture citation still low	Increase the number of citations of lecturers' scientific works
8	Percentage of restructuring activities OBE-based curriculum	100%	70%	Curriculum revision process	Complete curriculum revision

*(continued)*

**Table 1.** (continued)

No.	Indicator Description	Target	Achievement	Constraint	Solution problem
9	Number of courses based on research ( <i>research-based learning</i> ), <i>student centered learning</i> , <i>problem-based learning</i> or <i>case study model</i> , and <i>project-based learning</i> .	50%	40%	Not yet documented in RPS	Documentation of RPS based on learning methods
10	Percentage research/Community Service that integrated in learning	50%	40%	Not yet documented in RPS	RPS Documentation
11	accreditation national with predicate good very	100%	10%	New study program	Field Visit
12	Percentage of lecturer research which involve student	100%	50%	Student name has not been entered as a member	Enter student name as member
13	Amount community service with source financing National/in country	1	0	Haven't participated in the national level Community Service competition yet	national level Community Service competition
14	Amount Community Service with source financing Outside Country	1	0	Haven't participated in the international level Community Service competition yet	international level Community Service competition
15	Amount Research _with source financing National/in country	1	0	Not yet built network cooperation national level research	take part in national level research competitions

(continued)

**Table 1.** (continued)

No.	Indicator Description	Target	Achievement	Constraint	Solution problem
16	Amount Study with source financing Outside Country	1	0	Not yet built network international level research collaboration	take part in international level research competitions
17	Percentage Community Service the DTSPS involve student	100%	50%	Student name has not been entered as a member	Enter the student's name as a member
18	Amount Publication Student Which Confiscated	1	0	Citation culture is still low	Increase the number of citations
19	Amount Performance academic student level national	2	0	Less than optimal assistance and event information	Optimizing student assistance to achieve achievements
20	Amount Academic achievement student level international	1	0	Less than optimal assistance and event information	Optimizing student assistance to achieve achievements
21	Number of non-academic achievement level students national	1	0	Less than optimal assistance and event information	Optimizing student assistance to achieve achievements
22	Amount Non- academic achievements student level international	1	0	Less than optimal assistance and event information	Optimizing student assistance to achieve achievements
23	Amount Book student's ISBN	1	0	No works yet	Students prepare draft books with ISBN

Based on Table 1, there are several achievement targets that have not been achieved, namely as follows:

- 1). Study Program yet to do international level community service cooperation
- 2). None yet student foreign

- 3). Lecturer Qualified S3 still under 50%
- 4). Amount lector head still under 50%
- 5). Great teacher not yet there is
- 6). Study Program yet complete document curriculum
- 7). Achievements International journal publication reputable under 50%
- 8). Research and community service Study Program with financing outside university (domestic and foreign) does not exist yet
- 9). Integration of research and community service on learning in Study Programs is below 50%
- 10). Engage student in Research and community service below 50%
- 11). Product adopted services\_dudi/society, gain Haki, patent products and TTG from DTSP below 50%
- 12). outside performance student academic and non academic national and international below 50%
- 13). Publication student good national and international in the form of proceedings and journals (no Accredited and Accredited nor reputable) below 50%
- 14). outside creation scientific Cited students, Intellectual Property Rights, Patents, TTG, Adopted products/services community/industries, Books with ISBN below 50%
- 15). Laboratory infrastructure does not meet
- 16). Study Program yet to do measurement documentation achievements performance.

An integrated approach to evaluation and performance management that considers the naturally occurring links between professionals working in different settings may enable more efficient, integrated care and quality improvements [11]. Improvement efforts that can be made to improve performance achievement are as follows:

- 1) Filling in the Tracer Study can be done any time online
- 2) Enhancement socialization, training and mentoring of students
- 3) Study program reaccreditation
- 4) Building networks and controlling recognition documentation
- 5) Regularly evaluate budget performance
- 6) Building an international level network for community service cooperation activities
- 7) Foreign Student Exchange Cooperation
- 8) Lecturer further study assistance
- 9) Assistance in Accelerating Lecturer Ranks
- 10) Complete revision of curriculum documents
- 11) Training and Mentoring Publication of reputable international journals
- 12) Making Research Decrees and community service involving Students
- 13) Preparation of learning plan which includes integration of research and community service
- 14) Socialization of products/services that can be adopted by the community/industries
- 15) Prepare budget proposals for study laboratory needs
- 16) Student Training and Assistance in achieving academic and non-academic achievements, compiling scientific books, compiling books and publishing student works.

## 4 Conclusions

The results show that there are still several programs that have not achieved their targets, for example in work programs related to national and international cooperation, human resources, student performance, laboratory infrastructure and so on.

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