

THE FACTORS INFLUENCES THE EFFECTIVENESS OF A POLICY (A CASE STUDY IN A TOURISM DESTINATION IN KEPULAUAN SERIBU)

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ARTICLE INFO

Article History:

received
revised
accepted

Keywords:

Policy effectiveness; State Apparatus; Kepulauan Seribu.

ABSTRACT

The rapid development of the tourism industry in Administrative District of Kepulauan Seribu in recent years has encouraged the growth of the economy in the regency towards economic independence. However, this economic development also requires an increase in human resource capacity and policy coordination between the government and its apparatus. The effectiveness policy of the District Government of Kepulauan Seribu relies on the characteristics of the civil apparatus of the state that runs the government. This research was conducted to explore these problems using a quantitative approach with saturated sampling techniques for 70 samples from the civil apparatus of the District of Kepulauan Seribu. Research shows that there are significant differences between various employee characteristics which encourage the perception of the low effectiveness of government employees in the District of Kepulauan Seribu.

INTRODUCTION

The rapid development of tourism in the Kepulauan Seribu in recent years is an encouragement for the District Government of Kepulauan Seribu to re-examine the effectiveness of governance and various policies established. This is closely related to the consideration of the factors of civil apparatus which are the backbone of the implementation of governance in the District of Kepulauan Seribu. District of Kepulauan Seribu was formed by Government Regulation number 55 of 2001 and DKI Jakarta Governor's Decree Number 186 of 2000. With the establishment of sub-districts into the the District of Kepulauan Seribu, it can be interpreted that the Regional Government of Kepulauan Seribu must be able to finance various facilities and infrastructure to support community service activities and in building

public infrastructure and looking for sources of funding (Rodriguez, Williams, & Hall, 2014).

The policies implemented by the District of Kepulauan Seribu are generally top-down, namely policies that are born from a strategic management approach, while the community is still passive with the implementation of financial assistance for tourism development (Newig & Koontz, 2014). Thus, the study of policies in the District of Kepulauan Seribu becomes important to evaluate the process of policy formation and policy implementation so that the autonomy of Kepulauan Seribu can be improved to be better and more effective. This encourages the research question about the factors that influence the effectiveness of the policy of tourist destinations in the Administrative District of Kepulauan Seribu.

There are four factors that will be discussed in this study: Organizational Characteristics (F1), Environmental Characteristics (F2), Worker Characteristics (F3), Characteristics of Policy and Management Practices (F4), and Policy Effectiveness of Tourism Islands in Administrative District of Kepulauan Seribu, as an independent variable (Y), with the focus of research conducted on employees in the Administrative District of Kepulauan Seribu. The research will focus on the effectiveness of tourism islands in the Administrative District of Kepulauan Seribu.

Many variables are considered to affect the Effectiveness of Tourism Islands in the Administrative District of Kepulauan Seribu and there are many factors that influence the Policy Effectiveness of Tourism Islands in the Administrative District of Kepulauan Seribu, so in this study the researchers focused (limiting) the variable effectiveness, namely Policy Effectiveness Analysis of Tourism Islands in the Administrative District of Kepulauan Seribu, in terms of the Characteristics of Stakeholders in the Policy Giving Process of Tourism Islands in the Administrative District of Kepulauan Seribu by Employees in Administrative District of Kepulauan Seribu, with limited time and writing staff in conducting research and discussion, the authors limit this study to one independent variable and four factors. The four factors that will be discussed in this study are Organizational Characteristics (F1), Environmental Characteristics (F2), Worker Characteristics (F3), Characteristics of Management Policies and Practices (F4), and Policy Effectiveness of Tourism Islands in the Administrative District of Kepulauan Seribu.

LITERATURE FRAMEWORK

To obtain a rational frame of mind as a basis for discussion can be reviewed the framework based on the relevance of the theory and the object under study, as follows:

1) Quality Perception

perception is a process by which individuals regulate and interpret their sensory impressions to give meaning to

their environment, or a process of paying attention to and selecting, organizing and interpreting environmental stimuli (Cheng, Li, & Luo, 2014). Perception is an important factor driving human behavior because human activities are based on their perception of something. There are several factors that influence perception, namely: a) size, where the greater the size of a physical object, the more likely the object is perceived; b) intensity, where the greater the intensity of a stimulus, the more likely it is to be noticed; c) frequency, where the more often the frequency of a stimulus is delivered, the more likely the stimulus is noticed; d) contrast, where the stimulus that contrasts or strikes with the surrounding environment will be more likely to be noticed compared to the same as the environment; e) movement, where a moving stimulus is more concerned than a stimulus that is fixed or immovable; f) change, is a stimulus that encourages more attention to something if the stimulus or object is in a changing form; and g) novelty, where something new and unique will get more attention than the stimulus that is commonly seen.

2) Servicing Quality

Quality perspective is the approach used to realize the quality of a product / service. David in Fandy Tjiptono (2006, p. 52), identifies five alternative quality perspectives commonly used.

First, Transcendental Approach. Quality in this approach is seen as innate excellence, where quality can be perceived or known, but is difficult to define and operationalize. This point of view is usually applied in the world of art, such as music, drama, dance and visual arts. Nevertheless a company can promote its products through statements and communication messages such as pleasant shopping (supermarkets), elegance (cars), facial beauty (cosmetics), softness and smoothness of skin (bath soap), and others. Thus the function of planning, production and service of a company is very difficult to use this

definition as the basis of quality management.

Second, Product-based Approach. This approach assumes that quality is a characteristic or attribute that can be quantified and can be measured. Differences in quality reflect differences in the number of elements or attributes that the product has. Because this view is very objective, it cannot explain differences in individual tastes, needs, and preferences.

Third, User-based Approach. This approach is based on the idea that quality depends on the person who sees it, so that the product that best satisfies one's preferences (eg perceived quality) is the highest quality product. This subjective and demand-oriented perspective also states that different customers have different needs and desires, so that quality for a person is the same as the maximum satisfaction he feels.

Fourth, Manufacturing-based Approach. This perspective is supply-based and mainly concerns the practices of manufacturing and manufacturing, and defines quality as conformity to conformance to requirements. In the service sector, it can be said that the quality is operations-driven. This approach focuses on adjusting specifications developed internally, which are often driven by the goal of increasing productivity and emphasizing costs. So what determines quality is the standards set by the company, not consumers who use it.

Fifth, Value-based Approach. This approach views quality in terms of value and price. By considering the trade-off between performance and price, quality is defined as "affordable excellence". Quality in this perspective is relative, so products that have the highest quality are not necessarily the most valuable products. But the most valuable is the best-buy item or service.

3) Service Quality

There are eight dimensions of quality and can be used as a framework for strategic planning and analysis (Fick & Ritchie, 1991; Lovelock, 1994; Peppard &

Rowland, 1995). First, performance which is the main operating characteristic of the core product, convenience and comfort in service. Second, additional features or features, namely secondary or complementary characteristics, for example interior and exterior features. Third, reliability, which is a small possibility of damage or failure to use. Fourth, conformity with specifications (conformance to specifications), namely the extent to which the characteristics of design and operation meet the standards set previously. Fifth, durability (durability), related to how long a product can continue to be used. This dimension includes the technical age and the economical age of using the module. Sixth, serviceability includes speed, competence, comfort, easy repairs, and satisfying complaints handling. Seventh, aesthetics, which is the product's attraction to the senses. Eighth, perceived quality (i.e. product image and reputation) and company responsibility towards it.

4) Policy Effectiveness

Georgopolous and Tannembaum (1957) suggested that "Effectiveness is viewed from the point of view of achieving goals, where the success of an organization must consider not only the goals of the organization but also the mechanism of self-defense in pursuing goals. In other words, the assessment of effectiveness must be related to the problem of goals and objectives. "While Rhodes & Steers (1981) suggested that" Effectiveness is the business scope of a program as a system with certain resources and facilities to meet its goals and objectives without paralyzing methods and resources the power and without giving unnatural pressure to its implementation ".

Ndraha (2005, p. 163) suggests, efficiency is used to measure processes, effectiveness to measure success in achieving goals ". Especially regarding the effectiveness of government, Naha said:

Effectiveness that is defined in the abstract as the level of achievement of objectives, measured by the results formula divided by

(per) destination. The purpose that begins in an abstract vision can be deduced to be concrete that is the goal (strategy). Goals are measurable goals, the concept of relative results, depending on the question, on which link in the process and cycle of governance, results are defined. Is it at the output point? Outcome? Feedback? Who defines it? Government, governed or together?

There are various types of effectiveness, one of which is organizational effectiveness. Regarding the theory of effectiveness in general, experts also have a variety of views related to the concept of organizational effectiveness. Ndraha for example states that: "Organizational effectiveness is the level of success in achieving organizational goals (targets) or with the formula $E = R / T$. E: Effectiveness, R: Realization, T: Target. R is a process in this case the production process, and each process consists of input, throughput and output "(Prosperous, 208M, p. 124). Referring to the prosperous description above, effectiveness is an assessment of the relationship of achievement of realization with the planned target. Realization is a process that consists of input, throughput and output. In general, the theory of organizational effectiveness is still related to organizational goals and achievement targets, although indicators of the achievement of these targets can vary.

Steers (1977) states: "The more rational an organization is, the greater its efforts in activities that lead to goals. The greater the progress obtained towards the goal, the more effective the organization. Effectiveness is seen as the ultimate goal of the organization ". In order to be measurable or measurable, the target must be explained or translated from a very abstract or universal goal to the most concrete goal too. Steers (1977) argues that: "The goal is not treated as a static final state, but as something that can change in the course of time. After all, achieving certain short-term goals can offer new inputs (factors of production) for the sake of determining the next goal. So, the goal

follows a cycle in the organization if we use a system perspective.

There are several factors that influence the effectiveness of policies (Prawirosentono, 1999). First is efficiency. Efficiency is seen from the perspective of cooperative efforts (between individuals) is the result of the combined efficiency of the efforts chosen by each individual. While efficiency in terms of the organizational approach relates to the amount of sacrifice incurred in an effort to achieve the goal. In this case, if the sacrifice is considered too large, then it can be said to be inefficient. Second, right on target, where the results achieved are in accordance with the objectives set. Third, the rationality of activities carried out in order to achieve goals is carried out rationally and is based on clarity of authority in the organization.

So that organizational goals can be achieved, according to Sarwoto (1988, p. 73) implementation must be based on the principles of effectiveness, which include: a) success, namely to declare that the audit activity is carried out appropriately, in the sense that the target is achieved in accordance with the time established and the results achieved are of high quality and quality; b) economically, namely in an effort to achieve effective costs, labor, material, equipment, time, space etc. that have been used as precisely as stipulated in the plan, and there is no waste, fraud and corruption; c) audits that can be accounted for, namely to prove that in the implementation of work the resources have been utilized appropriately and there has been no waste and fraud, then these activities must be carried out responsibly according to what has been determined by making a report that precise, objective according to the data and trusted facts; d) a real division of labor that is based on logic that it is impossible for humans to do all kinds of work alone. Because of that, in the basic organization there must be a real division of labor, which is really based on workload; e) rationality of authority and responsibility which means that not to

happen someone auditor has greater authority than his responsibility. In other words, authority and responsibility must be balanced; f) practical work procedures, namely the implementation of work must be a practical activity that can be done and can be carried out effectively and efficiently according to clear procedures.

5) Effectiveness Indicator

According to Steers (1980, p. 192) measuring instruments of work effectiveness include elements of adaptability / job performance and job satisfaction.

Adaptability

Human ability is limited in all respects, so with its limitations it causes humans to be unable to achieve their needs without cooperation with others. This is in line with the opinion of Steers who stated that the key to organizational success is cooperation in achieving goals. Every organization that is included in the organization is required to be able to adjust to the people who work in it and with the work within the organization. If the ability to adapt can work then the organizational goals can be achieved.

Work performance

Job performance is a result of work that is achieved by someone in carrying out the tasks assigned to him based on skills, experience, sincerity and time. From this opinion it can be concluded that with the skills, experience, sincerity of time possessed by the employee, the assignment given can be carried out in accordance with the responsibilities assigned to him.

Job satisfaction

The level of pleasure someone feels for his role or work in the organization. The level of satisfaction of individuals that they get equal rewards, from various aspects of the work situation and the organization in which they are located. How to measure effectiveness uses three elements, namely: a) Productivity is efficiency in the economic sense, b) Pressure or stress, which is evidenced by the level of tension and conflict that occurs, c) Flexibility or ability to adjust to external and internal

changes. The variables that exist include. (Steers, 1980, pp. 134–135).

Steers argues that basically the best way to examine effectiveness is to pay close attention to three interconnected concepts, namely: a) understanding of goal optimization: effectiveness is judged according to the measure of how far an organization has succeeded in achieving a feasible goal; b) a systematic perspective: the purpose of following a cycle in the organization; c) pressure on aspects of human behavior in the organizational structure: how individual and group behavior can ultimately support or hinder the achievement of organizational goals (Steers, 1980, p. 4–7).

From various opinions as stated above, the synthesis of the definition of Policy Effectiveness of Tourism Islands in the Administrative District of Kepulauan Seribu by Employees in there is the achievement of objectives in selecting objectives from a series of alternatives that are taken accurately and carefully by employees in Administrative District of Kepulauan Seribu as a tool, tactic and strategy that is directed at achieving a common goal so that in the Provision of Policy Tourism Islands in the Administrative District of Kepulauan Seribu by Employees in there become effective or on target. Based on the description of the theory of measurement of effectiveness, it can be concluded that, the indicators in this study are the method of measuring effectiveness using 3 (three) elements, namely: a) Productivity, b) Pressure or stress, c) Flexibility.

According to Steers (1980, p. 9) there are four factors that influence work effectiveness, namely: 1) organizational characteristics, 2) environmental characteristics, 3) worker characteristics, and 4) policy characteristics and implementation.

Organizational characteristics consist of organizational structure and technology that can influence certain aspects of effectiveness in various ways, which is meant by structure is a relatively appropriate relationship, as found

in organizations, with respect to the composition of human resources structure includes how the organization compiles people in completing work, while what is meant by technology is the mechanism of an organization to convert raw inputs into outputs.

Organizational Characteristics (F1)

- (1) Goal Oriented,
- (2) Oriented to a collection of people,
- (3) Structure-oriented,
- (4) System and procedure oriented.

Characteristics of the outer environment and the inner environment have also been declared influential on effectiveness; the success of environmental organization relationships seems to be very dependent on the level of key variables, namely the level of the presumed state of the environment, the accuracy of perceptions of environmental conditions, the level of organizational rationalism. These three factors influence the accuracy of the organization's response to environmental changes.

Environmental Characteristics (F2)

- (5) The working environment is very conducive
- (6) A conducive work environment
- (7) The work environment is not conducive
- (8) The work environment is not conducive

In reality the members of the organization are the most important influence factors because their behavior in the long run will facilitate or hinder the achievement of organizational goals. Workers are resources that are directly related to the management of all existing resources in the organization, therefore the behavior of workers is very influential on achieving organizational goals. Workers are the main capital in the organization which will have a major influence on effectiveness, because even though the technology used is a sophisticated technology and is supported by the existence of a good structure, without any workers it is of no use.

Characteristics of Workers (F3)

- (9) Employee Period of more than 15 years
- (10) Employee Work Period between 10 to 14 years
- (11) Employee Work Period between 6 and 9 years

- (12) Employment Period of Employees under 5 years

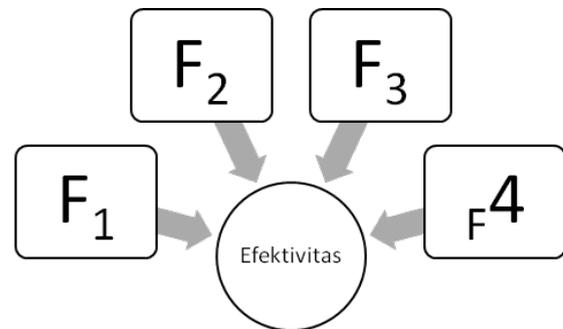
With the increasingly complex technological processes and development of the environment, the role of management in coordinating people and the process for the success of the organization is increasingly difficult

Characteristics of Policy and Management Practices (F4)

- (13) Feeling getting a very fair treatment
- (14) Feeling getting fair treatment
- (15) Feeling getting unfair treatment
- (16) Feeling getting unfair treatment

Thus the framework of this research is as follows:

Chart 1 Framework of Thought



C. Hypothesis

Based on the framework as described above, the research hypothesis is formulated as follows:

First, the Policy Effectiveness of Tourism Islands in the Administrative District of Kepulauan Seribu by employees in the Administrative District of kepulauan Seribu was reached

Second, there is a Level of Difference in Policy Effectiveness of Tourism Islands in the Administrative District of Kepulauan Seribu by employees in the Administrative District of Kepulauan Seribu in terms of Organizational Characteristics.

Third, there is a difference in the level of policy effectiveness of tourism islands in the Administrative District of Kepulauan Seribu by employees in the Administrative District of Kepulauan Seribu in terms of environmental characteristics.

Fourth, there is a Level of Difference in the Effectiveness of Tourism Islands in the Administrative District of Kepulauan Seribu by Employees in Administrative District of Kepulauan Seribu from the Factors of Workers' Characteristics.

Fifth, there is a Level of Difference in Policy Effectiveness of Tourism Islands in the Administrative District of Kepulauan Seribu by employees in the Administrative District of Kepulauan Seribu in terms of the Characteristics of Policy and Management Practices.

METHOD

This research method uses an explanative survey method with the comparative study paradigm (a comparative study paradigm) and uses quantitative data analysis techniques (a quantitative data analysis technique). Qualitative data is data that can be in the form of numbers (numerical), sentences, schemes and also images. Quantitative data are data in the form of numbers (numeric) or qualitative data that are predicted. Qualitative data that is ranked (scoring) for example is found in the measuring scale. Example of a question / statement that requires alternative answers, strongly agrees, agrees, lacks, disagrees, where each choice of answers is given (score) for example: strongly agree to be given number 4, agree to be given number 3, disagree given number 2 and very do not agree to be given a number 1. Research with a qualitative approach has data with a qualitative form although it does not reject data and analysis quantitatively (Sugiyono, 2013, p. 14).

Quantitative research is based on a positive paradigm that is logical-verified in nature based on assumptions about empirical objects. The first assumption that objects / phenomena can be classified according to nature, type, structure, shape, color and so on. Based on these assumptions, the researcher can focus his research on some of the contexts of administrative or management activities in the form of certain variables from an object of research that are determined to be a problem (Sugiyono, 2013, p. 16).

Population and Sampling

This research was conducted in Administrative District of Kepulauan Seribu with a population of employees in the district administration office with a total sample of 70 people. The affordable population to be taken in this study were employees of the Administrative District of Kepulauan Seribu Administrative District, in Jakarta, who were purposively determined that the samples were employees of the Administrative District of Kepulauan Seribu who were directly related to the Policy Effectiveness of Tourism Islands in Administrative District of Kepulauan Seribu, in Jakarta to be used as material for analysis totaling 100 employees, then by using saturated samples or census techniques all affordable populations are sampled (Sugiyono, 2013, p. 62), thus the sample in this study is 70 respondents .

Research Stages

The stages of thinking in the preparation of research instruments begin by carrying out theoretical studies of concepts and theories, which are then compiled by synthesis and finally formulated in conceptual constructs or definitions. Based on the conceptual definition, formulated into dimensions or indicators of each variable, and determined the type of instrument to be used. Next is compiling the grid and items of the research instrument. The items of the instrument are then calibrated through trial research to determine the level of validity and reliability. After knowing the level of validity and reliability of these items, the items that are invalid and reliable are dropped, so that only items that meet the validity and reliability requirements are then used as definitive research instruments.

Then, the items that have been declared valid, the reliability level is tested through an analysis tool "reliability analysis" - the SPSS program in computer software. If it is known that the items have a coefficient (α : r count) greater than the coefficient (α : r criteria) then the instrument is reliable. Conversely, if the items have a coefficient (α : r count) smaller than the coefficient (α : r criteria) then the instrument is not reliable. In this instrument testing study, the coefficient (α : r criteria) used as a comparison is 0.750.

Data collection in this study utilizes survey techniques by distributing

questionnaires to respondents who were met after an audit with after first giving an explanation of the purpose and objectives of the research and how to correctly fill out the questionnaire or research questionnaire. Then the questionnaire data after full verification of the completeness and correctness of the filling is then entered into the SPSS program for data entry and then analyzed according to needs. Thus, the formulation of the statistical hypothesis is as follows:

Comparative Hypothesis

(1) $H0_1: \mu_1 = \mu_2 = \mu_3; Ha_1: \mu_1 \neq \mu_2 \neq \mu_3$

(2) $H0_2: \mu_1 = \mu_2 = \mu_3; Ha_2: \mu_1 \neq \mu_2 \neq \mu_3$

(3) $H0_3: \mu_1 = \mu_2 = \mu_3; Ha_3: \mu_1 \neq \mu_2 \neq \mu_3$

The data analysis technique used in this study was adjusted to the type of data produced in the study (data interval or scale). The analysis techniques include Test Validity (Pearson Product Moment Correlation), Reliability Test (instrument reliability statistical technique), Variant Homogeneity Test (F Test), Normality Test Data (Chi-Square / Split-Half Technique / Levenue test / kolmogorov-smirnov) , Test the First Hypothesis: Test One Sample, and Hypothesis Test (One-Way ANOVA).

RESULT AND DISCUSSION

Research Instrument Test

Measuring the validity of the questionnaire items in this study was carried out by looking at the Pearson Product-Moment correlation coefficient of 70 samples. With the number of respondents as many as 70 people of Tourism Islands in the Administrative District of Kepulauan Seribu, the product moment correlation table is = 0.235. Validity requirements are $r_{count} > r_{table}$. If these requirements are not met, the questionnaire item must be deleted and not used again in the subsequent analysis. Validity testing is done for each question / statement item from the Policy Effectiveness Analysis variable (Y). Test the validity of this study by measuring the degree of correlation between each question item for each variable.

Based on the results of data processing, the measurement results in the study and after comparing the coefficient of validity (r_{count})

and criterion validity coefficient (criteria = 0.235), indicating that of the 20 items on Policy Effectiveness Judging from the Characteristics of Tourism Island Officials in the Regency Administrative District of Kepulauan Seribu who meet the validity requirements are as many as 18 items, there are 2 invalid questionnaires, questionnaires number E3 and E18, so they are dropped and a recount is performed. Furthermore, the reliability calculation of 18 valid items is calculated, namely the r_{count} (from the lowest value of 0.3209 to the highest value of 0.7511 $> r_{table}$ (0.235)). So, it can be concluded that the 18 items of performance variables meet the requirements of validity and reliability, and worthy of being used as research instruments.

Reliability calculations show that the level of reliability of the questions answered by respondents, namely the Tourism Islands Staff in the Administrative District of Kepulauan Seribu, obtained a high reliability figure, namely the Policy Effectiveness Analysis variable in terms of the Characteristics of Tourism Island Officials in Administrative Districts of Kepulauan Seribu, obtained $\alpha = 0.8651$, this reliability number is taken from the value of α in the results of the calculation of the instrument test, based on testing Validity and Reliability that is after the points of reliability are declared valid all and meet the requirements of r_{count} (0.8651) $> r_{table}$ (0.8) A Cronbach

Analysis Requirement Test

The normality test for each study variable was carried out by dividing the skewness value by the standard error of skewness and the value of kurtosis with the standard error of kurtosis. If the results are below ± 2 , then the research variable data is declared normal. The Policy Effectiveness Analysis Variable Judging from the Characteristics of Tourist Islands Staff in the Administrative District of Kepulauan Seribu has skewness of -0.465 and standard error of skewness of 0.287 so that the skewness ratio is -1.620, while kurtosis is -0.599 and standard error of kurtosis is 0.566, the kurtosis ratio is obtained - 1.058. The data shows that the

research data of the Policy Effectiveness Analysis variable in terms of the Characteristics of Tourism Islands Staff in the Administrative District of Kepulauan Seribu are normal.

The homogeneity test was carried out using Levene Test. If the significance is > 0.05 , the research data is homogeneous. The calculation results can be seen from the following table:

Table 1 Homogeneity Test Result

Vary Source	Levene Statistic	df 1	df 2	Sig.
Y→F ₁	0,691	3	66	0,561
Y→F ₂	1,042	3	66	0,360
Y→F ₃	1,042	3	66	0,380
Y→F ₄	0,669	3	66	0,570

Policy Effectiveness Analysis Variance Judging from the Characteristics of Tourism Islands Officers in the Administrative District of Kepulauan Seribu Y against F1 r count (0.561), F2 r count (0.360), F3 r count (0.380), and F4 r count (0,380), greater than the criteria (0,050) thus the variance from the test results above shows that the four factors can be declared homogeneous.

Because the data are normally distributed and homogeneous variance, the data can be used for further analysis. Normality and Homogeneity Test is a condition that can and cannot be analyzed by parametric statistical method, thus from the test requirements of the analysis above, then the next test is carried out with parametric statistics.

Result

The Result of Research Data

The results of the study look at four factors (F1, F2, F3, and F4) based on the following indicators:

Table 2 Indicator of Characteristic Factor

No.	Factor	Group	Code
1	F ₁ Organization Characteristic	Goal oriented,	1
		Group oriented,	2
		Structure oriented,	3
		System and Procedure oriented.	4
2	F ₂ Environment	Feel a very conducive work environment	1
		Feel a conducive work	2

No.	Factor	Group	Code
3	F ₃ Employee Characteristic	environment	
		Feel less conducive	3
		Do not feel conducive	4
		Employee tenure of more than 15 years	1
4	F ₄ Characteristic of Policy and Management Practice	Employee tenure between 10 s/d 14 years	2
		Employee tenure between 6 s/d 9 years	3
		Employee tenure is 5 years	4
		Get a very fair treatment	1
		Get a fair treatment	2
		Get less fair treatment	3
		Do not feel a fair treatment	4

The research result can be seen as follows:

Table 3 Characteristic of Organization

KARAKTERISTIK ORGANISASI (F1)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Berorientasi pada Tujuan	15	21.4	21.4	21.4
	Berorientasi pada Kumpulan orang	15	21.4	21.4	42.9
	Berorientasi pada Struktur	23	32.9	32.9	75.7
	Berorientasi pada Sistem dan prosedur	17	24.3	24.3	100.0
	Total	70	100.0	100.0	

Can be explained about the characteristics of respondents from the Environmental Characteristics factors, namely from table IV.5 and figure IV.2 above that from the mode shows number 1 that the respondents who appear frequently or most in terms of Environmental Characteristics are employees who consider the work environment to be very conducive.

Table 4 Characteristic of Employee

KARAKTERISTIK PEKERJA (F3)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masa Kerja Pegawai lebih dari 15 tahun	23	32.9	32.9	32.9
	Masa Kerja Pegawai antara 10 s/d 14 tahun	9	12.9	12.9	45.7
	Masa Kerja Pegawai antara 6 s/d 9 tahun	20	28.6	28.6	74.3
	Masa Kerja Pegawai dibawah 5 tahun	18	25.7	25.7	100.0
	Total	70	100.0	100.0	

It can be explained about the respondent characteristics of the worker characteristic factors, namely from table IV.6 and figure IV.3 above, that from the mode shows number 1 that the characteristics of the respondent workers in the tourism islands in Administrative District of Kepulauan Seribu in

this study were the highest is an employee with a work period of more than 15 years.

Table 6 Characteristic of Policy and Management Practices

KARAKTERISTIK KEBIJAKSANAAN DAN PRAKTEK MANAJEMEN (F4)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Merasa mendapatkan perlakuan Sangat adil	25	35.7	35.7	35.7
	Merasa mendapatkan perlakuan adil	18	25.7	25.7	61.4
	Merasa mendapatkan perlakuan Kurang adil	24	34.3	34.3	95.7
	Merasa mendapatkan perlakuan Tidak adil	3	4.3	4.3	100.0
	Total	70	100.0	100.0	

It can be explained about the characteristics of respondents from the Characteristics of Policy and Management Practices, namely from table IV.7 and figure IV.4 above, that from the mode shows number 1 means that the Characteristics of Respondents' Policies and Management Practices in the Tourism Islands Region in the Administrative District of Kepulauan Seribu, majority of respondents were employees who felt they were treated very fairly.

While the analysis of the Y variable indicator can be seen through the following table:

Table 5 Analysis of Y Indicator Value

No.	Indicator	Value
1.	Goal Optimization	256.5
2.	Systematic Perspective	271.8
3.	Employee in the organization	283.7

Indicator analysis on Policy Effectiveness variables in terms of Characteristics of Tourism Islands Staff in Administrative District of Kepulauan Seribu, a valid indicator gives results that the indicators of Policy Effectiveness variables are viewed from the Characteristics of Tourism Islands Staff in Administrative District of Kepulauan Seribu with respondents from 70 employees of Tourism Islands in the Administrative District of Kepulauan Seribu, namely the employee indicators in the organization have a maximum value of 283.7 compared to systematic perspective indicators and Objective Optimization indicators.

The above calculation provides an assessment that for the variable Effectiveness of Tourism Islands in the Administrative

District of Kepulauan Seribu, on each indicator has the same strong influence. There is no extreme value or too high, all indicators have adjacent values, even though the Destination Optimization indicator is the lowest, namely 256.5.

Hypothesis Test

1) Hypothesis I: The effectiveness level of giving Policy Effectiveness on Tourism Islands in the Administrative District of Kepulauan Seribu is reached.

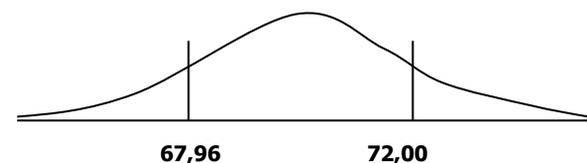
T-test

Ho: Effectiveness is not achieved

Ha: Effectiveness achieved

Ha Accepted if t count > t table the significance level is greater than 0.05. at a 95% confidence level

As presented earlier, the T-Test with a 95% confidence level produces t count 70.580 > t table 1.658 with a significance level of 0.000 or less than 0.05 and a mean deferent of 69,900, and a standard deviation of 8,250, then Ho is rejected and Ha is accepted.



Then from the results of calculations, the level of achievement of percentages is: Achievement value is the total number of scores of research results by summing the questionnaires 1 to 18 out of 70 respondents which is obtained by the number 5400 (total score Y), while the optimal value is 18 questions x assumption of answers the highest is 5 x 70 respondents, which is obtained by the number 6300, so that the calculation can be done by describing the following:

Achievement value = 5400

Optimal value = 6300

Then the yield value is 0.85 or $0.85 \times 100 = 85\%$

Thus, it can be concluded that the level of attainment of policy effectiveness in terms of characteristics of tourism islands in the Administrative District of Kepulauan Seribu approaches the maximum value (85%) or the moderate level of the achievement target of

100%, it can be concluded that the role of tourism islands in the Administrative District of Kepulauan Seribu is quite effective.

2) Hypothesis II: There Are Levels of Differences in the Effectiveness of Providing Policy Effectiveness on Tourism Islands in the Administrative District of Kepulauan Seribu in terms of Organizational Characteristics

ANOVA Test

Ho: There is no difference

Ha: There is a difference

Ho Accepted if the significance level is greater than 0.05. at a 95% confidence level. As presented in Annex IV.5, ANOVA Test with a 95% confidence level produces a significance level of 0.013 or smaller than 0.05 and F count $3.850 > F$ table 2.74 then Ho is rejected, meaning that there is a degree of difference in effectiveness in terms of organizational characteristics.

The level of difference can be seen as follows. First, the value (mean) of the average perception of employees, namely employees who feel the organization is goal-oriented is 67.00 with a standard deviation of 8.840, and the lowest value is 52 and the highest value is 81.

Second, the mean (mean) that is the employee who feels that the organization is oriented towards a collection of people is 66.80 with a standard deviation of 7.766, and the lowest value is 51 and the highest value is 79.

Third, the average value of employee perceptions, namely employees who feel that the structure is oriented to the organization is 74.04 with a standard deviation of 7.737, and the lowest value is 54 and the highest value is 81.

Fourth, the mean (mean) of employee perceptions, namely employees who feel the organization is oriented to the system and procedure is 68.35 with a standard deviation of 7.737, and the lowest value is 51 and the highest value is 83.

3) Hypothesis III: There is a difference in the level of effectiveness of the provision of policy effectiveness on tourism islands in the Administrative District of Kepulauan Seribu in terms of environmental characteristics

ANOVA Test

Ho: There is no difference

Ha: There is a difference

Ho. Accepted if the significance level is greater than 0.05. at a 95% confidence level. As presented earlier, ANOVA Test with a 95% confidence level produces a significance level of 0.006 or smaller than 0.05 and F count $4.523 > F$ table 2.74, Ho is rejected, meaning that there is a degree of difference in effectiveness in terms of environmental characteristics.

The level of difference can be seen as follows. First, the mean (mean) perception of employees who feel the work environment is very conducive is 69.62 with a standard deviation of 7.624, and the lowest value is 53 and the highest value is 82.

Second, the value (mean) of the average perception of employees who feel the conducive work environment is 77.50 with a standard deviation of 4.071, the lowest value is 73 and the highest value is 83.

Third, the mean (mean) perception of employees who feel the work environment is not conducive is 66.35 with a standard deviation of 8.737, the lowest value is 51, and the highest value is 81.

Fourth, the mean (mean) perception of employees who feel the work environment is not conducive is 75.00 with a standard deviation of 2.828, the lowest value is 73 and the highest value is 77.

4) Hypothesis IV: There is a Level of Difference in Effectiveness of Providing Policy Effectiveness in Tourism Islands in Administrative District of Kepulauan Seribu from the Characteristics of Workers.

ANOVA Test

Ho: There is no difference

Ha: There is a difference

Ho. Accepted if the significance level is greater than 0.05. at a 95% confidence level. As presented earlier, ANOVA Test with 95% confidence level produces a significance level of 0.015 or smaller than 0.05 and Fcount $3.760 > F$ table 2.74 so Ho is rejected, meaning that there is a Level of Difference in Effectiveness of Worker Characteristics.

The level of difference can be seen as follows. First, the value (mean) of the average perception of employees, namely employees with a work period of more than 15 years is

71.43 with a standard deviation of 6.535, the lowest value is 58 and the highest value is 82. Second, the value (mean) of the average perception of employees, namely employees with a tenure of 10-14 years is 61.56 with a standard deviation of 7.418, the lowest value is 52 and the tertiary value is 67.

CONCLUSION

Analysis of differences in employee perceptions based on Organizational Characteristics, Environmental Characteristics, Worker Characteristics, and Management Policies and Practices showed significant differences. Although the comparison numbers are relatively not too far away, the population comparison is quite significant so that it can be used as a consideration for decision making.

Thus, this study concludes that there is a difference in Policy Effectiveness Analysis in terms of Characteristics of Tourism Islands Officers in the Administrative District Kepulauan Seribu associated with Organizational Characteristics, Environmental Characteristics, Worker Characteristics, and Policy Characteristics and Management Practices, quite significant. Need more attention to Institutions that carry out a more effective Policy Effectiveness process, in this case the Tourism Island Employees in the Administrative District of Kepulauan Seribu.

The results of this study can be used as a basic material and reference by the Government for reference for the government, especially the Tourism Islands Staff in the Administrative District of Kepulauan Seribu, in developing improvement strategies in the Policy Effectiveness Service process in the Administrative District of Kepulauan Seribu.

The results of this study can be used to make corrective actions against the Government regarding the implementation of Policy Effectiveness Arrangement on Tourism Island Employees in the Administrative District of Kepulauan Seribu to be more effective and maximum or it is recommended to improve things based on goal Optimization, Systematic Perspectives, Employees in organizations and which is related to the Effectiveness of Tourism Islands Staff in the Administrative District of Kepulauan Seribu.

In the analysis of indicators obtained by analysis of indicators of the variable Analysis of Policy Effectiveness in terms of Characteristics of Employees of Tourism Islands in the Administrative District of Kepulauan Seribu, namely from the calculation of the average total score per indicator, from three indicators, namely Optimization of goals, Systematic Perspective, Employees in the organization. Indicators of Employees in the organization have the maximum or highest value, and the lowest indicator of goal optimization, thus it can be suggested that in the Administrative District of Kepulauan Seribu, employees must be better able to complete work on time, work with their own abilities, have special skills, and also has special expertise in the preparation and implementation of the Policy.

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