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Policy Capacity of the Cabinet Secretariat: An Analysis Using Importance Performance Analysis Tool

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Abstract

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The Cabinet Secretariat of the Republic of Indonesia is an important government agency in policymaking, from agenda-setting to policy evaluation. The organization helps the President execute and perform his duties, primarily to deliver sound policies. With these prominent roles and responsibilities, the Cabinet Secretariat and its civil servants working in the organization require specific capacities.

Describing the ability of government agencies to build and implement sound policies refers to the theory of policy capacity. It combines the set of essential competencies and resources to perform policy work. The literature suggests that determinants or situations can influence capacities needed for policy work at Individual Level, Organizational Level, and System Level. Therefore, this research aims to explore the necessary capacity to carry out the functions and roles of the Cabinet Secretariat, identify the gap between the importance of capacities and the performance of capacities, and understand the relationship between Individual Level, Organizational Level, and System Level and capacity in the Cabinet Secretariat.

This research was carried out by using a quantitative approach. The survey questionnaire was formed and sent online to civil servants working at the Cabinet Secretariat. This research involved 120 civil servants, equal to a 21.39% response rate (total population is 561 civil servants). After data collection, several statistical analyses were carried out using SAS

OnDemand for Academics. Importance Performance Analysis was also done to put the capacities into Quadrants and focuses on the capacity with a gap with high importance but low performance. Pearson's correlation and multiple regression were performed to examine the relationship between independent and dependent variables. Individual, organizational, and system levels work as independent variables in this research. Meanwhile, the dependent variable is the gap between the importance of capacities and the performance of capacities. The control variables for this research are age, sex, education, division, position, tenure, and capacity building obtained per year.

Based on the results, the research proposes three leading groups of capacities required for the Cabinet Secretariat: coordination, understanding of policy works and policy analysis, and understanding of the legal system and legislation making. Utilizing Importance Performance Analysis shows gaps between the importance of capacities and the performance of capacities in every group, primarily focusing on capacities that indicate high importance but low performance. Capacities that have high importance but low performance are the ability to delve into issues in the policymaking process with all stakeholders, the ability to gather data using information technologies, the ability to conduct research, the ability to utilize various analyses in the policymaking process, and the ability to oversee the substance a Ministerial Regulation that requires President's approval. Regarding the relationship between the Individual Level, Organizational Level, and System Level and the capacity of the Cabinet Secretariat, the study finds that Individual Level, Organizational Level, and System Level have a statistically negative and significant relationship with Gap Capacity. Utilizing three models of regression analyses reveals that each Individual Level, Organizational Level, and System Level significantly and negatively affects the Gap Capacity. For these results, it is essential to reduce the gap capacity in the Quadrant and mitigate the gap from happening in the future by enhancing the performance of capacities and increasing the determinants at the Individual Level, Organizational Level, and System Level.

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Chapter 1. Introduction

1.1 Study Background

Indonesia's constitution stipulates that the President holds the executive power. Undertaking the executive power, the President is helped by the Vice President and ministers (Indonesia Const. art. 4, § 1 and 2; Indonesia Const. art. 17, § 1). One of the institutions supporting the President's role as chief of the executive is the Cabinet Secretariat (Susanto, 2016). Cabinet Secretariat is responsible for providing cabinet management support to the President and the Vice President to run the government. Implementing the cabinet management support, the Cabinet Secretariat carries out several functions, namely assessing and giving recommendations to government policy plans, debottlenecking government policy problems, monitoring policy implementation, evaluating government's policies, and organizing and administering cabinet meetings led by the President (Regulation of the President Number 55 of 2020 on Cabinet Secretariat).

Based on the Regulation of the President Number 68 of 2021 on President Approval on Regulation of Ministers/Head of Agencies, the Cabinet Secretariat is also mandated to recommend the President regarding ministerial regulation drafts that need President's approval. For submitting a recommendation to the President, the Cabinet Secretariat needs to assess and analyze the ministerial regulation drafts according to three provisions,

namely: (i) have vast impacts within society; (ii) strategically influence the President's priority programs, national middle term development plan, government work plan, national defense and security, and national budget; and/or (iii) have cross-sectoral issues.

President Instruction Number 7 of 2017 also stipulates the Cabinet Secretariat's role that emphasizes assisting the President as chief of the executive. The Instruction aims to strengthen the government's performance in the policy-making process. To achieve this, the Cabinet Secretariat organizes and administers cabinet meetings led by the President as the place for the President to determine the government's policy agendas or policy directions and decide on strategic policies. In addition, based on this President's Instruction, the Cabinet Secretariat is authorized to supervise every decision and order made by the President to be fully implemented (Laporan Kinerja Sekretariat Kabinet, 2020).

According to these tasks and functions above, the Cabinet Secretariat engages and plays a prominent role in the policy-making process, from agenda-setting to policy evaluation. Executing and performing these roles and functions to support the President as chief of the executive, the Cabinet Secretariat requires capacities, especially from its employees and the organization itself, to deliver a good quality of policy recommendations and policy advice to the President.

Based on the Cabinet Secretariat performance report in the last five years (2016; 2017; 2018; 2019; and 2020), the Cabinet Secretariat has two main strategic problems related to human resource management and

information technology systems. First, Cabinet Secretariat has experienced capacities and competencies problems in its employees. This situation is worsened by disproportionate staff distributions within each division, causing uneven workload. Second, the utilization of information technology systems becomes an issue that needs to be addressed every year. The system has not been utilized optimally, hence hindering the implementation of Cabinet Secretariat roles and duties.

Wu, Ramesh, and Howlett (2018) define policy capacity as groups of main competencies and resources to perform policy functions. Competencies consist of three types: analytical, operational, and political. These competencies require resources from an individual, organizational, and systemic level. So, there will be nine capacity frameworks operationalized to find out the policy capacity. The main two problems experienced by the Cabinet Secretariat are associated with the policy capacity domains, mainly at the individual and organizational levels.

Policy capacity generally refers to the ability of government agencies to build and implement sound policies (Gleeson, Legge, and O'Neill, 2009). Based on its autonomy and capability, the government has the freedom to determine policy goals and conduct sets of policy processes to achieve the goals from agenda-setting, choosing policy options, and evaluating policy (Newman, Cherney, and Head, 2017). Howlett and Wellstead (2011) identified several types of skills and competencies necessitated for policy analysts to carry out their duties in policy works. They are data collection, the ability to organize research, the ability to

distinguish issues, the ability to form policy instruments, the ability of policy delivery, the ability to communicate with other stakeholders, the ability to explain the policy to policy managers and policy-makers, and the ability to evaluate policy.

Given that the policy capacity focuses on the ability of policy analysts in government agency organizations, it is crucial to identify the type of competencies needed for the civil servants to give policy-makers policy recommendations. This capacity mainly emphasizes the ability of civil servants or policy analysts to conduct research and employ statistical analysis and analysis technics (Howlett, 2009; O'Connor, Ross, and Vickers-Willis, 2007; and Preskill and Boyle, 2008).

1.2 Purpose of Research

Several factors that can influence capacities and competencies for policy works are individual, organizational, and system levels. Situations inside these factors would determine whether policy capacity exists to perform the policy-making process (Karo & Kattel, 2015). At the individual level, the skills required for conducting policy work are related to problem identification, policy evaluation, and all policy cycles. Moreover, leadership capacity with interpersonal skills becomes crucial at this level, pointing to policy managers that should have broader knowledge regarding policy substance and issues (Wu, Ramesh, and Howlett, 2018).

In addition, the organizational level emphasizes the presence of employees with analytical capacity and information technology systems

used for collecting and processing data. This level also focuses on the fiscal capacity and the number of people employed in the organizations (Wu, Ramesh, and Howlett, 2018). Gleeson, Legge, and O'neill (2009) identified necessary conditions for policy capacity at the organizational level, namely the access to data and public policy evidence, coordination, human resource management, and communication. Conditions that can strengthen policy capacity in government are management knowledge and organizational learning (Parsons, 2004). Another way to achieve that is by recruiting high-quality policymakers and using more professional policy approaches and analyses in conducting the decision-making process (Dror, 2001). Lastly, the system level mainly concentrates on the involvement of other stakeholders outside the government, like media, civil society, or non-governmental organizations, in the policy-making process (Wu, Ramesh, and Howlett, 2018).

The research has three primary purposes, which are (i) to explore the type of capacity and competence needed to strengthen the roles and functions of the Cabinet Secretariat; (ii) to utilize the importance-performance analysis (IPA) tool to identify the gap between the required competencies and the actual competencies in the Cabinet Secretariat; and (iii) to understand the relationship between the individual, organizational, and system levels and policy capacity in the Cabinet Secretariat.

Research questions built for the research are (i) what are the competencies needed to carry out duties at the Cabinet Secretariat?; (ii) which capacities or competencies present the gap between the importance

and performance?; and (iii) how are the relationship between the individual, organizational, and system levels and capacity in the Cabinet Secretariat?

Chapter 2. Literature Review

2.1 Policy Capacity

The concept of policy capacity rose with the thought that many governments had no capabilities to perform the policy-making process anymore. This situation resulted in difficulties for government bodies and officials to produce sound policy (Peters, 1996). Many believed the decreasing level of capacities happened because of several things. For example, it could be because of the budgetary problem faced by the government and the lack of financial support for policy proposals (Brown, 1988; Lightman and Irving, 1991, as cited in Peter, 1996).

Peters (1996) suggested several external factors that influence the government's capacity to perform policy work. The first factor is globalization. In the globalization era, factors coming from outside states' boundaries can influence policies decided by the governments. In addition, the policy-making process should also reckon with external situations and actors, namely non-state actors and the international market. Second, with the rapid changes in the globalization era, many governments experienced adversity, such as managing policy issues and segregating them only based on government agencies' organization charts. Topics such as women empowerment, climate change, and poverty require comprehensive and inclusive coordination involving all stakeholders in the policy work. The third factor would be about financing the government's policy and program.

Finally, the government should focus on finding ways to implement policy using effective and efficient tools.

In addition, the government's significant dependency only on the political and ideological aspects of the policy-making process became one of the factors influencing capacity. The reliance would bear that the government tried to override the analysis and scientific elements in the policy process. The last factor would be the role of public officials, which has changed from policymakers to public managers. Moreover, the circumstances have made public officials focus only on implementing policy rather than what should be arranged (Peters, 1996).

According to Painter and Pierre (2005), policy capacity is the ability to arrange significant and rare resources to make good decisions and public objectives. Policy capacity is part of the governing capacities that consist of two other capacities, namely, administrative capacity and state capacity. Administrative capacity refers to overseeing personal and organizational resources needed to implement government policy; meanwhile, state capacity is the government's ability to utilize economic and social resources to achieve policy goals (Painter and Pierre, 2005).

Policy capacity generally refers to the ability of government agencies to build and implement sound policies (Gleeson, Legge, and O'Neill, 2009). Based on its autonomy and capability, the government has the freedom to determine policy goals and conduct sets of policy processes to achieve the goals from agenda-setting, choosing policy options, and evaluating policy (Newman, Cherney, and Head, 2017). Gleeson, Legge,

and O'neill (2009) reviewed many policy capacity research about government institutions from 1995-to 2000 in the Westminster style of government, namely United Kingdom, Canada, Australia, and New Zealand, to discover factors that enhance policy capacity. They emphasized two things that need to be more observed in strengthening policy capacity: individual competencies and organizational capacity.

Wu, Ramesh, and Howlett (2018) define policy capacity as groups of main competencies and resources to perform policy functions. Competencies consist of three types: analytical, operational, and political. These competencies require resources from an individual, organizational, and systemic level. So, nine capacity frameworks are applied to find out the policy capacity.

Table 2. 1 Policy Capacity Frameworks

Resources' Level	Competencies		
	Analytical	Operational	Political
Individual	Individual Analytical Capacity	Individual Operational Capacity	Individual Political Capacity
Organizational	Organizational Analytical Capacity	Organizational Operational Capacity	Organizational Political Capacity
Systemic	Systemic Analytical Capacity	Systemic Operational Capacity	Systemic Political Capacity

Source: Wu, Ramesh, and Howlett (2018)

2.2 Determinants of Policy Capacity

The individual, organizational, and system levels can influence the skills and competencies needed for policy work. The situation inside these factors would determine whether a particular policy capacity exists to perform the policy-making process (Karo & Kattel, 2015). At the individual level, it is related to any kind of resources that help policymakers perform policy work well (Howlett and Ramesh, 2016). Skills required for conducting policy work are related to problem identification to policy evaluation. Moreover, leadership capacity with interpersonal skills becomes crucial at this level, pointing to policy managers that should have broader knowledge regarding policy substance and issues (Wu, Ramesh, and Howlett, 2018).

In addition, the organizational level emphasizes the presence of employees with analytical capacity and information technology systems used for collecting and processing data. This level also puts attention on the fiscal capacity and the number of people employed in the organizations. In addition, the availability of data and information, organizational management, and organizational legitimation should become critical resources for the organizational level. Lastly, the system level mainly concentrates on the involvement of other stakeholders outside the government, like media, civil society, or non-governmental organizations, in the policy-making process (Howlett and Ramesh, 2016; Wu, Ramesh, and Howlett, 2018).

After examining papers about policy capacity published from 1995 to 2005 in four countries (New Zealand, United Kingdom, Australia, and Canada), Gleeson, Legge, and O'neill (2009) identified critical conditions for policy capacity at the organizational level, namely the access to data and public policy evidence, coordination, human resource management, and communication. Human resource management underscores two main things: the ability to consistently provide accomplished policymakers with various skills and commitment to delivering policy training to all policymakers. Coordination between all divisions inside an organization becomes a critical issue in policy capacity because it encourages cooperation and inclusivity in the policy-making process.

Conditions that can strengthen policy capacity in government are management knowledge and organizational learning (Parsons, 2004). Another way to achieve that is by recruiting high-quality policymakers and using more professional policy approaches and analyses in conducting the decision-making process (Dror, 2001). In addition, the Cabinet Office of the United Kingdom (1999) asserted that reviewing evidence-based policy, commitment to constantly learning (learning-oriented) and increasing self-capacity, coordination, and communication are some of the essential provisions in the policy-making process especially in implementing policy stage.

2.3 Capacity for Policy Work

The application of these nine capacity frameworks is not exclusively limited to a policy decision or policy implementation, but rather all the policy stages, from agenda-setting to policy evaluation carried out by the government, need these capacities (Wu, Ramesh, and Howlett, 2018). One of the objectives of policy capacity, particularly policy analytical capacity, is that government agencies need the capacity to perform evidence-based policy-making. Furthermore, evidence-based policy-making helps the government reduce the risk and prevent policy failures (Howlett, 2009).

As mentioned in the previous section, the Secretariat Cabinet has continuously faced two strategic problems: human resource management and information technology system. These problems are associated with the policy capacity domains, particularly at the individual and organizational levels. In individual competencies, knowledge, policy-making skills, and creativity became crucial for policy-makers to construct policy (Gleeson, Legge, and O'neill, 2009). Furthermore, individual-level policy capacity concerns the staff's or policy analysts' analytical competencies in conducting policy work ranging from problem identification to policy evaluation. Policy capacity at this level also emphasizes the skill of leadership to undertake managerial purposes, namely planning, budgeting, delegating, directing, and coordinating (Wu, Howlett, and Ramesh, 2018).

Capacity at the organizational level focuses on the ability of the organization to make data and information available to compose relevant

alternatives and implement policies. The organization is also responsible for providing e-government management for data and information gathered can be accessible throughout divisions. Moreover, the capacity underlines the ability of the organization to utilize resources (coordination, budget, and staff) available to undertake policy work. Granting autonomy to the staff and policy managers inside the organization may result in better and innovative policies, but with accountability mechanisms using rules and standard operating procedures (Wu, Howlett, and Ramesh, 2018).

From those two levels, the ability of the staff or policy analysts in government agencies and the existing technology and infrastructure inside the organizations also pertain to policy analytical capacity (Newman, Cherney, and Head, 2017). For this capacity, the government's ability in the policy-making process depends on how its staff or policy analysts gather, utilize, analyze, and deploy knowledge and information (Newman, Cherney, and Head, 2017; Howlett, 2018). Policy analytical capacity underscores how to utilize and gain knowledge in the policy process. It represents the ability to conduct research and employ statistical analysis and analysis techniques (Howlett, 2009; O'Connor, Ross, and Vickers-Willis, 2007; and Preskill and Boyle, 2008).

Given that the policy analytical capacity focuses on the ability of policy analysts in government agency organizations, it is crucial to identify the type of competencies needed for the policy analysts to give policy-makers policy recommendations. Howlett and Wellstead (2011) conducted research aiming to ascertain the scope and variety of analytical jobs in

policy work done by the policy analysts, the skills and competencies required to perform the jobs, the analytical techniques used in the policy work, and the interactions between actors and stakeholders. The research used a data survey bringing in many policy analysts who worked at sub-national governments in Canada. The study identified various analytical duties performed by the policy analysts in Canada: legal consultation, data management, communication and media relation, policy evaluation, cost-benefit analysis, finance, policy delivery and implementation, and policy formulation. These analytical duties were categorized into nine scopes for policy analysts: formulation, consultation, implementation, finance, evaluation, data management, communication, assessment, and legal work.

The research also presented several skills and competencies for policy analysts to carry out their duties in the policy works. They are the ability to organize research, the ability to distinguish issues, the ability to form policy instruments, the ability of policy delivery, the ability to communicate with other stakeholders, the ability to explain the policy to policy managers and policy-makers, and the ability to evaluate policy. Furthermore, the research also asserted the analytical techniques utilized by the policy analysts ranging from a cost-benefit analysis, problem mapping, social network diagrams, and financial impact analysis (Howlett and Wellstead, 2011).

The Cabinet Office of the United Kingdom also provides the set of competencies required for the policy-makers. These competencies are beneficial for the organization to pursue an effective and modern policy-

making process. First, policy-makers should comprehend all the contexts of making policy, whether organizational or political. The policymakers need to have the ability to coordinate and look after the relationship with the stakeholders involved in the policy-making process. Furthermore, the ability to utilize information technology, especially to gather data and information for policy analysis, possess fundamental knowledge, mainly statistics, economics, and other disciplines, and deliver ideas to stakeholders play an essential role for policy-makers in the policy works. In addition, policy-makers should understand how to manage risks that sometimes emerge in the policy-making process. Lastly, policy-makers should always learn new skills and enhance more knowledge during their involvement in the policy-making process (Cabinet Office, 1999).

2.4 Capacity of Cabinet Secretariat

One of the main characteristics of the Cabinet Secretariat is that the organization works closely with the President or Prime Minister as the Head of the Government. The Cabinet Secretariat always tries to accommodate the implementation of the duties and functions of the Head of Government. Its role is to provide advice and input in policy formulation to the President. It coordinates the preparation and implementation of policies following the direction of the President and cabinet meetings. Organizations with duties and functions similar to Cabinet Secretariats exist in several countries. The organization uses the name Cabinet Secretariat as in Indonesia or other terms depending on the system of government and politics of the country.

For example, the UK has a Cabinet Office organization, while Australia has an organization called the Department of Prime Minister and Cabinet. On the other hand, Japan uses the name of Cabinet Secretariat Organizations.

1. Australia

In the Australian public service roles, the Department of Prime Minister and Cabinet in Australia has long played as a 'central coordinating agency' (Hamburger & Weller, 2012, p.3). In carrying out its jobs, the Department of Prime Minister and Cabinet primarily works according to the Prime Minister's primary duties, which are prerogative and priority duties. Based on these prerogative and priority duties, the Department of Prime Minister and Cabinet demonstrates two significant roles: policy coordination and policy initiation or policy development. In their prerogative roles, the Australian Prime Minister carries several duties as a minister, including choosing the ministers, presiding over the cabinet, administering legislation making, and managing relationships with states. For these prerogatives' role within the Prime Minister, the primary duty of the Department of Prime Minister and Cabinet is to support their prerogative role by coordinating all government agencies in the decision-making forums. In addition, the Department of Prime Minister and Cabinet will try to coordinate with other agencies and make sure the policy decision and policy implementation are based on the interest of the Prime Minister. For this primary duty of policy coordination, it is necessary for the public servants working in the Department of Prime Minister and Cabinet to possess and develop

several capacities to manage the implementation of policy coordination. Finally, the ability to understand the coordination mechanism, the ability to understand the substance of the policy discussed, the ability to clarify issues and alternatives during policy discussion, and having access to the information and participation in the discussion are some of the leading capacities needed for Department of Prime Minister and Cabinet (Hamburger, Stevens, & Weller, 2012).

Moreover, priority roles performed by Prime Ministers are usually concerned with the policy issues they are necessary to participate in or oversee. Some of the policy issues related to these roles are international affairs, health, education, and public sector reform (Hamburger & Weller, 2012). The varieties of these policy issues for the Prime Minister's priority roles have expanded gradually compared to the prerogative roles. Because of these priority roles that underscore Prime Minister's involvement in policy, the Department of Prime Minister and Cabinet also engages in policy initiation or policy development. The Department of Prime Minister and Cabinet directly participates in the policy-making process and requires specific capacities. Capacities involved in policy initiation or policy development are particularly the ability to comprehend particular policy scopes and issues discussed inside the government and the ability to do policy analysis. These capacities become crucial for the Department of Prime Minister and Cabinet. Inside its organization, there have been several missions and

units to carry out roles to assist prime ministers in achieving their priority goals (Hamburger, Stevens, & Weller, 2012).

2. Japan

One of the most crucial government agencies in the policy-making process would be Cabinet Secretariat. In the past, the Cabinet Secretariat of Japan had a prominent role in policy coordination in the policy-making process. In this policy coordination role, the organization tried to be a mediator among other ministries or government agencies. In addition, under the leadership of the Chief Cabinet Secretary, the organization attempted to solve all the conflicts involving ministries and government agencies in the policy-making process. With this function of policy coordination, the Cabinet Secretariat of Japan entailed several central capacities, namely political skills, connection, impartiality, and the ability to understand the goals and substance of the policies being deliberated (Shinoda, 2005).

As part of organizational and administrative reform in Japan, the Government managed to amplify the function of the Cabinet Secretariat of Japan. After the revision of Cabinet Law, the Cabinet Secretariat of Japan has the power as the central policy coordinator in the policy-making process from the executive branch. It has one more role added that enables it to plan and draft policies. This new role signifies that the Cabinet Secretariat of Japan can actively present policy plans and take part directly in the policy-making process based on the Prime Minister and cabinet orders (Shinoda, 2005).

3. United Kingdom

   Two central government bodies in the United Kingdom working closely and supporting the Prime Minister in the policy-making process are the Prime Minister's Office and the Cabinet Office (Buckley, 2006; Burch & Holliday, 1999). These offices participate in the policy works based on their functions and organization scope. The Prime Minister's Office consists of 5 main sub-offices, with the Policy Unit supporting the Prime Minister in considering policy subjects they should get involved in or have dominant interests. In addition, the Policy Unit also focuses on policy initiatives and oversees government agencies' policy plans (Burch & Holliday, 1999). One of the goals of this unit is to be a vital resource regarding policy advice and the government's strategic actions to the Prime Minister, especially in times of crisis. Moreover, the establishment of this unit may eventually affirm all the policy alternatives proposed by other ministries and government agencies to be in line with Prime Minister's directives. Finally, it may allow the Prime Minister to engage directly with the policy process (Buckley, 2006).

   On the other hand, the Cabinet Office functions as a policy coordinator involving all government agencies in the policy-making process. It helps the work of the Cabinet and its committees. The Cabinet committee is central in the policy-making process because most policy issues and decisions are deliberated and determined in such forums. The Cabinet Office ensures that deliberation and policy decisions run smoothly by providing meeting agendas, minutes of

meetings, and policy papers. The Cabinet Office also requires the employees participating in the committee to have a broad knowledge of the discussed policy issues (Buckley, 2006).

From those three countries and looking at the primary duties of the Cabinet Secretariat of Republic Indonesia, it can be concluded that there are three kinds of groups of capacities entailed by the Cabinet Secretariat. They are related to coordination, understanding of policy works and policy issues, and having the ability to understand the legal system and legislation making. Understanding the legal system and legislation making is a vital capacity; given the nature of the policy in Indonesia, it is usually wrapped in the form of regulations.

2.5 Civil Servant Competencies

Under the government regulation on civil servant management, every civil servant in Indonesia should possess three main competencies. First, managerial competencies refer to knowledge, skills, and attitudes to lead or manage the organization. Second, socio-cultural competencies emphasize knowledge, skills, and attitudes that are associated with the experience of being interacted in a plural society with different religions, cultures, principles, and ethics. Lastly, technical competencies focus on knowledge, skills, and attitudes related to the job's technical field (Regulation of the Government of the Republic of Indonesia number 11 of 2017 on Civil Servant Management).

The central government has already determined all types of knowledge, skills, and attitudes for managerial and socio-cultural competencies nationally. However, the technical competencies will differ in each government ministry and agency. Technical competencies depend on the specific characteristics of the ministry and agency's roles and functions (Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reforms Number 38 of 2017 on Civil Servant Job Competency Standards).

Managerial competencies comprise eight: integrity, cooperation, communication, result-oriented, public service, self-development and others, management reform, and decision-making. Each type of competence is composed of several indicators of attitudes. In addition, socio-cultural competence involves only one competence: *perekat bangsa,* with several indicators of attitudes. *Perekat Bangsa* emphasizes three main things. They are the ability to encourage tolerance and openness, be considerate of differences within complex communities, and guard and develop the people's unity in Indonesia (Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reforms Number 38 of 2017 on Civil Servant Job Competency Standards). The Cabinet Secretariat is still developing the technical competencies best suited for the organization for the technical competencies.

Given that the Cabinet Secretariat's duties are mainly concerned with all the phases in the policy-making process and giving policy recommendations to the President and Vice President, one of the primary

actors in charge of the policy-making process would be the policy analyst. At the national level, the central government has already determined the competencies for all civil servants working as policy analysts under Regulation of the Head of State Administration Institute Number 4 of 2014 on Policy Analyst Competency Standard. This regulation stipulates two main competencies for policy analysts: analytical and political competencies.

The main goal of analytical competencies for policy analysts is that they can supply prime policy information. Meanwhile, the main goal for political competencies is that policy analysts can advocate policy information. Analytical competencies comprise a set of skills necessitated for policy analysts, namely (1) understanding public policy theory, (2) the ability to apply research methods, policy techniques, and policy analysis, (3) the ability to write an academic paper and publish it, (4) understanding work-related field, and (5) the ability to arrange policy recommendation. Besides those competencies, policy analysts are also obliged to have political competencies which encompass (1) understanding of political and bureaucracy style and dynamics, (2) understanding of the law and legislation process, (3) the ability to establish communication, network, public consultation, and partnership, and (4) the ability to explain policies effectively and efficiently (Regulation of the Head of State Administration Institute Number 4 of 2014 on Policy Analyst Competency Standard).

2.6 Importance Performance Analysis

Importance Performance Analysis (IPA) is a tool to analyze the outlook of attributes on the importance and performance of services and goods. The analyses will be showcased in a matrix with four quadrants. In the initial establishment, the application of IPA would help the firm or company expand its marketing strategies (Martilla and James, 1977). The IPA tool helps researchers and policy-makers identify the crucial attributes based on the consumers' perception (McLeay, Robson, and Yusoff, 2017) and aims to recognize the gap between the perception of the attribute's importance and the attributes' actual performance (Boley, McGehee, and Hammett, 2016).

Performing IPA generally involves three significant steps. First, researchers need to identify the attributes representing the services or goods. Second, respondents are requested to give their perception rate on attributes' importance and performance. Lastly, rates on importance and performance will be calculated and put on the quadrant (Wai Lai and Hitchcock, 2014). Assigning attributes into quadrants helps researchers or decision-makers interpret data and make policy choices (Dwyer, Dragicevic, Armenski, Mihalic, and Cvelbar 2016). The importance-performance grid is constructed with the vertical axis that portrays importance and horizontal axes that portrays performance. This grid categorizes attributes into four quadrants that can be interpreted as:

a. Q.1 Concentrate here: the respondents perceive that the attributes have high importance and low performance.

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b. Q.2 Keep up the good work: the respondents perceive that the attributes are both critical and well-performed.

c. Q.3 Low priority: the respondents perceive that the importance and performance of the attributes are both low.

d. Q.4 Possible overkill: the respondents perceive that the attributes have low importance but are considered good performance (Martilla and James, 1977; Lai and To, 2010).

Figure 2. 1 Importance-Performance Grid

Importance

| Q.1 Concentrate Here | Q. 2 Keep Up the Good Work |

Performance

| Q.3 Low Priority | Q.4 Possible Overkill |
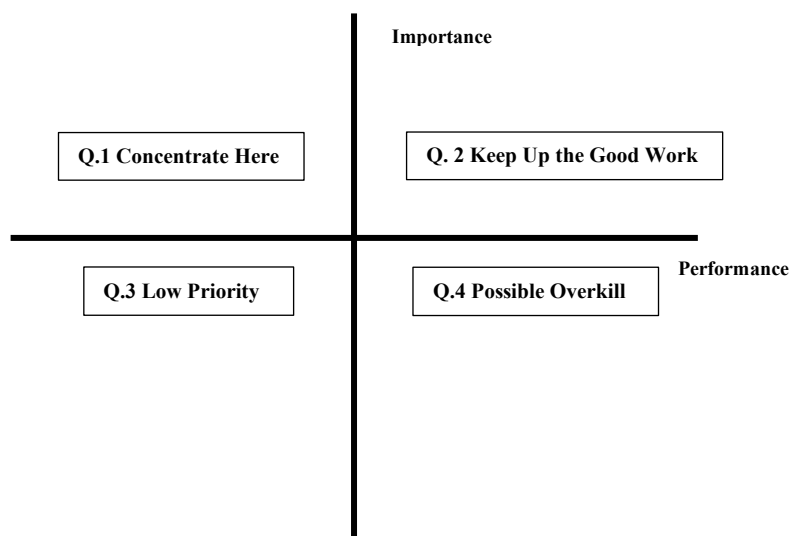
Source: Martilla and James, 1977

Several fields have utilized the IPA tool. For example, in sustainable tourism, Sörensson and Friedrichs (2013) applied the IPA tool for two primary goals. First, it tried to measure the performance of the City of Bologna to carry out social sustainability and environmental sustainability to attain sustainable tourism. Lastly, the IPA tool tried to

identify important attributes for sustainability in tourism based on the different perceptions of national and international tourists. The IPA tool was also employed in medical tourism research done by Junio, Kim, and Lee (2017). The IPA helped assess the importance and performance level of tourism destination competitiveness attributes in South Korea. The research would be beneficial to all stakeholders working in medical tourism and the government as policy-maker to manage to produce policies and strategies to improve the performance of South Korea as a medical tourism destination. In higher education service, McLeay, Robson, and Yusoff (2017) employed IPA to measure the gap between the student's perception of the importance of their higher education experience with their real satisfaction in higher education.

The field of public administration and public management has also employed the utilization of IPA. Rašovska, Kubickova, and Ryglová (2021) utilized the IPA tool to assess the importance and performance of three categories of tourist destinations in the Czech Republic: mountain, spa, and wine attractions. The research aimed to depict, especially to national and local governments, which areas among the attractions entail strategic actions and policies to improve destination management. The authors measured nineteen attributes of destination management derived from several factors, namely micro and macroeconomics, business, and individual factors.

They performed multiple ANOVA to find the differences between three local tourist attractions' importance and performance. The study found

that, for mountain attractions in the Czech Republic, the attribute that fell in the concentrate here's quadrant was overcrowding. Furthermore, the pricing attribute was placed in the concentrate here's quadrant for spa attractions. Meanwhile, the attributes of accessibility, food and beverages, prices, employees' knowledge, and crowd management belonged to the concentrate here's quadrant for wine attraction. In general, based on the concentrate here's quadrant interpretation, the study tried to propose insights for government to deliver policies and actions to improve destination management, namely: enhance cooperation between local tourist business providers and government institutions to manage overcrowding in tourist places, subsidize local business owners to open a restaurant, and organize training facilities for people working in the tourism industry to improve their skills (Rašovska, Kubickova, and Ryglová, 2021).

Lai and To (2010) applied IPA to test whether the tool could benefit the decision-making process. The authors researched to measure Macao SAR's level of importance and performance as a city for convention tourism from international and national convention delegates' or exhibitors' points of view. The study presented 29 attributes related to consideration for choosing a convention site, which later the authors ran the factor analysis to group these attributes into six factors, namely (i) professional convention services; (ii) extra-convention opportunities; (iii) convention supporting services; (iv) accommodation; (v) cost; and (vi) image. From convention delegates' point of view, professional convention services fell into the concentrate here's quadrant, meaning that decision-makers need to pay

attention to the attributes within the factor to make some corrective actions. In addition, convention exhibitors also perceived that the professional convention services factor was not well-performed. The price factor also was placed in the concentrate here's quadrant. For these interpretations using the IPA grid, the study suggested that all stakeholders in convention tourism management in Macao SAR prepare local citizens with the skill needed in the convention tourism industry and cooperate and coordinate with convention tourism planners to solve pricing issues.

Park and Samijadi (2021) conducted research about residents' satisfaction with e-government service provided by the South Korea Government by employing IPA. The study also aimed to investigate several attributes contributing to residents' satisfaction and behavioral intentions when accessing e-government services. The authors presented 14 attributes of e-government which were categorized into five groups of factors, namely information, usability, reliability, technical, and publicity factors. The IPA result attached two attributes to the concentrate here's quadrant: technical support and real-time service provision attribute. In addition, the residents believed these attributes were important in e-government, but the services the residents gained were not satisfying. The authors also ran a stepwise multiple regression to determine which factors contribute to residents' satisfaction and behavioral intentions. The result showed only ten attributes that had a significant effect on residents' satisfaction, for instance, depth of information provided, accessibility, security of the system, and the provision of technical support. Meanwhile, the measurement of behavioral

intentions resulted in 12 attributes that had significant effects, including smooth interface, updated information, service reliability, transparency, and system security.

Based on those researches utilizing IPA in the field of public administration and public management, most are related to the measurement of government services' satisfaction from the citizen's point of view and the advice for the government to make policies and strategic actions in specific attributes to improve the services better. However, it is still rare to find research employing the IPA tool in public administration and public management that discusses the importance and performance of government institutions' capacity and competence. Therefore, the application of IPA in this research is to measure the gap between the importance of competencies and the perception of the actual performance level of competencies in the Cabinet Secretariat.

In addition, most previous literature and studies on policy capacity emphasize the type of capacities belonging to the government agencies to carry out policy works. Several studies also discuss the capacities of the Cabinet Secretariat or the organizations that have the same duties and functions. Some research also focuses on determinants and situations that can influence the capacity of the organizations. The determinants are grouped into three levels. They are the individual level, organizational level, and system level. However, there is a lack of study discussing the capacity of the Cabinet Secretariat of Indonesia to explain the type of capacities needed for the organization, given its special duties and functions in the

policy work. There is also a lack of research focusing on the influence of determinants at the individual, organizational, and system levels on gap capacity in the Cabinet Secretariat (the gap between importance and performance of capacities). Focusing on the gap capacity by comparing the importance and performance of capacities would be essential as it can help the organization examine which capacities are essential and need improvements. Therefore, this research tries to fill the gap by identifying the capacities needed for the Cabinet Secretariat of Indonesia and understanding the relationship between the individual level, organizational level, and system level and the gap capacity.

Chapter 3. Research Design

This research will be conducted using a Quantitative Approach. The Quantitative approach focuses on changing information to numerical data and analyzing them using statistical analysis (Babbie, 2016). For this research, there are four variables to be operationalized: individual level, organizational level, system level, and gap capacity. The capacities of the Cabinet Secretariat will be grouped into three attributes capacities, namely coordination, understanding policy work and policy analysis, and understanding legislation making and legal system. These attributes of capacities contain skills and abilities required for the Cabinet Secretariat to perform its duties. Furthermore, the research will utilize the IPA tool to identify which capacities are important and perform well and identify the gap showing capacities with high importance but low performance. The research frameworks used in this research are as follows:

3.1 Analytical Framework

Figure 3. 1 Analytical Framework

Independent Variables
1. Individual Level
2. Organizational Level
3. System Level

Dependent Variable
Gap Capacity (between importance and performance of capacities

Control Variables
Demographic Questions:
Age, Sex, Education, Division, Position, Tenure, and Capacity Building Obtained per Year
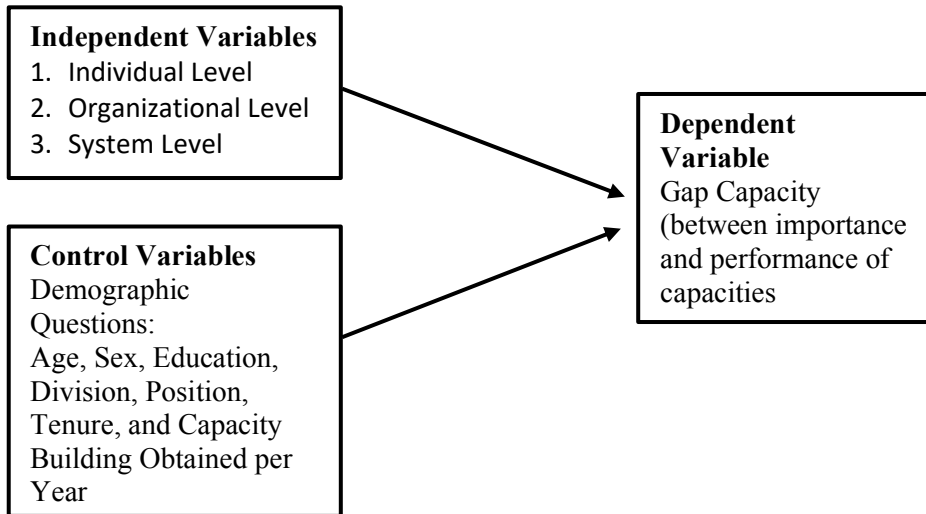
Figure 3. 2 Importance-Performance Analysis

Policy Capacity in the Cabinet Secretariat (3 attributes):
- **Coordination**
- **Understanding Policy Work and Policy Analysis**
- **Understanding the Legal System and Legislation Making**

IPA Analysis and Gap Analysis:
- **Placing attributes in the quadrants.**
- **Descriptive statistics**
- **Paired-sample t-test**
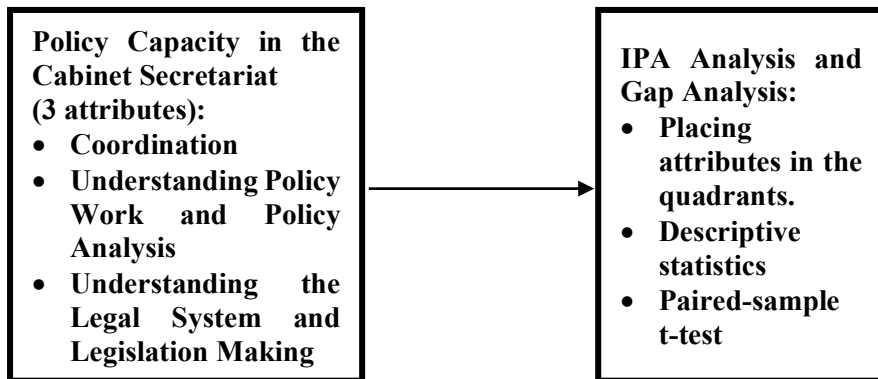
3.2 Research Hypotheses

Policy capacity generally refers to the ability of government agencies to build and implement sound policies (Gleeson, Legge, and O'Neill, 2009). Based on its autonomy and capability, the government has the freedom to determine policy goals and conduct sets of policy processes to achieve the goals from agenda-setting, choosing policy options, and evaluating policy (Newman, Cherney, and Head, 2017). Howlett and Wellstead (2011) identified several types of skills and competencies necessitated for policy analysts to carry out their duties in policy works. They are the ability to organize research, the ability to distinguish issues, the ability to form policy instruments, the ability of policy delivery, the ability to communicate with other stakeholders, the ability to explain the policy to policy managers and policy-makers, and the ability to evaluate policy. Furthermore, the research also asserted the analytical techniques utilized by the policy analysts ranging from a cost-benefit analysis, problem mapping, social network diagrams, and financial impact analysis. Given that the policy analytical capacity focuses on the ability of policy analysts in government agency organizations, it is crucial to identify the type of competencies needed for the civil servants to give policy-makers policy recommendations. This capacity mainly emphasizes the ability of civil servants or policy analysts to conduct research and employ statistical analysis and analysis technics (Howlett, 2009; O'Connor, Ross, and Vickers-Willis, 2007; and Preskill and Boyle, 2008).

The individual, organizational, and system levels can have influences on the capacities and competencies needed for policy work. Situations inside these factors would determine whether policy capacity exists to perform the policy-making process (Karo & Kattel, 2015). At the individual level, the skills required for conducting policy work are related to problem identification and policy evaluation. Moreover, leadership capacity with interpersonal skills becomes crucial at this level, pointing to policy managers that should have broader knowledge regarding policy substance and issues (Wu, Ramesh, and Howlett, 2018).

In addition, the organizational level emphasizes the presence of employees with analytical capacity and information technology systems used for collecting and processing data. This level also focuses on the fiscal capacity and the number of people employed in the organizations (Wu, Ramesh, and Howlett, 2018). Gleeson, Legge, and O'neill (2009) identified essential circumstances for policy capacity at the organizational level, namely the access to data and public policy evidence, coordination, human resource management, and communication. Conditions that can strengthen policy capacity in government are management knowledge and organizational learning (Parsons, 2004). Another way to achieve that is by recruiting a high quality of policy makers and using more professional policy approaches and analyses in conducting the decision-making process (Dror, 2001). Lastly, the system level mainly concentrates on the involvement of other stakeholders outside the government, like media, civil

society, or non-governmental organizations, in the policy-making process (Wu, Ramesh, and Howlett, 2018).

Most literature on policy capacity focuses on the variety of capacities required to implement policy works and the influence of determinants at the individual, organizational, and system levels on capacity. This study concentrates on the relationship between the individual level, organizational level, and system level and the gap capacity (the gap between importance and performance of capacities). Therefore, the proposed hypotheses are as follows:

H1: *The individual level has a negative relationship with the gap capacity of the Cabinet Secretariat*

H2: *The organizational level has a negative relationship with the gap capacity of the Cabinet Secretariat*

H3: *The system level has a negative relationship with the gap capacity of the Cabinet Secretariat*

3.2 Operationalization

3.2.1 Independent Variables

In this research, three independent variables were operationalized. They were Individual Level, Organizational Level, and System Level. They are related to the determinants or situations that can influence capacity in the Cabinet Secretariat. At the Individual Level, the determinants are knowing the policy-making process and having leadership skills for the

policy managers (Wu, Ramesh, and Howlett, 2018). Furthermore, the determinants at Organizational Level are associated with the fiscal capacity and the number of people employed in the organizations (Wu, Ramesh, and Howlett, 2018), access to data and public policy evidence, coordination, human resource management, and communication (Gleeson, Legge, and O'neill, 2009). Lastly, the System Level is related to the involvement of other stakeholders outside the government, like media, civil society, or non-governmental organizations, in the policy-making process (Wu, Ramesh, and Howlett, 2018).

3.2.2 Dependent Variable

The dependent variable is the gap capacity. The value of the gap capacity comes from the difference between the importance of capacities and the performance of the capacities. At first, three main groups of capacities were operationalized in this research. They were coordination, understanding policy work and policy analysis, and understanding the legal system and legislation making. Finally, by utilizing the Importance Performance Analysis, all the capacities will be placed in Quadrants that show the gap between the importance and performance of capacities.

3.2.3 Control Variables

This research analyzed seven control variables derived from respondents' demographic characteristics. They are Age, Sex, Education, Division, Position, Tenure, and Capacity obtained per year. These control variables were included in the regression analysis in three models to explore

the relationship between independent and dependent variables. All operationalization of variables are as follows:

Table 3. 1 Operationalization of Independent Variables

Variable	Statement	Source
The Individual Level	Employees recruitment with good knowledge and skill	(Wu, Ramesh, and Howlett, 2018); (Gleeson, Legge, and O'neill, 2009); Howlett and Ramesh, 2016; (Parsons, 2004); Dror, 2001
	Opportunity to obtain capacity building or training	
	Satisfaction with leadership skills	
	Commitment to always upgrading self-capacity	
	Obtaining data and information easily	
	Understanding duties regarding policy work	
	Having knowledge about the policy-making process	
The Organizational Level	The number of civil servants to carry out the organization's tasks	
	The availability of adequate technology and information	

	system to support policy work	
	Commitment to evidence-based policy	
	The availability of good capacity building for all civil servants	
	The availability of sufficient organizational budget	
	Satisfaction of suitable Standard Operating Procedure	
	Commitment to good coordination and communication in making inclusive policy	
	Commitment to innovation	
	Strong legitimation of organization	
	Satisfaction of human resource management	
The System level	Commitment to always involve actors outside government (NGOs, Media, and civil society) in policy formulation	

	Trust from actors outside government (NGOs, Media, and civil society)	

Table 3. 2 Operationalization of Dependent Variable

Attribute	Capacity	Sources
Coordination	The ability to communicate with all stakeholders in the policy-making process	(Cabinet Office, 1999); (O'Connor, Ross, and Vickers-Willis, 2007); (Preskill and Boyle, 2008); (Howlett, 2009); (Howlett and Wellstead, 2011); and (Regulation of the Head of State Administration Institute Number 4 of 2014 on Policy Analyst Competency Standard)
	The ability to delve into issues in the policy-making process with all stakeholders	
	The ability to identify all stakeholders involved in the policy-making process	
	The ability to facilitate the clarification of policy issues and policy choices in the Cabinet Secretariat	
	The ability to mediate and solve disputes between government agencies in the policy-making process	

Understanding policy work and policy analysis	The ability to understand the policy-making process	
	The ability to think critically	
	The ability to elaborate ideas and arguments systematically	
	The ability to gather data using information technologies	
	The ability to conduct research	
	The ability to review previous evidence-based research/policies	
	The ability to understand the function of regression analysis and other statistical analyses in the policy process	
	The ability to run regression analysis and other statistical analyses in the policy process	
	The ability to utilize cost-benefit analysis, SWOT analysis, Regulatory Impact	

	Assessment, and other analyses in the policy-making process	
	The ability to submit policy alternatives or policy recommendations to the President in a systematic and comprehensive manner	
Understanding legislation making and the legal system	The ability to understand Indonesia's legal system	
	The ability to draft regulation	
	The ability to understand legislation making (Law and Government Regulation)	
	The ability to understand legislation making (Presidential Regulation)	
	The ability to oversee the substance of the formation of a Ministerial Regulation that requires the President's approval	

	The ability to understand the political system of Indonesia)	

3.3 Data Collection and Questionnaire Design

The research carried out a survey questionnaire sent to respondents who work as civil servants in the Cabinet Secretariat. The survey questionnaire comprises closed-ended questions in which the answers are already provided (Babbie, 2016). The survey questionnaire was constructed using the IPA tool, asking which capacities (attributes) were important and performed well. The survey questionnaire consisted of three sections.

The first section featured several questions regarding respondent demographic: age, sex, level of education, division, position, and work tenure, the number of capacity building obtained per year. The second section asked about the civil servant's perception of determinants or circumstances at the individual, organizational, and system levels. In this section, the respondents needed to give a score using the Likert scale ranging from 1 ("totally disagrees") to 5 ("totally agree"). Meanwhile, the third section of the questionnaire asked about the importance and the performance of the attribute capacities (coordination, understanding policy work and policy analysis, and understanding legislation making and the legal system) from the perception of the civil servants who work in the Cabinet Secretariat. In addition, for the importance of competencies, the respondent needed to give a score using the Likert scale ranging from 1 ("very unimportant") to 5 ("very important"), and for the level of

performance also using Likert scale ranging from 1 ("very bad") to 5 ("very good"). Finally, the group capacities from the attributes were measured and operationalized using the IPA methods.

3.4 Population and Sample

The population for this research is the civil servants working at the Cabinet Secretariat. Based on the Cabinet Secretariat's Performance Report 2021, the total of civil servants working at the Cabinet Secretariat in December 2021 is 561 civil servants. This research involved 120 civil servants, equal to a 21.39% response rate. The sampling technique used in this research will be probability sampling. All the population members can have the same probability of being chosen as respondents for sample (Babbie, 2016).

3.5 Data Analysis

After data collection, the researcher carried out several statistical analyses using SAS OnDemand for Academics. First, the descriptive statistic was run to present the demographic data of the civil servants. Second, Since one of the research objectives is to find out which capacities or competencies present the gap between the importance and performance, Importance Performance Analysis was done to put the capacities into Quadrants 1-4 and focused on the capacity that had a gap with high importance but low performance. The researcher also ran Cronbach's Alpha to find out the reliability of each variable. Lastly, Pearson's correlation and

multiple regression were also performed to examine the relationship between independent and dependent variables.

Chapter 4. Data Analysis and Results

4.1 Main Study Findings

The survey questionnaire was sent online to civil servants in the Cabinet Secretariat to carry out this research. One hundred thirty-three respondents responded to the survey questionnaire, of which thirteen of them are not Cabinet Secretariat's civil servants. The thirteen respondents work as contracted workers. In daily office work, they do not participate in the policy work or Cabinet Secretariat's primary duties for cabinet management. So, this research will analyze those 120 respondents' answers and data for the analysis. These 120 respondents equal to 21.39% response rate (total population is 561 civil servants). The following sections will discuss demographic respondents, descriptive statistics of variables, Importance-Performance Analysis, and hypothesis testing.

4.1.1 Demographic of Respondents

Table 4. 1 Demographic of Respondents

(n=120)

Demographic	Category	Frequency	Percentage
Sex	Male	52	43.33
	Female	68	56.67
Age	24-34	64	53.33
	35-44	43	35.83
	45-55	13	10.83
Education	Vocational	1	0.83
	Bachelor	68	56.67

	Master	50	41.67
	PhD	1	0.83
Division	Deputy of Administrative Affairs	13	10.92
	Deputy of Cabinet Work Support	7	5.83
	Deputy of Maritime and Investment Affairs	12	10.00
	Deputy of Human Development and Culture Affairs	25	20.83
	Deputy of Economic Affairs	15	12.50
	Deputy of Political, Legal, and Security Affairs	43	35.83
	Centre for Data and Technology	3	2.50
	Expert Staffs	2	1.67
Position	Echelon I	4	3.33
	Echelon II	3	2.50
	Echelon III	21	17.50
	Echelon IV	52	43.33
	Staff/General Functional	40	33.33
Years of Working	1-4 year	29	24.17
	5-8 year	35	29.17
	9-12 year	16	13.33
	13-16 year	21	17.50
	17-20 year	6	5.00
	>20 year	13	10.83
Capacity Building Program and Training Obtained per year	0 program	14	11.67
	1-3 program	97	80.83
	>3 program	9	7.50

Table 4.1 showcases the demographic of respondents in this study. Most respondents in this study are women, with 56.67% of respondents. This data does not reflect the actual demography in the Cabinet Secretariat, where most civil servants working are men. As for the age category, 53.33% of respondents are 24-34 years old, followed by the 35-44 years old, representing 35.83% of respondents, and the last age group is the 45-55 years old, representing 10.83% of respondents. The table also shows that civil servants holding bachelor's and master's degrees are the majority in this study, covering 56.67% and 41.67%, respectively. The data shows only 0.83% for other education levels for both Ph.D. and vocational degrees, respectively.

For the division category, a significant number of respondents come from Deputy of Political, Legal, and Security Affairs with 35.83% of respondents, followed by Deputy of Human Development and Culture Affairs with 20.83%. In addition, Deputy of Economic Affairs represents 12.50% of respondents, followed by Deputy of Administrative Affairs with 10.92%, Deputy of Maritime and Investment Affairs with 10%, and Deputy of Cabinet Work Support with 5.83%. Meanwhile, the Centre for Data and Technology and Expert Staffs represent 2.50% and 1.67% of total respondents.

In addition, Echelon IV is the majority respondents for the job position with 43.33% of total respondents, followed by Staffs with 33.33%, Echelon III with 17.50%, Echelon I with 3.33%, and last but not least, Echelon II with 2.50%. In the years of working category, civil servants who

have worked for 5-8 years present 29.17% of respondents. Furthermore, civil servants with 1-4 years of working and 13-16 years of working represent 24.17% and 17.50% of total respondents, respectively. It is followed by 9-12 years of working with 13.33%, more than 20 years of working with 10.83%, and 17-20 years of working with 5%.

Last is the capacity-building program and training obtained by civil servants per year. The data indicate that 80.83% of the respondents receive 1-3 capacity-building programs and training per year. Moreover, 11.67% of respondents do not obtain any capacity-building program or training per year. The data also exhibit that 7.50% of respondents in the Cabinet Secretariat enjoy more than three capacity-building programs and training.

4.1.2 Descriptive Statistics of Variables

4.1.2.1 Individual Level

Table 4. 2 Descriptive Statistics for Determinants at Individual Level

(n=120)

Statement	Mean	STD	Percentage				
			1	2	3	4	5
Civil servants are recruited with good knowledge and skill following the organization's needs	4.12	0.84	0.83	4.17	12.50	47.50	35.00
Civil servants have the same opportunity to obtain capacity building or training	3.62	1.20	4.17	18.33	17.50	31.67	28.33
Civil servants receive a series of capacity-	3.40	1.14	5.83	15.00	32.50	26.67	20.00

Statement	Mean	STD	Percentage				
			1	2	3	4	5
building programs related to their role and functions							
Civil servants understand the roles and functions of the organization	4.01	0.79	-	5.00	15.83	52.50	26.67
Civil servants who are in charge of policy work have the knowledge and skill to perform policy analysis and policy evaluation	3.96	0.85	1.67	4.17	15.83	53.33	25.00
Civil servants have commitments to improve their capacity according to their duties continually.	4.08	0.77	-	4.17	13.33	52.50	30.00
Leaders in the Cabinet Secretariat give clear and sound directions to their subordinate	3.92	0.84	0.83	5.83	17.50	52.50	23.33
Leaders in the Cabinet Secretariat provide the best examples of how to make policy	3.87	0.93	2.50	5.00	20.83	46.67	25.00
All the Cabinet Secretariat's employees can easily obtain data and information for policy work	3.61	1.01	3.33	10.00	27.50	40.83	18.33

Table 4.2 indicates that the individual level's average of determinants for policy capacity ranges from 3.40 to 4.12. Most civil servants surveyed perceive neutral to positive acceptance of the determinants at the individual level. Based on the result, civil servants surveyed have a neutral perception regarding obtaining a series of capacity-building programs (3.40). On the other hand, they commit to continuously improving their capacity according to their duties (3.90).

Moreover, respondents believe they can quickly obtain data and information for policy work in the Cabinet Secretariat (3.61). More than 40% of total civil servants joining the questionnaire agree that employees in the Cabinet Secretariat are recruited with good knowledge and skill. It also can be seen in the table that 53.33% of respondents believe that civil servants working in the policy work have good policy analysis and policy evaluation capacity. Regarding leaders giving clear and sound directives to their subordinates, 52.50% of respondents agree, and 23.33% strongly agree it happens in the Cabinet Secretariat. Furthermore, respondents also positively perceive leaders in the Cabinet Secretariat provide the best examples of how to make policy (3.87).

4.1.2.2 Organizational Level

Table 4. 3 Descriptive Statistics for Determinants at Organizational Level

(n=120)

Statement	Mean	STD	Score				
			1	2	3	4	5
The Cabinet Secretariat has a sufficient number of employees to carry out the main tasks of the organization	3.67	1.18	5.00	15.00	16.67	35.00	28.33
The Cabinet Secretariat has adequate facilities and infrastructure to assist civil servants in carrying out their duties and functions	3.41	1.13	5.83	15.00	30.00	30.83	18.33
The Cabinet Secretariat has an effective technology and information system to support policy formulation	3.38	1.13	6.67	15.00	28.33	33.33	16.67
The Cabinet Secretariat has an effective technology and information system to support the provision of policy input to the President and Vice President	3.43	1.07	5.00	13.33	31.67	33.33	16.67

Statement	Mean	STD	Score				
			1	2	3	4	5
The Cabinet Secretariat has an effective technology and information system to support the dissemination of government policies and directives from the President	3.54	1.03	3.33	12.50	28.33	38.33	17.50
In policy formulation and policy evaluation, the Cabinet Secretariat underscores commitment to evidence-based policy	3.94	0.90	0.83	5.83	20.83	43.33	29.17
The Cabinet Secretariat has civil servants with analytical and administrative abilities	4.08	0.83	1.67	3.33	10.83	53.33	30.83
The Cabinet Secretariat has employees who understand the duties and functions of the organization well	4.00	0.81	1.67	3.33	12.50	58.33	24.17
The Cabinet Secretariat recruits civil servants according to organizational needs	3.80	1.04	4.17	7.50	18.33	44.17	25.83

Statement	Mean	STD	Score				
			1	2	3	4	5
The Cabinet Secretariat provides proper capacity-building programs and training to all employees according to their duties and functions	3.16	1.05	5.83	21.67	32.50	30.83	9.17
The Cabinet Secretariat has a sufficient budget to carry out the duties and functions of cabinet management	3.64	1.03	2.50	11.67	26.67	37.50	21.67
The Cabinet Secretariat has clear Standard Operating Procedures (internal regulations) in carrying out the duties and functions of the organization	3.85	0.96	3.33	5.83	16.67	50.83	23.33
All divisions within the Cabinet Secretariat always prioritize coordination and communication to create inclusive policies	3.97	0.82	-	6.67	15.00	52.50	25.83
The Cabinet Secretariat provides broad	3.64	0.95	2.50	9.17	26.67	45.00	16.67

Statement	Mean	STD	Score				
			1	2	3	4	5
opportunities for all employees to innovate							
The Cabinet Secretariat has strong legitimacy in carrying out its duties and functions in cabinet management	4.21	0.75	0.83	0.83	12.50	48.33	37.50
The Cabinet secretariat has good personnel management	3.40	1.10	6.67	12.50	30.83	34.17	15.83

Table 4.3 indicates that the determinants' average for policy capacity at the organizational level ranges from 3.16 to 4.21. The average score shows that most civil servants surveyed perceive neutral to positive acceptance of the situation at the organizational level. For Cabinet Secretariat's legitimacy in carrying out cabinet management function (4.21), respondents are 48.33% agree, and 37.50% strongly agree. This situation possibly happens mainly because the Cabinet Secretariat works closely with the President and vice president. The Cabinet Secretariat analyses all government policy plans and alternatives before being signed by the President. The organization also holds cabinet meetings chaired by the President, where policies are discussed and passed.

The respondents believe that the Cabinet Secretariat employs civil servants that possess analytical and administrative skills (4.08). They also agree that the organization is committed to evidence-based for policy

formulation and policy evaluation (3.94). Moreover, civil servants surveyed perceive that divisions within the Cabinet Secretariat prioritize coordination and communication to create inclusive policies (3.97).

However, the respondent perceived neutral results regarding the use and availability of technology and information systems and infrastructures. For example, the average scores for adequate facilities and infrastructure to assist civil servants and the availability of effective technology and information system to support policy formulation are 3.41 and 3.38, respectively. According to the Cabinet Secretariats' yearly performance reports, the use and availability of technology, information system, and infrastructures have become one of the main problems faced by the organization.

4.1.2.3 System Level

Table 4. 4 Descriptive Statistics for Determinants at System Level

(n=120)

Statement	Mean	STD	Score				
			1	2	3	4	5
The Cabinet Secretariat always prioritizes communication and coordination with all relevant ministries and government agencies in policy formulation, especially in	4.20	0.70	-	2.50	9.17	54.17	34.17

Statement	Mean	STD	Score				
			1	2	3	4	5
cross-sectoral fields							
The Cabinet Secretariat involves actors outside the government (NGOs, civil society, communities) in building networks to formulate policies	3.62	0.99	2.50	10.00	30.00	37.50	20.00
The public, NGOs, and the mass media have confidence in the Cabinet Secretariat to participate in the policy-making process and give advice to the President and Vice President	3.73	0.87	0.83	5.83	31.67	42.50	19.17

Table 4.4 indicates that the average of determinants for policy capacity at the system level ranges from 3.62 to 4.20, meaning that the respondents perceive positive acceptance of the situation at the system level. According to the table, 54.17% of respondents agree that the Cabinet Secretariat prioritizes communication and coordination with all relevant ministries and government agencies in policy formulation, especially cross-sectoral fields. Moreover, they also believe actors outside the government

have confidence in the Cabinet Secretariat to participate in policy work (3.73). Lastly, For the involvement of actors outside the government in policy formulation, 42.50% of respondents agree, and 19.17% of respondents strongly agree that Cabinet Secretariat involves them in the policy work.

4.1.2.4 Importance of Capacity

Table 4. 5 Descriptive Statistics of Importance of Capacity

(n=120)

Attribute	Capacity	Mean	Importance (Percentage)				
			1	2	3	4	5
Coordination	The ability to communicate with all stakeholders in the policy-making process	4.42	-	-	12.50	33.33	54.17
	The ability to delve into issues in the policy-making process with all stakeholders	4.42	-	-	14.17	29.17	56.67
	The ability to identify all stakeholders involved in the policy-making process	4.37	-	-	13.33	36.67	50.00

	The ability to facilitate the clarification of policy issues and policy choices in the Cabinet Secretariat	4.33	-	0.83	15.00	34.17	50.00
	The ability to mediate and solve disputes between government agencies in the policy-making process	4.30	-	0.83	20.00	27.50	51.67
Understanding Policy Work and Policy Analysis	The ability to understand the policy-making process	4.35	-	0.83	16.67	29.17	53.33
	The ability to think critically	4.44	-	-	15.00	25.83	59.17
	The ability to elaborate ideas and arguments systematically	4.37	-	0.83	15.00	30.00	54.17
	The ability to gather data using information technologies	4.30	-	1.67	15.83	33.33	49.17
	The ability to conduct research	4.32	-	-	19.17	30.00	50.83

	The ability to review previous evidence-based research/policies	4.34	-	-	16.67	32.50	50.83
	The ability to understand statistical analyses (ex: regression analysis, correlation analysis, and other analyses) in the policy-making process	4.10	0.83	2.50	23.33	32.50	40.83
	The ability to run statistical analyses (ex: regression analysis, correlation analysis, and other analyses) in the policy-making process	4.01	0.83	2.50	25.00	32.50	39.17
	The ability to utilize cost-benefit analysis, SWOT analysis, Regulatory Impact Assessment,	4.30	-	-	21.67	26.67	51.67

	and other analyses in the policy-making process						
	The ability to submit policy alternatives or policy recommendations to the President in a systematic and comprehensive manner	4.44	-	-	15.83	24.17	60.00
Understanding Legal System and Legislation Making	The ability to understand Indonesia's legal system	4.45	-	-	14.17	26.67	59.17
	The ability to draft regulation	4.40	-	-	15.83	28.33	55.83
	The ability to understand legislation making (Law and Government Regulation)	4.43	-	-	15.00	26.67	58.33
	The ability to understand legislation making (Presidential Regulation)	4.44	-	-	14.17	27.50	58.33
	The ability to oversee the substance of the formation of a	4.44	0.83	-	14.17	14.17	60.83

	Ministerial Regulation that requires the President's approval					
	The ability to understand the political system of Indonesia	4.32	-	1.67	15.00	32.50	50.83

Table 4.5 represents the average civil servants' perception of the importance of the Cabinet Secretariat's capacities. The capacities are categorized into three attributes: coordination, understanding of policy work and policy analysis, and understanding of the legal system and legislation making. The average of capacities in those attributes ranges from 4.01 to 4.45, meaning that respondents perceive all capacities in those attributes are essential. In the coordination attribute, 56.67% of respondents believe that the ability to delve into issues in the policy-making process with all stakeholders is strongly important. Furthermore, 51.67% of respondents have a strongly important perception of the ability to mediate and solve disputes between government agencies in the policy-making process. This capacity is essential because, according to Presidential Regulation Number 55 of 2020, the Cabinet Secretariat should solve problems on policy implementation and government programs that encounter obstacles.

For the understanding policy work and policy analysis attribute, respondents have positive perceptions with an average point of 4.01 on the

importance of the ability to run statistical analyses in the policy-making process and 4.30 on the importance of the ability to utilize cost-benefit analysis, SWOT analysis, Regulatory Impact Assessment, and other analyses in the policy-making process. Moreover, 53.33% of respondents agree that understanding the policy-making process is strongly important. Last but not least, for understanding the legal system and legislation making attribute, the ability to oversee the substance of the formation of a Ministerial Regulation and the ability to understand legislation making for Presidential Regulation receive positive responses with an average point of 4.44. The ability related to legal and legislation making is important because most of the policies in Indonesia are always in the form of regulation. Hence, respondents perceive civil servants working in the Cabinet Secretariat should possess those abilities.

4.1.2.5. Performance of Capacity

Table 4. 6 Descriptive Statistics of Performance of Capacity

(n=120)

Attribute	Capacity	Mean	Performance (Percentage)				
			1	2	3	4	5
Coordination	The ability to communicate with all stakeholders in the policy-making process	3.87	-	4.17	29.17	42.50	24.17
	The ability to delve into	3.82	0.83	2.50	33.33	40.83	22.50

	issues in the policy-making process with all stakeholders					
	The ability to identify all stakeholders involved in the policy-making process	4.02	-	1.67	23.33	45.83	29.17
	The ability to facilitate the clarification of policy issues and policy choices in the Cabinet Secretariat	3.85	-	3.33	29.17	45.83	21.67
	The ability to mediate and solve disputes between government agencies in the policy-making process	3.61	-	7.50	43.33	30.00	19.17
Understanding Policy Work and Policy Analysis	The ability to understand the policy-making process	3.72	-	6.67	33.33	41.67	18.33
	The ability to think critically	3.82	0.83	4.17	35.00	32.50	27.50

	The ability to elaborate ideas and arguments systematically	3.75	0.83	4.17	35.83	37.50	21.67
	The ability to gather data using information technologies	3.54	0.83	8.33	42.50	32.50	15.83
	The ability to conduct research	3.51	-	11.67	40.00	34.17	14.17
	The ability to review previous evidence-based research/policies	3.64	-	7.50	35.83	41.67	15.00
	The ability to understand statistical analyses (ex: regression analysis, correlation analysis, and other analyses) in the policy-making process	3.24	5.00	15.83	40.83	26.67	11.67
	The ability to run statistical analyses (ex: regression analysis, correlation analysis, and	3.18	5.83	16.67	43.33	21.67	12.50

	other analyses) in the policy-making process						
	The ability to utilize cost-benefit analysis, SWOT analysis, Regulatory Impact Assessment, and other analyses in the policy-making process	3.45	0.83	12.50	40.83	32.50	13.33
	The ability to submit policy alternatives or policy recommendations to the President in a systematic and comprehensive manner	3.86	-	3.33	28.33	47.50	20.83
Understanding Legal System and Legislation Making	The ability to understand Indonesia's legal system	4.09	-	0.83	22.50	43.33	33.33
	The ability to draft regulation	4.08	-	1.67	25.00	36.67	36.67
	The ability to understand legislation	4.13	-	0.83	20.83	42.50	35.83

making (Law and Government Regulation)						
The ability to understand legislation making (Presidential Regulation)	4.15	-	0.83	21.67	39.17	38.33
The ability to oversee the substance of the formation of a Ministerial Regulation that requires the President's approval	4.00	1.67	2.50	23.33	39.17	33.33
The ability to understand the political system of Indonesia	3.94	-	2.50	30.00	38.33	29.17

Table 4.6 shows the average civil servants' perception of the actual performance of the Cabinet Secretariat's capacities. The same with Table 4.5, the capacities are categorized into three attributes: coordination, understanding of policy work and policy analysis, and understanding of the legal system and legislation making. The average score of the capacities in those attributes ranges from 3.18 to 4.15. Respondents perceive the Cabinet Secretariat performed capacities quite well. In the coordination attribute,

the ability to identify all stakeholders involved in the policy-making process receives the highest average score (4.02) in the category.

Moreover, 45.83% of respondents perceive that Cabinet Secretariat performs well in facilitating the clarification of policy issues and policy choices in the Cabinet Secretariat. The organization also performs exceptionally well in communicating with all stakeholders in the policy-making process (3.87). In addition, to mediate and solve disputes between government agencies in the policy-making process, the respondents perceive that Cabinet Secretariat performs quite well (3.61).

For the attribute of understanding policy work and policy analysis, the ability to understand and run statistical analyses obtain low average scores (3.24 and 3.18). Respondents perceive civil servants working in the Cabinet Secretariat have fine performances in those two capacities. It happens possibly because they rarely use statistical analyses in the policy-making process. Some civil servants also argue that they are not familiar with the utilization and benefit of statistical analyses in the policy-making process. Regarding the ability to submit policy alternatives or policy recommendations to the President systematically and comprehensively, the respondents perceive the highest average score (3.86), with 47.50% of respondents viewing it as good performance and 20.83% of respondents viewing it as outstanding performance.

Lastly, all capacities receive a good performance review from the respondents for understanding the legal system and legislation making. The respondents perceive the ability to understand legislation making for Law

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and Government Regulation and Presidential Regulation obtain are carried out very well by the civil servants (4.13 and 4.15). The main reason behind it is that most policies delivered by the government are in the form of regulations. The Cabinet Secretariat, since its foundation, has always participated in the process of legislation making.

4.1.3 Importance Performance Analysis (IPA)

Table 4. 7 Difference between Importance of Capacity and Performance of Capacity

(n=120)

Attribute	Capacity	Mean		Diff	t
		I	P		
Coordination	The ability to communicate with all stakeholders in the policy-making process	4.42	3.87	0.55	7.27***
	The ability to delve into issues in the policy-making process with all stakeholders	4.42	3.82	0.6	8.42***
	The ability to identify all stakeholders involved in the policy-making process	4.37	4.02	0.35	6.09***
	The ability to facilitate the clarification of policy issues and policy choices in the Cabinet Secretariat	4.33	3.85	0.48	7.33***

	The ability to mediate and solve disputes between government agencies in the policy-making process	4.30	3.61	0.69	8.37***
Understanding Policy Work and Policy Analysis	The ability to understand the policy-making process	4.35	3.72	0.63	7.90***
	The ability to think critically	4.44	3.82	0.62	7.62***
	The ability to elaborate ideas and arguments systematically	4.37	3.75	0.62	8.05***
	The ability to gather data using information technologies	4.30	3.54	0.76	8.89***
	The ability to conduct research	4.32	3.51	0.81	9.27***
	The ability to review previous evidence-based research/policies	4.34	3.64	0.7	8.76***
	The ability to understand statistical analyses (ex: regression analysis, correlation analysis, and other analyses) in the policy-making process	4.10	3.24	0.86	8.47***
	The ability to run statistical analyses (ex: regression analysis, correlation analysis, and other analyses) in the	4.07	3.18	0.89	8.67***

	policy-making process				
	The ability to utilize cost-benefit analysis, SWOT analysis, Regulatory Impact Assessment, and other analyses in the policy-making process	4.30	3.45	0.85	8.80***
	The ability to submit policy alternatives or policy recommendations to the President in a systematic and comprehensive manner	4.44	3.86	0.58	8.77***
Understanding Legal System and Legislation Making	The ability to understand Indonesia's legal system	4.45	4.09	0.36	6.81***
	The ability to draft regulation	4.40	4.08	0.32	5.71***
	The ability to understand legislation making (Law and Government Regulation)	4.43	4.13	0.3	5.73***
	The ability to understand legislation making (Presidential Regulation)	4.44	4.15	0.29	5.33***
	The ability to oversee the substance of the formation of a Ministerial Regulation that	4.44	4.00	0.44	6.84***

|					
	requires the President's approval				
	The ability to understand the political system of Indonesia	4.32	3.94	0.38	6.10***

***=p<0.001

Table 4.7 compares the average of importance and performance for three attributes. It also indicates the difference between importance and performance for three attributes, showing a gap between the perception of how important the capacity in the Cabinet Secretariat is and the actual performance of the capacity in the Cabinet Secretariat. The table also shows the t-value derived from the paired-sample t-test between importance and performance. Finally, it determines that the difference between the importance and the performance of capacities is statistically significant. The main requirement for the difference to become significant is that the p-value should be smaller than the 5% alpha level (p-value < 0.05). In addition, the measurement aims to select which capacities with a significant difference can be further analyzed in the Importance-Performance Analysis quadrants (Lai & Hitchcock, 2015).

Based on Table 4.7, the difference in every capacity has a p-value less than 0.0001 (p-value < 0.0001). It means that the difference between the importance and the performance of capacity is statistically significant. Therefore, every capacity in three attributes is qualified for Importance-Performance Analysis for further analysis. The following section will explain the difference or gap between the importance and performance of

capacity using Importance-Performance Analysis. The capacities will be put in the scatter plot graph for the analysis based on their average scores. The graph will be divided into four quadrants, (i) concentrate here; (ii) keep up the good work; (iii) low priority; and (iv) possibly overkill. The graph will show which capacity falls in each quadrant in the analysis. The gap between the importance and performance of the capacities will mainly focus on the capacity that falls in the quadrant of "concentrate here" because it indicates that the capacity is perceived as important but performs poorly (low performance).

4.1.3.1 Coordination Attribute

Figure 4. 1 Coordination Attribute Quadrants
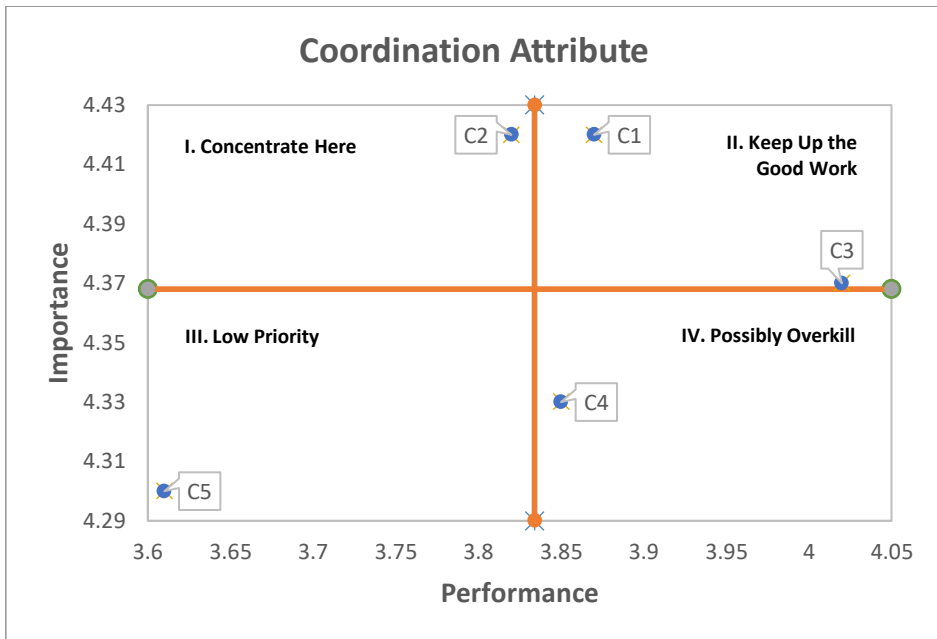
In Figure 4.1, the graph shows the Importance-Performance Analysis matrix with four quadrants for Coordination Attribute. The coordination attribute has five capacities, and for this analysis, the codes used for capacities are C1-C5. For Quadrant I (concentrate here), the capacity falls in is C2 which refers to the ability to delve into issues in the policy-making process with all stakeholders. This quadrant refers to the capacity that has high importance but low performance. For Quadrant II (keep up the good work), the capacities involved in this quadrant are C1 and C3, which represent the ability to communicate with all stakeholders in the policy-making process and identify all stakeholders involved in the

policy-making process, respectively. Finally, Quadrant II means that the capacity is perceived to be important and has good performance.

Moreover, in the graphs, Quadrant III has one capacity, C5, that accounts for the ability to mediate and solve disputes between government agencies in the policy-making process. For this quadrant, the respondents perceive that the capacity has low importance and performance. Lastly, the ability to facilitate the clarification of policy issues and policy choices in the Cabinet Secretariat becomes the capacity (C4) that falls in Quadrant 4. This quadrant indicates that the respondents believe the capacity has good performance but is unimportant for the organization.

4.1.3.2 Understanding Policy Work and Policy Analysis Attribute

Figure 4. 2 Understanding Policy Work and Policy Analysis Attribute Quadrants
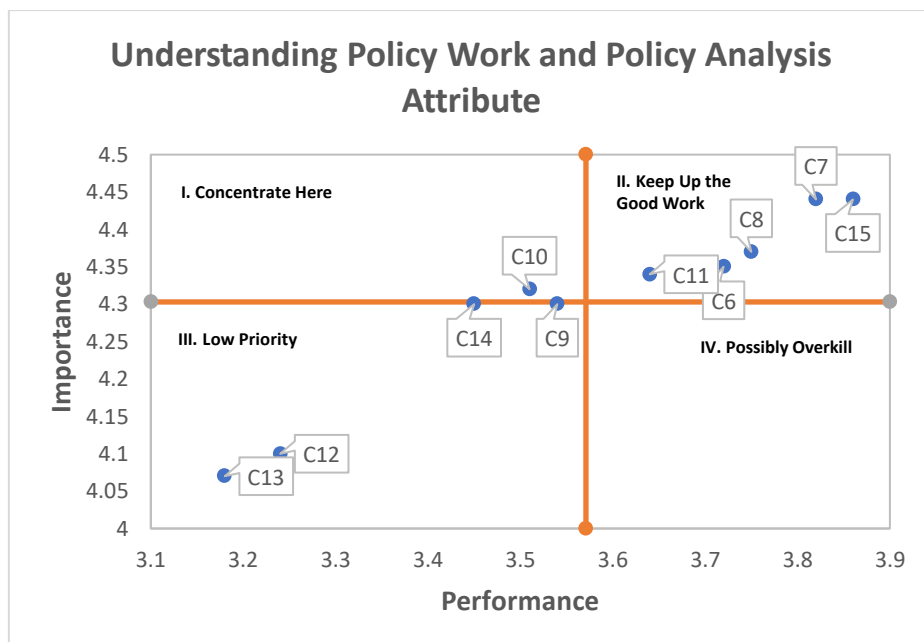
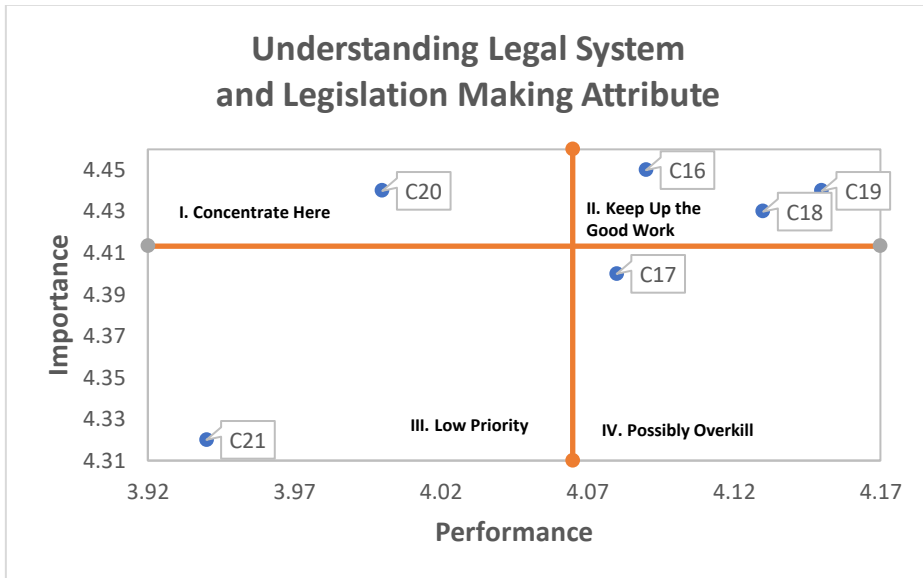In Figure 4.2, the graph shows the Importance-Performance Analysis matrix with four quadrants for Understanding Policy Work and Policy Analysis Attribute. This attribute consists of ten capacities which are coded with C6-C15. In the first quadrant (concentrate here), respondents perceive that three capacities have high importance and low performance. They are the ability to gather data using information technologies (C9), the ability to conduct research (C10), and the ability to utilize cost-benefit analysis, SWOT analysis, Regulatory Impact Assessment, and other analyses in the policy-making process (C14).

Moreover, the second quadrant (keep up the good work) shows five capacities with high importance and performance scores. They are the ability to understand the policy-making process (C6), the ability to think critically (C7), the ability to elaborate ideas and arguments systematically (C8), the ability to review previous evidence-based research/policies (C11), and the ability to submit policy alternatives or policy recommendations to the President systematically and comprehensively (C15). Furthermore, two capacities are believed to be less important and perform poorly in the third quadrant (low priority). They are the ability to understand statistical analyses in the policy-making process (C12) and the ability to run statistical analyses in the policy-making process (C13). Lastly, there is no capacity analyzed for the fourth quadrant (possibly overkill) and falls in the quadrant.

4.1.3.3 Understanding Legal System and Legislation Making Attribute

Figure 4. 3 Understanding Legal System and Legislation Making Attribute Quadrants

In Figure 4.3, the graph shows the Importance-Performance Analysis matrix with four quadrants for Understanding Legal System and Legislation Making Attribute. The attribute consists of six capacities which are coded with C16-C21. In the first quadrant (concentrate here), there is one capacity that respondents perceive to be a poorly performed but important capacity at the same time. It is the ability to oversee the substance of the formation of a Ministerial Regulation that requires the President's approval (C20). For the second quadrant (keep up the good work), three capacities are categorized for having good performance and high importance. They are the ability to understand Indonesia's legal system (C16), the ability to understand legislation making for Law and

Government Regulation (C18), and the ability to understand legislation making for Presidential Regulation (C19).

In addition, the ability to understand the political system of Indonesia becomes the capacity that is perceived to have both poor importance and performance and belongs to the third quadrant (low priority). The fourth quadrant has only one capacity: the ability to draft regulations. This capacity is perceived to be well-performed but, at the same time, is deemed unimportant.

4.1.4 Reliability Test (Cronbach's Alpha)

The Cronbach's Alpha test is carried out to measure the reliability of independent and dependent variables. The result of the Cronbach's Alpha test can be referred to the table 4.8 as follow:

Table 4. 8 Cronbach's Alpha Test

(n=120)

Variable	Cronbach's Alpha Result
Individual Level	0.76
Organizational Level	0.76
System Level	0.79
Importance of Capacity	0.88
Performance of Capacity	0.78

Based on Table 4.8, the Cronbach's Alpha test results range from 0.76 to 0.88. The result for all variables shows high reliability and can be considered reliable for the measurement.

4.1.5 Pearson's Correlation

The Pearson's Correlation test was conducted to measure the relationship between variables and determine the strength of the correlation between variables. Independent variables included in the Pearson's Correlation test are individual, organizational, and system levels. Meanwhile, the dependent variable for this research is the gap capacity. The gap capacity is obtained from the difference between the importance of capacities and the performance of capacities. The correlation result will be shown in Table 4.9 as follows:

Table 4. 9 Pearson's Correlation for Independent and Dependent Variable

	Mean	STD	Individual Level	Organizational Level	System Level	Gap Capacity
Individual Level	3.84	0.73	1			
Organizational Level	3.67	0.72	0.86 <.0001	1		
System Level	3.85	0.72	0.68 <.0001	0.71 <.0001	1	
Gap Capacity	0.57	0.63	-0.40 <.0001	-0.37 <.0001	-0.38 <.0001	1

In addition, the correlation coefficient (r) between Individual Level and Gap/difference variables is -0.40, with p-values smaller than the alpha level of 0.1%. It can be inferred that at a 0.1% significant level, there is a statistically significant and negative relationship between Individual Level and Gap/difference variables. A negative relationship means that the two

variables will move in a different direction and if the individual level increases, the gap/difference will decrease.

Table 4.9 also shows the relationship between organizational level and gap/difference variable, with the correlation coefficient (r) being -0.37 and p-values is smaller than the alpha level of 0.1%. Those values signify a statistically significant and negative relationship between Organization Level and Gap/difference variables at a 0.1% alpha level. It also indicates that the two variables move in a different direction, meaning that if the organizational level increases, the gap/difference decreases. Moreover, the correlation result reveals a statistically significant and negative relationship between System Level and Gap/difference with correlation coefficient (r) is 0.38 and p-values is smaller than alpha level of 0.1%. Since the two variables also have a negative relationship, they will move in a different direction where the increase value of System Level equals the decrease value of Gap/difference.

Another crucial thing shown in the table is that all the independent variables (individual, organizational, and system levels) have a high value of correlation coefficients. It shows multicollinearity between independent variables. For example, the correlation coefficients (r) between Individual Level and Organizational Level, Individual Level and System Level, and Organizational Level and System Level are 0.86, 0.68, and 0.71, respectively. The main disadvantage of having multicollinearity is that it can be challenging to form the model and interpret the regression analysis.

4.2 Hypothesis Testing

This sub-chapter aims to test the hypothesis to explore the relationship between the Individual Level, Organizational Level, and System Level and the gap capacity of the Cabinet Secretariat by carrying out regression analyses. Due to having multicollinearity between independent variables, multiple regressions were performed in three models for hypothesis testing. Each independent variable is tested individually with seven control variables (age, sex, education, division, position, tenure, and capacity building obtained per year).

4.2.1 Hypothesis 1: The individual level has a negative relationship with the gap capacity of the Cabinet Secretariat

To test this hypothesis, the researcher utilizes this regression model as follows:

Model 1: Gap capacity = ß0 + ß1*Individual Level + ß2*Age + ß3*Sex + ß4*Education + ß5*Division + ß6*Position + ß7*Tenure + ß8*Capacity Building Obtained per Year + Errors

Table 4. 10 Result of Regression Analysis between Gap Capacity and Individual Level

	MODEL 1	
	Parameter Estimate	Standard Error
Intercept	0.78	1.01
Individual	-0.32***	0.08
Age 24-34 Years	0.72	0.44
Age 35-45 Years	0.55	0.39
Age 46-55 Years	0	-

Sex Female	-0.05	0.12
Sex Male	0	-
Education Bachelor	0.48	0.67
Education Master	0.52	0.68
Education Ph. D	-0.09	1.06
Education Vocational	0	-
Division Centre for Data and Technology	-0.66	0.73
Division Deputy of Administrative Affairs	-0.65	0.67
Division Deputy of Cabinet Work Support	-0.42	0.69
Division Deputy of Economic Affairs	-0.39	0.66
Division Deputy of Human Development and Culture Affairs	-0.44	0.67
Division Deputy of Maritime and Investment Affairs	-0.22	0.66
Division Deputy of Political, Legal, and Security Affairs	-0.27	0.65
Division of Expert Staffs	0	-
Position Echelon I	0.47	0.60
Position Echelon II	0.76	0.64
Position Echelon III	0.45	0.30
Position Echelon IV	0.07	0.22
Position Staff	0	-
Tenure 1-4 Years	0.07	0.53
Tenure 5-8 Years	-0.08	0.47
Tenure 9-12 Years	-0.14	0.45
Tenure 13-16 Years	0.19	0.43
Tenure 17-20 Years	-0.05	0.41
Tenure >20 Years	0	-
Capacity Building Obtained 0 Program	0.06	0.32
Capacity Building Obtained 1-3 Program	0.22	0.26
Capacity Building Obtained >3 Program	0	-
F-Value	1.65*	
R-Square	0.305	

*=$p<0.05$, **=$p<0.01$, ***=$p<0.001$

Based on Model 1, it indicates the $R^2=0.305$, meaning that 30.5% of the variance in Gap (difference) can be interpreted by Individual Level. With a 5% alpha level, the Individual Level as an independent variable and 7-other control variables also reliably predict the Gap capacity as a dependent variable with the F-value of 1.65. The result also reveals that with the estimate value of -0.32, the Individual Level has statistically significant and negative effects on Gap (difference) capacity with a 0.1% alpha level. It can be concluded that every 1 unit increase of the Individual Level will decrease 0.32 units of Gap/difference capacity.

4.2.2 Hypothesis 2: The Organizational level has a negative relationship with the gap capacity of the Cabinet Secretariat

To test this hypothesis, the researcher utilizes this regression model as follows:

Model 2: Gap capacity = ß0 + ß1*Organizational Level + ß2*Age + ß3*Sex + ß4*Education + ß5*Division + ß6*Position + ß7*Tenure + ß8*Capacity Building Obtained per Year + Errors

Table 4. 11 Result of Regression Analysis between Gap Capacity and Organizational Level

	MODEL 2	
	Parameter Estimate	Standard Error
Intercept	0.67	1.05
Organizational	-0.26**	0.09
Age 24-34 Years	0.67	0.45
Age 35-45 Years	0.55	0.40
Age 46-55 Years	0	-
Sex Female	-0.05	0.12
Sex Male	0	-

Education Bachelor	0.41	0.68
Education Master	0.44	0.70
Education Ph. D	-0.08	1.09
Education Vocational	0	-
Division Centre for Data and Technology	-0.64	0.74
Division Deputy of Administrative Affairs	-0.68	0.69
Division Deputy of Cabinet Work Support	-0.48	0.71
Division Deputy of Economic Affairs	-0.52	0.67
Division Deputy of Human Development and Culture Affairs	-0.52	0.68
Division Deputy of Maritime and Investment Affairs	-0.27	0.68
Division Deputy of Political, Legal, And Security Affairs	-0.37	0.66
Division of Expert Staffs	0	-
Position Echelon I	0.47	0.61
Position Echelon II	0.80	0.65
Position Echelon III	0.45	0.31
Position Echelon IV	0.10	0.23
Position Staff	0	-
Tenure 1-4 Years	0.17	0.54
Tenure 5-8 Years	0.00	0.48
Tenure 9-12 Years	-0.11	0.46
Tenure 13-16 Years	0.27	0.44
Tenure 17-20 Years	-0.08	0.42
Tenure >20 Years	0	-
Capacity Building Obtained 0 Program	0.07	0.32
Capacity Building Obtained 1-3 Program	0.16	0.26
Capacity Building Obtained >3 Program	0	-
F-Value	1.40	
R-Square	0.27	

*=$p<0.05$, **=$p<0.01$, ***=$p<0.001$

Based on Model 2, Organizational Level significantly negatively affects Gap/difference capacity with a 1% alpha level. Therefore, it can be concluded that every 1 unit increase in the Organizational Level will decrease 0.26 units of Gap/difference capacity. The model also indicates the $R^2=0.27$, meaning that 27% of the variance in Gap (difference) can be interpreted by the Individual Level. However, the Organizational Level as an independent variable and 7-other control variables do not reliably predict the Gap capacity as a dependent variable because the p-value for F-Value is bigger than the 5% alpha level.

4.2.3 Hypothesis 3: The System level has a negative relationship with the gap capacity of the Cabinet Secretariat

To test this hypothesis, the researcher utilizes this regression model as follows:

Model 3: Gap capacity = ß0 + ß1*System Level + ß2*Age + ß3*Sex + ß4*Education + ß5*Division + ß6*Position + ß7*Tenure + ß8*Capacity Building Obtained per Year + Errors

Table 4. 12 Result of Regression Analysis between Gap Capacity and System Level

	MODEL 3	
	Parameter Estimate	Standard Error
Intercept	0.69	0.99
System	-0.32***	0.08
Age 24-34 Years	0.69	0.44
Age 35-45 Years	0.58	0.39
Age 46-55 Years	0	-
Sex Female	-0.02	0.12
Sex Male	0	-

Education Bachelor	0.68	0.66
Education Master	0.76	0.68
Education Ph. D	0.29	1.06
Education Vocational	0	-
Division Centre for Data and Technology	-0.89	0.72
Division Deputy of Administrative Affairs	-0.82	0.67
Division Deputy of Cabinet Work Support	-0.65	0.69
Division Deputy of Economic Affairs	-0.65	0.65
Division Deputy of Human Development and Culture Affairs	-0.65	0.66
Division Deputy of Maritime and Investment Affairs	-0.39	0.66
Division Deputy of Political, Legal, And Security Affairs	-0.51	0.64
Division of Expert Staffs	0	-
Position Echelon I	0.49	0.59
Position Echelon II	0.97	0.63
Position Echelon III	0.47	0.30
Position Echelon IV	0.14	0.22
Position Staff	0	-
Tenure 1-4 Years	0.28	0.52
Tenure 5-8 Years	0.07	0.46
Tenure 9-12 Years	-0.08	0.45
Tenure 13-16 Years	0.29	0.42
Tenure 17-20 Years	-0.02	0.41
Tenure >20 Years	0	-
Capacity Building Obtained 0 Program	0.04	0.31
Capacity Building Obtained 1-3 Program	0.16	0.26
Capacity Building Obtained >3 Program	0	-
F-Value	1.71*	
R-Square	0.31	

*=$p<0.05$, **=$p<0.01$, ***=$p<0.001$

Based on Model 3, System Level has statistically significant and negative effects on Gap/difference capacity with a 0.1% alpha level. It can be concluded that every 1 unit increase of the System Level will decrease 0.32 units of Gap/difference capacity. The model also indicates the $R^2=0.31$, meaning that 31% of the variance in Gap (difference) capacity can be interpreted by System Level. The System Level as an independent variable and 7-other control variables also reliably predict the Gap capacity as the dependent variable with the F-value of 1.71 and a 5% alpha level.

4.3 Discussion

This research aims to explore the capacities and competencies needed for the roles and functions of the Cabinet Secretariat. It tries to identify the gap between the importance and the actual performance of the capacities in the Cabinet Secretariat. Moreover, it also intends to find the relationship between the individual, organizational, and system levels as determinants for policy capacity with capacity in the Cabinet Secretariat.

As discussed in Chapter 2, the Cabinet Secretariat is a unique and vital government agency that aims to provide advice and input in policy formulation to the Head of the Government (President) and coordinates the preparation and implementation of policies following the directives of the President and the Cabinet Meeting. Therefore, the organization of the Cabinet Secretariat must be close to or in the circle of the Presidential Office. With unique and crucial functions and duties, the Cabinet

Secretariat needs to possess specific capacities and competencies to carry them out.

Observing several countries (Australia, Japan, and United Kingdom), including Indonesia, which have the Cabinet Secretariats or organizations that hold similar functions and duties, the Cabinet Secretariat has three main groups of capacities or competencies (attributes) to enforce those duties. They are coordination, understanding policy work and policy analysis, and understanding the legal system and legislation making. For coordination, there are five capacities required for the Cabinet Secretariat such as the ability to communicate with stakeholders; the ability to delve into issues in the policy-making process; the ability to identify all stakeholders involved; the ability to facilitate the clarification of policy issues; and the ability to mediate and solve disputes between government agencies.

Furthermore, for understanding policy work and policy analysis, there are at least ten capacities needed, to name a few: the ability to understand the policy-making process; the ability to gather data using information technologies; the ability to review previous evidence-based research/policies; the ability to run and utilize statistical analysis, cost-benefit analysis, Regulatory Impact Assessment; and the ability to submit policy alternatives systematically and comprehensively. On the other hand, for understanding the legal system and legislation making, there are six essential competencies for Cabinet Secretariat, to name a few: the ability to draft regulations, the ability to understand legislation making, the ability to

oversee the substance of the formation of a Ministerial Regulation that requires President's approval, and the ability to understand political system of Indonesia.

The study underscores the utilization of the Importance and Performance Analysis to examine whether these groups are important and performed well and to identify the gap between the importance and the performance of capacities. Based on the results, respondents perceive that all the capacities are important, with an average score of 4.35. The respondents believe all the capacities mentioned are necessary for Cabinet Secretariat to carry out the functions and duties. Meanwhile, the respondents perceive that the actual performance of capacities is quite well, with an average score of 3.77, smaller than the importance value. The smaller average score in the performance of capacities indicates that there should be a gap between the importance and the performance of capacities. In addition, by utilizing the Importance-Performance Analysis, the gap between the importance and the performance of capacities can be distinguished and placed in the four quadrants. Finally, the gap explanation will focus on Quadrant 1 (concentrate here), referring to the capacity with high importance and low performance. Focusing on this quadrant is crucial because the organization of the Cabinet Secretariat should increase the performance level so that the capacity can be well-performed.

For capacities in the coordination attribute, the respondents perceive they are all important with an average score of 4.37 but moderately performed with an average of 3.83. In this attribute, only one capacity

belongs to Quadrant 1 because of having high importance but low performance, which is the ability to delve into issues in the policy-making process with all stakeholders. This capacity is in Quadrant 1 because sometimes the civil servants do not master the policy issues properly. So that when they communicate the issues and meet other stakeholders as their counterparts, many crucial things are missed. This situation can cause misidentification of policy problems, produce wrong policy alternatives, or formulate non-inclusive public policy.

Second, for understanding policy work and policy analysis, the respondents have positive perceptions of the importance of capacities with an average point of 4.30 for all capacities in the category and moderately perception of the performance of capacities with an average point of 3.57. In this category, there are three capacities classified in Quadrant 1. They are the ability to gather data using information technologies, the ability to conduct research, and the ability to utilize cost-benefit analysis, SWOT analysis, Regulatory Impact Assessment, and other analyses in the policy-making process. Information technology issue is one of the obstacles faced by the Cabinet Secretariat. In the 2021's Performance Report, the development and utilization of information and technology systems cannot acknowledge the organization's need due to a lack of internal regulation about information and technology system grand design. Therefore, this situation has resulted in a flawed policy-making process (Laporan Kinerja Sekretariat Kabinet, 2022).

Moreover, civil servants conduct research for policy plans and government plans before the President enacts them and for the policy evaluation to determine the effectiveness of the policy. Conducting that research requires the utilization of detailed analyses. The ability to conduct research and utilize detailed analyses in the policy-making process are related to human resource development. In the same situation with information and technology system management, human resource development also become the obstacle encountered by the organization based on the 2021's Performance Report. In addition, the report reveals that the organization should focus on increasing the capacity and competency of its civil servants (Laporan Kinerja Sekretariat Kabinet, 2022).

Lastly, for understanding the legal system and legislation making category, the average score for the importance of capacities is 4.41, meaning that the respondents believe all the capacities are important. Meanwhile, the average score for the performance of capacities in this category is 4.065, meaning that the respondents perceive that all capacities are carried out well. In this category, only one capacity is graded in Quadrant 1, which is the ability to oversee the substance of the formation of a Ministerial Regulation that requires the President's approval. The possible explanation why this capacity is classified in Quadrant 1 is that overseeing the substance of the formation of a Ministerial Regulation that requires the President's approval is a new duty and responsibility for the Cabinet Secretariat as stipulated in the Presidential Regulation Number 55 of 2020 on Cabinet Secretariat. Civil servants need to adapt to this new duty

quickly. Because of that, it is pivotal to prepare and provide civil servants with a good quality of capacity building in legal and policy analysis.

In order to solve the capacity gap in Quadrant 1 and mitigate the gap from happening in the future, it is necessary to upgrade the performance of capacities by focusing on the increase of determinants in the individual, organizational, and system levels of capacity in the organization. The previous section of hypothesis testing (Model 1) reveals a statistically significant and negative effect between the individual level and gap capacity. A 1-unit increase of the individual level will decrease 0.32 units of gap capacity. The individual level represents specific determinants and situations that can influence the skill and capacity of the Cabinet Secretariat to execute its functions and duties. In addition, the determinants such as receiving a series of capacity-building programs related to roles and functions, and possessing the knowledge and skill to perform policy work, should be intensified to solve and mitigate the gap capacity in Quadrant 1. Based on the respondents' perception of determinants at the individual level, the average scores of receiving a series of capacity-building programs related to roles and functions and possessing the knowledge and skill to perform policy work are 3.40 and 3.96, respectively.

Hence, the increase of these determinants will possibly decrease the gap capacity for five capacities in Quadrant 1. They are the ability to delve into issues in the policy-making process with all stakeholders, the ability to conduct research, the ability to utilize cost-benefit analysis, SWOT analysis, Regulatory Impact Assessment, and other analyses in the policy-making

process, and the ability to oversee the substance of the formation of a Ministerial Regulation that requires President's approval.

Furthermore, based on regression results (Model 2), the organizational level also has statistically significant and negative effects on gap capacity. A 1-unit increase in organizational level will decrease 0.26-unit of gap capacity. The organizational level also represents particular determinants and situations that affect the skill and capacity of the Cabinet Secretariat to perform its functions and duties. In addition, the determinants such as the availability of adequate facilities and infrastructure to assist civil servants in carrying out their duties and functions, effective technology and information system to support policy formulation, effective technology and information system to support the provision of policy input to the President and Vice President, clear Standard Operating Procedures (internal regulations) in carrying out the duties and functions of the organization, and providing capacity-building programs and training to all employees according to their duties and functions, should possibly be increased to solve and mitigate the gap capacity in Quadrant 1.

According to the respondents' perception of the organizational level, these determinants receive an average score of 3.41, 3.38, 3.43, 3.16, and 3.85, respectively. The average scores reveal that respondents have neutral acceptance of the determinants, even though they are still below 4.0. Therefore, the increased score of these determinants is needed to possibly decrease the gap capacity, especially related to the ability to gather data using information technologies, the ability to utilize cost-benefit analysis,

SWOT analysis, Regulatory Impact Assessment, and other analyses in the policy-making process, and the ability to oversee the substance of the formation of a Ministerial Regulation that requires President's approval.

Lastly, the regression result of Model 3 also shows that the system level also has statistically significant and negative effects on gap capacity, meaning that a 1-unit increase of the system level will decrease 0.32-unit of gap capacity. Like other levels, the system level also represents crucial determinants and situations that affect the skill and capacity of the Cabinet Secretariat to perform its functions and duties. Determinants at the system level are related to intensive communication and coordination involving other government agencies and actors outside the government. The increase of these determinants will possibly address the gap capacity in the coordination attribute about the ability to delve into issues in the policy-making process with all stakeholders. By involving more government agencies and actors outside the government, the civil servants can delve into more information and perspective. Hence, the policy alternatives and policy outputs will become more inclusive in solving the problems.

Chapter 5. Conclusion

The chapter provides the conclusion of the research. It combines three main sections, the results of this research, policy recommendations, and the limitation of the study.

5.1 Conclusion

This research has three main objectives, which are to explore the capacity needed to carry out the functions and roles of the Cabinet Secretariat, to identify the gap between the importance of capacities and the performance of capacities, and to understand the relationship between the individual, organizational, and system levels and capacity in the Cabinet Secretariat. This research proposes three leading groups of capacities required for the Cabinet Secretariat. They are coordination, understanding policy works and policy analysis, and understanding the legal system and legislation making. Each capacity group consists of several abilities that can make Cabinet Secretariat perform its roles and duties well.

The result in Chapter 4 using Importance-Performance Analysis shows the gap between the importance and the performance of capacities in every group. Focusing on the gap in Quadrant 1, several capacities possess high importance and low performance. For the coordination capacity, the ability to delve into issues in the policy-making process with all stakeholders belongs to Quadrant 1. Furthermore, for understanding policy work and policy, there are three capacities classified in Quadrant 1. They

are the ability to gather data using information technologies, the ability to conduct research, and the ability to utilize cost-benefit analysis, SWOT analysis, Regulatory Impact Assessment, and other analyses in the policy-making process. In addition, for understanding the legal system and legislation making, one capacity that presents high importance but low performance is the ability to oversee the substance of the formation of a Ministerial Regulation that requires the President's approval.

Regarding the relationship between the Individual Level, Organizational Level, and System Level and the gap capacity of the Cabinet Secretariat, the study found that the Individual Level, Organizational Level, and System Level have a statistically negative and significant relationship with Gap Capacity. Three models of regression analyses reveal that Individual Level, Organizational Level, and System Level significantly and negatively affect the Gap Capacity. In addition, it means that an increased unit of Individual Level, Organizational Level, or System Level will decrease the unit of Gap Capacity. For these results, it is essential to reduce the gap capacity in the Quadrant and mitigate the gap from happening in the future by enhancing the performance of capacities and increasing the determinants at the Individual Level, Organizational Level, and System Level.

5.2 Policy Recommendation

As discussed in the conclusion section, there are statistically significant and negative effects of each individual, organizational, and

system levels on Gap Capacity. The study would recommend that the Cabinet Secretariat solve and manage the organization's gap capacity, especially capacities with high importance but low performance. In addition, the organization should emphasize increasing the determinants at the individual level, organizational level, and system level of the organization and enhancing the performance of the capacity that underperforms. Some recommendations for the organization to solve and manage the gap capacity are as follows:

a. **Improvement of Human Resource Management.** A critical aspect of human resource management is providing capacity-building programs and training to all employees. First, the Cabinet Secretariat should identify its technical competencies based on the characteristics of its duties and functions. Second, after identifying technical competencies, the organization should list all possible capacity-building programs and training in line with technical competencies. Finally, the programs and training should aim to increase the utilization of various policy analyses and understand the substance of a ministerial Regulation formation.

b. **Facilities and infrastructures.** The organization should pay more attention to the facilities and infrastructures that can help the civil servants carry out their duties in the policy work, especially the availability of effective technology and information system. In addition, the organization should have a grand design of technology and

information systems that determines the type, development, and
benefit of the technologies.

c. **Coordination.** The organization should continuously encourage
participation from the government agencies and the actors outside the
government in the policy work to produce more inclusive policies.

5.3 Limitation of Study

Despite the completion of the study, there are also some constraints
faced by the researcher. The first constraint is related to the place. For
example, the researcher did the research in South Korea when all the
respondents were in Indonesia. This situation made the researcher send and
share the survey questionnaire to the respondents online using the survey
questionnaire tool. However, because of the place difference, the researcher
had some difficulties monitoring the course of the survey questionnaire.

The second limitation is related to the response rate of the
respondents. It is influenced by the place constraint, making the response
rate for the study low. This research involved 120 civil servants, equal to a
21.39% response rate (total population is 561 civil servants). At first, 133
respondents participated in the survey questionnaire. Thirteen of them do
not work as civil servants of the Cabinet Secretariat but as contracted
employees. Their responses could not be included in the research analysis
because their works are not related to policy formulation or Cabinet
Secretariat's primary duties for cabinet management. Therefore, this
research will only analyze those 120 respondents' answers and data. The

data's composition largely came from the Deputy of Human Development and Culture Affairs and Deputy of Political, Legal, and Security Affairs. Considerable portions of the data also concentrated more in Echelon IV and Staffs.

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Appendix

Survey Questionnaire: Policy Capacity of the Cabinet Secretariat: An Analysis Using Important Performance Analysis Tool

Dear Participants,

My name is Andi Bayu Wiraditya Pawi, a graduate student at the Graduate School of Public Administration, Seoul National University, South Korea.

Currently, I am conducting research on the Policy Capacity of the Cabinet Secretariat. This research aims (i) to explore the policy capacity of the Cabinet Secretariat and its relations with the Cabinet Secretariat's roles and functions, (ii) to identify the type of capacity and competence needed to strengthen the roles and functions of the Cabinet Secretariat, (iii) to utilize the importance-performance analysis (IPA) tool to identify the gap the required competencies and the actual competencies in the Cabinet Secretariat, and (iv) to explore the influence of individual, organizational, and system level towards policy capacity in the Cabinet secretariat.

I would like you to answer this questionnaire about Policy Capacity in the Cabinet Secretariat based on your perception and experience working in the Cabinet Secretariat. This questionnaire will take approximately 10-15 minutes to fill out. Before you proceed to next section of the questionnaire, please read the description or instructions carefully.

Thank you for your time and participation.

Andi Bayu Wiraditya Pawi
Seoul National University

Questionnaire

I. Demography
   1. Age:
   2. Gender   :
   3. Education   :
   4. Division   :
   5. Position   :
   6. Tenure   :
   7. Receive Capacity
      Building (per year) :

II. Independent Variables
    Description: These are statements related to the influence of individual, organizational, and system levels on policy capacity. Respondents can choose one answer from the options using the Likert scale: 1) totally disagree, 2) disagree, 3) neutral, 4) agree, 5) totally agree.
    Questions
    - Individual Level

No.	Statement	Score				
		1	2	3	4	5
1.	Civil servants are recruited with good knowledge and skill following the organization's needs					
2.	Civil servants have the same opportunity to obtain capacity building or training					
3.	Civil servants receive a series of capacity-building programs related to their role and functions					
4.	Civil servants understand the roles and functions of the organization					
5.	Civil servants who are in charge of policy work have the knowledge and skill to perform policy analysis and policy evaluation					
6.	Civil servants have commitments to constantly improve their capacity according to their duties.					
7.	Leaders in the Cabinet Secretariat give clear and sound directions to their subordinate					
8.	Leaders in the Cabinet Secretariat provide the best examples of how to make policy					

No.	Statement	Score				
		1	2	3	4	5
9.	All the Cabinet Secretariat's employees can quickly obtain data and information for policy work					

- Organizational Level

No.	Statement	Score				
		1	2	3	4	5
1.	The Cabinet Secretariat has a sufficient number of employees to carry out the main tasks of the organization					
2.	The Cabinet Secretariat has adequate facilities and infrastructure to assist civil servants in carrying out their duties and functions					
3.	The Cabinet Secretariat has an effective technology and information system to support policy formulation					
4.	The Cabinet Secretariat has an effective technology and information system to support the provision of policy input to the President and Vice President					
5.	The Cabinet Secretariat has an effective technology and information system to support the dissemination of government policies and directives from the President					
6.	In policy formulation and policy evaluation, the Cabinet Secretariat underscores its commitment to evidence-based policy					
7.	The Cabinet Secretariat has civil servants with analytical and administrative abilities					

No.	Statement	Score				
		1	2	3	4	5
8.	The Cabinet Secretariat has employees who understand the duties and functions of the organization well					
9.	The Cabinet Secretariat recruits civil servants according to organizational needs					
10.	The Cabinet Secretariat provides proper capacity-building programs and training to all employees according to their duties and functions					
11.	The Cabinet Secretariat has a sufficient budget to carry out the duties and functions of cabinet management					
12.	The Cabinet Secretariat has clear Standard Operating Procedures (internal regulations) in carrying out the duties and functions of the organization					
13.	All divisions within the Cabinet Secretariat always prioritize coordination and communication to create inclusive policies					
14.	The Cabinet Secretariat provides broad opportunities for all employees to innovate					
15.	The Cabinet Secretariat has strong legitimacy in carrying out its duties and functions in cabinet management					
16.	The Cabinet Secretariat has good personnel management					

- System Level

No.	Statement	Score				
		1	2	3	4	5
1.	The Cabinet Secretariat always prioritizes communication and coordination with all relevant ministries and government					

No.	Statement	Score				
		1	2	3	4	5
	agencies in policy formulation, especially in cross-sectoral fields					
2.	The Cabinet Secretariat involves actors outside the government (NGOs, civil society, communities) in building networks to formulate policies					
3.	The public, NGOs, and the mass media have confidence in the Cabinet Secretariat to participate in the policy-making process and give advice to the President and Vice President					

III. Dependent Variable

Importance

No.	Capacity Attribute	Statement	Score				
			1	2	3	4	5
1.	Coordination	a. The ability to communicate with all stakeholders in the policy-making process					
		b. The ability to delve into issues in the policy-making process with all stakeholders					
		c. The ability to identify all stakeholders involved in the policy-making process					
		d. The ability to facilitate the clarification of policy issues and policy choices in the Cabinet Secretariat					
		e. The ability to mediate and solve disputes between government agencies in the					

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No.	Capacity Attribute	Statement	Score				
			1	2	3	4	5
		policy-making process					
2.	Understand policy work and policy analysis	a. The ability to understand the policy-making process					
		b. The ability to think critically					
		c. The ability to elaborate ideas and arguments systematically					
		d. The ability to gather data using information technologies					
		e. The ability to conduct research					
		f. The ability to review previous evidence-based research/policies					
		g. The ability to understand statistical analyses (ex: regression analysis, correlation analysis, and other analyses) in the policy-making process					
		h. The ability to run statistical analyses (ex: regression analysis, correlation analysis, and other analyses) in the policy-making process					
		i. The ability to utilize cost-benefit analysis, SWOT analysis, Regulatory Impact					

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No.	Capacity Attribute	Statement	Score				
			1	2	3	4	5
		Assessment, and other analyses in the policy-making process					
		j. The ability to submit policy alternatives or policy recommendations to the President in a systematic and comprehensive manner					
3.	Understand law and legislation making	a. The ability to understand Indonesia's legal system					
		b. The ability to draft regulation					
		c. The ability to understand legislation making (Law and Government Regulation)					
		d. The ability to understand legislation making (Presidential Regulation)					
		e. The ability to oversee the substance of the formation of a Ministerial Regulation that requires the President's approval					
		f. The ability to understand the political system of Indonesia					

Performance

No.	Capacity Attribute	Statement	Score				
			1	2	3	4	5
1.	Coordination	a. The ability to communicate with all stakeholders in the policy-making process					
		b. The ability to delve into issues in the policy-making process with all stakeholders					
		c. The ability to identify all stakeholders involved in the policy-making process					
		d. The ability to facilitate the clarification of policy issues and policy choices in the Cabinet Secretariat					
		e. The ability to mediate and solve disputes between government agencies in the policy-making process					
2.	Understand policy work and policy analysis	a. The ability to understand the policy-making process					
		b. The ability to think critically					

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No.	Capacity Attribute	Statement	Score				
			1	2	3	4	5
		c. The ability to elaborate ideas and arguments systematically					
		d. The ability to gather data using information technologies					
		e. The ability to conduct research					
		f. The ability to review previous evidence-based research/policies					
		g. The ability to understand statistical analyses (ex: regression analysis, correlation analysis, and other analyses) in the policy-making process					
		h. The ability to run statistical analyses (ex: regression analysis, correlation analysis, and other analyses) in the policy-making process					
		i. The ability to utilize cost-benefit analysis, SWOT analysis, Regulatory Impact Assessment, and other analyses in the policy-making process					
		j. The ability to submit policy alternatives or					

No.	Capacity Attribute	Statement	Score				
			1	2	3	4	5
		policy recommendations to the President in a systematic and comprehensive manner					
3.	Understand law and legislation making	a. The ability to understand Indonesia's legal system					
		b. The ability to draft regulation					
		c. The ability to understand legislation making (Law and Government Regulation)					
		d. The ability to understand legislation making (Presidential Regulation)					
		e. The ability to oversee the substance of the formation of a Ministerial Regulation that requires the President's approval					
		f. The ability to understand the political system of Indonesia					

공무원의 정책 역량: 중요도 성능분석툴을 활용한 분석

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글로벌행정전공

인도네시아 내각 사무국은 의제 수립부터 정책 평가까지 정책 수립에 있어 중요한 정부 기관이다. 이 조직은 정책을 전달하기 위해 대통령의 직무 수행과 수행을 돕는다. 이러한 중요한 역할과 책임으로, 내각 사무국과 그 조직에서 일하는 공무원은 특정한 능력을 필요로 한다.

정부 기관이 건전한 정책을 수립하고 시행할 수 있는 능력을 기술하는 것은 정책 역량 이론을 말한다. 정책 작업을 수행하기 위해 필수적인 역량과 리소스를 결합하는 것이다. 문헌은 결정 요소나 상황이 개인 수준, 조직 수준 및 시스템 수준에서 정책 작업에 필요한 용량에 영향을 줄 수 있음을 시사한다. 따라서, 본 연구는 내각 사무국의 기능과 역할을 수행하기 위해 필요한 역량을 탐색하고, 역량의 중요성과 능력의 차이를 파악하며, 내각 비밀의 개인 수준, 조직 수준 및 시스템 수준과 능력의 관계를 이해하는 것을 목적으로 한다.

이 연구는 정량적 접근법을 사용하여 수행되었다. 설문지는 구성되었고 내각 사무국에서 일하는 공무원들에게 온라인으로 보내졌다. 이 연구는 응답률 21.39%에 해당하는 120명의 공무원을 대상으로 한다. 데이터 수집 후 SAS On Demand for Academic을 사용하여 몇 가지 통계 분석이 수행되었다. 중요도 성능 분석은 또한 용량을 사분면에 넣기 위해 수행되었으며 중요도는 높지만 성능은 떨어지는 용량에 초점을 맞춘다. 독립 변수와 종속 변수 사이의 관계를 조사하기 위해 Pearson의 상관 관계와 다중 회귀 분석을 수행했다. 개인, 조직 및 시스템 수준은 이 연구에서 독립적인 변수로 작용한다. 한편, 종속 변수는 용량의 중요성과 용량의 성능 사이의 차이다. 본 연구의 통제 변수는 연간 획득하는 연령, 성별, 교육, 분업, 직위, 재직권, 역량 구축이다.

그 결과를 바탕으로, 이 연구는 내각 사무국에 요구되는 세 가지 주요 역량 그룹인 조정, 정책 작업과 정책 분석의 이해, 그리고 법률 제도와 입법 제정에 대한 이해 등을 제안한다. 중요도 성능 분석 활용은 모든 그룹에서 용량의 중요도와 용량의 성능 사이의 차이를 보여주며, 주로 중요도는 높지만 성능은 낮음을 나타내는 경우에 초점을 맞춘다. 중요도는 높지만 성과가 낮은 역량은 모든 이해관계자와 함께 정책결정 과정의 이슈를 파헤치는 능력, 정보기술(IT)을 활용한 자료수집 능력, 연구수행 능력, 정책결정 과정에서 다양한 분석 활용 능력, 실체감독 능력 등이다. 대통령의 승인을 필요로 하는 장관 규정. 개인 수준, 조직 수준, 시스템 수준과 내각 사무국의 역량 간의 관계와 관련해 개인 수준, 조직 수준, 시스템 수준은 갭 용량과 통계적으로 부정적이고 유의한 관계를 갖는다는 연구 결과가 나왔다. 세 가지 회귀 분석 모델을 활용하면 개별 수준, 조직 수준 및 시스템 수준이 격차 용량에 유의하고 부정적인 영향을 미친다는 것을 알 수 있다. 이러한 결과를 위해서는 용량의 성능을 향상시키고 개인 수준, 조직 수준 및 시스템 수준에서

결정 요인을 증가시킴으로써 쿼드런트의 격차 용량을 줄이고 향후 발생하는 격차로부터 완화하는 것이 필수적이다.

주요 키워드: 정책능력, 개인수준, 조직수준, 시스템수준, 격차능력, 내각사무국

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