

THE EFFECT OF EQUALIZATION OF CIVIL SERVANT POSITIONS ON CAREER PATTERNS IN HR MANAGEMENT DEVELOPMENT

Oleh :

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Abstract

The efforts of the Ministry of Administrative and Bureaucratic Reform to simplify the bureaucracy by changing structural positions into functional positions aim to create an agile, professional and dynamic bureaucratic environment that will increase the effectiveness and efficiency of government performance in providing public services. ASN and the organization need to make a number of modifications when implemented. The purpose of this paper is to document how the adoption of bureaucratic streamlining has affected the career development of ASN who have switched professions. Civil servants who transfer administrators from Echelon III and supervisors from Echelon IV to functional positions become the subject of writing. Descriptive analysis is used in the qualitative research methodology throughout the orientation and exploration phases, with an emphasis on a literature review approach adopted from official news websites, academic journals, and other sources deemed relevant used to compile information findings from a compilation of literature related to Resource Management. Human Resources (MSDM). In the structure of the PANRB Ministry over the past year, the implementation of the transition from structural positions to functional positions has not directly affected ASN career growth. The reason is that the ASN and the PANRB Ministry organizations still need to overcome a number of difficulties related to change. However, not all career growth patterns for functional jobs are available, although general ASN career development patterns are intended to be created. Organizational structure is another factor that counts for career advancement in functional roles. This factor is expected to have an impact on improving ASN careers at the Ministry of Administrative and Bureaucratic Reform in the future.

Keywords: *HR Management, Organization, Equalization of PNS Positions, Career Patterns*

A. INTRODUCTION

Position is a work environment that is permanent in an organization. A person who has a position must be able to use his position with a sense of responsibility, a person who has a position has the right to use his position in accordance with the limitations within the authority of his position. A person who works in the government agency sector is referred to as an ASN, within the government scope the duties and functions of ASN are as executors in public policy and public servants.

ASN is a State Warden Apparatus or an employee who works in the government agency sector at the central and regional levels. ASNs are selected and appointed to carry out state duties and ASNs are paid according to the Laws and Regulations. The definition of ASN has been defined in Undang-Undang No. 5 of 2014 concerning government apparatus working in government agencies. Human resources have an important role in a government agency. The importance of human resources lies in their ability to react positively according to their implementation goals. In assessing the quality of human resources, it can be measured in terms of the quality of performance and behavior of its employees. In performance appraisal, which is seen as a special assessment, there is an increase in the competence of civil servants as a support to achieve a goal.

Equality in PNS positions affects career patterns for PNS because in equalization of positions or career paths it is important for us

to ensure that we develop in terms of ability and experience. Equalization of positions aims to create a professional and dynamic bureaucracy as an effort to improve the performance of government services professionally in implementing government to the public. This simplification of the bureaucracy is very important in emphasizing follow-up so that it can provide a very important emphasis that this bureaucracy is a dynamic and professional embodiment to realize effectiveness and efficiency in the implementation of good governance. In carrying out equalization of positions, it is necessary to take action in strategic matters as a support in simplifying the bureaucracy in accordance with directions from the head of state.

Equalization of positions is important in the world of bureaucracy. The government specifically makes efforts to change the bureaucracy so that the quality of work is more responsive in providing public services to the community. Making changes in the bureaucracy is a real step from the government as a simplification process of the bureaucracy in the form of bureaucratic change, one of the simplifications applied from the bureaucracy itself is by equalizing positions within an agency.

In simplifying the bureaucracy ideally this is done by preparing an Organizational Structure and Work Procedure (SOTK) to be able to find out each task and responsibility for the initial stage this is needed as an initial concept. Then after that proceed with equalization of positions. In

implementing bureaucratic simplification policies, it causes employees to experience confusion in the work system with positions that have new positions, this has an impact on competency development in their careers.

The simplification of the bureaucracy shows that there is government accountability because there are indications of a culture that still has corruptive traits such as abusing the authority they have. The tendency to abuse authority has become commonplace in the work system of civil servants. Based on the problems above, the authors are interested in compiling research with the title "The Equalization Effect of PNS Positions on Career Patterns"

B. METHODS

In order to develop a theoretical basis for the problem under investigation, a literature review looked at various references as well as findings related to previous investigations (Kapailu et al., 2021). Information collected from literature research is then subjected to content analysis. Researchers can study human behavior indirectly by looking at how people communicate through various media, including newspapers, books, papers, pictures, advertisements, magazines, novels, and other types of communication that can be researched. The analysis that has been carried out is used to determine whether a text or sequence of texts contains certain phrases, words, concepts, characters or subjects (Sari, 2021).

C. RESULT AND DISCUSSION

The Impact of Civil Servant Career Development on the Transfer of Structural Positions to Functional Positions

Career Development

Ginzberg, Ginsburg, Axelrad, and Herma (1951) are widely recognized as the first researchers to explore occupational choice theory from a developmental perspective. They are credited with developing the theory of career development. Ginzberg's team came to the conclusion that choosing a job is a developmental process that typically lasts six to ten years, starting around age 11 and ending around age 17 or earlier. The three eras or phases of the professional selection process are spectacular, experimental and realistic periods.

Ginzberg, Ginsburg, Axelrad, and Herma (1951) are generally considered to be the first experts to approach job choice theory from a developmental perspective. Ginzberg's group concluded that occupational choice is a developmental process, typically lasting six to ten years, beginning around age 11 and ending after age 17 or earlier. The process of selecting a profession consists of three periods or phases, namely the fantastic, experimental and realistic periods.

Human Resources

Human resources play an important role in the career development of Civil Servants. This requires a human resource management process which is planning, managing, supervising, evaluating and career development to achieve the goals that have been set.

In this case human resources is an ongoing procedure to achieve organizational goals in placing jobs according to the capabilities and needs needed. According to Samsudin, human resources are all activities carried out to achieve a goal effectively and efficiently. According to Hasibuan, on the other hand, human resource management is the science and art used to manage work relationships and responsibilities effectively and efficiently to achieve organizational goals. According to the definitions of various experts, it is explained that resource management is a process from a superior to maintain and develop workers in terms of quality in order to achieve a company goal.

Position

Position is an activity procedure that analyzes information from work in the form of: indicators and assessment of work. Job analysis studies related information related to work in terms of operational and commitment. According to Wirawan (2015) a position is an activity that collects information related to work in an organized and orderly manner in terms of work indicators. The process of transferring structural positions to functional positions must first carry out a process to consider and take into account the types of positions in an agency. Because this is closely related to the era of information technology in the current digital era which affects competence and expertise in a position. In the use of information technology in the digital era, a flexible work regulation system is needed by simplifying regulations and processes.

Considerations in employee

career development in the implementation of human resource management, especially in the public sector, the process of processing resources requires a series of planning, implementation and coordination processes up to the evaluation stage for employee career development in order to accelerate the achievement of organizational goals. In this case HR management as an ongoing procedure that has a function as a form to support the organization in placing positions in positions in an agency that suits their needs. Career development, which is an activity in the organization, is important because career development needs to be something that must be improved by employees so that it can foster enthusiasm and become a motivation for other employees to improve performance in agencies or organizations.

The effect of career development on civil servants is that job performance is part of the most important component in the development process for career advancement. Apart from that, from this process it will be seen how progress in a career is very dependent on the achievements of employees. The two superior values are related to the performance of employees through achievements both in the form of reports or in oral form so that this will be an achievement if the results listed show good quality performance, if the process in career development is not achieved this is due to factors of achievement in performance.

The three networks in performance, namely an assessment obtained from outside an agency

both personally and in the form of a group, this will be useful for employees to be able to develop in a career as self-achievement. The four mentors will help employees to develop their careers. Mentors will provide criticism and suggestions to employees as an effort to help improve the quality of performance and career potential. The five opportunities for growth opportunities, employees must be given opportunities for growth opportunities in terms of improving and developing their skills through further education as a means in the process of developing in terms of career.

According to the 2013 Mangkunegara expert opinion, the career development assessment component can be seen as a civil servant plan by looking at the professional goals to be achieved. Helping a business achieve its goals will show employee loyalty, which will show when someone works for an agency. In theory, employee career development is not solely the responsibility of some companies; conversely, employees must have a plan as a goal to be achieved and carry out the plan based on the goals set in an organization or agency. The need for assistance through career path knowledge and career advice arose as a result of company challenges in career development.

Attitudes that need to be built for efforts in career development are: 1) Through quality performance, 2) Individual competence, 3) professional mentors, 4) individual skills, 5) information and networking, 6) passion at work, 7) harmony within the organization.

The process of employee career development is carried out based on the principle of a performance system which is carried out through work appraisal.

In this situation, the transition from structural positions to functional positions must pay attention to equal distribution of functional positions through several stages of implementation, including first focusing on and identifying within the organizational environment, then streamlining the bureaucracy, mapping, and measuring suitability. functional allowance with administrative allowance in the past by calculating the previous year's income.

There is a decrease related to the interest of employees in functional positions, this is due to the presence of a thought from individuals spearheaded by unscrupulous employees who still think it is difficult to reach the target number that is determined as a condition for promotion. This may seem like a straight forward picture, but it could also be a sign that the employee hasn't seen the possibility that from a functional position opportunity, there is a chance of promotion within two years if the employee meets targets. requirements for the specified number of requirements.

Formation of Career Patterns in PNS Positions

In order to guarantee the alignment of the quality and potential of Civil Servants (PNS) to carry out the tasks of the government, it is necessary to set a pattern for the civil servant career so that it is integrated nationally. The reason is that this

requires the PANRB Ministerial Regulation Number 22 of 2021 concerning Development of Civil Servant (PNS) Career Patterns to be issued by the Government for Empowerment of State Apparatuses and Bureaucratic Reform (PANRB). PermenPANRB No. 22/21 will become a legal umbrella and guideline for institutional ministries and local governments in formulating career patterns so that career patterns can be arranged harmoniously, according to Aba Subagja, Career Management Assistant and HR Apparatus Talents of the Ministry of PANRB.

The career pattern of civil servants follows the archetypal structure which consists of sequentially placing employees in each post. If a career pattern has been developed, Civil Servants (PNS) who meet the standards will be given guarantees regarding the career path they can take. Types of work, ASN profiles, and ASN competencies are all included in the scope of career patterns. High Leadership Jobs (JPT), Administrative Positions (JA), and Functional Positions (JF) are the three job categories that have been defined for career patterns. It will be easier for a career path to open if there is a professional pattern. Career path is a trajectory of position from a position passed by members of the Civil Servant (PNS), both from an equivalent level and at a high level.

If there are three possible career patterns to analyze, the different patterns include: Horizontal, Vertical, and Diagonal. Positions are locked to a parallel position for careers in a horizontal

pattern. Since the lockout would be going from place to location higher for levels in a vertical pattern, it would be a promotion of sorts. However, under the diagonal career pattern, promotion is through appointment between groups and not on the basis of authority. One of the requirements of Government Regulation Number 11 of 2017 concerning Personnel Management is the career path of civil servants. The ASN Talent Management Information System and System includes career patterns. Every Personnel Development Officer (PPK) in a government agency is expected to be able to compile and identify career patterns within the agency since the issuance of PermenPANRB No. 22 of 2021. This conclusion is reached no later than two years after PermenPANRB is enacted.

In theory, organizational accountability includes employee career development in addition to employee responsibilities. Employee career planning must be made and must pay attention to the career management strategy produced by the employee's work organization so that an agency or HR department of a company builds an employee's career. According to (Kusdyah, 2008), organizational support for employee career development must be in the form of career education, data regarding career paths within the company, and career advice. Increasing performance, increasing individual competence, seeking professional advisors or mentors, improving personal abilities and skills, developing and improving information and networks are some

of the personal attitudes that can be developed as career development efforts. Encouraging the spirit of competition, and Maintaining good relations in the workplace.

Table 1. Benefits of career

development:

No.	For Employees	For Organizations
1.	Improving quality and improving performance because it has manifested various personal strengths, abilities and weaknesses;	Increase opportunities for placement and development of employees in positions that match their interests and talents;
2.	Recognizes cold needs, goals, and values in the organization;	Know the quality and method of optimal utilization of employees;
3.	Through a clear career pattern and opportunity mapping to realize a career according to ability;	Personnel managers can determine, prioritize and orient training and regeneration participants;
4.	Increase pride, self-esteem, income and contribution to the organization;	Fostering ideal and healthy competition through performance and can increase employee productivity;
5.	Drive productivity and satisfaction;	Maintaining and motivating employees to continue to excel;
6.	Got a cool career direction in the future.	Ensuring the availability of qualified cadres and enhancing the image and competitiveness of the organization.

Source: Harsono, 2011.

D. Conclusion

In this case HR management as an ongoing procedure that has a function as a form to support the organization in placing positions in positions in an agency that suits their needs. Career development, which is an activity in the organization, is important because in developing career needs it is something that must be improved by employees so that it can foster enthusiasm and become a motivation for other employees to improve performance in agencies or organizations. Career path is a trajectory of a position passed by members of the Civil Servants (PNS). In order to guarantee the alignment of the quality and potential of civil servants (PNS) to carry out the tasks of the government, it is necessary to set a pattern for the civil servant career so that it is integrated nationally. There is a guaranteed career path that can be taken by Civil Servants (PNS) if it is in accordance with the standards that have been developed career patterns.

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