

STATE CIVIL SERVICE PLACEMENT SYSTEM (ASN) THROUGH ANALYSIS BASED SELECTION (BERLIAN) IN THE GOVERNMENT OF GORONTALO DISTRICT

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ABSTRACT

The objectives of this study are: 1) knowing and analyzing the process of placing state civil servants through an analysis-based selection of positions within the Gorontalo District government; 2) knowing and analyzing the determining factors in the process of placing state civil servants through an analysis-based selection of positions within the government. Gorontalo District.

This research is a research with a qualitative descriptive approach, namely examining, analyzing and decrypting data.

Results of the study: 1) the system of placing state civil servants through a selection based on job analysis in the Gorontalo District government is seen from the placement in one SKPD has been implemented properly, however, there are still some ASN who still have limitations in terms of expertise and skills in positions that are held. just occupied. Judging from the placement between SKPD has been carried out in accordance with the process, however, there are several ASN that have not met the requirements to be transferred. Furthermore, from the point of view that moving in and out of the region has been running according to the provisions, but it does require a fairly long process and takes quite a long time; 2) the determining factors in the placement of ASN are: Education, Work Experience, Work Knowledge, Work Skills.

Keywords: (ASN) placement based on job analysis.

INTRODUCTION

As it is known that the national purpose, as set out in paragraph 4 of the Constitution of the Republic of Indonesia of 1945 (UNDP 1945), is to protect all Indonesians and the entire bloodshed of Indonesia, to promote public welfare, to save the lives of the nation, And follow the principles of the world based on freedom, immortal peace, and social justice. In order to achieve this national goal, a professional National Civil Machine (NSA) is needed, free of political intervention, free of corruption, colony,

and nepotism practices, capable of providing public service to society and capable of playing a role as a union and a nation union based on Pancasila and the 1945 United Nations.

ASN officials are assigned tasks to perform public service tasks, government tasks, and specific development tasks. Public service tasks are performed by providing services on goods, services and/or administrative services provided by the ASN Officer. As for government tasks performed in the order of maintaining the general government functions which

include the abuse of flexibility, responsibility, and negligence. Whereas, in order to carry out certain development tasks, it is carried out through national development and through economic and social development which is directed to improve the welfare and prosperity of society as a whole. To be able to perform public service tasks, government tasks, and certain development tasks. ASN officials must have a profession and an ASN Management based on the merit system or a comparison between the qualifications, competences, and performance required by the department with the qualifications, competences, and performance held by ASN, promotion, placement, and promotion in an open and competitive office, sejalan dengan tata kelola pemerintahan yang baik. Along with the ongoing bureaucratic reform of the central and district government, there is a need to make fundamental updates and changes to the government maintenance system, especially in terms of flexibility, human resources appliances and accessibility. The aim of bureaucracy reform is to build a country's apparatus so that it can develop missions, tasks, and functions and their respective roles in a clean, effective and efficient manner, in order to enhance better public service. In relation to the addition of flexibility, responsibility, and training and education planning, the design of work targets, the setting of standard competences, the setting of office classes and supervision, then each body is required to conduct office analysis.

Analysis of the department is a thorough and systematic complaint against a job/office, in order to benefit from that complaint, [3]. Department analysis is a procedure through facts relating to each department that is systematically obtained and recorded, often referred to as a department study, which affects the tasks, processes, responsibilities and the need for

accountability investigated, [2]. The process of execution of the department's analysis is carried out at the following stages: a) preparation, i.e.: Planning of the department's analysis process, Team formation, Notification to the target organisation unit, Provision of the department's analysis form and filling instructions; b). department Data Collection, which is: Question List Filling, Interview, Observation, Reference; c) department Data Referral, which is: Office management, Office specification, and Office map management d) office Verification, the results of the refusal of data of the Office are verified by re-checking to find out that there is nothing to be repaired for office information: namely: 1) office Identity by name of office, office code, post office, and ikhtisar office; 2) the name of the department is a term for giving the description and description of the contents of the department, which is a group of tasks which add or unite in a unit of office, task, and function which should best use the same name; 3) department code is a code representing an office, which is designed to facilitate the inventory of the office; 4) job description or summary of a task is a summary of a task performed, which is composed in a sentence that reflects the points of the job; 5) the qualification of the department is a condition that an official must fulfil in order to be able to perform his duties properly; 6) the task force is a display of all the tasks of the department which are an effort of my branch office in processing the work material into work using work equipment under certain conditions; 7) the work is a product that my office developers must reach; 8) work Materials are inputs that are processed by acting (tasks) into work results; 9) work equipment is a toy or pedoman used to convert work materials into work; 10) responsibility is the details of everything

that is accountable to the stakeholders, and their; 11) authority is the right and power of the stakeholders to take a stand or determine the decision-making stance; 12) the conditions of Employment are another minimum requirement for officials to take up a position in order to perform their duties well.

Job Analysis is the process of collecting, recording, processing and compiling job data into job information. Position Map is the composition of the names and levels of high leadership positions, administrative positions and functional positions that are reflected in the organizational unit structure from the lowest level to the highest level. Meanwhile, Workload Analysis is a management technique that is carried out systematically to obtain information on the level of effectiveness and efficiency of an organization's work based on work volume.

The results of the workload analysis can also be used as a benchmark for increasing work productivity and other steps in order to improve the development, improvement and empowerment of the state apparatus both in terms of institution, management and personnel. This can be achieved through the implementation of workload analysis in each organizational unit within the Gorontalo District Government. Employee placement can improve individual and organizational performance if it is appropriate to their expertise and work experience. The purpose of this employee placement is to place people in the right position in accordance with their skills and abilities, so that they become productive. The right placement is a way not only to optimize abilities and skills in order to achieve predetermined performance targets, but also as part of the employee career development process in the future.

Fixing a person to the right job. The posting of officials is a decisive process in obtaining competent officials in an organisation, [11]. If the posting of the staff is done correctly, then the staff will help the organisation achieve the desired goal [8]. The posting of officials in the post of office begins after the organisation carries out the attraction and selection activities, i.e. when a candidate of staff is declared to be accepted and ready to be placed in the post or unit of work suited to his qualifications.

The posting of officials may be the first assignment for newly recruited officials, but may also be through promotion, transfer and dismissal, [8]. The appointments of the staff shall be in accordance with their competences, and this shall be the attention of the head of the agency. The alignment here is the alignment of knowledge, qualification skills and terms of office.

The alignment factor in the posting of officials is an important thing, because it affects the achievement of the goals of the organization. If the officer clearly finds out his position in the organization, then he will work optimally. An explanation from the department is very important for the staff to be able to know their role in achieving the organization's goals, when the staff clearly understand the work of the tree and its function in the department. In terms of posting, the organization needs to pay attention to the quality of the staff, the qualifications of the staff and the terms of office. It's useful to facilitate leadership in measuring and evaluating staff performance. The deployment of staff through the analysis of the department is aimed at getting the right staff in terms of quality and quantity.

Basically, in Gorontalo District there are still State Civil Servants whose assignments have not been able to adapt to the work environment, main tasks and new functions. In fact, this condition

should not have happened if the local government was able to carry out a good ASN placement process, with clear job specifications and positions. This is because the ASN placement system is not in accordance with the job analysis. Based on the background description described above, the title of this study is: State Civil Servant Placement System (ASN) through Job Analysis Based Selection (BERLIAN) in the Government of Gorontalo District.

RESEARCH METHODS

This research is a research with a qualitative descriptive approach, namely examining, analyzing and decrypting data. Qualitative descriptive research method is a method used by researchers to find knowledge or theory of research at a certain time, [5].

The focus of this research is: 1) a system for the placement of state civil servants through a system based on job analysis within the Gorontalo District government; 2) the factors that determine the placement of state civil servants through an analysis-based selection of positions within the Gorontalo District government. The placement referred to in this research is the placement for all ASN within the Gorontalo District Government. Sources of data in this study are primary and secondary data sources. Primary data is a source of research data obtained directly from the original source (not through intermediary media) [6].

Secondary data is secondary data which is primary data that has been further processed and presented either by primary data collectors or by other parties, for example in the form of tables or diagrams [4].

As it is known that the most important phase of research is data collection which is a process of data processing for research needs, it is impossible that researchers can produce a

finding, without obtaining data. Data collection techniques are techniques or ways that researchers can use to collect data [7]. Teknik pengumpulan data dalam penelitian ilmiah adalah prosedur sistematis untuk memperoleh data yang diperlukan [1].

To get the desired data according to the research problem, then the data collection. The author uses the data collection method as follows: Observation, interview, and documentation.

Qualitative descriptive data analysis is to analyze by giving a predicate on the variable studied in accordance with the actual condition, [9]. There are three activities in qualitative data analysis: data reduction, data model, and conclusions. Data authenticity tests in qualitative research include credibility tests (internal validity), transferability (external validity), reliability, and confirmability [10]. But more importantly, the data credibility test is to do: prolong surveillance, increase confidence, triangulate, use other reference materials, and member check.

DISCUSSION

The Process Of Placing State Civil Servants Through A Selection Based On An Analysis Of Positions Within.

In This Study, Asn Placements Were Divided Into 3 (Three) Categories, Namely: 1) in One Skpd; 2) between SKPD; and 3) from outside the area.

Placement Process in One SKPD

Placement in one SKPD with initial consideration in order to fill vacancies. In this case, placement in one SKPD means that utilizing existing human resources, placement in SKPD can also be promotional by referring to Job Analysis and Workload Analysis.

Placement or transfer in one SKPD with initial consideration in order to fill

vacancies in Position. In this case ASN in one SKPD means that placement in one SKPD utilizes existing human resources, with reference to Job Analysis and Workload Analysis.

Based on the results of research and observations of researchers, it can be concluded that the process of placing ASN in one SKPD within the Gorontalo District government is in accordance with applicable regulations. Placements have been based on Job Analysis, Workload Analysis and have considered ASN's Education, Work Experience, Work Knowledge and Work Skills. And as an additional consideration is the use of existing human resources. However, there are still some ASNs who have not been able to adjust to their new positions, this is due to the lack of skills and expertise of ASNs in newly occupied positions.

The stages of placing ASN in SKPD are:

1. The applicant submits an application for transfer through the Head of Sub-Head of Umpeg of each SKPD according to the requirements.
2. Executor at the Umpeg Subdivision of each SKPD receives the file and gives a receipt for the internal/inter SKPD mutation proposal file and submits it to the BKD accompanied by a receipt of the file
3. The executor in the Mutation Subbid receives the request for internal/inter SKPD mutation proposal.
4. If the mutation proposal documents are complete, the mutation decision letter can be processed and then it will be initiated by the Head of Transfer and Promotion and the Head of BKD to be signed by the Regional Secretary.
5. The executor at the Mutation Subbid submits the Mutation Decree to the relevant PNS.

Placement Process Between SKPD

The reference process for placing ASN between SKPDs is Job Analysis and

Workload Analysis as well as considerations of Education, Work Experience, Work Knowledge and Work Skills possessed by ASN. Placement of ASN between SKPDs can be promotional, but some are punitive.

The reference process for placing ASN between SKPDs is Job Analysis and Workload Analysis as well as considerations of Education, Work Experience, Work Knowledge and Work Skills possessed by ASN.

Placement of ASN between SKPDs can be promotional, but some are punitive. Based on the results of research and observations of researchers, it can be concluded that the process of moving ASN between SKPDs within the Gorontalo District government is in accordance with applicable regulations. Placements have been based on Job Analysis, Workload Analysis and have considered ASN's Education, Work Experience, Work Knowledge and Work Skills. However, there are still several ASNs that have not met the requirements to be placed between other SKPDs, this is due to the close relationship with external parties who have personal access to the leadership as the Personnel Guidance Officer to carry out promotional placements.

1. The stages of placing ASN in SKPD are:

The applicant submits a transfer application through the Head of Sub-Head of Umpeg of each SKPD according to the requirements,

2. The executor at the Umpeg Sub-section of each SKPD receives the file and gives a receipt for the internal/inter SKPD transfer proposal file and submits it to BKD accompanied by a receipt of the file.
3. Implementers in the Mutation Subbid receive application documents for internal/inter SKPD mutations.

4. If the mutation proposal documents are complete, the mutation decision letter can be processed and then it will be initiated by the Head of Transfer and Promotion and the Head of BKD to be signed by the Regional Secretary.
5. The executor at the Mutation Subbid submits the Mutation Decree to the relevant PNS.

The stages of placement or transfer in SKPD and between SKPD have the same stages according to the mechanism, but for placements between SKPDs are Promotion and Punishment.

Placement Process From Outside the SKPD Area

ASN moving in from outside the region is divided into 2 categories (own requests and requests from local governments). For placements to move in from outside the region at their own request, the ASN is placed at the BK-Diklat as executors while waiting for the appropriate position vacancies. To move in from outside the region at the request of the local government, the placement process still refers to the Job Analysis and Workload Analysis.

Based on the results of research and observations of researchers, it can be concluded that the process of placing ASN moving from outside the region within the Gorontalo District government is in accordance with applicable regulations. For those who move at their own request, they are temporarily placed in BK-Diklat, while those who move in from outside the area at the request of the local government are placed based on Job Analysis, Workload Analysis and have considered Education, Work Experience, Work Knowledge and Work Skills owned by ASN. However, in general, moving in and out of the region must wait for a fairly long and time-consuming process due to waiting for the disposition or approval

from the Provincial Government to BKN to issue the SK ASN concerned.

As for the placement of ASN from outside the region, namely:

- 1) The application file for incoming transfer or an offer letter from the Gorontalo Province BKD is received by the Gorontalo Regent, which is subsequently disposed to the Head of BK-Diklat. Until the disposition of the Gorontalo Regent is received by the Head of BK-Diklat it takes approximately 3 days;
- 2) The Head of BK-Diklat dispositions the offer letter to the Head of the Transfer Division to be forwarded to the Head of Sub-Division of Movements and Appointments in Position for follow-up. For this reason, the Head of Sub Division of Movements and Appointment in Position through technical staff prepares the considerations contained in the staff request. In the preparation of the staff request to be submitted to the Regent, it contains several matters relating to the reasons for moving, the origin of the moving area, the formation of civil servants and the ability of the DAU to pay salaries. Therefore, in order to complete the accuracy of previous staff submissions, coordination has been carried out with relevant agencies, including the Regional Financial and Asset Management Agency in connection with financial considerations (DAU's ability to pay salaries), and with user work units related to employee formation considerations. Next, the staff's request was submitted to the Regent. In this case, there are two possible contents of the Regent's disposition, namely rejected/not yet being considered and accepted or considered. The completion of the work takes about 2 weeks;

- 3) If rejected, a letter of rejection of the mutation of the relevant PNS will be made immediately to the BKD of Gorontalo Province to be forwarded to the Region of origin of the PNS concerned, with a copy to the Regent/Mayor as the Regional Personnel Development Officer of the PNS. This process spans 2 weeks;
- 4) However, if the offer is accepted/considered, then the next step is to make a letter of approval from the Regent regarding the receipt of the transfer of entry to the PNS concerned to the Gorontalo District Government through the Gorontalo Province BKD, with a copy to the Regent/Mayor as the Regional Civil Service Officer from the PNS. After that, it remains only to wait for the issuance of the relevant PNS Mutation Decree from the BKN, if the mutation is carried out between Provinces, or the Mutation SK from Provincial BKD if the mutation is made between regions. Until the issuance of the SK Mutation, it took 5 weeks;
- 5) The follow-up to the issuance of the Mutation Decree is the creation of an assignment order that is adjusted to the existing formation. After that, the SKPP can be issued.

Factors that Affect the Process of Moving in one SKPD

Elements of Education, Work Experience, Work Knowledge, and Work Skills, are the determining factors in the placement of ASN Moving In One SKPD in Gorontalo Regency. But in this case with consideration of the utilization of existing human resources, the special placement of ASN Moving In One SKPD, usually elements of Work Experience, Work Knowledge, and Work Skills are not very considered.

Based on the results of the evaluation of ASN placement in one SKPD, there are still deficiencies in work skills, work experience and work knowledge. This is based on the consideration that job skills can be improved through technical training and guidance when

the ASN has occupied a position. then it can be said that all ASN who moved in one SKPD in transfer throughout 2019 still did not meet the requirements of Education, Work Experience, Work Knowledge, and Work Skills according to the job analysis.

Factors That Determine the Transfer Process Between SKPD

Elements of education, work experience, work knowledge, and work skills are a determining factor in the placement of asn moving between skpds in gorontalo district. if evaluated, it can be said that all asn who moved between skpds in mutations throughout 2019 still did not meet the requirements for education, work experience, work knowledge, and work skills according to the job analysis.

This is because for inter-SKPD placements there are still several asns whose rank and qualification of education and work skills still do not meet the requirements. so that some asns tend to take advantage of their close relationship with external parties personally to their leaders as officers of the personnel guidance for placement between skpds which are promotional in nature.

Factors that Determine the Process of Moving from Outside the Region

Elements of education, work experience, work knowledge, and work skills are a determining factor in the placement of asn moving from outside the region in gorontalo regency.

As previously explained, specifically for relocation from outside the region, it is divided into two categories, namely: moving at their own request, and moving at the request of the regional government. to move on their own request, they are generally placed as implementing staff at the bk-diklat or in a department that is in need while waiting for a vacant position. for those who move from outside the region because of the request of the regional government, it has been reviewed

by the baperjakat before submitting a request to the area of origin.

However, in general, moving in and out of the region must wait for a fairly long and time-consuming process due to waiting for the disposition or approval from the provincial government to bkn to issue the sk asn concerned. In this case, an interesting fact found by the author is that the administrative process of moving in from outside the region tends to be faster if there is a factor of closeness to the authorized official.

As in focus: 1) a system for the placement of state civil servants through a system based on job analysis within the Gorontalo district government; 2) the factors that determine the placement of state civil servants through an analysis-based selection of positions within the Gorontalo district government.

ASN placement must be in accordance with the considerations or recommendations of baperjakat, otherwise the ASN commission will receive a warning. However, in reality there is usually still intervention from users in the case of a regional head. This intervention factor is not intended as a variable in this study with consideration of the code of ethics.

The results of research that are in line with this research are Nana Idriati's 2017 study entitled analysis of the optimization of the competency-based civil servant placement system at the Inspectorate of Tangerang City. Where the results of this study conclude that the optimization of the competency-based civil servant placement system at the Inspectorate of Tangerang City has been carried out well, namely by determining job analysis, workload analysis and determining job qualifications in accordance with government regulation number 13 of 2002.

The results of the job analysis are carried out to suit the competence so as to

improve employee performance and be responsible for the work assigned to them. In carrying out workload analysis, it is known that not all areas in Tangerang City receive direction and its benefits.

Furthermore, the qualifications of employees are in accordance with the positions they are assigned, but there is a need for improvement. The factors that influence the course of the placement of employees in Tangerang City are situational factors, education and employee competence, as well as the qualifications of the job analysis team. For this reason, it is necessary to re-analyze or evaluate the results of the job analysis and workload.

Furthermore, every employee must be selected on the basis of their professional qualifications through a competitive exam. Reduction of structural training accompanied by the implementation of training for skilled workers, as well as the need for transparency of the qualifications of the job analysis team and workload analysis team.

CONCLUSION

1. The system for the placement of state civil servants through an analysis-based selection of positions within the Gorontalo District government is seen from the placement in one SKPD that has been implemented well. However, there are still some civil servants who still have limitations in terms of skills and work knowledge in newly occupied positions. Judging from the inter-SKPD placement has been carried out in accordance with the procedure, however, there are several ASNs that have not met the requirements to be transferred. Furthermore, from the point of view that moving in and out of the region has been running according to the regulations, but it does require a fairly long process and requires a long time.

2. The determining factors in the placement of ASN are: Education, Work Experience, Work Knowledge, Work Skills. Based on the results of the discussion, it turns out that the elements of work experience for the 10 people sampled are 3 people who do not meet the requirements according to the job analysis.

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