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## **Employee Placement System in Structural Positions in the Personnel and Human Resources Development Agency of Southeast Minahasa Regency**

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**Abstract.** The purpose of this study was to determine the system for placing employees in structural positions as well as the determinants of the placement of employees in structural positions in the Personnel and Human Resources Development Agency of Southeast Minahasa Regency. Data collection techniques were collected through 1) Observation, 2) Interviews, 3) Documentation. The research results are the Employee Placement System in Structural Positions through a standard mechanism, namely using Government Regulation Number 11 of 2017 concerning the Management of the State Civil Apparatus. Placement of employees in structural positions is carried out based on the principle of professionalism by the competence, work performance, ranks assigned to the position as well as other objective requirements regardless of gender, ethnicity, religion, race, or class as well as the Determinant Factors on Employee Placement, namely: 1) Academic Achievement, 2) Experience, 3) Physical and Mental Health, 4) Marital Status, 5) Age.

**Keywords.** Employee Placement, ASN, Structural Position

### **A. Introduction**

The placement of civil servants in structural positions is the assignment of duties and responsibilities to Civil Servants who have met the requirements to occupy a structural position by applicable regulations. The success of a region in running its wheels of government is highly dependent on human resources, which serve as state apparatus because their role is so vital in moving regional government and managing the resources owned by the region. To create an effective local government, professional employees with a competitive advantage are needed and adhere to bureaucratic ethics following community satisfaction. To create a civil servant figure as referred to above, the norms for the appointment of civil servants in structural positions are systematic and measurable capable of presenting a professional structural official as well as functioning as a unifier and glue for the Unitary State of the Republic of Indonesia (NKRI) while still paying attention to developments and the intensity of demands for openness, democratization, protection of human rights and the environment to achieve objectivity and justice in the appointment, transfer, and dismissal in and from structural positions by the

provisions, it is essential to apply impersonal values, openness and determination of measurable job requirements for civil servants.

The improvement of the system for appointing Civil Servants in structural positions includes rearranging the lowest echelons of Civil Servants, education and training for Civil Servants, appointing Civil Servants in structural positions to occupy a higher structure position, and membership of the Advisory Board for Position and Rank. Along with that, to create quality human resources, the central government has authorized each region to manage its households [1]. Regional autonomy is an exciting issue if we observe its development, especially in Indonesia. Because with the excise of regional autonomy in regulation. No. 23 of 2014 concerning Regional Government, regions are given the right to autonomy to regulate and manage the household of the regional government, which brings a new phenomenon in the implementation of decentralization. In this sense, regional autonomy concerns the space of authority to administer the government given to the authority of regional households in the sense that each region has the right to regulate and manage its respective regions [2].

The provision of regional autonomy is prioritized for the province district's city ties. One district that has been given the power to take care of its regional household affairs is the Southeast Minahasa District. Therefore, at the time of regional autonomy, as it is today, the labour factor needs attention, especially regarding the progress of work or work capacity received so that local governments can be well organized if supported by people who feel that they are part of the government. Then the local government must provide good services to the community so that the community's interests can be guaranteed and the placement of employees in these agencies can run well [3].

In this case, the province has given the trust to the Regency to provide services to the community ahead of an agency is an official within the territory of his government. So that this has a positive impact on the region because the head of this agency is given the power to manage the government. However, it cannot be separated from provincial / city regional interference because each region is under the responsibility of the province/city, and all regional regulations are handled by province/city. Employee performance is another problem that arises among workers. The skills required by an employee to carry out a performance process are often grossly underestimated [4]. A manager or leader must know how to set apparent problems to achieve quality human resources measured from something that employees have achieved. They should provide feedback that helps employees, not only how to appreciate what their subordinates (employees) have accomplished at evaluation meetings (which is easy), but by giving bonuses, raising salaries, even by giving promotions.

The importance of human resources for an organization in achieving the stated goals cannot be denied. All parties seem to be aware of the importance of human resources, and it seems that it has become a basic necessity for organizations indiscriminately [5]. Whether large or small organizations, whether public or private organizations, all try to improve themselves through human resources. Besides that, human resources who are educated, skilled, capable, diligent, idealistic, and willing to work hard will positively affect the success and progress of the organization. Human resources also play a central role and must determine its meaning even though humans play an essential role, but everything will be vain [6]. Based on the Decree of the State Civil Service Agency Number. 13 of 2011 concerning Guidelines for the Preparation of Competency Standards for Structural Position of Civil Servants, increasing the professionalism of Civil Servants who occupy Structural Positions must have a competency standard for the position [7]. Furthermore, in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 33 of 2011 concerning Guidelines for Position Analysis in chapter 2 it explains that [8]:

*"Position Requirements are requirements that must be met or possessed by a person to occupy a position. Job requirements are demands for workability indicated by expertise or work skills identified from the possession of work knowledge, education, training, work experience and abilities from psychological aspects and physical strength".*

Based on the background of the problems above, the focus of this study is to determine the system for placing employees in structural positions, with the aim of the research. To find out and analyze the system for placing employees in structural positions at the Southeast Minahasa District Civil Service and Human Resources Development Agency and to find out what determinants are in the placement of employees in structural positions at the Southeast Minahasa District Civil Service and Human Resources Development Agency.

## **B. Research Method**

This research was conducted using qualitative research because the qualitative research method describes an object of this problem aims to explain, disclose and obtain an accurate description of the Employee System in Structural Positions in the Personnel and Human Resources Development Agency of Southeast Minahasa Regency. The qualitative research approach is also called the naturalistic research approach because the research is carried out on natural objects, namely objects that develop as they are, are not manipulated by researchers, and the presence of researchers does not affect these dynamics. The term naturalistic indicates that research occurs naturally, as it is in typical situations, and emphasizes description naturally. Data retrieval or phenomena filtering is carried out from an appropriate state (natural or raw data collection) [9]. The research focus is intended to avoid collecting data relevant to the problem and research objectives. The research is focused on the Development, Transfer, and Promotion of the Personnel and Human Resources Agency of Southeast Minahasa Regency and sub-focus on the influence of academic achievement, job experience, physical and mental health, marital status, and age in placing employees in structural positions. The data analysis technique used in this study is to use the interactive model of Miles and Huberman, which includes data reduction, data presentation, and concluding. [10].

## **C. Results and Discussion**

It must be admitted that the success of a region in running its wheels of government depends mainly on the Human Resources (HR), who serve as the state apparatus because they play an essential role in mobilizing regional government and managing the resources owned by the region. To create an expected regional government, qualified and competent employees are needed per the positions held to carry out their duties professionally in the State civil service system. Since Indonesia implemented a decentralized governance system that began in the formation era, it was marked by Law Number 22 of 1999 concerning Regional Government. In 2004, it was replaced by Law Number 32 of 2004. Finally, by Law no. 23 of 2014, autonomous regions are given the broadest possible authority to regulate and manage their government affairs and the local community's interests by statutory regulations [2]. Therefore, since decentralization, the placement of civil servants in structural positions is the full authority of the Regional Government. The Regional Head as the Regional Civil Service Officer has the prerogative to determine which civil servants will be placed to fill structural positions in agencies in the region by applicable regulations. Based on the previous Government Regulation No.11 of 2017 concerning Civil Servant Management has regulated the stages of filling High

Leadership positions: Planning, Job Announcement, Application, Selection, Announcement of Selection Results, Determination and Appointment [11]. The government has regulated the regulation regarding structural positions through Government Regulation Number 100 of 2000 concerning the Appointment of Civil Servants in Structural Positions, which was later amended by Government Regulation Number 13 of 2002 concerning Amendments to Government Regulation Number 100 of 2000 concerning the Appointment of Civil Servants in Structural Positions and Decree of the Head of the National Civil Service Agency Number 13 of 2002 concerning Provisions for the Implementation of Government Regulation Number 100 of 2000 concerning the Appointment of Civil Servants in Structural Positions As amended by Government Regulation Number 13 of 2002. This is done with the hope of placing civil servants in structural positions. By the principle of the right man in the right place [12].

### **1. Educational factors**

The Southeast Minahasa District Government views the importance of the role of structural officials in the regional bureaucracy. Structural officials have a significant and strategic role in ensuring the success of government tasks, development, and services to the community so that the implementation of their appointments and assignments must be by the demands of laws and regulations to ensure the quality, objectivity, and transparency of the policy, in fact, the process for assigning civil servants as officials. Therefore, structures must be arranged in such a way as to get competent structural officials. Decree of the Head of BKN Number 13 of 2003 clearly states that the education of a civil servant is one of the critical things that must be considered when being appointed to a structural position because basically, the qualifications and level of education will support the implementation of duties in a professional position, especially to apply the theoretical framework analysis and methodology of the implementation of duties in his position [13]. Sikula argues "*placement means matching or fitting a person's qualification and jobs requirement*" [14]. According to Tohari Ahmad, the principle of the right man on the place is the placement of employees who are in their abilities and expertise to improve organizational performance [15]. However, based on structural data from BKPSDM employees of Southeast Minahasa Regency, officials are held in six positions, not by the 16 available positions, which are placed in a position. Still, if seen from their formal educational background, they are deemed not by the position is, of course, a question mark in the community why this can happen and how the process is. On the other hand, this raises concerns about favouritism or primordialism and interventions from other parties that influence the placement of these structural officials.

The process of placing in a structural position should begin to apply the principle of the right man in the right place by taking into account the following factors: a. placement by statutory regulations; b. There is open and objective competition so that there is healthy competition among candidates for structural officials who will occupy a position; c. meet the minimum job competency standards in the form of knowledge, expertise or skills and behavioural attitudes required in carrying out his / her job duties; d. have good work performance and pay attention to seniority ranks. This aims to ensure that the elected civil servants have sufficient capacity to fill a structural position to carry out their duties properly and are expected to provide better services to the community. With the enactment of Law No. 5/2014 on State Civil Apparatus, the determination of structural officials no longer uses the promotion system but is replaced by the Position Auction System. The purpose of system change in determining structural officials is to objectively foster fair and healthy competition objectively and obtain apparatus resources competent and work professionally [16]. Therefore, it can be said that the placement of structural officials at BKPSDM of Southeast Minahasa

Regency has not fully implemented the principle of the right man in the right place. One example of this is the absence of open competition between civil servants for structural positions because placement in structural positions is entirely under the authority of the Southeast Minahasa Regent.

## **2. The Experience Factor**

It needs to be understood by officials who have the authority to place employees in structural positions, the most critical factor that must be considered in the placement of structural officials at the BKPSDM of Southeast Minahasa Regency is conformity with the applicable regulations, in the sense that the requirements in the regulation must be met. The essential requirements that must be fulfilled are class and education. Civil servants who are placed in a structural position must have the required class and rank. If they do not meet the class and rank required for a structural position, then civil servants cannot be placed in that structural position. Talking about class and rank, it will be seen how long the employee has been an employee and experience in their career. Experience in a career will significantly help these officials encounter obstacles or problems to solve problems encountered in assignments and make decisions. Other factors that are considered are seniority in rank, education, and training (Diklat). Another factor that is also important to consider is the placement of civil servants in structural positions in the Southeast Minahasa Regency, namely job competence. Southeast Minahasa Regency does not yet have a legal basis that regulates the Competency Standards for Structural Position in the Southeast Minahasa District Government. The knowledge required to occupy a structural position. To obtain data or information that shows the managerial competence of structural position holders or prospective structural position holders, the Southeast Minahasa Regency Government, especially for echelon III and Echelon IV positions, has not conducted a competency assessment called the employee competency assessment test or some call it the Quasi Assessment Program (QAP).

The competency test results can determine which structural officials have good competence and which structural officials have poor competence. The process of placing civil servants in structural positions in the Southeast Minahasa Regency began when the Civil Service Officer wanted a change in the formation of structural officials, including filling vacant positions. Then the secretary of Baperjakat prepares data on civil servants, both those proposed by the agency and from the data held by the BKD of Southeast Minahasa Regency. The data is then submitted to Baperjakat to be discussed in the Baperjakat session. At the Baperjakat session, Baperjakat considers three candidates for each structure to be submitted to the Civil Service Officer. The candidate's nomination for office is an office to the staffing officer and the reasons for the appointment. After that, the Civil Service Officer determines structural officials based on the considerations given by Baperjakat or based on his own choice. Civil servants are not required to state the reasons for the appointment of civil servants to structural positions. If the person appointed is not from the consideration proposed by Baperjakat, then it must be reconsidered to the 7 Baperjakat. If they meet the requirements, the candidate can be appointed to a structural position. The test results are not the only factor in the placement of structural officials, but only one of the factors that are taken into account for the placement of structural officials to determine whether or not the placement of civil servants in a position is appropriate, because by the placement of structural officials in Southeast Minahasa District. Still very much focuses on the seniority factor in rank and the work experience of official structural candidates, so that the election of civil servant nominations by Baperjakat to be proposed to civil servants' officials prioritizes more senior civil servant, Sometimes of officials that have been mentioned

in the table above are still some that are not in education based on the position analysis of Southeast Minahasa Regency.

For example, the position of Head of the General and Civil Service Subdivision occupied by Andre Garusu, SE concerned has an educational background in the field of Economics, this position should be more appropriately occupied by employees who have a background in the field of Law who are more familiar with problems in that field. Head of the Sub Division of Data and Information, held by Sandy Komalig, SSTP, this position should be more appropriate for an employee with a background in Information Technology who is more familiar with problems in that field. Furthermore, the Head of the Sub Division of Apparatus Competency Development is Donny Kapahang, ST. This position should be more appropriately occupied by employees who have a background in Law or Management who are more familiar with problems. Ronald Toloh, SE, the head of the ASN Discipline Sub Division, should have been more appropriately occupied by an employee with a background in Law who is more familiar with problems in that field. Hendra Doping, S.Kom, the Head of the Apparatus Performance Appraisal Sub Division, should be occupied by employees who have a background in Law who are more familiar with problems in that field. Donny Moku, SE, holds the Head of the Sub-Division of Appreciation. An employee should more appropriately occupy the position with a background in Law / Management who is more familiar with problems in that field.

Based on information obtained from the BKD of Southeast Minahasa Regency, the placement of structural officials who are less relevant to their educational background is due to the lack of human resources in Southeast Minahasa Regency because the number of civil servants in this Regency has an unbalanced number between fields, making it challenging to place civil servants. Civilians in structural positions relevant to the employee's educational background. When viewed from a political perspective, the placement of employees who do not match the official's educational background with the qualifications of their position can assume that there is influence from external elements or other parties interested in the placement of such structural officials. The process of placing structural officials has a tremendous opportunity for certain parties to be involved, especially those who are close to the Civil Service Officer, because the guidelines for placing structural officers only regulate the provisions up to the process of proposing candidates for structural officials by Baperjakat to The Personnel Development Officer, then the next decision is the authority of the Personnel Development Officer. Several Civil Servants in the District implicitly stated that this is still the case in Southeast Minahasa District. Data obtained from interviews with research informants at the Human Resources and Human Resources Development Agency of Southeast Minahasa Regency.

The impact arising from the placement of civil servants in structural positions includes that civil servants who occupy new positions must adapt to a new environment and learn about their duties, responsibilities, and functions of their positions. Civil servants who occupy structural positions relevant to their education will be more accessible for civil servants to learn their job duties than civil servants whose educational backgrounds are less relevant to the position, which may take longer. The placement of civil servants in structural positions also impacts the career patterns of civil servants in the Southeast Minahasa District government.

### **3. Physical and Mental Health Factors**

There is a saying, "in a healthy body, and there is a healthy soul." Based on the research results, it was found that civil servants in the Human Resources and Human Resources Development Agency had very minimal health checks, both physical and mental health checks. Physical health is more aware of the weakening of the immune system, while mental health can

occur due to a workload that is too heavy and prolonged. Generally, this is called job stress—one of the main factors affecting workers' mental health in the workplace.

With good physical and mental health, it is hoped that ASNs can have good performance and optimal performance. If BKPSDM can actively participate in maintaining the physical and mental health of its workers by:

- a) Conduct regular physical and mental examinations
- b) Reviewing the workload and the adequacy of the workforce
- c) Provide leave to workers
- d) Ensuring the availability of time for rest during working hours
- e) Carry out regular sports together
- f) Provide facilities for relaxation such as a garden, a space for worship
- g) Provide a place to accommodate complaints and aspirations of workers and follow up.

#### **4. Factors of Marital Status**

The Civil Service and Human Resources Development Agency of Southeast Minahasa District view that marital status can affect the placement of structural officials. After researching several respondents, the researcher can see differences between single employees and those who are married in terms of motivation which will also directly affect their productivity. Unmarried employees tend to have less burden than married employees because married employees naturally have more extensive duties and responsibilities in the family. If the needs in the household have been met, married employees will undoubtedly have an impact through their better performance. Also, employees who are married and have a place to live close to their families will value their time at work more.

#### **5. Age factor**

Age is a factor that is closely related to the productivity of ASN. The retirement age limit has been regulated in statutory regulations. This shows that a civil servant is considered productive at work if he is still between the ages of 18 - 60 years. Based on the research results, employees at the Personnel and Human Resources Development Agency of Southeast Minahasa Regency are still in their productive age at work. However, some things cannot be denied that if a person aged 55 years and over certainly has mobility limitations, it requires cooperation with employees under his age.

#### **D. Conclusion**

Based on the results of research and discussion with the title analysis of the placement of civil servants in structural positions at the Personnel and Human Resources Development Agency of Southeast Minahasa Regency, the authors draw the following conclusions:

1. The employee placement system in the Personnel and Human Resources Development Agency of Southeast Minahasa Regency based on Government Regulation Number 11 of 2017 for Primary High Leadership Positions already uses a merit system, namely the placement of Echelon II Officials is based on qualifications, competence, and performance fairly and reasonably without distinguishing political background, race, colour, religion, origin, gender, marital status, age, or disability due to open recruitment while filling the positions of administrator and supervisory positions uses a hybrid system between the merit system and the spoils system because there are several positions which according to the author are not per the competencies they have because they are close to policymakers.
2. The determinant factors that influence the placement of employees in structural positions:

a. Academic Achievements;

The placement of employees based on academic achievement factors is quite good. However, there is still a mismatch between positions and educational backgrounds in 6 Echelon IV positions. The percentage reaches 54.6% even though the overall percentage is not appropriate, namely 37.5%.

b. Experience;

The work experience of employees holding structural positions in the Human Resources and Human Resources Development Agency of Southeast Minahasa Regency has been quite long. It can be seen that structural officers who have a work period of 0 - 5 years do not exist or 0%, officials who have a working period of 5 - 10 years are six people with a percentage of 37.5%, Officers who have a working period of 10 - 15 years are eight people. With a percentage of 50%, officials who have a service period of 15 years and over as many as two people with 12.5%.

c. Physical and Mental Health;

Health testing both physically and mentally is very rarely done. But, of course, this can affect the quality and results of work later, even though in everyday life it appears that the physical and mental health of employees in this office is quite good.

d. Marital status;

The placement of structural officials in the BKPSDM environment of Southeast Minahasa Regency is quite in status. Civil servants feel comfortable with their work because they are close to family.

e. Age.

Placement of employees in structural positions in the human resources and human resources development agency is in accordance productivity as well as maturity in carrying out work, considering that the age span is a productive age when they are burdened with great responsibility in managing the resources of civil servants in Southeast Minahasa regency.

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