

JOB ANALYSIS IN EMPLOYEE PLACEMENT IN THE ORGANIZATIONAL BUREAU OF THE REGIONAL SECRETARIAT OF EAST JAVA PROVINCE

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Abstract

Human Resources (HR) play an important role in carrying out government functions, especially in terms of readiness, education level, and professionalism. Job analysis is a key element to ensure employee placement that is in accordance with the abilities, responsibilities, and needs of the organization. This study, conducted at the Organization Bureau of the Regional Secretariat of East Java Province, aims to evaluate the effectiveness of job analysis in supporting optimal employee placement. Using a qualitative descriptive method, this study found a mismatch between the needs and filling of job positions. Of the total 83 positions needed, only 35 were filled, while 48 positions were still vacant, potentially affecting organizational performance. Job analysis produces detailed information related to job descriptions and specifications, including the duties, responsibilities, and qualifications required. However, job vacancies force organizations to maximize the use of existing HR through reassignment. Some suggested solutions include increasing recruitment, developing employee competencies through training, and updating job analysis periodically. With these steps, it is hoped that the right placement of HR can improve professionalism, effectiveness, and work efficiency in the Organization Bureau.

Keywords: Employee Placement, Job Analysis, Job Description, Job Specifications

A. INTRODUCTION

Human Resources (HR) consist of several components such as readiness, number, education, and professionalism, and are very important for running a government (Mariani, 2021). To achieve good governance, the State Civil Apparatus (ASN) is responsible for planning, implementing, and supervising the implementation of general government tasks and national development (Wijaya et al., 2019). ASN ensures the implementation of policies and public services professionally, free from political intervention, and free from corruption, collusion, and nepotism.

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An employee's ability to carry out the tasks and responsibilities given is basically directly correlated with the position available to them (Kristianti & Pangastuti, 2019). All responsibilities, authorities, and rights held by employees in a company are known as their positions (Oktayani, 2016). However, it often happens that some positions are not carried out properly, especially in the government sector, which causes work that should have been completed well but ultimately not completed at all (Ilmar, 2020).

One of the efforts that can be made by human resources is to place people in appropriate jobs and positions, so that human resources can work well and achieve the goals set. To achieve this, it is important to first analyze each position, because this allows us to find the talents and traits of the right people to contribute to the organization.

In accordance with Law Number 5 of 2004, all government agencies are required to regulate the number and types of positions from PNS to PPPK in their workplaces. Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1 of 2020 also includes this. This regulation sets standards for job analysis and workload analysis.

Job analysis, according to (Baharuddin, 2015), is an effort to find out about the position related to the work done there. The data collected includes responsibilities, responsibilities, human capabilities, and performance standards. Job analysis is the process of collecting, recording, processing, and compiling job data into job information (Marnisah & Zamzam, 2021). The purpose of this job analysis is "The Right Man on the Right Place at the Right Time" to place Human Resources (HR) of the State Apparatus who have the qualifications required by the position so that professional HR with optimal work results are produced (Dhita, 2023).

In government agencies, it will be easier to conduct a job analysis before hiring candidates for a particular position. This analysis consists of job specifications and descriptions, where the specifications talk about the requirements and who does the job, and the description talks about the duties, authorities, functions, and responsibilities of the employee.

In addition, the East Java Provincial Government, especially the Organizational Bureau of the East Java Regional Secretariat, conducts job analysis to ensure that the requirements and qualifications of the position are appropriate. Three sections form the Organizational Bureau: the Administration Section, the Institutional and Job Analysis Section, and the Bureaucratic Reform and Performance Accountability Section. Each section consists of three subsections that support the performance of each field.

The Organizational Bureau of the East Java Provincial Secretariat is supported by 47 employees in structural and functional positions. There are 1 bureau chief, 3 section heads, 6 and 9 team leaders in structural positions, and functional and implementing positions including data processors, accounting managers, organizational analysts, and others. Employees placed in these positions are very important for achieving the main tasks of the Organization Bureau. Human resources that meet the needs of the position must support this placement. The character and behavior of human resources that focus on carrying out tasks

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effectively can demonstrate their quality in achieving superior performance. The main component that drives government organizations to operate as the driving force of government is competence. Employees and staff in the Organization Bureau, as part of the main driving force of government, must be strong, effective, efficient, and accountable in their fields. Employees and staff in the Organization Bureau are not only required to have skills and professionalism, but also need to demonstrate a change in mental attitude, have high ethics and morals, as well as dedication and devotion to the community.

This aims to ensure that the implementation of job duties and responsibilities runs optimally. Therefore, the placement of employees in the Organization Bureau must be considered carefully. One strategic step to support this effort is to conduct a job analysis first in employee placement.

B. LITERATURE REVIEW

Secretariat Organization Bureau

The secretariat organization bureau is a work unit within a government structure or a particular institution (such as a ministry, state institution, or regional government) tasked with carrying out functions in the field of organization, administration, and bureaucratic reform (Saputri, 2024). This bureau is usually under the Secretariat General or Regional Secretariat. The main functions of the secretariat organization bureau are organizational structuring, job analysis, institutional evaluation, and development of governance and bureaucratic reform within its agency (Wulandari, 2022). The performance indicators of the secretariat organization bureau are:

1. Number and quality of organizational structuring documents
2. Number of job analyses and workloads prepared/refined
3. Level of implementation of bureaucratic reform
4. Compliance with standard operating procedures
5. Level of efficiency of organizational administration

Job Analysis

Job analysis is a systematic process to identify, describe, and document information about a position or job in an organization (Suyandi, 2023). The information collected includes tasks, responsibilities, authority, skills, and requirements needed to carry out the job effectively. The purpose of job analysis is to compile job descriptions and job specifications, determine employee needs based on workload, and become the basis for formation, recruitment, training, and assessment (Tagala, 2015). Indicators of job analysis performance are

1. Percentage of positions that have been analyzed
2. Number of job descriptions prepared/updated
3. Number of documented job specifications
4. Level of conformity between job analysis and organizational structure
5. Availability and accuracy of job information

C. RESEARCH METHODOLOGY

Qualitative descriptive method is used in this study. The aim is to provide in-depth explanation and comprehensive analysis based on field data. This method is used to provide a clear, systematic, and factual picture of social phenomena (Silalahi, 2011). This study focuses on structural, functional, and implementing officials in the Organizational Bureau of the Regional Secretariat of East Java Province. The aim is for researchers to obtain a systematic and factual picture and information about various problems that arise when conducting job analysis within the organizational bureau.

D. RESULTS AND DISCUSSION

The collection, recording, processing, and compilation of job data into job information is known as job analysis. Job analysis provides detailed information about job descriptions and specifications, including the responsibilities, duties, and qualifications required for the position (Apriani et al., 2024). To ensure that employees are placed according to their abilities and educational background, this is very important (Tamara et al., 2021). Employee placement based on job analysis will produce employees who are more competent in carrying out their duties. Through job analysis, organizations can identify positions that require employees (Wahdati et., 2022). This can prepare job demands for employees to be more efficient. According to (Schuler & Jackson, 1997), the factors that influence employee placement are as follows:

1. Knowledge

Broad knowledge is all the information, skills, and understanding that a person has that enables them to carry out the tasks and responsibilities related to their work in the workplace (Syafruddin et al., 2022). Employees who have broad knowledge will certainly be able to complete their tasks effectively and efficiently.

At the Organization Bureau of the Regional Secretariat of East Java Province, knowledge is needed in employee placement through job analysis. An employee placed in the Bureaucratic Reform and Performance Accountability Section needs to have a comprehensive understanding of the concept and implementation of bureaucratic reform, including the Government Agency Performance Accountability System (SAKIP), the development of integrity zones, and work culture. This knowledge is very important to help employees carry out their duties, such as preparing regional policy materials and coordinating the implementation of regional apparatus tasks effectively.

Thus, the knowledge possessed by employees is the main basis for increasing work efficiency, producing relevant policies, and encouraging the acceleration of bureaucratic reform within the East Java Provincial Government.

2. Skills

Skills are a person's ability to carry out tasks and responsibilities (Komalasari et al., 2022). Skills can help employees adapt to technology and the work environment.

Employees assigned to the Organizational Bureau of the Regional Secretariat of East

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Java Province, especially in the Government Administration Section, need to have various skills to support the implementation of their duties. One essential skill is data analysis skills, which are very useful in monitoring and evaluating the implementation of policies related to government administration and public services.

In addition, effective communication skills are also crucial. These skills help employees in compiling policy materials, coordinating with regional apparatuses, and facilitating discussions with regional apparatuses. With good communication, employees can convey ideas, provide direction, and explain evaluation results clearly and in a structured manner.

3. Ability

Ability is a person's ability to perform various types of tasks and jobs (Ruhana, 2012). Through learning, training, and experience, a person can improve their performance in the workplace. The ability to manage time is crucial, especially for employees in the Organization Bureau who are responsible for various tasks, such as compiling policy materials, coordinating with regional apparatuses, and preparing evaluation reports. With effective time management, employees can complete all of these responsibilities on time without reducing the quality of their work results. In addition, the ability to adapt is also very important, considering that employees are often faced with changes in policies or regulations that continue to develop. For example, when there is an update to the rules from the Ministry of PAN-RB, employees must be able to understand these changes quickly and adjust them in carrying out their duties in the regional government environment.

4. Personality

Personality in work plays an important role in interacting with coworkers. Personality can influence an individual's feelings, thoughts, and behavior. Personality is also one of the selection stages in CPNS recruitment, namely TKP (Personal Characteristics Test). This is a sign that personality is very important in a job, both in government and private agencies.

A good and professional personality is an important factor for employees at the Organizational Bureau of the Regional Secretariat of East Java Province in supporting the implementation of daily tasks. For example, an employee who works in the Institutional and Job Analysis Section needs to show a high level of initiative and responsibility in carrying out his duties, such as conducting job evaluations in the government environment.

In addition, a friendly personality and the ability to work together are very useful in building harmonious working relationships with regional apparatus. For example, when compiling a performance evaluation report, employees must communicate with various parties. A cooperative attitude and the ability to collaborate will facilitate the communication process and accelerate the completion of work effectively.

After conducting a job analysis at the Organizational Bureau of the Regional Secretariat of East Java Province, the results of the job recapitulation are as follows:

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Table 1. Job Analysis Recapitulation

No	Job Name	Number of Incumbents	Number of Employees Needed	Disadvantages/ Advantages
1	Head of Organization Bureau	1	1	-
2	Head of Institutional and Job Analysis Section	1	1	-
3	Technical Policy Reviewer	2	6	-4
4	Data and Information Processor	5	6	-1
5	Head of Bureaucratic Reform and Performance Accountability Section	1	1	-
6	Technical Policy Reviewer	4	6	-2
7	Data and Information Processor	3	6	-3
8	Head of Administration Section	1	1	-
9	Head of General Affairs and Personnel	1	1	-

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	Sub-Section			
10	Technical Policy Reviewer	2	3	-1
11	Data and Information Processor	2	5	-3
12	Protocol Manager	0	1	-1
13	Office Administration	0	1	-1
14	Technical Policy Reviewer	3	4	-1
15	Data and Information Processor	2	4	-2
16	First Computer Administrator	0	2	-2
17	The First Archivist	0	2	-2
18	First Policy Analyst	1	10	-9
19	Young Policy Analyst	6	10	-4
20	First Expert Human Resources Analyst	0	4	-4
21	Junior Expert Human Resources Analyst	0	4	-4
22	Skilled Human Resources Apparatus	0	4	-4

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	Total	35	83	-48
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Source: (Bureau of Organization, Regional Secretariat of East Java Province, January 2024)

The table shows that out of 22 types of positions, there are 83 positions that must be filled; however, only 35 (thirty-five) positions have been filled because there are no incumbents to handle these types of positions. As a result, there are still 48 (forty-eight) vacant positions. Existing resources are maximized to address jobs that do not yet have incumbents. Other employees who have the appropriate skills and expertise are assigned to complete the unfinished tasks. The East Java Provincial Government continues to strive to improve its performance by implementing various strategies. All positions that have been filled and those that have not been filled can be identified based on current data. In this context, job analysis plays an important role as a tool to summarize information related to jobs in an organization (Morgeson & Campion, 2000).

E. CONCLUSION

In job analysis, aspects such as knowledge, skills, abilities, and personality play an important role in determining the success of the right employee placement for each task and responsibility. The job analysis process that has been carried out has provided a clear picture of the tasks that must be carried out in the organization and provided direction in the placement of more competent employees. However, the main challenge is filling vacant positions, which requires optimal utilization of available resources by assigning employees who have the appropriate skills and expertise.

Overall, although efforts have been made, attention is needed to fill vacant positions so that the vision and mission of the Organization Bureau can be achieved properly.

There are several suggestions for the Organization Bureau in conducting job analysis in employee placement, including: 1) Opening and Increasing Recruitment. To overcome vacant positions, an evaluation of the recruitment and placement process needs to be carried out. The East Java Provincial Government should continue recruitment to fill vacant positions, both through CPNS and PPPK selection. 2) Improving Employee Training and Development. Given the large number of vacant positions, human resource development through training (diklat) for employees who fill vacant positions and increasing the capacity of existing employees can be a temporary solution. 3) Job Analysis Optimization. The job analysis process needs to be updated regularly to continue to reflect organizational changes and job needs. Whenever there is a change in policy or organizational structure, the job analysis must be adjusted immediately to ensure that existing positions match the actual needs of the organization.

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