

Civil Servants' Moratorium to Improve the Capacity of Public Servants in Delivering Services

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Abstract—This research aims to describe and analyze the impact of moratorium policy on civil servant capacity in delivering services. Qualitative descriptive approach was used to explore how Malang district government responses civil servant moratorium policy. This study shows that Malang district government responses the policy through comprehensive job analysis to match human resources need of each unit within the institution. The findings suggest the need for effective human resources management due to high demand of public services, at the same time number of civil servants has been reduced as a consequence of moratorium policy.

Keywords—moratorium policy; public servants; human resource management

I. INTRODUCTION

This study explores how civil servant moratorium has been implemented in Malang regency and its impact on public servant's capacity in delivering services. As a consequence of the national moratorium on civil servants, both the central government and local governments must implement an effective strategy to improve the capacity of civil servants due to increasing number of retired individual while no policies for recruiting new employees.

It contributes to literature of human resource management by providing a valuable information about the impact of the moratorium on civil servants that has been implemented at Malang Regency. It also identifies some barriers of its implementation.

II. METHODS

This study used a qualitative approach [1]. In this study data was collected through in-depth interviews with key informants (i.e. the Head of BKD Malang Regency, Head of Field in the environment of BKD Malang Regency, and Several Civil Servant Staff in BKD Malang Regency). It also used documentation (i.e. formal organization report) related to the moratorium policy in the district. Data analysis was performed using analysis tools in the form of documentation, field notes, and interviews. The data analysis technique used by researchers is that researchers use the phenomenology approach. This technique was chosen because it makes it easier

for researchers to present research results that have been grouped according to a predetermined study focus.

III. RESULTS AND DISCUSSION

As a consequence of moratorium on civil servant's policy, the Malang district government has implemented civil servant arrangement, by optimizing their competence [2]. Optimization is done by the development of civil servants. For the development of civil servants, a good planning is needed to fit the needs of the bureaucracy. There is a need for job analysis and workload analysis according to current conditions. It lead to the recruit paid-contract employees from the regional budget and expenditure (APBD). Government Regulation Number 8 of 2003 concerning Guidelines for Regional Administrative Organizations arranged the Regional Personnel Agency institutional changes from 1 secretariat and 4 fields to 1 part and 3 fields. It was based on Regional Regulation Number 6 of 2004 concerning Formation, Position, Main Task, Function and Organizational Structure of the Agency and Office [3] as a Technical Institution of Malang City Government consist of the Leadership Elements, namely the Head of the Agency; Secretariat elements led by a Head of Administration Division consist of Sub Division of Finance and Program Preparation and General Sub-Section; The executive element consists of the Planning and Employee Development Division consisting of Sub. Field of Employee Formation and Information and Sub. Field of Guidance and Dismissal. The Mutation Field consists of Sub. Departure Field and Sub-Sector. Position; The Education and Training Sector consists of Sub. Functional and Sub Technical Fields. Structural Field and Functional Position Group.

The Malang Regency Civil Service Agency has drafted the Regional Civil Service Agency's Strategic Plan for 2011-2015 as a strategic framework for administering apparatus resource management. They have outlined in the apparatus development and development program with one of its activities is the preparation of the civil servant staff which is the task and function of the Employee Development Sector. In the planning of apparatus resources in Malang Regency through the formulation of Regional Civil Servants formation carried out through four stages, namely job analysis, employee inventory analysis, analysis of employee needs which includes workload analysis and calculation of employee needs with indexes, and

finally an analysis of the balance between inventory and needs employee.

IV. CONCLUSION

The findings confirm Mondy et al. views about strategic planning as an effort to make important decisions and actions that shape and guide how to become an organization, what to do organization, and why organizations do things like that [4]. In addition, it is also in line with the opinion of Ulrich et al. [5] who explain the general principles of strategic planning including: strategic planning must be future-oriented, anticipatory towards future problems taking into account the present conditions; strategic planning must be oriented towards achieving results, with vision, mission, goals, objectives and strategies as guidelines that must be implemented consistently; and strategic planning must describe what you want to achieve

in the future towards increasing productivity and performance (vision reflection).

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