Merit System in Bureaucracy: Study of Employee Placement Based on Job Analysis at Politeknik STIA LAN Makassar

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Abstract. Merit systems are often used in various contexts, including in the world of work, education and the public sector. In the context of the world of work, the merit system can be used to determine planning through job analysis, placement and promotion/career path based on performance, expertise and loyalty within the organization. To determine HR development and management, a perfect job analysis plan is needed. The merit system in the context of job analysis refers to an approach that uses individual skills, competencies and performance as the main basis for determining the success and promotion of employees in an agency. In order to collect optimal data, the research was collected completely in the field by obtaining data through a number of literature books, expert opinions, both through direct quotations and indirect quotations and directly visiting the objects that were the targets related to the research directly through in-depth interview methods. The data analysis technique used in this research is a qualitative analysis technique. The merit system is useful for producing employees with integrity and professionalism, namely by placing them in positions according to their competency/grade; provision of performance allowances adjusted to high levels of work/compensation for those carrying out additional tasks outside of the main tasks; additional educational staff in technical units, so that lecturers can focus on carrying out the tri dharma of higher education, such as teaching, research, service and so on; and the assessment system for a perfect score is not seen from the amount of additional work done.

Keywords: Merit System, Placement, Job Analysis.

1   Introduction

Merit System is a strategic system used in determining planning, placement, promotion, awards, or other benefits based on individual achievements or abilities within an agency or organization [1]. In the merit system, awards are given to individuals/people who have good performance or achievements in work or other achievements, while individuals who have low performance or moderate/less achievements may get little or no awards [2]. Merit systems are often used in various contexts, including in the world of work, education and the public sector. In the context of the world of work, the merit

system can be used to determine planning through job analysis, placement and promotion/career path based on performance, expertise and loyalty within the organization [3]. Based on Law Number 5 of 2014 Article 1 Number 21, the Merit System is a policy and management of State Civil Apparatus based on qualifications, competence and performance, which is applied fairly and fairly without any discrimination.

Merit systems can be applied in a variety of contexts, including education, employment, promotion, and recognition in society. For example, in the work environment, employees who achieve good results in work or discipline usually receive awards, praise and promotion opportunities. However, it is important to remember that merit systems are not always perfect and there are other factors that can influence the results. [2]. Some criticisms of merit systems include the potential for hidden discrimination, a lack of fair opportunities for those starting from disadvantaged positions, and unfairness that may arise from unequal initial advantages [4]. According to experts, ineffective merit systems vary depending on the context and perspective used. In general, criticisms of the merit system are: First, the merit system is often based on an objective assessment of individual qualifications and achievements, where the leadership factor is the main judge in determining. Second, they can be trapped in structural injustice that exists in society. Third, it tends to focus attention on individual qualifications and achievements, without considering the social and environmental context in which the individual operates. Fourth, being too strong in an agency can ignore diversity in perspectives, backgrounds and experiences, so that people often forget the main work that should be done. Fifth, does not consider learning abilities and development [5].

To create a bureaucracy that runs in accordance with the merit system principle, the main thing that needs to be done is to plan employee needs according to job analysis. To determine HR development and management, a perfect job analysis plan is needed. The merit system in the context of job analysis refers to an approach that uses individual skills, competencies and performance as the main basis for determining the success and promotion of employees in agencies [6]. Employee placement can be seen from job descriptions and job specifications which are guided by the principle "placement of a person must be in accordance with his abilities and expertise. This condition will lead the organization to success in its work, because it is a positive thing between placement that is in accordance with the quality of employees and increased performance [7]. Position filling is the assignment of an employee to an appropriate job position. When the employee's placement is appropriate to the job, the quality of the work will run smoothly and optimally [6] (Diana & Syamsir, 2021). In order to run a bureaucracy through a merit system, of course there is a need for synchronization in the system in running a government. This is where position analysis is used as a process in compiling the composition needed to be able to run the government, because the better the position analysis is carried out, the more productive the ASN will be in running the government.

STIA LAN Makassar Polytechnic is a Technical Implementation Unit in the form of a college which is under the State Administration Institution and is responsible to the Head of the State Administration Institution through the Principal Secretary. The technical academic development of STIA LAN Makassar Polytechnic is carried out by the Minister in the field of Higher Education and the technical operational and administrative guidance is carried out by the Head of the State Administration Institution. Based

on the results of initial observations carried out by researchers, a number of problems were identified in implementing the merit system within the STIA LAN Makassar Polytechnic, especially in the personnel department, namely: First, employee placement through job analysis was not in accordance with their educational background, field and expertise. Second, the lack of educational staff has implications for increasing lecturers' duties in carrying out technical work. Third, there are employees whose duties/workloads do not correspond to their position grade, meaning that the performance allowance they receive is not commensurate with the workload they carry out. Fifth, the status of the campus under the auspices of the Ministry/Institution results in overlapping work between employees, so that employees often carry out institutional tasks that are not in accordance with their main areas of duties. This causes the process of completing the work and main tasks carried out by employees to not run optimally.

2   Research Methods

2.1   Research Location and Time

The location of this research was carried out from September to October 2023 at the Human Resources (HR) Section of the STIA LAN Makassar Polytechnic using a pattern of describing the state of empirical facts accompanied by relevant arguments. Then the results of the description are continued with the analysis process to draw analytical conclusions which are intended to provide an overview of the phenomena that occur and are relevant to the problem being studied which illustrates the facts regarding the Merit System in Bureaucracy. Study of Employee Placement Based on Job Analysis. Data Source uses primary data obtained from the data provider which is then given directly to the data collector and then collected by the researcher from the first source or place where the research object was carried out. Data sources will be obtained from documents, interview results, field notes, and results from observations.

2.2   Data collection technique

In order to collect optimal data, the research was collected completely in the field by obtaining data through a number of literature books, expert opinions, both through direct quotations and indirect quotations and directly visiting the objects that were the targets related to the research directly through in-depth interview methods. The data analysis technique used in this research is a qualitative analysis technique obtained from research using interviews and documentation, then it will be processed and presented systematically, in line with the research questions [8] which is then analyzed with a focus on employee placement in the context of implementation Merit System at STIA LAN Makassar Polytechnic.

3   Results and Discussion

The Human Resources (HR) Department of the STIA LAN Makassar Polytechnic has not been able to efficiently and optimally carry out each task, principal and function through implementing and determining the merit system, especially employee placement based on job analysis. This phenomenon further emphasizes that job analysis planning needs to be well planned in order to create an organization that can have an overall impact. Job analysis planning is carried out to monitor and evaluate, so that every activity within the agency can run well.

From the results of the author's interview with the HR Department of the STIA LAN Makassar Polytechnic, the implementation of the merit system in employee placement based on job analysis is not fully in accordance with the required qualifications. The HR department is trying to develop job analysis as a systematic way to obtain all data from each position, which is then processed until it becomes information about the position that will be presented, then provides feedback for the agency and management. Therefore, job analysis planning in employee placement based on job analysis needs to be considered and implemented in order to have employees who are competent in their fields and duties. So, from the results of the observations made, a number of problems with the implementation of the merit system were identified that needed to be improved within the STIA LAN Makassar Polytechnic environment.

3.1   Employee Placement

Employee placement refers to the process of determining the location or position where an employee will work in an agency, especially at the STIA LAN Makassar Polytechnic. The placement process is carried out by recruiting and selecting prospective employees who suit the needs of the organization. This includes qualification assessments, interviews, and testing. The agency will propose additional employees based on the needs outlined in the Workload Analysis (ABK). The need for employees is seen from the high level of work in each work unit with a limited number of employees, so proposals or additions of new employees are the key to easing work in the relevant work units.

The current condition is that the HR department has not been able to place employees according to their competencies due to the unequal number of educational staff and lecturers, so the HR department is trying to maximize these limitations in order to remain productive in each work unit.

Table 1. Number and Position of Employees

No	Position Name	Amount	Additional Tasks
1.	Lecturer	38 People	30 People
			8 People (No additional tasks)
2.	Archivist	1 People	No additional tasks
3.	Planner	2 People	1 People
4.	Librarian	1 People	1 People

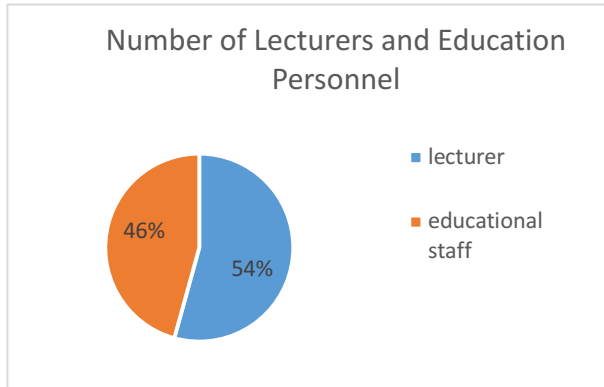| 5.	Personnel Analyst	2 People	1 People
6.	Public Relations	1 People	No additional tasks
7.	Executor	25 Orang	3 People
8.	Contract Employees	6 People	-

Figure 1. Percentage of the Number of Lecturers and Education Personnel

Table 1 and Figure 1 show that the total number of employees with the functional position of lecturer is 38 people (54%) with 30 additional duties, while the number of educational staff is 32 people (46%) with 6 additional duties.

Table 2. Work Units for Lecturers & Education Personnel

No	Workplace	Amount
1	2	3
1.	Directorate	7 Lecturer
2.	Senate	2 Lecturer
3.	Departement	2 Lecturer
4.	Study Program	9 Lecturer
5.	P3M & P2M	6 Lecturer
6.	Laboratory Unit	2 Lecturer
7.	LSP	2 Lecturer
8.	SPI	2 Lecturer
9.	Lecturer Room	5 Lecturer
10.	Archives Unit	1 Educational Staff
11.	information Technology Unit	1 Educational Staff
12.	Financial Department	9 Educational Staff
13.	Library Unit	2 Educational Staff
14.	Human Resources Department	3 Educational Staff
15.	StudentAffairs Section	3 Educational Staff
16.	Academic Section	6 Educational Staff
17.	Part Of Household	6 Educational Staff

Table 2 Shows the work units of staff and lecturers, where there are no staff placed in sections such as Departments, Study Programs, Senate, Center and UPT. The lack of staff has implications for increasing lecturers' duties in carrying out technical work.

3.2 Employee Workload

Employee workload refers to the number of tasks, responsibilities, projects or work that an employee must carry out in one month. This workload can vary from one employee to another, depending on the role, level of position and institution. Factors that influence employee workload can be seen from the type of work or employee role, which will influence how big the workload is. Jobs that are more complex or have more responsibilities usually have a higher workload so the availability of resources such as time, personnel and equipment can also affect employee workload.

From the results of observations made in the HR department, there are still employees whose duties/workloads do not correspond to their position grade, meaning that the performance allowance they receive is not commensurate with the workload they carry out. These employees have to do work that should be done by employees with a grade above them, causing the level of motivation and enthusiasm to work to decrease. In fact, the HR department could place the employee's position in a section with the appropriate grade, but due to organizational needs and the limited number of employees, the person concerned is still placed in that section.

Figure 2. Employee Performance Targets

3.3 Additional Employee Duties

Additional duties are tasks delegated to someone outside of their main duties in various situations, such as when there are special needs within the organization or when employees have additional skills or expertise that can be used for the benefit of the agency. Additional duties must be assigned with due care and understanding of the employee's

abilities and interests and with appropriate compensation. This can increase employee motivation and engagement.

STIA LAN Makassar Polytechnic is under the auspices of the State Administration Institute so that employees do not only focus on their main tasks, but also carry out institutional tasks from the center which results in overlapping work, so that employees often carry out institutional tasks that are not in accordance with their main field of duties. This causes the process of completing the work and main tasks carried out by employees to not run optimally.

Table 3. Institutional Duties

No	Institutional Duties
1.	Bureaucratic Reform
2.	Construction of an Integrity Zone
3.	State Civil Service Management Innovation
4.	The International Organization for Standardization
5.	Talent Management
6.	Accreditation

Table 2 Shows the types of institutional tasks carried out by employees outside of their main duties.

Figure 3. Institutional Duties

3.4 Scoring System

Merit systems are often based on objective assessments of individual qualifications and achievements, where leadership factors are the main judge in determining. Objective assessment of subordinates is quite important in organizations, especially at STIA LAN Makassar Polytechnic, which helps superiors to evaluate subordinates' performance

fairly with the aim of providing honest and constructive feedback to subordinates as well as decisions regarding performance appraisals or job promotions.

In its development, not all superiors carry out assessments objectively, there are still some who assess subjectively, which refers to the assessment or performance evaluation carried out by superiors of their subordinates based on the superior's personal perceptions, views and assessments. To get a good/excellent assessment, employees will work optimally and include all work results in the Employee Attendance and Performance Allowance Information System Application (SIKTKP). From this application, all employees will also see assessments from superiors based on performance reports, work performance and creativity and work behavior.
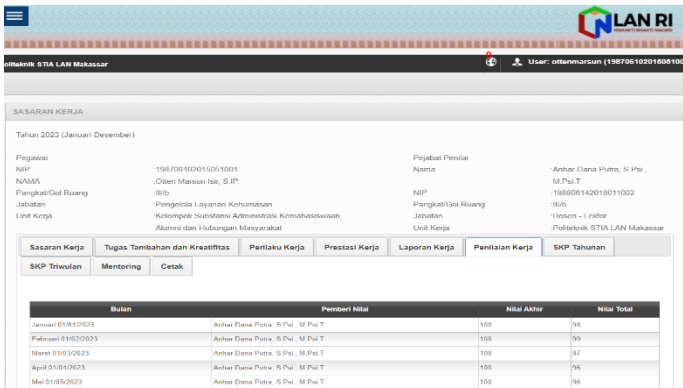

Figure 2 shows the Employee Attendance and Performance Allowance Information System Application (SIKTKP) which contains absence lists, assessments, reports and work performance.

4   Conclusion

Looking at the results discussed in this journal, the implementation of the merit system in the bureaucracy, especially at the STIA LAN Makassar Polytechnic, aims to produce employees with integrity and professionalism, namely by placing them in positions according to their competency/grade; provision of performance allowances adjusted to high levels of work/compensation for those carrying out additional tasks outside of the main tasks; additional educational staff in technical units, so that lecturers can focus on carrying out the tri dharma of higher education, such as teaching, research, service and so on; and the assessment system for a perfect score is not seen from the amount of additional work done.

The implementation of the merit system is not just an appeal, rules or numbers contained in written form in documents, but needs to be implemented and practiced together at both the central and work unit levels. Likewise, each agency is of course different in its implementation, but with the same goal, namely having professional and

integrity ASN who are placed according to their competence. Therefore, the HR department needs to see how far the competence of employees, both education staff and lecturers, has developed by providing opportunities to continue to move forward to develop.

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