

Urgency of Job Evaluation in Improving Structural and Technical Competence of Civil Servant at Department of Building and Land Management Surabaya City

1st Gading Gamaputra

Department of Public Administration
Faculty of Social Sciences and Law,
Universitas Negeri Surabaya
Surabaya, Indonesia
gadinggamaputra@unesa.ac.id

2nd Weni Rosdiana

Department of Public Administration
Faculty of Social Sciences and Law,
Universitas Negeri Surabaya
Surabaya, Indonesia
wenirosdiana@unesa.ac.id

Abstract—Based on the regulation of Regional Civil Service Board No 21 of 2011 about implementation of job evaluation, All government agencies are required to conduct an official evaluation but in fact many of the agencies in east java that have not done the job evaluation like Department of Building and Land Management Surabaya City.

The research uses a method of descriptive with an approach based on the factor evaluation system (FES) based on regulation of Ministry of Administrative and Bureaucratic Reform.

The results of the study structural and functional look at a summary of the office, job description, responsibility, authority, material work, work result, working tool and terms of position. The result of the structural evaluation positions has 11 positions and functional positions have class 7 position.

The conclusion of this study at Department of Building and Land Management Surabaya City don't have job evaluation so formation career system, performance Employee benefits are constrained.

Keywords—bureaucracy reform, job evaluation, job value, position class

I. INTRODUCTION

Job evaluation is an attempt to regulate the position of civil servant (ASN) in bureaucratic reform [1]. In David Mackmias opinions that evaluation is a systematic and empirical assessment of the consequences of an ongoing government policy and program and its suitability with the objectives to be achieved by the policy [2]. Difficulties in policy evaluation, among others, are goals in public policy rarely on. do (written) quite clearly, in the sense of how far the goals of public policy must be achieved. Then Howlett and Ramesh added that the development of measures that are appropriate and acceptable to all parties is very difficult to do [2].

The determination of calculation job evaluation based on job value and job class [3]. Based on Law No 8 of 1974 change to Law No 43 of 1999 on principal subject of civil servant said that the civil servant appointed in a certain rank and rank.

The appointment of the civil servant in the position of job is carried out in accordance with the principles of professionalism. Ability of the competencies supported by the work performance [4] and the level of rank assigned in the position positions objectively without distinguishing tribes, race and class [5]. Positioning and reforming the field of civil servant apparatus resources, it is necessary to determine the position rank for each position in the civil service environment based on the position value through job evaluation. Job evaluation is conducted to determine the position value which will then be used in the ranking of positions.

Civil Servants Job Evaluation is a process to systematically evaluate a position by using the criteria referred to as position factors on the position factor information to determine the position value and position class. Based on the regulation of Regional Civil Service [6] Board No 21 of 2011 about implementation of job evaluation. Position Value is the cumulative value of the position factor that influences the level of position based on the position information. Job Class is the determination and grouping of occupational levels based on the value of a position. Structural Position is the position that shows the duties, responsibilities, authority and rights of a civil servant in order to lead an organizational unit. Functional position is a position that shows the duties, responsibilities, authorities and rights of a civil servant in an organizational unit whose duties are based on certain skills and/or skills and are independent and for promotion and rank are required by credit numbers.

Job evaluation conducted to measure the quality of competence possessed civil servant which is in the environment government agencies [7] and to measure behaviors that affect work competence [8].

Job evaluation is conducted to measure the value and class of positions that can be used for position rank calculation [3]. The guidelines used to evaluate the position are Regulation of National Civil Service Agency No 21 of 2011 about guideline of job evaluation and Minister Decree of Ministry of Administrative and Bureaucratic

Reform No. 34 of 2011 about guidelines of job evaluation [9].

Job evaluation Results can be used in the preparation of formations, career systems, performance, and providing employee benefits. The problem of job evaluation in Indonesia is that there are still many government agencies that have not done job evaluation especially in East Java. From the pre-research data of researchers conducted to 21 offices located in East Java almost entirely

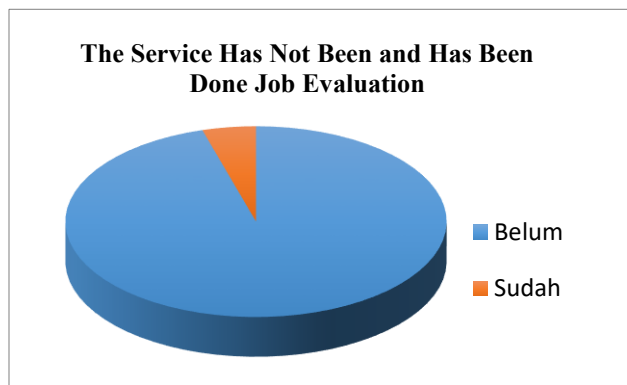


Figure 1. The Service Has Not Been and Has Been Done Job Evaluation

The same thing is also conveyed by Mr. Samsul as staff in Regional Civil Service Board East Java who said: “East Java there are still many government agencies that have not conducted job evaluations, even there are some agencies that have not performed job analysis”

At the location of research at Department of Building and Land Management Surabaya City is still on the stage of job analysis and still have not conducted an job evaluation.

Job evaluation research to determine the level of competence of office holders in using knowledge, skills, behavior, and personal in performing professional duties in a structural and functional position for the civil servant in Department of Building and Land Management Surabaya City [10]. The purpose of job evaluation is to be able to provide input when a job evaluation will be held by Regional Civil Service Board or National Civil Service Agency. Job evaluation research will provide recommendations on the salary that will be given by civil servant in increase performance.

II. RESEARCH METHODOLOGY

The research location at Department of Building and Land Management Surabaya City with focus research is job evaluation. The research is descriptive research by using analysis to make description, fact, and factual and accurate from factors and environment studied. Therefore, an in-depth interview process was used as the qualitative research method for this study [11].

Data writing techniques in this study are using systematic and standard procedures to retrieve data in research

1. Observation technique, taking data in the right way for actions related to matters relating to matters relating to

how to use questionnaires, record images, record sounds [12].

2. The interview technique collects data by gathering, asking for direct accountability with the party being studied. The interviews were carried out in depth in the sense that the interviews were carried out specifically on the attitudes and feelings felt by the informant towards the discussion [13].
3. Documentation Technique, a study carried out by looking directly at documents relating to reports at the service office in the Department of Building and Land Management Surabaya City.

The research attempts to find data in the form of grades and occupational classes from structural and functional positions of the Civil Servant. The research uses the basis of research guidelines in the form of [6] Regulation of National Civil Service Agency No. 21 of 2011 about Implementation of job evaluation and Decree of Ministry of Administrative and [9]Bureaucratic Reform No. 34 of 2011 about guidelines of job evaluation. This Evaluation Guideline uses the Factor Evaluation System (FES) method as set forth in the Decree of Ministry of Administrative and Bureaucratic Reform.

Analysis Data

The data analysis in this study is using the theory of [14], analysis is done by simplifying the data into a form that is easier to read and interpret so that the stages carried out by job evaluation. Qualitative descriptive analysis techniques in this study are able to give a description of the research subject, namely regarding structural and functional job evaluation which consists of the following:

1. Data reduction collects data needed in accordance with the discussion of structural and functional job evaluation in the Department of Building and Land Management Surabaya City, summarizing, selecting and focusing data from information obtained in the field.
2. Data display, presentation of the results of data analysis obtained from data collection processes such as Observation, Interview and Documentation by grouping according to predetermined variables.
3. Conclusion drawing, to draw conclusions from the results of data and information analysis of the results presentation process so that the effect of structural and functional job evaluation in the Department of Building and Land Management Surabaya City.

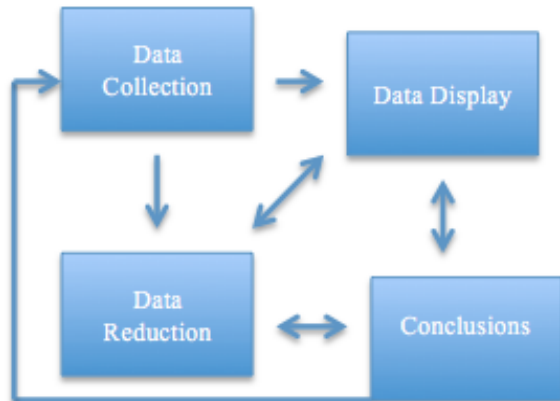


Figure 2. Data Analysis Method
Source: Miles and Huberman

III. RESULT AND DISCUSSION

A. Level of Structural Position Factor

The research was conducted on Sub Division of Finance at Department of Building and Land Management Surabaya City by looking at work component in a level of job position with first look at job description, job description, responsibility, authority, work materials, work result, work tool and job requirements.

To determine the value of positions and class of office then evaluated the structural positions. For the structural position has 6 levels of position factors. Factor 1 : on Scope and Impact is at level 1 of 5 levels in the sense that the work is directed toward the procedural, routine, and the smallest of services in the organization. Factor 2: Organizational settings are at level 3 of 3 levels in the sense that they are the highest structural positions. Factor 3: The Authority of Managerial and Managerial Empowerment at level 2 of 3 levels is exercising managerial authority in determining the plan and schedule, ensuring the implementation and determining the goals and objectives that need to be emphasized. Factor 4: Personal relationships at level 3 of 4 levels are the task of supervisors being high class and bureau staff and key organizations in the environment or companies that are in other contexts. Factor 5: Difficulties in Guidance Working at level 2 of 8 levels is working to supervise positions in the same class 5 or 6. Factor 6: Other conditions at level 1 of 6 levels are jobs covering technical work and work requires coordination within the work unit to ensure time, form, procedure, conformity, quality standards and quantity in work.

In the section below, there is a lot of the following information:

TABLE I. FACTOR LEVEL OF STRUCTURAL POSITION

| Evaluation Factor | Value | Standard of Job | Info |
|-------------------|-------|-----------------|--------|
| Factor 1 : | 175 | | TF 1-1 |
| Factor 2: | 350 | | TF 2-3 |
| Factor 3: | 775 | | TF 3-2 |
| Factor 4 : | | | |
| a. Relationship | 75 | | 4A-3 |
| b. Goal | 100 | | 4B-3 |
| Factor 5: | 205 | | TF 5-2 |

| | | | |
|--------------|------|--|-------------|
| Factor 6: | 310 | | TF 6-1 |
| Total Value | 1990 | | |
| Job of Class | 11 | | (1855-2100) |

Structural job class data with a total value of 1990 with position class 11. If it is stated in the payroll allowance of an Civil Servant with a structural position, it can receive an allowance of IDR 3,855,000.00.

B. Level of Functional Position Factor

Research factor evaluation functional using Factor Evaluation System (FES). Indicators used are required knowledge of position, supervisor supervision, guidance, complexity, scope and impact, personal relationships, relationship objectives, physical requirements and work environment.

Measurement of office functions using 9 levels of position factors are: **Factor 1:** Required Knowledge Positions are at level 2 of 9 levels, with the capability required to operate equipment that requires less training and experience in the use of equipment. **Factor 2:** Supervisor at Level 2 of Level 5 is The Supervisor providing continuing tasks by indicating generally what to do, the expected quality and quantity limits. **Factor 3:** Guidelines at level 2 of 5 levels are jobs based on available time. **Factor 4:** Complexity at level 4 of 6 levels is the job of varying different functions required and different and unrelated methods. **Factor 5:** Scope and Impact is at level 2 of 6 levels is the work includes the implementation of regulations, regulations, procedures in the implementation of tasks. **Factor 6:** Personal relationships are at level 3 of 4 levels is the relationship of work with groups from outside agencies. **Factor 7:** The purpose of the relationship is at level 2 of 4 levels is the relationship is to plan, coordinate or direct the work in solving problems to achieve goals. **Factor 8:** Physical Requirements at level 2 of 3 levels is a job requiring physical labor. **Factor 9:** The Work Environment is at level 1 of 3 levels is the environment carries risks and inconveniences every day.

TABLE II. FACTOR LEVEL OF FUNCTIONAL POSITION

| Evaluation Factors | Value | Standard of Job | Info |
|--------------------|-------|-----------------|------------|
| Factor 1 | 200 | | TF 1-2 |
| Factor 2 | 125 | | TF 2-2 |
| Factor 3 | 125 | | TF 3-2 |
| Factor 4 | 225 | | TF 4-4 |
| Factor 5 | 75 | | TF 5-2 |
| Factor 6 | 60 | | TF 6-3 |
| Factor 7 | 50 | | TF 7-2 |
| Factor 8 | 20 | | TF 8-2 |
| Factor 9 | 5 | | TF 9-1 |
| Total Value | 885 | | |
| Job of Class | 7 | | (855-1100) |

Functional class data grade with total value of 885 with class position 7. If stated in salary allowance an civil servant with functional position can get remuneration allowance equal to IDR. 2,304,000.00.

IV. CONCLUSION

- Department of Building and Land Management Surabaya City has performed position analysis and also is doing renewal.
- Department of Building and Land Management Surabaya City has not conducted an evaluation of the position so that it is not in accordance with the objective of bureaucratic reform.
- Structural positions in the Department of Building and Land Management Surabaya City have 11 position classes with a total value of 1990.
- Functional position at the Department of Building and Land Management Surabaya City have a position class of 7 with a total of 885.
- Department of Building and Land Management Surabaya City has not done the job evaluation so that the formation, career system, performance and employee benefits are constrained.

Suggestion

- Department of Building and Land Management Surabaya City is expected to evaluate the position
- Department of Building and Land Management Surabaya City is expected to improve the position class of functional and structural position holders.
- In facilitating the evaluation of the position can use application job evaluation.

ACKNOWLEDGMENT

The authors would like to thank The Dean of Faculty of Social Science and Law - Universitas Negeri Surabaya facilities for giving some results of the study conducted.

REFERENCES

- [1] A. Oktariana and M. Mustam, "Manajemen sumber daya aparatur sipil negara (ASN) dalam rangka reformasi birokrasi di badan kepegawaian pendidikan dan pelatihan daerah (BKPPD) Kota Pekalongan," no. c, pp. 1–4, 2018.
- [2] Lembaga Administrasi Negara, *Evaluasi Kebijakan LAN*, no. 62 21. 2008.
- [3] Lembaga Administrasi Negara, "Evaluasi jabatan," Jakarta, 2011.
- [4] D. Bartram, "The SHL universal competency framework," *CEB Talent Meas. Solut.*, pp. 1–10, 2012.
- [5] Riarosiana Gajaliya, "Studi penempatan pegawai di dinas peternakan provinsi kalimantan timur," vol. 5, no. 3, pp. 1617–1630, 2014.
- [6] Badan, *Badan kepegawaian negara*, vol. 2003, no. September. Indonesia, 2011.
- [7] D. Sartika and M. Kusumaningrum, "Pengembangan Kompetensi Aparatur Sipil Negara di Lingkungan Pemerintah Provinsi Kalimantan Timur," *J. Borneo Adm.*, vol. 13, no. 2, pp. 131–150, 2017.
- [8] A. ȚuȚu and T. Constantin, "Understanding job performance through persistence and job competency," *Procedia - Soc. Behav. Sci.*, vol. 33, pp. 612–616, 2012.
- [9] M. Negara, P. A. Negara, and D. A. N. R. Birokrasi, *PermenpanRB Nomor 34 Tahun 2011 tentang Pedoman Evaluasi Jabatan*. 2011, pp. 1–55.
- [10] M. R. Ennis, "A Review of The Literature and The Role of The Employment and Training Administration (ETA)," *Pilot. Demonstr. Team Div. Res. Eval. Off. Policy Dev. Res. Employ. Train. Adm. U. S. Dep. Labor January 29, 2008*, 2008.
- [11] C. Suttikun, H. J. Chang, and H. Bicksler, "A qualitative exploration of day spa therapists' work motivations and job satisfaction," *J. Hosp. Tour. Manag.*, vol. 34, pp. 1–10, 2018.
- [12] M. Fry, K. Curtis, J. Considine, and R. Z. Shaban, "Using observation to collect data in emergency research," *Australas. Emerg. Nurs. J.*, vol. 20, no. 1, pp. 25–30, 2017.
- [13] M. Rosenthal, "Qualitative research methods: Why, when, and how to conduct interviews and focus groups in pharmacy research," *Curr. Pharm. Teach. Learn.*, vol. 8, no. 4, pp. 509–516, 2016.
- [14] M. B. Miles, A. M. Huberman, and J. Saldaña, *Fundamental fo Qualitative Data Analysis*. 2014.