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Case Study

Implementation of Job Analysis Regarding Functional Position in a Government Institution: A Case Study of the Ministry of Environment and Forestry

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ABSTRACT

This study discusses the implementation of a job analysis of a functional position in the Ministry of Environment and Forestry based on bezetting (formation) and job formation. A post-positivist approach and a qualitative method are used. The result indicates that job analysis of a functional position in the ministry still uses temporary data for job analysis. Stakeholders also have limited involvement in the process. In addition, the respondent for the job analysis is not the key person. This condition makes the job analysis effort's verification and validation steps inaccurate. The resulting impact is that job descriptions and specifications do not illustrate real organizational needs. Therefore, there is an urgent need to link bezetting and job description.

Keywords: Appropriate, functional position, implementation, job analysis

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INTRODUCTION

Article no. 17 of *Law of the National Long-Term Development Plan 2005–2025* mandates that state apparatus development is done through bureaucratic reform to improve its professionalism and to realize good governance. Bureaucracy reform is essentially an effort to undertake a fundamental discussion regarding the system of governance, especially its institutional framework (organization), business process, and apparatus resources (human resources).

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There is often a connection between the efforts to build the state apparatus and various problems found among civil servants themselves. There are at least five problems: 1) unclear manpower plannings; 2) no clear design for the distribution of civil servant education; 3) unclear and inefficient organizational design, authority, and work; 4) failure to run the basics of professional human resource (HR) management; 5) weak enforcement of discipline, integrity, and good governance (Krisbiyanto, 2012). Of them, the third is closely related to the substantive issue of this study: opaque or inefficient organizational design, authority, and work will significantly affect productivity.

The emergence of article no. 5 of *Law of the Republic of Indonesia 2014* about State Civil Apparatus became the legal means to protect state civil apparatus reform. It mandated changes in the positioning structure, namely, top leadership positions, administrative positions, and functional positions. This regulation had a different character than article no. 43 of *Law of the Republic of Indonesia 1999* about Principles of Personnel, which mandated the structuring of posts consistent with the structural positions and functional positions, where functional positions included certain functional positions and other non-managerial ones.

Unlike structural positions, which fall expressly under the organizational structure or hierarchy, functional positions are technical and are not listed on the organization chart. However, from the standpoint of function, these posts are required to implement the primary tasks of the organization. Article no. 5 of *Law of the Republic of Indonesia 2014* emergence permitted an expanded role for functional positions. Responding to this obligation, the government generated public policy to prepare to form functional positions. Moreover, the national trend has been to transfer the employee to become a functional one. Current development of functional positions has already reached 142 types. The national program also opens wider opportunities for civil servants to reach 240 types of functional posts. Also, the existing data indicate that functional position formation has increased significantly since 2010—being restricted to civil servant candidates from new applicants rather than internal promotions.

Conceptually, the organization must determine what jobs/positions need to be done/established and how many and what types of workers are required for the job/position. In management terminology, this process is called organizing. Thus, the establishment of an organizational structure helps determine the skills, knowledge, and capabilities required by the job/position holder. To determine the work and the worker, human resource management performs an analysis of the position. All occupations must ultimately be tied to the organization's strategic mission and direction (DeCenzo & Robbins, 2010).Therefore, the addition of the number of functional positions (both types/nomenclature of the office and the employee) in the organizational structure

can be implemented properly through human resource planning—especially civil service planning. According to Fahrani (2016), human resource planning, in general, forms the core of human resources management, becoming a standard document used for recruiting along with composing resources within the organization. Government agencies perform civil service planning using three stages: 1) prepare job analyses and workload analyses especially for functional positions; 2) coordinate the results of job analyses and workload analyses done by each work unit in the related institution; and 3) determine the bases for recruitment and functional positions.

It is assumed that such changes will carry implications. First, the new policy will encourage both the government institutions at the national level and the local agencies to prepare various functional positions to meet the expected target of Ministry of Administrative and Bureaucratic Reform. Second, this policy will encourage government institutions, both at the national and local levels, to develop large-scale formation of various functional positions in public agencies, and then fill them either through the procurement of candidate civil servants or national in passing.

Third, the impetus for changing a functional position will cause problems if not accompanied by good socialization. Employees seem to believe that if they attain functional positions every two years they can be promoted, obtain functional benefits that are greater than structural ones, and at times can switch places and go back to the structural system. The increase in the functional level of functional positions every two years is different from both structural and four-year executive posts, but a person must meet a certain, predetermined credit score.

Fourth, functional positioning between the executive and structural positions also requires clarity of the division of labor between them. The organization must be able to perform the division of labor carefully according to the primary task and functional function, differentiating them with the duties and functions of the office of the implementer, so that the promotion of functional positions may grow with an increasing the credit score (without having to fight for work).

These implications for functional management are closely related to functional position planning, although there are still many obstacles in functional office planning in government agencies. In functional positions planning, there are stages or processes in the implementation that comes through job analysis, workload analysis, and job formation (Fahrani, 2016). The role of position analysis is an important aspect and priority in determining the composition of human resources in an organization, especially functional positions in government agencies. So, the implementation of job analysis on functional positions is a stage or the process of determining the planning of functional position management, both in terms of quantity and quality.

The Ministry of Environment and Forestry (MoEF) is currently predicted to require a significant functional position considering that the needs of the National Environmental Supervisor is estimated to reach 9,900 people, while the existing employees only number 800. With the bezetting, in which bezetting means the number of staff currently retained (employee inventory), then by combining it with forestry, it can be predicted that functional requirements with forest control are large and will increase.

This factual problem is closely related to the organization's primarily public mission. The organization must be transparent in unifying the interaction of its members through its tasks and functions with a structured pattern and unity of purpose. A structured pattern of each member of the organization having their respective duties and functions defined is commonly known by the division of labor and roles of the organization. According to Armstrong (2006), position is a set of related tasks performed by a person to meet a goal. It can be considered as a unit within a fixed organizational structure and does not change no matter what person is in the position. Positions in this sense are fixed entities, as are the parts of machines that can be designed like other parts of a machine.

Moreover, human resource management is a very important concept in the organization because it leverages organization productivity through an organization's machines, and humans. Armstrong (2006) stated that human resource management was a strategic and coherent approach to the management of an organization's most valued assets. The people working there who individually and collectively contribute to the achievement of its objectives. This statement underlines that human resource management is a strategic approach and must be coherent through organizational asset management. Employees work in the organization individually or in a group to achieve organization's goals.

That is why human resource management planning is so crucial in the organization. Mondy and Noe (2005) stated that human resource planning (HRP) was the process of systematically reviewing human resources requirements to ensure that the required numbers of employees, with the necessary skills, were available when needed. From this definition, HRP is a systematic process of assessing human resource needs to ensure that the organization requires the number of employees with the skills available.

According to Dessler (2013), job analysis is important because managers use it to support just about all their human resource management activities. Job analysis enables the manager to list what a jobs duties and demands are now. The most important product of job analysis is the job description. There is no standard format for writing a job description. However, most descriptions contain sections that cover: job identification, job summary, responsibilities and duties, authority of incumbent, standards of performance and working conditions. While the job specification takes the job description and answers the question "What human traits and experience are required to do this job effectively?".

In other literature, Armstrong (2006) also stated that role analysis was a fundamental human resource process. It provides the information needed to produce role profiles and for use in recruitment, learning and development, performance management and job evaluation. For reasons given below, the terms 'role analysis' and 'role profile' are rapidly replacing the terms 'job analysis' and 'job description'. However, role analysis uses basically the same techniques as job analysis and many features of role profiles are found in more traditional job descriptions. The importance of job analysis is also supported by statements from Mathis and Jackson (1999), namely a primary focus of human resource management is on the jobs and work performed by individuals in the organization. Because organizations are changing and jobs must fit so many different situations, managers and employees alike are finding that designing and analyzing jobs requires greater attention than in the past.

In this analysis, job analysis contributes to understanding how functional positions are connected to organization goals and human resource management. Dessler (2013) stated that job analysis was the procedure through which you determine the duties of the positions and the characteristics of the people hired for them. Job analysis produces information for writing a job description (a list of what the job entails) and job (or person) specification (i.e., what kind of people to hire for the job). This understanding means that job analysis (position analysis) is a procedure for determining the tasks of positions or those positions and characteristics of people that must be recruited to occupy them. Position analysis produces information by writing a job description and job title or description of the right person.

Job analysis according to Dessler (2013) above shows two important aspects, namely regarding job description and description of the right person. This definition was also explained by Mathis and Jackson (1999) that job analysis was a systematic way to gather and analyze information about the content and human requirement of jobs, and the context in which jobs were performed. Job analysis usually involves collecting information on the characteristics of a job that differentiate it from other jobs. Similarly, as stated by Beaumont (1994) that job analysis is to provide an up to date and accurate job description which will indicate the sort of qualifications and experience to be used. Furthermore, Stredwick (2005) stated that job analysis could take place in a number of situations, all of which were associated with organisational change. So that an organization must be able to implement job analysis to determine the work and who does the work of the organization well.

Besides that, analysis to understand workload also important in job analysis. Based on Dasgupta (2013), workload is the number of jobs assigned to a worker in a given period. We may not always have full control over the total workload, but we can recognize the effect and take some action. Each person has different abilities, and they vary with task complexity, environmental

factors, and personal behavior (e.g., self-awareness and self-confidence). Based on this background, this paper aims to analyze the implementation of job analysis for functional positions within the MoEF, and thus analyze the suitability between bezetting and the formation of functional positions within that ministry.

MATERIALS AND METHODS

This study uses a post-positivist approach. The study uses theory to make an initial hypothesis about the research questions. This study uses the theory of job analysis which consist of steps to conduct job analysis. The theory of job analysis underlines seven subvariable of the job analysys which are decide the guideline of the usage of information; create job analysis guidelines; review relevant background information; selecet representative positions; analyse the job by collecting data about job activities, working condition, human traits, and ability to reform; verify the job analysis information; and develop a job description and job specification (Dessler, 2013). Theory guides a study as an analytical tool, generating results that are close to the truth of the situation through the process of identifying and analyzing the implementation of position analysis on functional positions in the MoEF.

Researchers used qualitative methods to collect data through interview with the determination of respondents coming through a purposive sampling technique. There were fourteen informants who head of unit and human resources analyist. Data analysis for qualitative data using interactive analysis model was proposed by Miles and Huberman (1994), that is, through three activities conducted since the beginning the research and while it was being conducted. The three activities are data reduction, data presentation, and conclusion and verification. This study used triangulation, as the steps to prove information with respondents or between different sources of information by using a variety of data sources, researchers, and theory. The triangulation strategy was used to validate or test the validity of collected data. As Creswell (2009) stated, triangulating different lines of evidence by examining the evidence coming from those sources and using them to justify the theme(s) coherently. Triangulation also utilize literature review. This technique is used to better understand the results of data collection through interview methods and a literature review.

All of the research procedure and process had been presented in front of panel which are consist of the representative of the university, reviewer, and supervisor to determine the ethical standard of the research. Firtsly, all the processes in the research prevented against the fabrication of falsying of data. Secondly, the panels had reviewed the research methodology and granted that the methodology based on the ethical standard.

RESULTS AND DISCUSSION

The author conducted a study at the MoEF by means of in-depth interviews with respondents from several units and did a literature review of secondary data.

The Analysis of Job Analysis Implementation

To analyze the implementation of job analysis on the functional position at the MoEF, the author used references based on the theory presented by Dessler (2013) about the steps involved with carrying out job analysis. This theory is the basis for the author's undertaking of data collection, processing, and analysis to be presented in the form of research findings. To analyze the extent to which a job is needed or used by the organization, an analysis of the normative workload at government agencies must be implemented simultaneously. The role of the analysis of workload is a joint package of job analysis to measure the type/ nomenclature and role of the employer, in particular, the functional position of an organization. The combination of 'scientific management' thinking, the practice of collective bargaining and use of job evaluation techniques has historically resulted in a system of work organization which involved a hierarchy of narrowly designed and highly specialized job tasks to each of which was attached 'the (pay) rate for the job' (Beaumont, 1994).

The role of job analysis is recognized as a reliable tool for the management of personnel, this is in line with the existing theory in which almost everything working for human resource management is directly related to the job analysis process, as also stated by DeCenzo and Robbins (2010). However, the fact still found that the preparation of job analysis was still temporary (transient), because it was meeting the needs of data from job analysis to the requirements of outside agencies, especially the Ministry of Administrative and Bureaucratic Reform and the National Civil Service Agency. In applying the research locus, this research used of job analysis in the management of personnel theory as a whole, even though the ministry only implement gradual process of job analysis.

For government agencies, the guidelines that can be used as the basis for conducting position analysis are Guidance on Position Analysis of the Ministry of Administrative and Bureaucratic Reform (Ministry of Administrative and Bureaucratic Reform, 2011) and Guidelines for Implementation of Position Analysis of the National Civil Service Agency (National Civil Service Agency, 2011). This position analysis guide is used as a guide for ministries/ agencies and local governments to conduct job analyses. The application of these guidelines is felt applicable and relevant to the implementation in the field.

Implementation of the job analysis in an organization indeed involves various parties, especially the human resource, employees and leaders/superiors. This condition should be considered well so that the implementation of job analysis can be a joint effort that is realized with the involvement of the parties

in the implementation of position analysis to achieve optimal results. The involvement of the parties in the implementation of job analysis in the Ministry of Environment and Forestry gave positive evaluation, even though this implementation did not significantly contribute to optimal support job analysis. Because of the facts of the case, the preparation of job analysis was still charged only to the personnel while the direct supervisor and the employee as a whole still felt less involved.

Realizing the involvement of the parties (the personnel, employees, and superiors) in the preparation of an analysis of the office should start from the leadership of the work unit. Where the role of leadership is to determine the involvement of others because it has the power to be able to move the components that exist within their work units. The existence of a team of position analysts must be inherent with the personnel and the organization because of the task and function then the implementation of job analysis is the responsibility of the personnel and organization. And that should be remembered also that the result of job analysis data is an important even the primary tool in organizing personnel management accurately and correctly for each work unit.

Related to the method used to obtain the information needed in the analysis of the position, the implementation of position analysis in the MoEF used data collection combined in several ways, namely by filling in the format of job analysis (questionnaire) and interview (mentoring). Selection of this method is perceived as the best method and most relevant to the circumstances. By combining the two approaches, the acquisition of information is more complete and useful.

Relevant information is like an organizational structure, with Gantt/ process chart, and job description. The organizational structure shows the division of labor throughout the organization and how and where the work fits in with the whole organization's goals. The process chart provides a more detailed description of the workflow in its simplest form, the process diagram showing the input and output trends of the work being analyzed.

In fact, in the MoEF had not finished preparing a business process, because at the time the authors did research activities of business process preparation was still ongoing. It is an objective consideration for the organization that the preparation of the business process is carried out not only to meet the requirements of the bureaucratic reform assessment, but it is unclear that business processes have data that can be utilized more widely, especially in the management of personnel and institutions, such as the establishment and placement of positions. In this case, the concern is for data that are specifically applicable to functional positions.

Aspects analyzed in the analysis were based on the implementation of tasks/jobs by all employees in the work unit. So, it was necessary to thoroughly collect information as accurately as possible to determine what all employees do there to attain ideal job-analysis data.

Determination of respondents from employees was considered the representative views of the coordinator of functional positions in each work unit. It was assumed that the coordinator is more aware and active in coordinating the implementation of tasks/jobs by other functional supervisors. Although factual is not absolute like that because the knowledge of this coordinator is limited and cannot possibly cover all the information required for the analysis.

A clear fundamental weakness is the level of understanding of key respondents who do not know for sure the overall work performed by all employees in the work unit, especially regarding the volume of results from their activities. Another has to do with the duration of time taken to collect data from respondents.

Analyzing actual or real work is done by collecting data on activities inherent in the job title, working conditions and employees, and the ability required to do the job. In short, analyzing work involving participants in depth, briefly describing the job analysis process to the participants, participants understanding the role in the job analysis process, spending about fifteen minutes interviewing the employees to get agreement on the basic summary of the work, identifying a broad area of responsibility work, potential clients, and identifying tasks in each area interactively with employees (Dessler, 2013). Analyzing and understanding the work done in the organization must be based on facts and data, not just personal perceptions of managers, supervisors, and employees (Mathis & Jackson, 1999).

Study results show that the preparation of job analysis had involved the participants in depth and even the participants was a key aspect in the development of their position analysis because it was considered as the person who knew best what kind of work they did. However, the method was carried out by entrusting the preparation of position analysis entirely on the stakeholders rather than merely serving as respondents for data collection. This method is difficult to ascertain the validity of the data generated because it tends to be subjective, stemming from the employee himself, so that the result of the job analysis will tend to be biased because of a conflict of interest. Conceptually as presented by Stone (2011) that the information obtained positions then analyzed and documented as work that existed and not a job that should exist. So, the existence of a job serves as a measure of the preparation for an analysis of positions by the needs of the organization rather than one based on the individual needs of employees.

To achieve objectivity, results of job analysis preparation may be pursued through the process of arranging results of an agreement between job analysis team with the respondent (employee). To provide an understanding of the process of position analysis to participants or employees performed in the form of socialization and mentoring. Although the tendency is that this understanding will cease to the participants or representative employees only and it is difficult to disseminate the understanding to employees as a whole. It

is important to note that analyzing the actual work is an aspect that determines the success of the preparation of the job analysis. Because a job analysis is an organizational analysis, where according to this definition, the main aspect analyzed in job analysis is the implementation of work that describes the functions that exist in each work unit. There is an expectation that the job analysis produces the following information about overall purpose job, organization, and content (Armstrong, 2010).

The verification and validation process is performed by employees who carry out the work and with supervisors or direct supervisors. This process will help ensure that the information obtained from the respondent is complete and correct, in addition to getting their acceptance so that objectivity of the job analysis result is acceptable. This process is also a form of refinement of the results of job analysis data so that the parties involved can verify the completeness and correctness of the data. However, the process had not been implemented at the time of preparation of the position analysis at the MoEF.

Although it was not intended as a verification process of the parties involved in the preparation of job analysis, verifications were performed by submitting job analysis results from one work unit to another to provide an overview or preliminary information that could be added, reduced or perfected. The process of verification and determination of these results is very necessary so that the results of this position analysis data into an ideal guideline to be applied with quality awake. Conceptually it has been stated that the verification and validation process is a step to ensure that the job analysis information collected factually is valid and comprehensive. So according to Dessler (2013), this step will improve the achievement of the results of analysis of positions by stakeholders. This step will facilitate in obtaining the agreement to accommodate the conformity of factual information to the needs of the organization.

This process is the final step in the process of performing an analysis of the position. Job descriptions describe job activities and responsibilities, as well as important features, such as working conditions. Job specifications summarize the personal qualities, traits, skills, and backgrounds needed to complete the job. The preparation of position analysis at the MoEF in format follows the format of Peraturan Kepala Badan Kepegawaian Negara BKN No. 12/2011 (National Civil Service Agency, 2011). This is because the existing format is already applicative and relevant to the process of position analysis conducted. Based on the format of job analysis in the Perka BKN can be seen that the existing format by the existing theory, as Dessler (2013) to say that the analysis of positions generates job descriptions and job specifications. However, the process of preparing the job descriptions and specifications still encountered difficulties, the accuracy of the data collected to be compiled in the format of job analysis is still in question.

In general, the greatest difficulty in the preparation of job analysis and workload on functional positions is about the volume of activity output. Because this process usually requires the agreement of the related parties, both functional stakeholders and the leaders / management of the work unit, but it must also be supported with valid documents or reports. There is an interesting statement to follow up on the terms of position. The preparation of job analysis conducted for the aspect of this situation is still very minimal because the inclination that entered the information is minimal formal education only.

Suitability of Bezetting and Formation of Functional Positions

The suitability of functional positions analyzed consists of the functional type/ nomenclature of the functional department and the number of functioning functional departments. Functional type/nomenclature is the formation of functional position based on the result of job analysis consisting of description and functional specification, while the functional positioning officer should be the result of the calculation of workload that must be performed by the functional position of the actors.

The number of types/nomenclature of functional positions in the Ministry of Environment and Forestry consists of thirty-three types/functional position nomenclature, as presented in the introduction. From the number of functional positions, the researcher analyzed the suitability between the type/nomenclature of existing functional positions with the formation. The data obtained from some of the types/nomenclatures of this functional position must follow the needs of the organization. The enhanced type of positions consists of functional positions of Forest Ecosystem Controller and Environmental Supervisor, while functional positions are removed/not used is the position of the position who own the job to mobilize community involvement.

The suitability of the number of functional departments will be illustrated by two aspects or facets, the first of the suitability between the functional positions and the second of the suitability between the number of existing department actors and the formation of the results of the calculation through departmental analysis and workload. Both of these aspects are very important to be analyzed because they are closely related to the management of personnel with job analysis.

Conformity between functional level posts to see how functional positions across levels of both skilled and unskilled levels. Because of this aspect involves the management of functional positions that are closely related to job analysis and workload, especially in terms of bezetting and formation based on the needs of the organization. Because as we know, this functional position has a promotion and ladder rhythm that can be faster than the executive department and measured on a rill basis by credit rating. This credit figure is governed by an organization's workload charged to a functional position

of a functional unit in a work unit. Then in promotion and level this one must be supported with the availability of ideal formation.

The per-ladle distribution can be seen in Table 1, where the distribution of functional officials shows the illustration of a disproportionate pyramid, even as if describing a fragile and delicate pyramid "wind." The existence of functional distribution is a fact that the ideal formation of functional positions should be set up to date as per the needs of the organization, based on job analysis and workload. Because it should not be a phenomenon of "snowballs" as a growing problem in the future. In addition, the absence of an ideal formation in the organization will make functional position staff difficult to accumulate credit figures so that it will hamper their career and even lead to retrenchment from functional positions.

Currently, the condition of existing functional officials has a total of 6,587 (37.05%) out of a total of 17,780 employees in the MoEF. From the existing data, the number of existing functional officers is still lacking and will continue to be added to, either through recruitment of new employees or through internal promotion (transfer from the position of executor and structural into functional positions). Based on the data contained in the e-formation, the recapitulation of existing functional office holders with the data in the MoEF is summarized as in Table 2.

Table 1
Submission of national functional position formation 2010–2014

Year	Formation Submission	
	Functional Position	**Executor Position**
2010	9.092	5.597
2011	Moratorium	
2012	7.330	7.235
2013	39.244	19.539
2014	43.800	11.007

Source: Fahrani (2016)

Table 2
Recapitulation of functional requirement data from MoEF

No.	Level of Functional Position	Real Number of Employees	Needed Employees	Gap	(%) gap
1.	Expert	3.029	7.260	4.231	139,68
2.	Skilled	4.068	11.752	7.684	188,89
Amount		7.097	19.012	11.915	167,89

Source: Ministry of Administrative and Bureaucratic Reform (2017)

From the data recapitulation in Table 1, it can be seen that the difference between bezetting and formation of functional position holders is considerable. In total then the existing difference of 167.89%, whereas when the level of functional position then the difference in skill level of 139.68% and skill level of 188.89%. The data shows the number of officers in functional positions more than doubled from the existing functional positions (bezetting).

Based on statements submitted by respondents, the data contained in the e-formation is indeed the data that has been used by the parties both the MoEF, Ministry of Administrative and Bureaucratic Reform, National Civil Service Agency and other agencies. But when it is associated with the level of validity and data, it cannot be ascertained because the process or method used is not accurate and uses a variety of estimation methods only so that the validity of the data is still questionable. The calculation of formation based on the prediction of existing employees is still very large bias so it cannot be concluded that the data on the e-formation shows the ideal needs data of functional officials in the MoEF. Looking at the factual conditions that exist, the difference between bezetting and formation of functional stakeholders in the MoEF as data on e-formation that reached a level more than double its initial quantity must not be considered as valid. As stated by the respondents that the data inputted in the e-formation has not been through the appropriate calculation steps and still tends to contain predictions or estimates based on existing conditions merely as a starting point.

Based on the discussion, MoEF needs to review the job analysis since it has high correlation to the performance of the human resources. Based on Siddique (2004), survey results indicated that a practice of proactive job analysis was strongly related to organizational performance. It is in line with Dessler (2013) who underlined job analysis as the systematic and comprehensive approach to the human resource management.

CONCLUSION

Position analysis on functional positions in the MoEF has not been implemented properly, it can be seen from several aspects, namely the use of job analysis result data is still temporary, involvement of the parties (e.g., job analysis team/personnel department, direct and participant/employee) in conducting the job analysis is still lacking, the positioning of respondent (officer and position) representing in the implementation of job analysis is not accurate, the actual job analysis is not accurate yet, verification and validation of job analysis result have not done exactly, and the preparation of job description and job specification is not accurate yet. Compliance based on bezetting and formation on functional positions in the Ministry of Environment and Forestry is still lacking, as evidenced by the refinement of activity items and the elimination of the use of functional types, there are also

a large number of shortcomings related to the positions for all functional positions in the MoEF.

This study suggests that the use of position analysis data for comprehensive personnel management must be enhanced through consistent regulation and implementation, such that the implementation of position analysis on functional positions becomes a necessity; there should be increased involvement of the parties (employment, leadership/direct supervisors, and employees) in the analysis of positions, i.e., by forming a team of reliable and focused position analysts in preparing position analysis and increasing the involvement of direct supervisors and all employees to contribute in the preparation of position analysis. It should be determined by the appropriate respondents to be the main source of information, through the positioning of individual positions and employees who may represent a work unit, having good capacity in preparing the job analysis, provided with a summary and documentation of work data represented in detail with relevant supporting documents can be used as material for respondents in the preparation of analysis of positions together with a team of position analysts. A verification and validation process should be performed on the official position analysis data by involving the Ministry of Administrative and Bureaucratic Reform and National Civil Service Agency and other competent parties, so that job analysis results may be verified and validated properly so that they may be used as guidelines in the management of qualified personnel. To improve suitability based on bezetting and formation on functional positions, the result of job analysis should be the basic guideline, either in determining the type/nomenclature of the position, determining the formation or filling functional positions through the determination of a functional position map.

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