Analysis of Employee Placement Based on the Merit System

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ARTICLE INFO

Research Paper

ABSTRACT

This research aims to analyze the suitability of employee placement in the Tanjungpinang City Government based on the merit system. This research is qualitative research using an observation and interview method approach. Information is obtained in more depth and more complete using snowball sampling techniques. The research results show that employee placement in the Tanjungpinang City Government is not in accordance with the merit system. The research results show that there are still problems including; mismatch in educational level, inadequate educational qualifications, less than 1 (one) year of experience in the field, and not/have never taken competency tests and training.

Keywords: Employee placement, merit system,

INTRODUCTION

The realization of organizational goals is greatly influenced by the performance and productivity of employees who occupy a particular position or function. The achievement of the vision and mission of an institution or agency is greatly influenced by the performance of its employees (Aesah et al., 2023; Iskamto, 2023; Iskamto et al., 2022; Nurtati et al., 2023; Qasim et al., 2022). Thus, a good personnel management system is needed to produce professional employees, prioritizing professional ethics, free from political interference, free from practices of corruption, collusion and nepotism (Paraeng, 2021).The placement of employees based on political interests and nepotism will lead to a hierarchical system which has the effect of reducing the quality of ASN and not achieving organizational goals (Rusdiono, 2014). As a form of improving the quality of ASN, the thing that needs to be paid attention to is the placement process, because optimal employee performance productivity is greatly influenced by appropriate placement. According to Dwiputrianti, (2018) the employee placement process is a process that is very decisive in getting competent employees, because the accuracy of placing an employee in the right position is one of the important factors in efforts to generate work motivation for the employee himself so that he becomes productive, can optimize abilities and skills towards high work performance, but are also part of the employee's development process in the future (Arainru, 2022; Nasfi et al., 2022; Negeri et al., 2023; Santoso et al., 2024; Sukriani, 2021).

Placing employees in accordance with the ASN management system will provide benefits for government organizations, including; increasing public trust, improving the service system, and supporting the achievement of the expected organizational goals. Placement must be based on the job description and job specification that have been determined and guided by the principle "The right man on the right place and the right man behind the job". This will bring an agency to optimal work results

because there is a positive correlation between employee placement by increasing work productivity (Hasibuan, 2005).Law Number 20 of 2023 concerning State Civil Apparatus (ASN) mandates that ASN management be carried out based on a merit system. The Merit System is a process of promoting and hiring government employees based on their ability to do the job, not on political connections (Daryanto, 2007). The Merit System is implemented based on the principle of meritocracy. The principle of meritocracy is the principle of managing human resources based on qualifications, competence, potential and performance, as well as integrity and morality which is implemented fairly and fairly without discriminating against ethnic background, race, skin color, religion, origin, gender. , marital status, age, or special needs.In a phenomenon that occurs in several government agencies, there is a discrepancy between employees filling certain positions and the required job qualifications. In every time you design an employee planning formation, there is a job description that must be adjusted to the qualifications of prospective employees. Officials who have authority in the employee placement process pay less attention to qualifications in carrying out employee placements so that the results of organizational performance are less than optimal, this condition also occurs in the Tanjungpinang City Government. Several things that are still inappropriate in employee placement are; lack of attention to the results of competency training that administrative officials have attended in position placement, mastery of work, poor job analysis, career patterns that have not been developed, and succession plans (talent pools) have not been developed. This is also supported by the results of the Independent Assessment of the Implementation of the Merit System by the State Civil Apparatus Commission in ASN Management through the SIPINTER Application that the Tanjungpinang City Government has received a Good score in 2023, this can be seen in the application that the Tanjungpinang City Government is worth 259.5 which This means that the overall implementation of the merit system is in the GOOD category which has just been obtained in 2023 from the previous value in 2022 of 205 which is in the LESS Category. Based on the results of initial observations and interviews, the Tanjungpinang City Government through the Tanjungpinang City Personnel and Human Resources Development Agency has prepared a Career Pattern for 2022 through Tanjungpinang Mayor Decree Number 25 of 2022 concerning Career Patterns for Civil Servants. A career pattern is a basic pattern regarding the order of placement and/or movement of Civil Servants within and between positions in each type of position on an ongoing basis (Government Regulation Number 11 of 2017 concerning Management of Civil Servants).

From the data above, the author wishes to conduct a research study to provide an overview regarding the implementation of the merit system in Tanjungpinang City Government agencies, whether they have implemented a merit system in employee placement based on the Civil Servant career patterns that have been prepared. The results of this research not only have benefits for the author but are important information for improving the ASN management system within the Tanjungpinang City Government.

METHOD

This research uses descriptive research methods with a qualitative approach. As stated by Sugiyono (2010), research using qualitative descriptive methods is a research method based on post-positivist philosophy used to research the natural conditions of objects (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out triangulated. (combined), while data analysis is inductive/qualitative, and qualitative research results emphasize meaning rather than generalization. The selection of a qualitative approach is adjusted to the problem formulation, objectives, uses and capabilities of the object.

In this research, the parties used as informants are considered to have mastered a number of information (key-informants) needed by researchers, namely the Civil Servant Performance Assessment Team which consists of; Regional Secretary, Head of BKPSDM, Inspector, Administrative Assistant, and Head of Kesbangpol. Then, to obtain in-depth and more complete information, the snowball sampling technique was used. Determining the number and number of research informants develops and follows the information or data required from the informants interviewed previously. Therefore, the specifications for research informants are not described in detail but will develop according to the research studies carried out. Secondary data was obtained from the personnel database through the

Personnel Management Information System (SIMPEG), such as employee profiles, leadership training data, and employee technical training data which will be needed in the research to complete the primary data.

The data components that will be taken and collected to obtain research results include; related to indicators of education, length of service, competency, education and training, and rank (Rifai, 2017). In this research, data is a strategic step in research. So as to obtain data that helps researchers find solutions to overcome the social situations that occur. So researchers need to use several data collection techniques through;Observation (Observation),Interview (Interview), AndDocumentation (Library Study).

The data obtained will be analyzed consisting of; data reduction (selection process, in simplifying, abstracting and transforming data), presenting data, drawing conclusions and verifying, as well as testing the credibility of data by extending observations, increasing persistence in research, triangulation, discussions with colleagues.

RESULTS AND DISCUSSION

several problems were found related to employee placement in the Tanjungpinang City OPD. The first is related to educational requirements, namely that there are still officials, both administrators and supervisors, who still have a high school/DIII education, whereas what is required is Strata 1 (SI) or D IV. In this regard, confirmation was carried out with the employee placement assessment team consisting of the Regional Secretary, Head of BKSDM, Inspector, Administrative Assistant and Head of Kesbangpol.

In their statement, the Regional Secretary and Head of BKSDM acknowledged that there are still some employees who are appointed who do not meet their educational qualifications, however, the assessment team continues to strive to ensure that civil servants are placed in positions according to their educational level and provide opportunities for employees to improve their education. The conclusion is that in this placement there are still educational requirements that are not appropriate, however the assessment team continues to strive to place employees according to their educational qualifications.

Educational requirements for administrators and supervisors as stated in the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 28 of 2019 concerning the Equalization of Administrative Positions into Functional Positions Article 4 states that;
a. Civil servants who are still carrying out their duties in Administrator Positions, Supervisory Positions and Executive Positions (Echelon V) based on the decision of the Authorized Official;
b. Have a minimum diploma of S-1 (First Degree)/D-4 (Fourth Diploma)/S-2 (Second Degree) or equivalent."

From the regulations above, it is clear that to occupy the position of Administrator and Supervisor, an ASN must have a minimum education of Bachelor's Degree (Bachelor-One)/D-4 (Diploma-Four). According to Rifai and Silaban (2017), education in a job is very necessary because education will determine what section we should be placed in in the division of labor.

According to Sila's research (2021), an organization basically requires the placement of employees who match their educational background to the needs of the organization, because employees are an element of implementing the work programs that will be implemented, as well as being state apparatus whose task is to provide services to the community. functionally, honestly, fairly and equally. Therefore, when placing employees, educational aspects must be taken into account so that the organization's goals, vision and mission can be more easily realized. Aprilianti et al. (2010) stated that to ensure the suitability of employee placement based on their level of education, it is necessary to increase the level of education and training of civil servants in a planned, comprehensive and continuous manner so that the quality of civil servants is in accordance with the needs of carrying out their duties as officers and public servants.

Apart from discrepancies in terms of educational qualifications, the author also found other problems in the placement of administrators and supervisors in the Tanjungpinang City OPD. This problem is a mismatch between educational background and the field of office occupied. For example, officials with

technical education (ex: civil engineering) occupy general positions, finance and civil service. Of course, this is also a concern in the placement of employees, both administrators and supervisors.

In response to the problems above, we need to look at the Government Regulation of the Republic of Indonesia Number 11 of 2017 concerning Management of Civil Servants in article 181 which states that the placement of civil servants must be in accordance with educational qualifications. If the placement does not match the educational qualifications for the field of work being carried out, then the tasks being carried out will be less than optimal. Referring to research by Amelia et al. (2020) that academic experience through previous education of employees needs to be taken into consideration in the context of employee placement. This means that when placing employees you need to look at their educational qualifications and then adjust them to the field of work they will be given and they must be relevant.

Another problem found was that the placement of administrator officials in the Tanjungpinang City OPD still did not pay attention to work experience requirements. There are still employees whose work period/experience is less than 1 year in their current field of work. This will of course have an impact on the employee's performance in carrying out their duties because the employees still lack experience in the field of work they currently occupy.

The employee placement problem found in the Tanjungpinang City OPD is that less than 1 year of work experience in the field is not in accordance with Republic of Indonesia Government Regulation Number 11 of 2017 concerning Management of Civil Servants. In this regulation, article 180 states that the placement of civil servants must be in accordance with career patterns. Then, if you refer to the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 40 of 2018 concerning Guidelines for the Merit System in the Management of State Civil Apparatus, article 4 states that employee placement must be based on merit system criteria in which there is development of career patterns. In article 6 of the same regulation, it is stated again that one of the road maps for implementing the merit system is the career development aspect.

From the results of the interview it can be concluded that the officials who occupy the positions of Administrator or Supervisor are at the discretion of the Regional Head, even though in terms of experience they are still lacking. Of course, this is a concern because if the placement does not match the experience, the employee's performance will not be optimal or they will need time to adapt to a field they have not yet mastered.

The placement of administrators and supervisors in the Tanjungpinang City OPD also does not pay attention to competency/assessment requirements. The author found that all officials who hold administrator and supervisory positions have not taken a competency/assessment test, whereas the requirements stipulated in the ASN law should be to take a competency/assessment test before being selected to occupy a particular position. In this regard, the employee performance assessment team stated that carrying out the assessment requires a fairly large budget and also the availability of assessors who will carry out employee competency tests.

The problem of placing officials in the Tanjungpinang City OPD is also seen from the training/structural training requirements that employees take part in. The research results found that there are still many employees who occupy administrator and supervisory positions who have not participated in structural training. The results of interviews with the assessment team stated that this problem was also related to budget limitations as occurred during the implementation of competency tests/assessments.

From the statement by the employee performance assessment team that the competency test/assessment requirements and training/training requirements have not been maximized due to budget limitations, even though these are important things to improve employee performance. In accordance with the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 40 of 2018 concerning Guidelines for the Merit System in the Management of State Civil Apparatus, the principle of the merit system is based on competency. More clearly, article 3 point a states that filling positions is carried out using a competency test in accordance with the required competency standards for the position.

Referring to the Regulation of the Head of the State Civil Service Agency Number 7 of 2013 concerning Guidelines for Preparing Managerial Competency Standards for Civil Servants that in civil servant

management there are guidelines for preparing civil servant competency standards which include technical competence, managerial competence and socio-cultural competence. Managerial Competency Standards are the minimum managerial competency requirements that must be possessed by a Civil Servant in carrying out office duties. So, in this case, the competency of employees who will occupy administrator or supervisory positions is required.

Competency requirements are also stated in Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus article 16 which states that each administrator and supervisory position is determined in accordance with competency. The development of ASN competency standards is even carried out by a specially appointed institution, namely the National Administrative Institute (LAN), whose function is to provide competency guidance and development, education and training for ASN employees. It is so important to develop competency for ASNs that there is a special institution to handle this problem.

Based on LAN Regulation Number 10 of 2018 concerning Civil Servant Competency Development, training for civil servants is divided into classical training and non-classical training. Based on these regulations, LAN identifies the classical route in the form of classroom training, seminars, workshops, upgrades and courses while the non-classical route is more about e-learning, distance training and monitoring.

From the regulations presented above regarding competency development for ASNs, this is an important thing in implementing the merit system. If competency development is not carried out then employee performance will not increase and as a result community services will also be hampered. In the research of Hartati et al. (2022) stated that it is important to develop employee competency in every organization because the benefits obtained are not only felt by the employees themselves, but also for the organization and society. Like the research results of Saputra et al. (2017) that the competency factor in this research is proven to directly provide a significant and positive contribution in influencing employee performance. In the journal Basri and Johannes (2022) state that a civil servant must have competencies that must also continue to develop and keep up with the challenges of the times.

Overall, the analysis flow for resolving the problem of placing Administrator and Supervisory officials in the Tanjungpinang City OPD is presented in a chart like Figure 1.
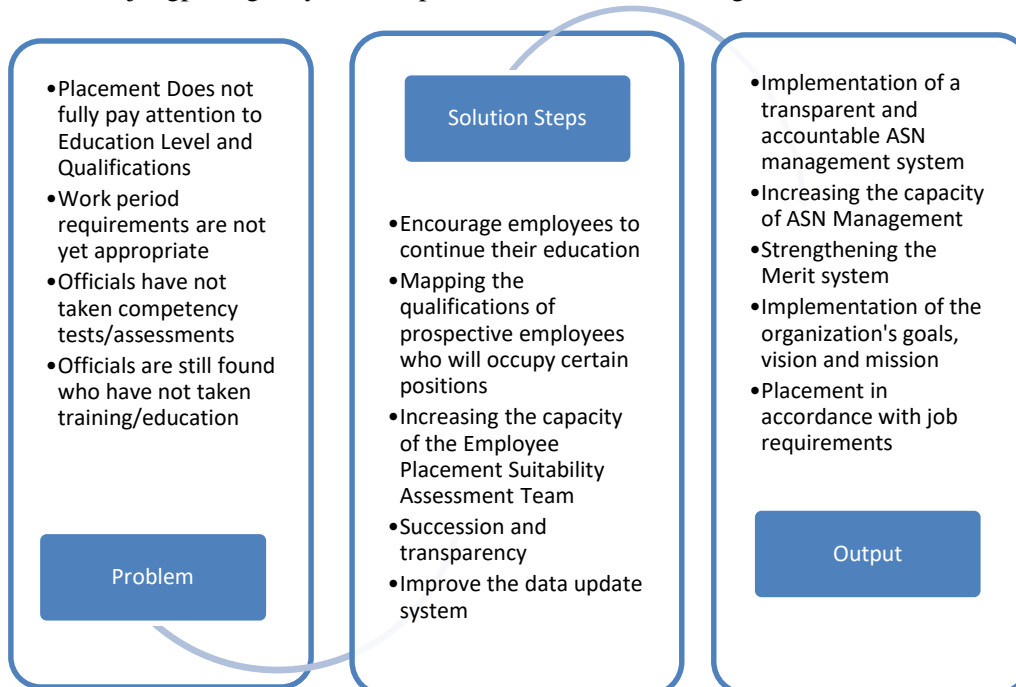

Problem
- Placement Does not fully pay attention to Education Level and Qualifications
- Work period requirements are not yet appropriate
- Officials have not taken competency tests/assessments
- Officials are still found who have not taken training/education

Solution Steps
- Encourage employees to continue their education
- Mapping the qualifications of prospective employees who will occupy certain positions
- Increasing the capacity of the Employee Placement Suitability Assessment Team
- Succession and transparency
- Improve the data update system

Output
- Implementation of a transparent and accountable ASN management system
- Increasing the capacity of ASN Management
- Strengthening the Merit system
- Implementation of the organization's goals, vision and mission
- Placement in accordance with job requirements

Figure 1. analysis flow for solving the problem of placing Administrator and Supervisory officials in the Tanjungpinang City OPD

Based on the results of the discussion above, there are still employees within the Tanjungpinang City OPD who have inappropriate educational backgrounds. Even though education is a mandatory requirement for the placement of government employees as stated in statutory regulations. This problem arises because the process of selecting candidates for administrator and supervisory positions is not based on the provisions regulated in the merit system.

In the placement of administrators and supervisors in the Tanjungpinang City OPD, discrepancies were still found in terms of educational qualifications. The author still found that several placements of administrators and supervisors did not pay attention to educational qualifications, meaning that in some of these placements there was a mismatch between educational background and the field of work carried out.

Regarding the problem of inappropriate educational levels and educational qualifications, in this case the OPD in charge of ASN resource management, namely the Tanjungpinang City Personnel and Human Resources Development Agency (BKPSDM), is committed to increasing the educational level for ASN who do not yet have appropriate educational qualifications. The increase in educational level is carried out so that all serving ASN have an educational level that is in accordance with applicable regulations.

In order to increase the educational level of ASNs in the Tanjungpinang City OPD environment, BKPSDM provides the opportunity for Administrative Officers and Supervisors to register and carry out appropriate education. Based on analysis of research results in the field, efforts to resolve this problem are carried out by:

1. Provide opportunities for employees who occupy Administrator and Supervisor positions to continue their education at the appropriate level, namely a minimum of D-IV or Strata 1 (SI) education

2. Paying attention to the educational level of prospective employees who occupy Administrator and Supervisor positions in the future placement process,

3. The Performance Assessment Team can play a more active role in providing considerations if ASNs appointed to certain positions do not meet the requirements.

In connection with this problem, the steps taken by the Tanjungpinang City BKPSDM to overcome educational problems for ASN who serve as Administrator and Supervisor officials are appropriate. Referring to the Circular Letter of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 28 of 2021 concerning Increasing Competency for Civil Servants Through Education. The Circular explains that to support the transformation of human resources in the apparatus by accelerating competency-based capacity building for Civil Servants (PNS), the development of civil servants is carried out through educational channels in the form of providing learning assignments. This means that in this case the government provides freedom for ASN to improve their education.

The issue of work tenure was also an obstacle discovered by the author when conducting research. There are still employees placed in the positions of Administrator and Supervisor who have less than 1 (one) year of experience in their field of work. Referring to the Government Regulation of the Republic of Indonesia Number 11 of 2017 concerning Management of Civil Servants, Article 54 number 1 states that the requirements for employees to be appointed to the position of Administrator are to have experience in a supervisory position for at least 3 (three) years or a functional position that is at the same level as the supervisory position. in accordance with the field of duties of the position to be occupied.

For supervisory positions which are also regulated in the Government Regulation of the Republic of Indonesia Number 11 of 2017 concerning Management of Civil Servants Article 54 number 3 states that the requirements for employees to be appointed to supervisory positions are to have experience in an executive position for a minimum of 4 (four) years or a functional position that the same level as the executive position in accordance with the field of duties of the position to be occupied.

Looking at the problems above, researchers see the need for BKPSDM's role in the employee placement process in the future, so that errors do not occur in the placement. From these problems, steps can be analyzed to anticipate the occurrence of similar problems by:

1. Mapping the qualifications of employees who will be appointed to certain positions,

2. Adjustment of requirements related to work experience for ASN who will be appointed to certain positions,

3. Adjustment of requirements related to experience in certain areas of duty for ASN who will be appointed to certain positions,

4. The Performance Assessment Team can play a more active role in providing considerations if ASNs appointed to certain positions do not meet the requirements.

Another problem that the author found was related to competency tests/assessments which had not been taken by all officials who held the positions of Administrator and Supervisor. Apart from that, the training/training has not been attended by officials placed in the positions of Administrator and Supervisor. This is regulated in the Government Regulation of the Republic of Indonesia Number 11 of 2017 concerning Management of Civil Servants Article 54 number 1 that every employee who is appointed as an Administrator and Supervisor employee must have Social and Cultural Competencies according to competency standards as proven based on the results of evaluations by the civil servant performance assessment team in the agency.

The Tanjungpinang city government has not fully implemented this assessment in appointing ASN to positions (it has only been implemented for appointments to high level pratama leadership positions) this is due to budget limitations. In my opinion, if there is no budget, succession planning and talent management can be carried out. According to Rothwell (2010), succession planning is a systematic effort carried out by an organization to ensure continuity of leadership from key positions in the organization. Based on the definition above, it can be interpreted that succession planning ensures that strategic positions in the organization can continue to be filled by the right people, both in terms of their competence and suitability to their interests and work environment.

Succession planning is through managing potential employees, which is called talent management (TM). Talent Management aims to ensure that organizations obtain candidates to fill strategic positions from their own employees. This means that talent management is intended so that filling key positions or strategic positions in the organization can be obtained internally, which is expected to tend to better understand the conditions and environment as well as the real needs of the organization concerned. In addition, efforts to obtain candidates internally will also require less time and costs.

The inclusion of agency succession planning data into the ASN information system is intended, among other things, to:

1. The succession plan for a particular position and data regarding employees and their competencies are published openly, which shows the tendency for selecting potential employees, and is also carried out transparently.

2. This transparency can produce feedback regarding the succession planning that has been carried out, especially from parties who know the actual conditions (employees in the agency that made the succession plan).

3. Data was obtained regarding employees with certain qualifications and competencies (employee competency maps) nationally.

4. Data is obtained regarding positions that are vacant and those that will be vacant, so that the filling is also carried out transparently.

5. Carried out career development at the national level (especially for employees who are considered to have talent) which helps ensure accurate employee placement.

6. Facilitate employee management, namely through transfers and/or promotions of employees to regions or agencies that lack employees with certain competencies.

7. Identify and control the update of talent data.

This has also not been fully implemented by the Tanjungpinang City Government through BKPSDM, because there is still a minimal budget for developing the capacity of its employees. The solution is to take part in various webinars organized by the ministry to increase knowledge in addition to attending technical training.

CONCLUSSION

Based on the research results, there are still problems with the placement of Administrator and Supervisor employees, namely:There is still a level of education that is not in accordance with what is required in the position,There is a mismatch between educational qualifications and the field of work occupied, Work period/experience of less than 1 (one) year in the field of work occupied, Have not taken the competency test/assessment which is a requirement for official placement, Have not attended training/training which is a requirement for official placement.

Problems or obstacles found in the placement of Administrator and Supervisory officials are:Regarding the level of education that is not appropriate, the employee performance assessment team tries to place a civil servant in a position according to his level of education, Related to the mismatch in educational qualifications is due to limited human resources, so it is necessary to map human resource needs, Regarding the work period of less than 1 (one) year, the problem found is that the placement is based on the wishes of the Regional Leadership/Mayor, Regarding many Administrator and Supervisory employees who have not taken competency tests/assessments and training/training, there are budget problems.

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