

The Effectiveness of the Equalizing Supervisory Positions to Functional Positions Using Assessment Center in the North Penajam Paser Regency, East Kalimantan, Indonesia

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Abstract

This study aims to analyze the equivalence of Supervisory Positions to Functional Positions in the North Penajam Paser Regency Government. The equalization process is carried out based on the results of the Assessment Center. The implementation of the Assessment Center is carried out by the North Penajam Paser Regency Government in collaboration with the BKPSDM of East Java Province. The population of this study is 214 ASN whose positions will be equalized from supervisory positions to functional positions. The sample in this study was 30 civil servants who were determined by ranking the best scores from the competency assessment results. The reason for choosing the best ranking is so that the results of this study can be used as a guide in the next equalization process. The results showed that the value of the assessment center for managerial competence and socio-cultural competence for the ASN sampled was above the determined Position Competency Standards.

Keywords

Supervisory Position, Functional Position, Assessment Center, Position Competency Standard

1. Introduction

Equalization of positions is a mandate from Government Regulation Number 17 of 2020 as an amendment to Government Regulation Number 11 of 2017 concerning Management of Civil Servants and Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 28 of 2019 concerning Equalization of Administrative Positions into Functional Positions

(Government of Indonesia, 2019). The government regulation has been issued by the Minister of PANRB in 2021 and has been socialized for the sake of accelerating the simplification of the bureaucracy. Previously, PANRB Regulation No. 17/2021 stated that in order to implement the provisions of Article 350A of Government Regulation No. 17 of 2020, the Minister for Empowerment of State Apparatus and Bureaucratic Reform stipulates Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform Number 17 of 2021 concerning Equalization of Administrative Positions into Functional Positions (Government of Indonesia, 2021).

As a follow-up to the regulation above, the North Penajam Paser Regency Government cooperated with the BKPSDM of East Java Province to carry out a competency test (Assessment Center) for 426 supervisory positions. The results of this competency test can later be used as a basis for mapping positions in accordance with competencies at the time of appointment in positions and equalizing supervisory positions into functional positions in line with qualifications, competencies and it is expected to increase the employee performance.

Equalization of positions is one of the efforts in the process of simplifying the bureaucracy, with the consideration of creating a more dynamic and professional bureaucracy. Equalization of position is also an effort to increase effectiveness and efficiency to support the performance of public services. In the implementation process, the officials proposed in the equalization of positions are administrative officials who during the simplification of the bureaucracy sit in the positions that are affected (removed) in the intended simplification of the bureaucracy.

This simplification of the bureaucracy is carried out in two ways, namely first by equalizing administrative, supervisory and executor positions into certain functional positions in accordance with the current task field. The second method is through in-passing or position transfer, in accordance with the terms and conditions that must be met by each individual who wants to switch positions to become functional officials. In principle, the goal of equalization is for the career development system and employee welfare, the transfer to functional positions is an effort to create a more dynamic and professional bureaucracy.

In practice, this equalization process experienced a number of problems after the implementation of the equalization of positions, including related to the positions that had been proposed and approved that were not in accordance with the duties and functions of the previous position. The challenge of equalizing positions in local governments is not only related to the effectiveness of public services, but also faces challenges in the individual officials themselves who are demotivated, do not know the essence of functional positions, educational backgrounds that are not in accordance with competence and coupled with still carrying out their proper roles while still holding administrative positions. Based on the conditions, several researchers conducted research related to the equalization of employees in the government office.

The results of a literature study conducted by Permatasari & Ariani (2021)

stated that the equalization of administrative positions to functional positions will affect the job map and organizational performance. The results of Irfan's research (Irfan, 2013) regarding the transfer of structural positions to functional positions for echelon III and IV state that the income received by structural employees is greater than that of employees in relevant functional positions at BKN, although for structural echelon III and IV the class of position is the same as the position expert level functionality. Irfan (2013) also concluded that certain functional positions, the amount of the allowance has not been based on the calculation of the work load of the position. Regarding the impact of equalization itself, Fitrianingrum (2020) explained that equalization certainly has its own problems and challenges, especially related to career development in functional positions as a result of equalizing administrative positions, especially supervisory positions. Fitrianingrum (2020) also states that the communication, disposition and bureaucratic structure factors that influence the implementation of this equalization policy are still not optimal and a change in mindset is also another important factor.

An analysis of changes in implementation, impacts and constraints on employee performance appraisal after the equalization of administrative positions into functional positions is important to do (Mellowin et al., 2021). The results of Mellowin et al. (2021) stated that it is necessary to adjust the performance appraisal in a regulation and system to be implemented gradually in the assessment of credit scores for all functional positions. In addition, performance appraisal after equalizing administrative positions into functional positions is integrated with the points for assessing credit scores for functional positions. In the university environment, Rohida et al. (2018) mention that it is necessary to continuously disclose the mechanism for synchronizing governance and distribution of functional positions in accordance with their competencies. The study states that the in-passing pattern is considered a form of filling strategic functional positions so that there is an even distribution of employees in functional positions and there is ASN mobility both vertically and horizontally based on adequate qualifications and competencies.

This research is focused on strategies to prevent counterproductive work behavior so that the policy of transforming Administrative Positions into Functional Positions remains effective. The strategy is the existence of a competency test process (Assessment Center), so this study aims to assess the effectiveness of the competency test in the process of equalizing supervisory positions to functional positions within the North Penajam Paser Regency Government. The site of this research is North Penajam Paser Regency that located in East Kalimantan Province in Indonesia. The total number of Civil Servants in the North Penajam Paser Regency Government as of December 31, 2021 is 3432 employees spread over 37 regional organizational units. The number of supervisors from the 37 regional organizational units is 479 people, the number of administrators is 131 people, and the number of high leadership positions is 29 people. Furthermore,

the number of equalization of supervisory positions into functional positions within the North Penajam Paser Regency government as of December 31, 2021 is 214 employees. This research is expected to accelerate the implementation of the principle of merit system in the implementation of the management of the state civil apparatus.

This article is organized as follows. After introduction, it will continue with literature review. The next is research method and then continue with results and discussions of this study. Finally, this article will close with conclusion.

2. Literature Review

2.1. Position of State Civil Apparatus

Law Number 5 of 2014 concerning the State Civil Apparatus explains that Civil Servants (PNS) are Indonesian citizens who meet certain requirements, are appointed as permanent employees of the State Civil Apparatus (ASN) by staffing officers to occupy government positions. Government Employees with Work Agreements are Indonesian citizens who meet certain requirements who are appointed based on a work agreement for a certain period of time in order to carry out government duties. ASN is a profession for civil servants and government employees with work agreements working for government agencies. State Civil Apparatus Employees are civil servants and government employees with work agreements who are appointed by the staffing officer and assigned tasks in a government position or assigned other state duties and are paid according to the laws and regulations.

There are three types of Positions of State Civil Apparatus (ASN). The positions are High Leadership Position, Administration Position, and Functional position. High Leadership positions are a group of the highest positions in agencies and representatives. High leadership positions consist of the highest structural officials determined by Government Regulation. Administrative Position is a group of positions containing functions and duties related to public services as well as government administration and development. Functional Position is a group of positions containing functions and duties related to functional services based on certain skills and expertise. Functional positions in ASN consist of two positions, namely expertise functional positions and skills functional positions. Functional positions are essentially technical positions that are not listed in the organizational structure, but are indispensable in the main tasks of government organizations. Functional expertise positions are positions that indicate tasks based on knowledge, methodology and technical analysis based on the relevant scientific discipline and/or based on certification equivalent to expertise and determined based on certain accreditations. Meanwhile, functional skills positions are positions that indicate tasks that use certain work procedures and techniques and are based on handling authority based on the specified certification. While the Structural Position is a position that is expressly in the organizational structure. Structural positions are stratified from the lowest level (echelon IV/b) to the highest

(echelon I/a).

2.2. Shifting Administrative Positions into Functional Positions

Regulation of the Minister of PAN-RB No. 28 of 2019 explains that the equalization of Administrative Positions into Functional Positions is the Appointment of Administrative Officers into Functional Positions through adjustment/Inpassing in equivalent functional positions (Government of Indonesia, 2019). Equalization of positions is carried out with the criteria of 1) job duties and functions related to functional technical services, 2) job duties and functions can be carried out by functional officials, and 3) positions based on certain expertise/skills. In addition to the above criteria, Administrative Positions that may be considered for not doing Equalization of Positions must pay attention to the criteria of a) having duties and functions as Head of Work Units with authority and responsibility in the use of budgets or users of goods/services; or b) has duties and functions related to authority/authority, legalization, ratification, document approval, or territorial authority.

Regulation of the Minister of PAN-RB No. 28 of 2019 explains that Administrative Positions are a group of positions that contain functions and tasks related to public services as well as government administration and development. Administrative Officers are State Civil Apparatus Employees (ASN) who occupy administrative positions in government agencies. While the Functional Position is a group of positions that contain functions and tasks related to functional services based on certain skills and expertise. Functional Officers are ASN Employees who occupy Functional Positions in Government Agencies.

2.3. Position Equalization Mechanism

The positions proposed in the Equalization of Positions are positions that are affected (removed) in the simplification of the bureaucracy. Types of Administrative Positions that can be equated to Functional Positions are Administrator Positions, Supervisory Positions, and Executor Positions (Echelon V). The equalization mechanism is carried out for the administrator position to be equalized with the intermediate expert level functional position, the supervisory position is equivalent to the junior expert level functional position, and the executor (echelon V) is equivalent to the first expert level functional position. **Figure 1** below describes the equalization of administrative positions to functional positions in the North PenajamPaser Regency, East Kalimantan, Indonesia.

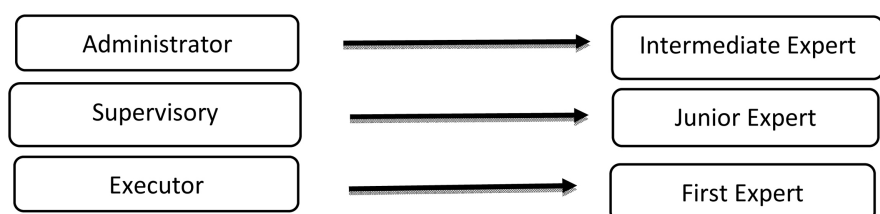


Figure 1. Equalization from administrative to functional position.

The main stages in the equalization process include several stages, namely: the proposal stage, the review stage, the validation stage, the recommendation letter stage, the appointment stage and the inauguration stage. Government agencies that will carry out equalization of positions must first propose documents to the Ministry of Administrative Reform and Bureaucratic Reform (Kemenpan-RB) regarding the plan to simplify the bureaucracy. This proposal document must also describe what specific functional position plans will be accommodated in accordance with the types of tasks and the main business of the organization.

After the proposal file is sent by the agency to the Kemenpan-RB, then the ministry will conduct a review and validate it and then issue a recommendation letter. This recommendation letter can later be used by the agency as a guideline in appointing into functional positions to officials affected by simplification. The last stage is the inauguration in accordance with the rules contained in Government Regulation Number 11 of 2017 where every appointment to a functional position must go through the inauguration procedure and take an oath of office.

2.4. Equalization Requirements

In the guidelines for implementing the equalization of administrative positions to functional positions issued by the Ministry of Administrative and Bureaucratic Reform in Permenpan Number 28 of 2019, the equalization of positions is carried out with the following requirements (Government of Indonesia, 2019):

- 1) State Civil Apparatus (ASN) who are still carrying out their duties in Administrator (Echelon III), Supervisory (Echelon IV) and Executor Positions (Echelon V) based on the decision of the Authorized Official;
- 2) Have a minimum certificate of Undergraduate (S-1)/Diploma4/Master Degree (S-2) or its equivalent;
- 3) Administrative positions have conformity with the functional position to be occupied;
- 4) Have experience related to functional position duties;
- 5) The term of office is at least 1 (one) year before the Retirement Age Limit for administrative positions.

Several researches have been conducted related with the equalizing supervisory positions to functional positions (Permatasari & Ariani, 2021; Irfan, 2013; Fitrianingrum, 2020; Mellowin et al., 2021; Rohida et al., 2018), but those research relate the impact of equalizing with employee performance. This study also discusses the equalizing supervisory positions to functional positions using Assessment Center. Therefore the difference this study with the previous studies is the involvement of Assessment Center in the equalizing.

3. Research Method

This research is a qualitative descriptive research with an inductive approach. According to Sugiyono (2012), a qualitative research method is a research method based on the philosophy of positivism, used to research on natural object

conditions (as opposed to experiments) where the researcher is the key instrument. According to Hasan (2011) the inductive approach is an approach that departs from the facts that occur in the field, then the researcher analyzes the facts found, makes statements and relates them to the appropriate theories, propositions, and laws and then draws conclusions. This study aims to analyze the employees' competence who have been equalized using assessment centre. Assessment centre is a method in assessing and evaluating a person in order to produce superior performance with a systematic process of the skills possessed. The assessment center process relies on the concept of live simulation. Performance someone who is done during a simulation exercise, reflects or predict their behavior in carrying out the duties of that position Alone. This method samples the behavior of the participants in an array simulation exercises regarding the position that is the target (Astuti, 2006).

The analysis is carried out in accordance with the requirements outlined in the new position of the ASN. There are two competences that assessed in this study. Those competences are managerial competence and cultural social competence. Managerial competencies are knowledge, skills, and attitudes/behaviors that can be observed, measured, developed to lead and/or manage organizational units. Whereas cultural social competence is knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed related to the experience of interacting with a pluralistic society in terms of religion, ethnicity and culture, behavior, national insight, ethics, values, morals, emotions and principles, which must be fulfilled by each position holder to obtain work results in accordance with the roles, functions and positions.

The managerial competencies in this study measured by eleven elements that consists of Conceptual Thinking, Innovation, Integrity, Cooperation, Communication, Results Orientation, Public service, Development of self and others, Managing Change, Planning, and Decision-making. The element of cultural social competence is perekat bangsa (nation unifier). To be able to carry out their duties optimally, ideally all ASN have met the Occupational Competency Standards (SKJ) in accordance with their level of position. However, in reality, it is not uncommon to find competency gaps between employee competencies and the job competency standards required at the level of their positions. Therefore, this study analyzed whether there is a gap between the employee competencies and SKJ after equalized in the functional position.

The competencies of these employees are categorized based on the level of competency mastery from the lowest to the highest. Competency level shows the level of competency mastery which is formulated in the form of job holder behavior indicators. Based on PERMENPANRB No. 38 of 2017, the level of competency mastery is grouped into 5 (five) levels from Level 1 to Level 5. The level of mastery of competency skills is indicated by behavioral indicators from level 1 to level 5 with the following criteria:

- 1) Level 1: Understanding/in development (awareness/being developed), with

the following criteria:

- a) Indicate the ability to carry out simple technical tasks/works with clear processes and rules, requiring direct supervision/assistance from others;
- b) Indicate mastery of knowledge and skills that do not require special training;
- c) Indicate having a basic understanding of theoretical and practical principles, but still requires direct supervision and/or assistance from other parties;
- d) Indicate the ability to take responsibility for one's own work.

2) Level 2: Basic, with the following criteria:

- a) Indicate the ability to carry out technical activities/tasks using standard tools, procedures and work methods;
- b) Indicate an understanding of theoretical and practical principles, in carrying out tasks without direct assistance and/or supervision;
- c) Indicate mastery of knowledge and skills that require basic level training;
- d) Indicate the ability to take responsibility for one's own work and can be given the responsibility of helping others with simple technical tasks.

3) Level 3: intermediate, with criteria:

- a) Indicate the ability to perform more specific technical tasks by analyzing limited information and the choice of methods to solve problems that arise in the task;
- b) Indicate an understanding of theoretical and practical principles without direct assistance and/or supervision, with an appropriate pace of faster completion of work;
- c) Indicate confidence and ability and demonstrate fluency and dexterity in the practice of carrying out technical work;
- d) Indicate mastery of knowledge and skills requiring intermediate level training;
- e) Indicates the ability to be responsible for their own work and can be given responsibility for group/team work.

4) Level 4: advance, with the following criteria:

- a) Indicate the ability to develop science/science and technology, concepts/theories and practices capable of gaining recognition at the agency level;
- b) Indicate the ability to produce technical improvements and updates, work methods;
- c) Indicate the ability to adapt to various situations, increasing complexity and risk as well as the ability to solve technical problems that arise in the work;
- d) Indicate the ability to develop and apply a mono-disciplinary approach/one scientific field and the ability to conduct competency tests and have teaching skills as well as become a reference or mentor at the agency level;
- e) Indicate mastery of knowledge and skills that require further training.

5) Level 5: expert, with the following criteria:

- a) Indicate the ability to develop science/science and technology, concepts/theories capable of obtaining national or international recognition;
- b) Indicate the ability to produce creative, original and tested works;
- c) Demonstrate initiative and adaptability to special problem situations, and

can lead others in carrying out technical activities;

d) Indicate the ability to coordinate, lead and assess others, the ability to conduct competency tests, and the ability to be a mentor/mentor;

e) Indicate the ability to develop and apply an inter, multi-disciplinary approach;

f) Indicate mastery of knowledge and skills that become national or international level referrals or mentors.

Focus of this study were employees with supervisory positions who would be equalized into functional positions, so that the value of the competency standard used in this study was level 2 or basic level. This means that employees who have a score above 2 can be said to exceed the expected competency standards, on the contrary below 2 means they have less competence.

Population of this study is all employees that have been equalized from administrative to functional position, that is 214 employees. Sample of this study is 30 employees with the considerations that they can provide information about the problem being studied and can act as resource persons during the research process. Besides, the 30 employees are representative for many kinds of departments that conducted equalizing positions in the North Penajam Paser Regency, East Kalimantan, Indonesia.

4. Results and Discussions

Table 1 below shows the departments and number of employees.

Based on **Table 1** below, the largest number of respondents is in the Planning, Research and Development Agency, which is 6 people. Furthermore, 3 people are in the Regional Secretariat and 2 people each are in the National Unity and Political Agency, Communications and Information Office, and Fisheries Service. For other regional apparatus units, each of which is only occupied by 1 employee.

Table 1. Number of employees and their Departments.

No	Departments	Number of employees
1	The regional secretariat	3
2	Department of education, youth and sports	1
3	Planning, research and development agency	6
4	Service of library and archives	1
5	National unity and political agency	2
6	Communication and information department	2
7	Civil service police unit	1
8	Department of culture and tourism	1
9	Department of public works and spatial planning	1
10	Environmental services	1
11	Food security office	3

Continued

12	Department of manpower and transmigration	1
13	Department of agriculture	1
14	Community and village empowerment office	1
15	Fisheries office	2
16	Regional public hospital	1
17	Financial agency and regional assets	1
18	Inspectorate	1
	Total	30

Source: Data processed 2021.

The 30 employees of this study consist of 87% male and 13% female. Based on age, respondent who has above 55 years old only one person, namely Sukardi (56 years) while those aged between 25 to 35 years were 2 people, namely Muhammad Farid H (29 years) and Yuli Setiowati (34 years).

Result of Competence Assessment

Table 2 below presents job competency standards for managerial and socio-cultural competencies.

In determining the competency standards for positions, the North Penajam Paser Regency Government has added three indicators for managerial competence from those determined by PERMENPANRB No. 38 of 2017. The three assessment indicators are conceptual thinking, innovation, and planning. Furthermore, the results of the Assessment Center from 30 employees who became respondents can be shown in **Table 3** below.

Table 2. Job competency standards.

A	Kemampuan Manajerial	SKJ
1	Integrity	2
2	Cooperation	2
3	communication	2
4	Results orientation	2
5	Public service	2
6	Development of self and others	2
7	Managing change	2
8	Decision making	2
9	Conceptual thinking	2
10	Innovation	2
11	Planning	2
B	Kemampuan Sosial Kultural	
12	Nation unifier	2

Source: Data processed 2021.

Table 3. Results of assessment center.

No	Nama	Kemampuan Manajerial Dan SosialKultural												Rata-rata	Total
		1	2	3	4	5	6	7	8	9	10	11	12		
1	NURSYAM, SKM	2	3	2	3	3	3	3	3	3	3	3	2	2.8	33
2	ZULBAIR AMIN, ST. MT	3	2	3	3	2	2	3	2	3	3	3	2	2.6	31
3	MUHAMMAD FARID H.	3	3	2	2	3	2	2	3	3	3	2	2	2.5	30
4	YULI SETIOWATI, SIP	3	2	3	2	2	2	2	2	3	3	3	2	2.4	29
5	KRISNA ADITAMA, ST	2	3	3	2	3	2	3	2	2	3	2	2	2.4	29
6	SRIPENI, SPD	2	3	2	2	2	3	3	3	2	2	3	2	2.4	29
7	ANDRI FEBRIADY, ST	2	2	2	2	3	3	3	2	3	3	2	2	2.4	29
8	BUDI SETYO, SE	3	3	2	2	3	3	3	2	2	2	2	2	2.4	29
9	ENDANG PUJIATI, S. STP	2	3	3	2	2	3	3	2	2	3	2	2	2.4	29
10	DRH. DIDIK KURNIADI	3	3	3	2	2	2	3	2	2	2	2	2	2.3	28
11	SRI HARIJANTO, SP	2	3	2	2	3	3	2	2	2	3	2	2	2.3	28
12	ADI PRIYANTO, S. SOS	2	2	2	2	3	3	3	2	3	2	2	2	2.3	28
13	JUNAEDI, S. SOS	2	2	2	3	3	2	3	2	2	3	2	2	2.3	28
14	ABU YAZID, SE	3	3	2	3	3	2	2	2	2	2	2	2	2.3	28
15	M. RUSDI MA'JULEKKA, S.P	3	2	3	2	2	2	2	3	2	2	2	2	2.3	27
16	KANSIP, S. STP. MSI	2	2	2	3	2	2	3	2	2	2	3	2	2.3	27
17	SAIFUL ANAM, SP	2	3	2	2	3	3	2	2	2	2	2	2	2.3	27
18	ANITA MEGAWATI, S, SOS	2	2	3	2	3	2	2	2	2	3	2	2	2.3	27
19	ARMAN WIDODO, A. Md	3	2	2	3	2	3	2	2	2	2	2	2	2.3	27
20	JEFFRY SOEDARMAN. As, SE	3	3	2	3	2	2	2	2	2	2	2	2	2.3	27
21	HIPZI RAHMADIN NOOR, ST	2	2	2	2	2	3	2	2	2	3	2	2	2.2	26
22	BAYU HARI P., S. KOM	3	3	2	2	3	2	2	2	1	2	2	2	2.2	26
23	ABD RAHIM, SP	3	2	2	2	3	2	2	2	2	2	2	2	2.2	26
24	DINAR RINALDY, S. KOM	3	2	3	2	2	2	2	2	2	2	2	2	2.2	26
25	AGUS RAMDHONI, S. KOM	2	2	2	2	3	2	2	2	2	2	2	2	2.1	25
26	IBNU HASNIAH, ST	2	2	2	2	3	2	2	2	2	2	2	2	2.1	25
27	ALEXZANDER W., SHUT	2	3	2	2	2	2	2	2	2	2	2	2	2.1	25
28	SUKARDI, SKM	2	2	2	2	3	2	2	2	2	2	2	2	2.1	25
29	JUBAIDAH, SH	2	2	2	2	3	2	2	2	2	2	2	2	2.1	25
30	SARDO JAN W.S., S. SOS	2	3	2	2	2	2	2	2	2	2	2	2	2.1	25
RATA-RATA		2.4	2.5	2.3	2.2	2.6	2.3	2.4	2.1	2.2	2.4	2.2	2		

Source: Data processed 2021.

The value of each indicator of managerial and socio-cultural competence in **Table 3** above is a combined value from the assessment activities of Leadership group discussion, Problem analysis, Role play, In-Basket Exercise, Presentation,

Test of creative thinking, Behavioral event interview, 360 degree interview, and Personality test.

Based on **Table 3** above, it can be explained that the results of the Assessment Center consisting of 30 respondents indicate that the average managerial ability of employees in the North Penajam Paser Regency Government consists of several aspects including Conceptual Thinking aspects of 2.4, Innovation of 2.5. Integrity of 2.3. Cooperation of 2.2. Communication of 2.6. Orientation On Results of 2.3. Public Service of 2.4. Development of self and others by 2.1. Managing Changes by 2.2. Planning is 2.4 and Decision Making is 2.2. Meanwhile, the Social and Cultural Ability of employees in the North Penajam Paser Regency Government with an average Nation unifier aspect of 2.

One of the 11 indicators of managerial competency standards used in the North Penajam Paser Regency Government, the indicator of self-development and others has the lowest average score of 2.1. This means that the ability of 30 employees who are respondents in improving the ability of subordinates by providing examples and explanations of how to carry out a job can be said to be quite meaningful according to the standard. The result orientation indicator has the highest score of 2.6. This means that all respondents have tried to improve personal work results that are higher than the standards set, seek, try alternative methods for improving performance. In addition, respondents are also able to set and strive to achieve personal work standards that are higher than the work standards set by the organization; seek, try alternative work methods to improve their work results; set an example for people in his work unit to try to apply the more effective work methods he has been doing.

The results of the assessment center show that the socio-cultural competencies are the same as those standardized, meaning that all respondents are actively developing an attitude of mutual respect, emphasizing equality and unity. In addition, all respondents have displayed attitudes and behaviors that care about the values of diversity and respect differences; build good relations between individuals in the organization, partners, stakeholders; and able to be calm, able to control emotions, anger and frustration in dealing with conflicts caused by differences in background, religion/belief, ethnicity, gender, socio-economic, political preferences in the work unit environment.

Based on the results of the assessment, it can be seen that the employee who has the best Cultural and Social Managerial Ability is NURSYAM, SKM with a total Assessment Center result of 33 points with an average of 2.8 and there are 9 competencies with 3 results above the required SKJ. Meanwhile, there are 6 employees with the lowest total score of Assessment Center results, which is 25 points with an average score of 2.1 with only 1 competency with 3 results above the Job Competency Standard.

5. Conclusion

Based on the results of the study, it can be concluded that most of the employees in the North Penajam Paser Regency Government have good managerial and so-

cio-cultural abilities. This can be seen from all aspects of competence that meet the requirements, namely scores above the required SKJ. So it can be concluded that the implementation of equalization of administrative positions into functional positions can increase the effectiveness, efficiency and professionalism of bureaucratic services. This is in accordance with the aim of streamlining the bureaucracy which is to provide fast, precise and professional service.

From the results of the assessment center, it is necessary to improve the managerial ability of employees in improving the abilities of their subordinates. In accordance with PERMENPANRB No. 38 of 2017, the improvements include: increasing the ability of subordinates by providing clear examples, instructions, explanations and practical instructions to subordinates in completing a job; assisting subordinates to learn new processes, programs or systems; and using other methods to ensure that the other person has understood the explanation or direction.

The Competency Test conducted by the BKPSDM of North Penajam Paser Regency in collaboration with the East Java Development and Human Resources Agency (BPSDM) was carried out to take pictures the Competencies of Supervisory Officials in the North Penajam Paser Regency Government, which will later be used as one of the materials considered in the formulation of the relevant civil servant Career Development policy in accordance with the provisions of the law.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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