



# **Analysis of Employee Placement in Positions at the Revenue Agency, Financial Management and Regional Assets of Intan Jaya Regency**

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## **Abstract**

This research aims to examine and analyze the placement of employees in positions at the Regional Revenue, Financial and Asset Management Agency of Intan Jaya Regency. And to study and analyze the supporting and inhibiting factors for placing employees in positions at the Regional Revenue, Financial and Asset Management Agency of Intan Jaya Regency. This research approach uses a qualitative descriptive approach. This research will be carried out on employees in the Intan Jaya Regency Regional Government, especially at the Intan Jaya Regency Regional Revenue, Financial and Asset Management Agency office. In qualitative research, the main instrument is the researcher himself, therefore the author will be actively involved in the research carried out starting from data collection, data analysis, and discussion of results to writing and presenting discussions of research findings to conclusions on Employee Placement in Positions at the Agency. Income, Financial Management and Regional Assets of Intan Jaya Regency. The results of this research show the analysis of employee placement at BPPKAD Intan Jaya Regency emphasizes the importance of job specifications, job descriptions, skills, and work environment. Job specifications are outlined in the structural position description book, while job descriptions help assess skills and educational needs. Skills are enhanced through technical instructions, seminars, and workshops. A good work environment is promoted to improve performance. Internal and external factors influence employee placement. Cooperation is supportive, while less suitable career placements become obstacles. Differences in HR characteristics are supportive, but organizational changes hinder.

**Keywords:** Employee Placement, Structural Position, Regional Revenue Agency, Personnel Management, Intan Jaya Regency

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## **1. Introduction**

The dynamic and ever-changing environment in the context of globalization, rapid technological development, and demographic and socio-cultural changes are causing dramatic transformations that affect many aspects of people's lives around the world. Inevitably, these changes affect the competitiveness of organizations and the ability of employees to survive. This ability is determined by the quality of human resources. Along with advances in science and technology, significant changes have also occurred in the field of governance. One of these changes is the realization of democratic and good governance (Ginting & Haryati, 2011). Efforts to realize a democratic, clean, and authoritative government system have always been an obsession of modern society and government today (Khotimah & Setyono, 2013).

The granting of regional autonomy is then prioritized in rural/urban areas, one of which is empowered to manage their regional household affairs. Therefore, in the era of regional

autonomy, labor factors need to receive attention, especially with regard to work progress and labor capacity. As is the case today, labor factors need to receive attention, especially with regard to work progress and labor capacity. The community feels part of the government. And local governments must provide good services to the community so that the interests of the community are guaranteed and the staffing of these institutions is successful (Amrullah & Albab, 2023).

Human resource management (HRM) is an important tool for organizations to achieve various goals. An important instrument for organizations. The government and bureaucracy are no exception. The bureaucracy has a big responsibility to provide the best service to the community, and in this process the bureaucracy must be supported by human resources (HR) from professional and competent ASN organizations (Seftian, et al, 2023).

Based on Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus, Article 13 states that State Civil Apparatus Positions based on the implementation of the duties and functions of government organizations/agencies are divided into 3 (three) types, namely Administrative Positions, High Leadership Positions (JPT), and Functional Positions. According to Government Regulation Number 11 of 2017 concerning Civil Servant Management as amended by Government Regulation Number 17 of 2020 concerning Civil Servant Management, Functional Positions are groups of positions that contain functions and duties related to functional services based on certain expertise and skills.

The appointment of Civil Servants (PNS) in structural positions is intended, among other things, to foster the careers of civil servants in structural positions and ranks in accordance with the requirements stipulated in the applicable laws and regulations. The appointment of Civil Servants (PNS) in a position is carried out based on the principle of professionalism in accordance with competence, work performance, and the rank level determined for that position as well as other objective requirements without discriminating against gender, ethnicity, religion, race, or class (Nope, 2015).

The Revenue, Financial Management and Regional Assets Agency of Intan Jaya Regency as one of the implementing elements of regional autonomy is responsible and authorized to carry out services in regional personnel management affairs and prepare regional development plans. To carry out these main tasks, government officials are needed who have the qualifications, competencies and abilities with professionalism in accordance with the demands of the job. Therefore, the placement of these employees must consider the requirements of the position that has been determined both in terms of rank level, formal educational background, education and training that has been attended, and work performance as well as managerial competence and competence in the field of the employee concerned.

## 2. Literature Review

### 2.1 Human Resource Management

Resource management is part of management that regulates the human element (*Man*). Humans are a major *asset* in an organization because in an effort to achieve a predetermined goal, the utilization of humans is one of the benchmarks for the running of a management in the organization. Therefore, in this part of management, the human element is very concerned.

While the definition of Human Resource Management cited by (Malayu, 2016; Mangkunegara, 2011; Robbins & Judge, 2017) is "Human resource management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of services, integrating, maintaining, and separating the workforce in order to achieve organizational goals".

## 2.2 Employee Placement

Basically, job placement is one of the important aspects, so that employees get job placements and positions that are in accordance with the abilities possessed by employees. Malayu (2016) (Pangaribuan & Saragih, 2018; Mangkunegara, 2011; Rivai & Sagala, 2013) employee *placement (placement)* is a process of assigning tasks to workers who pass the selection carried out and in placement must be adjusted to the qualifications that have become provisions and must be adjusted to the ability. In addition, employees must also be prepared to take responsibility for any risks that may occur when performing tasks.

Tohardi (in Wahyudi 2016) Placement of employees must be based on the criteria, among others:

1. *Job specifications*, specifications in this job explain the work that will be carried out by employees will be explained by the leadership in detail and in detail and the definitive quality needed by the company, so employees who pass the selection can work according to their abilities and skills.
2. *Job Description*, in this job is usually used for operational labor, while job descriptions are for managerial labor. This job will provide assertiveness and standard tasks that must be achieved by employees to serve according to the employee's wishes. This job description will be used as a basis for placing employees in accordance with job specifications and there must be an evaluation of each job for employees who are in that position.
3. Skills, employees must also have skills, abilities, education, and work experience possessed by employees.
4. *Environment*, which includes the workplace environment because every worker expects a comfortable workplace environment, good relationships with coworkers and harmonious relationships with superiors. Because a comfortable work environment will affect employee performance, if their work environment is comfortable, the resulting performance is also high. In the placement of employees, this is not only for new employees, but this placement also needs to be done for old employees.

This job placement for old employees is done one of them to improve their performance, with the promotion of higher positions with higher authority and task responsibilities, as well as followed by higher salaries then employee performance will also increase, because employees will be motivated by producing good performance.

## 3. Methods

This research approach uses a qualitative descriptive approach. This research will be carried out on employees in the Regional Government of Intan Jaya Regency, especially at the office of the Intan Jaya Regency Revenue, Financial Management and Regional Assets Agency.

The research informants were the Head of the Intan Jaya Regency Revenue, Financial Management and Regional Assets Agency, the Secretary of the Intan Jaya Regency Revenue, Financial Management and Regional Assets Agency, the Head of the Intan Jaya Regency Revenue, Financial Management and Regional Assets Agency, and the Staff of the Intan Jaya Regency Revenue, Financial Management and Regional Assets Agency.

The types and sources of data in this research are primary and secondary data. In this study, data collection procedures will be carried out by means of observation, interviews, and documentation. In proposing data analysis, the author uses qualitative analysis by reducing data, presenting data, drawing conclusions.

## 4. Results and Discussion

### 4.1. Analysis of Employee Placement in Positions at the Revenue Agency for the Management of Memories and Regional Assets of Intan Jaya Regency

Based on the results of research related to the Analysis of Employee Placement in Position at the Revenue Agency, Financial Management and Regional Assets of Intan Jaya Regency using Tohardi's theory (2012) with the following indicators:

#### 1) Job Specification

Job specifications in the position of BPPKAD of Intan Jaya Regency are contained in the Regent of Intan Jaya Regulation Number 22 of 2013 concerning Description of Main Duties and Functions of the Regional Financial and Asset Management Revenue Service of Intan Jaya Regency. Job specifications are an important element in job descriptions to support the work done by employees who hold positions. In the Structural Position Description, job specifications are referred to as job requirements. Each position in BPPKAD Intan Jaya Regency has different job specifications. These job specifications contain several requirements that must be met by an employee, namely rank/group, formal education, training/courses, and other requirements. Other requirements are behavioral and managerial competencies.

#### 2) Job Description

The objectives of each position are also described in the job description of BPPKAD Intan Jaya Regency. The purpose of the position is a description that explains the purpose for which the position was created, how the specific contribution of the job, which part of the organization's objectives are to be achieved by the existence of the position and what the consequences will be if this position is eliminated. In the job description of BPPKAD Intan Jaya Regency, it has been presented clearly and coherently. An explanation of what the activities and tasks of each position are outlined in the elements of the job description and activities. A job description is a description that reflects a set of activities that must be carried out by position holders to achieve certain goals in completing a position. Meanwhile, the activity description is a description of the steps that must be taken by the position holder in completing a particular task. With a clear description of activities, it will make it easier for each employee to complete their duties.

#### 3) Skills

Based on the observation that the Intan Jaya Regional Government, especially BPPKAD Intan Jaya Regency, carries out activities related to developing better human resources (employees) by organizing workshops. Similarly, working visits and comparative studies

are carried out with the aim of providing new experiences and knowledge to employees in carrying out and completing their tasks. Comparative studies are usually carried out to areas or regions with better human resource development.

#### **4) Environment**

Based on the sources the author interviewed, it is explained that the explanation described by the BPPKAD employees of Intan Jaya Regency is related to classical organizational theory, where the theories in this paradigm view the organization as something like a machine, which is driven from management plans and control. This is related to the results of interviews conducted by researchers during interviews and provides motivation for employees to further improve quality and performance in carrying out their duties, because this will have an impact on the assessment of the community which cannot be denied that the services provided by employees will be taken into consideration and become their own assessment by the community and what if there is unsatisfactory service will have a negative impact on the agency and employees.

#### **4.2. Supporting and Inhibiting Factors in the Analysis of Employee Placement in Positions at the Revenue Agency, Financial Management and Regional Assets of Intan Jaya Regency**

The supporting and inhibiting factors for analyzing employee placement in positions at BPPKAD Intan Jaya Regency are as follows:

##### **1) Internal Factors**

Internal factors for placing employees in positions at BPPKAD Intan Jaya Regency, namely:

- a. Supporting factor is the existence of cooperation. With the cooperation between employees, cooperation between employees makes any progress for the employees involved. This is because the BPPKAD of Intan Jaya Regency involved in cooperation has characteristics and is effective and efficient. Therefore, with the cooperation between reputation, trust, dependence, communication satisfaction, and commitment to long-term cooperation. With increased cooperation, it will create a competitive advantage, which is needed in facing the level of competition.
- b. The inhibiting factor is career development. BPPKAD employees of Intan Jaya Regency who have not been placed in positions that are in accordance with their abilities and experience, who have not had their interests and talents identified when deciding on placement, who do not have sufficient workload for the facilities they have, and who have not attended technical staff training or other training that is useful for carrying out their duties.

##### **2) External Factors**

External factors for placing employees in positions at BPPKAD Intan Jaya Regency, namely:

- a. Supporting factors are human resources. The quality of human resources in an organization engaged in the public sector, namely BPPKAD Intan Jaya Regency, greatly affects the quality of services provided. The quality of human resources is a measure that states how far the requirements, specifications, and expectations have been met. Achieving this measure greatly affects the success of the services provided. The quality of human resources is one of the drivers of the analysis of employee

placement in positions within BPPKAD Intan Jaya Regency. Due to these changes, BPPKAD employees of Intan Jaya Regency are required to be more professional in carrying out their work. Apparatus professionalism is a reflection of the skills, abilities and expertise of government officials in providing responsive public services, transparency, effectiveness and efficiency. Apparatus professionalism can run effectively and efficiently if the educational background and competence of employees are in accordance with their workload and responsibilities.

- b. The inhibiting factor is organization. By not holding a job description for each employee at BPPKAD Intan Jaya Regency, there will be blurred authority and tasks that are carried out so that employees in doing work cannot be optimal and goals cannot be achieved. Obstacles to existing job descriptions can clearly interfere with the effectiveness of the performance of BPPKAD employees in Intan Jaya Regency, because this indirectly affects the way of working, tasks, and work results that employees can do. So that in making it, it must be considered whether the job description can be prepared flexibly and can be used for a longer period of time.

## 5. Conclusion

The conclusion from the analysis of employee placement at BPPKAD Intan Jaya Regency shows that several important aspects, such as job specifications, job descriptions, skills, and work environment, play a crucial role. Job specifications are regulated in the Structural Position Description Book, while job descriptions assist in assessing abilities and determining employees' educational needs. Skills enhancement is done through activities such as technical instructions, seminars and workshops. A better working environment is sought to improve employee performance and discipline.

This analysis also shows that employee placement is influenced by internal and external factors. Supporting internal factors are cooperation that creates excellence, while inhibiting factors are career placements that are not in line with employees' abilities and experience. Supporting external factors include differences in human resource characteristics that are adjusted to the workload, while inhibiting factors are organizational changes that cause employee tasks to continue to change.

## 6. Recommendation

This research suggests the practicality that before placing employees in certain positions, their qualities need to be considered so that organizational goals are achieved. Employees should also receive training according to their duties because the performance of the agency depends on their expertise. Disciplines should be considered in the placement of employees, including factors of rank, education, and training. To improve the effectiveness of the Regional Personnel Agency in Intan Jaya Regency, employees are encouraged to not only focus on their main tasks (Tupoksi), but also engage in other tasks to be better prepared for urgent situations and contribute to discussions. Theoretically, it is also important to develop insights related to the analysis of employee placement in local government, especially in special autonomous regions.

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