

Analysis of Functional Positions of Employees at the Ministry of the Environment and Forestry of Indonesia

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ABSTRACT: This study aims to: 1) Analyze the description of functional positions in the Ministry of Environment and Forestry 2) To find out the constraints in credit scores at the Ministry of Environment and Forestry. 3) To find out the factors that become obstacles in structuring the functional positions of employees. 4) To find out the efforts made to overcome the obstacles that occur in determining the functional positions of employees in the Ministry of Environment and Forestry.

Research Results: 1) Promotion is carried out based on the regular promotion system and the selected promotion system. Regular Promotions Regular promotions are given to Civil Servants who do not occupy certain structural or functional positions and are given as long as they do not exceed the rank of their direct supervisor. A Civil Servant who is appointed to a structural position and whose rank is still one level below the lowest rank set for the position he occupied, but has been four years or more in his last rank, may be considered for promotion to a higher level in the next promotion period after he is appointed inaugurated in that position if each element of the work performance appraisal (DP-3) has at least a good value in the last two years. 2) The mechanism for the appointment, transfer, and dismissal of civil servants in functional positions at the Ministry of Environment and Forestry is a mechanism that works well, the process of functional positions is following established regulations and required/needed formations, the appointment of civil servants in functional positions is carried out in several ways, such as CPNS formation, transfer between functional positions and inpassing and appointment, transfer and dismissal of civil servants in functional positions at the Ministry of Environment and Forestry carried out following applicable rules and regulations.

KEYWORDS: functional position, credit score, job arrangement, job determination

I. INTRODUCTION

The essential organizational driving factor is human resources. In its development, the organization needs to adapt to its environment following the times. If these adjustments are made as quickly as possible, the organization will be maintained.

The focus of human resource management in this adjustment process is to improve organizational performance, which includes improving service quality and productivity to achieve organizational goals. Organizational development efforts to become more prominent, more efficient, and provide optimal services are coveted by all stakeholders in the organization.

This development is a must when there is a change in the external organization. One of the essential elements in organizational development is the arrangement of positions and the arrangement of human resources in it. Organizational development has a positive impact on the organization itself. One of the real impacts that are felt is the increased trust from stakeholders in the organization. Apart from external organizations, internal organizations will also feel the impact of organizational development.

Working effectively and efficiently, the fulfillment of the rights and obligations of members is something that members of the organization highly desire. So basically, in today's era, development in an organization is a must. In the midst of increasingly advanced technology, providing optimal service by an organization must be sought immediately because it will impact the loyalty of service users of the organization. So maintaining the loyalty of organizational service users by continuing to develop the organization is

very important because these service users will have a positive impact on the organization.

Job analysis in human resource management has a very strategic role in the organizational development process. A job analysis will provide an overview to help decide recruitment, selection, training, promotion, and compensation. In addition to providing benefits to the organization, job analysis also provides benefits to employees in an organization, with placement following qualifications, employees have been allowed to develop their abilities and potential as optimally as possible.

An organization carries out a vital job analysis activity to determine the job description and specifications needed. The description and specifications of the position are used as the basis for placing employees in their place. The occurrence of errors in analyzing positions will result in errors in employee placement so that employee performance is less than optimal.

Job analysis is a basis for personnel management. This analysis provides a realistic basis for employees in certain positions to work efficiently, which employees have been placed according to their abilities and educational background. Government organizations are organizations that always carry out job analyses for organizational development.

Based on Law No. 5 of 2014 concerning ASN, in the context of implementing the nation's ideals and realizing the goals of the state as stated in the preamble to the 1945 Constitution of the Republic of Indonesia, and MENPAN Decree No. Kep/75/M.PAN/7/2004, concerning Guidelines for Calculation of Employee Needs to be Based on Workload in the Context of Formulating Civil Servants Formation.

Position analysis in government organizations is used to guide the Ministry of Environment and Forestry in institutional arrangement, staffing, planning for education, and training needs. Planning for job analysis in government agencies/institutions/agencies is also essential to avoid nepotism in government organizations where employee recruitment is the authority of local governments.

Structuring employees at the Ministry of Environment and Forestry using a job analysis basis is the first step in determining employee needs in terms of quality and quantity, recruitment, selection, promotion, setting employee performance targets, and increasing employee competence in carrying out training and education. The implementation of job analysis in private organizations is different from the implementation

in government organizations. In government organizations, there is a legal umbrella that regulates job analysis, namely the Regulation of the Minister of Environment and Forestry of the Republic of Indonesia No. P.25/Menlhk/Setjen/Kum.1/4/2017 concerning Instructions for the Implementation of Appointment of Civil Servants in Functional Positions Guided by the Ministry of Environment and Forestry through Adjustment (Inpassing), for career development, professionalism and performance improvement as well as to meet job requirements Functions under the guidance of the Ministry of Environment and Forestry, need to appoint qualified Civil Servants through adjustments.

The final goal to be achieved in job analysis is creating a qualified staffing system by applying the principle of the right man in the right place. The current phenomenon shows many mismatches between positions and officeholders. Currently, career positions in the Ministry of Environment and Forestry tend to be dominated by structural positions with relatively limited and static formations. As for functional positions, which incidentally are positioning to accommodate the professional development of civil servants, only cover a small part of the Ministry of Environment and Forestry's main task areas and supporting fields. Consequently, most employees tend to experience a lack of professionalism and are faced with inadequate career paths, and become obstacles to realizing a professional and high-performing Ministry of Finance organization.

Starting from the above problems and in line with the bureaucratic reform program and institutional transformation of the Ministry of Environment and Forestry, the development of Functional Positions within the Ministry of Environment and Forestry is a fundamental need, considering that the design of Functional Positions includes efforts to develop professionalism and employee career development, as well as improving the quality of the implementation of organizational unit tasks. Every organization certainly has various goals to be achieved. This goal is achieved by utilizing existing resources. Although the various available resources are important to the organization, the only factor that indicates a potential competitive advantage is human resources and how these resources are managed.

According to Sutanto (2010: 90), in his article on job analysis, he said that one of the tasks of management is to utilize the resources they have optimally. This utilization often means trying to

make human resources capable and willing to work optimally to achieve organizational goals. Humans will be willing and able to work well when they are placed in positions and according to their interests and abilities and fulfill their needs by doing the work.

Without adequate knowledge of what employees do for their work, organizations will not establish effective human resource procedures to select, promote, train, assess and compensate employees (Simamora, 2016:77). This has resulted in the assessment and understanding of jobs through job analysis which is a vital part of any human resource management program. Job analysis is very important in organizations to place people in a particular position/job. However, some organizations do not feel the need to make job descriptions and job specifications because they assume that all employees must know what to do.

This creates an intense anxiety in employees because they feel the work they are doing is not following what is imagined. Besides that employees sometimes feel that they do not find a match between work and their personality so that their career evaluations also show results that are not optimal because this is considered reasonable considering that in times of crisis like today, many organizations are efficient by employing one person for several fields of work at once. So it is challenging to make job descriptions because job titles are often not connected with daily work. Moreover, the organization still survives even without a written job description. Job analysis in an organization has a strategic role.

Job analysis makes it easier for organizations to carry out other human resource management activities such as recruitment and selection, performance appraisal, training and development, and providing remuneration to employees. Every organization will not succeed in achieving its strategic goals without supporting talented human resources behind the organization. Only humans with intellectual and psychological abilities can create innovations to generate a competitive advantage for an organization.

II. LITERATURE REVIEW

1. Definition of Position

Job analysis has a significant role it is important in an organization to place people in a certain position or position. Because without proper analysis and knowledge of what employees do for their jobs, organizations will not establish effective human resource procedures to select, promote, train, assess and compensate employees. Job analysis is an activity of systematically collecting,

evaluating and compiling various information related to positions.

According to Flippo (2014:12), Job analysis is a process of studying and gathering information related to the operations and responsibilities of a particular job. According to Dessler (2010: 1), job analysis is a procedure for determining a position's tasks and skills demands and the person who will carry out the job.

An important job analysis is carried out before the recruitment of workers. There are several benefits to conducting a job analysis, which is also the purpose of a job analysis. The objectives of job analysis are, 1) Obtaining workers in the right position, 2) Providing satisfaction to the workforce, 3) Creating a conducive working climate and conditions (Sastrohadiwiryo (2010:12).

It is stated in the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 35 of 2012 concerning Position Analysis within the Ministry of Home Affairs and Regional Government in Chapter II Article 3 that the purpose of job analysis is to formulate policy programs such as:

1. Development and arrangement of institutions, staffing, management.
2. Planning for education and training needs;
3. Evaluation of policies on development programs and institutional arrangements, staffing, management and planning of education and training needs.

2. Functional Position

A functional position is a position that shows the duties, responsibilities, authorities and rights of a Civil Servant in an organizational unit. In carrying out its duties is based on particular expertise/and skills and is independent. According to Gomes (2013: 91), job analysis is the process of collecting information about a job that is carried out by a worker, which is carried out by observing or conducting interviews on the job, with correct evidence from the supervisor.

The legal product that regulates appointments in Functional Positions is PP no. 40 of 2010: Amendments to Government Regulation No. 16 of 1994 concerning Functional Positions for Civil Servants, PP No. 40 of 2010 16 of 1994 and Presidential Decree No. 87 the year 1999 by Art. Bento Civil Servants (PNS) are still a favorite profession in Indonesia. However, did you know that the PNS body is divided into three types of positions, as regulated in Article 47 of Government Regulation Number 11 of 2017 concerning Civil Servant Management which explains that PNS positions consist of High Leadership Positions

(JPT), Administrative Positions (JA), and Functional Positions (JF). Civil servants who occupy this functional position are referred to as functional officials.

There are still many who think that being a functional official is not attractive when compared to JPT and JA. Even though many advantages can be obtained from being a functional official both for and for the benefit of the state. Below is a complete explanation of the meaning of functional positions, types of functional positions and the advantages of being a functional official.

Based on Article 1 Paragraph 6 of Law Number 43 of 1999 concerning Basic Personnel, appointments to positions within the government bureaucracy are divided into two positions: structural positions and functional positions. The two positions are career positions that civil servants or government employees can only occupy with a work agreement (PPPK) after fulfilling the specified requirements.

According to PP No. 16 of 1994, jo. Government Regulation Number 40 of 2010 concerning Functional Positions of Civil Servants, what is meant by functional positions are positions that indicate the duties, responsibilities, authorities, and rights of a civil servant in an organizational unit which in carrying out its duties is based on certain expertise and skills and is independent. So it can be concluded that the definition of a functional position is a position that does not explicitly exist in the organizational structure with the main function as the executor of the organization's functions and is based on certain expertise or skills.

The grouping of functional positions is divided into two types, namely general functional positions and specific/special functional positions. a. General functional positions: The work appraisal system uses the Job Performance Assessment List (DP3) in general functional positions. b. Particular/special functional positions Certain/special functional positions are positions whose appointments and promotions are required by a credit score system. Meanwhile, according to the Decree of the President of the Republic of Indonesia Number 87 of 1999 concerning Clumps of Functional Positions for Civil Servants, Functional Positions are divided into Skills Functional Positions and Skills Functional Positions where promotion is required by credit scores (DUPAK).

In Article 3 of Government Regulation No. 16 of 1994 jo. Government Regulation Number 40 of 2010 concerning Functional Positions of Civil Servants explains that functional skills positions and skills functional positions are

determined with the following criteria: 1. Having methodologies, analytical techniques, techniques and work procedures based on scientific disciplines and certain technical training with certification; 2. Have professional ethics set by professional organizations; 3. Can be arranged in a level of office based on: a. Level of expertise, for functional positions of expertise, b. Skill level, for functional skill positions. c. The implementation of tasks is independent. d. These functional positions are needed to carry out the main tasks and functions of the organization.

III. RESEARCH METHOD

Research Object

This research was conducted at the Ministry of Environment and Forestry, with the address Gd. Manggala Wanabakti Forestry Center, Jl. Gatot Subroto No.2, RT.1/RW.3, Senayan, Central Jakarta City, Special Capital Region of Jakarta 10270.

Research Design

A qualitative approach is a research and understanding process based on a methodology investigating a social phenomenon and human problem. In this approach, the researcher creates a complex picture, examines words, reports detailed views of the respondents, and conducts studies in natural situations (Creswell, 2018:15). Bogdan and Taylor (Moleong, 2011:3) suggest that the qualitative method is a research procedure that produces descriptive data in written and spoken words from people and observed behavior. Qualitative research is carried out under natural conditions and is inventive.

In qualitative research, the researcher is the key instrument. Therefore, researchers must have extensive theory and insight to ask questions, analyze, and construct objects under study to be more explicit.

This research emphasizes more on meaning and value bound. Qualitative research is used when the problem is not clear, to find out hidden meanings, understand social interactions, develop theories, ascertain the truth of data, and examine the history of development.

Research Focus

Moleong (2011: 94), argues that the determination of the research focus or problem in qualitative research, however, will eventually be ascertained when the researcher is already in the research area or field. In other words, although the problem formulation is quite good and has been formulated based on literature review and

supported by a certain number of experiences, there may be situations in the field that do not allow researchers to examine the problem.

Thus, the certainty about the focus and the problem that determines is the situation on the ground. The focus of research in qualitative research is closely related to the formulation of the problem. The formulation of the research problem is used as a reference in determining the focus of the research. In this case, the research focus can develop or change according to research problems in the field. This follows the flexible nature of the qualitative approach, which follows an inductive empirical mindset, where everything in this research is determined from the final results of data collection that reflect the actual situation.

Resource Person/Informant

In qualitative research, the main consideration in data collection is the selection of informants. Informants are people who can provide information about the situation and condition of the research setting. The technique for determining the informants in this study used a purposive sampling technique. The sampling technique was based on a specific purpose (the chosen person had the criteria as a sample (Sugiyono, 2012:85).

The technique used in selecting informants is using purposive sampling, meaning that the technique for determining the data source is considered first, not randomized. This means determining informants according to selected criteria relevant to the research problem, as for each informant, as many as ten informants.

Data Analysis Technique

This research is descriptive research, with more of a description of interviews and documentation studies. The data that has been obtained will be analyzed qualitatively and described in descriptive form. According to Patton (Moleong, 2011: 103), data analysis is "the process of arranging the sequence of data, organizing it into a pattern, category and basic description."

This definition provides an overview of how important data analysis is in terms of research objectives. The main principle of qualitative research is to find theory from data.

The data analysis technique used in this research is to use the steps as proposed by Bungin (2013: 70), which are as follows:

1. **Data Collection** Data collection is an integral part of data analysis activities. Data collection activities in this study were using interviews and documentation studies.

2. **Data Reduction** Data reduction is defined as selecting, focusing on simplification and transformation of rough data that emerges from written notes in the field. Reduction is carried out since data collection begins by making summaries, coding, tracing themes, making clusters, writing memos, and setting aside irrelevant data/information.
3. **Display Data** Display data is a description of a set of structured information that provides the possibility of drawing conclusions and taking action. The presentation of qualitative data is presented in the form of narrative text. The presentation can also be in the form of matrices, diagrams, tables and charts.
4. **Verification and Confirmation of Conclusions.** Drawing conclusions in the form of interpretation activities, namely finding the meaning of the data that has been presented. Between displaying data and drawing conclusions, there are existing data analysis activities.

In this sense, qualitative data analysis is a continuous, iterative and continuous effort. The problem of data reduction, data presentation, and conclusion drawing/verification becomes a picture of success in sequence as a series of related analytical activities. Furthermore, the data analyzed and interpreted in the form of words to describe the facts in the field, the meaning, or to answer research questions which are then taken from the essence.

IV. RESULT AND DISCUSSION

In promotion/position, it is strongly influenced by: the direct supervisor, the agency staffing department, and the assessment team of the functional official. Direct supervisor means assigning activities and monitoring work results from functional positions, then the staffing section, which processes personnel administration from functional positions. Furthermore, the assessment team is the party that conducts the assessment/measurement of the creditworthiness of the number submitted by the functional position, which will be used as the basis for promotion.

Civil servants can be honorably dismissed or not dismissed because they are sentenced to prison based on a court decision that has permanent legal force for committing a crime with a minimum imprisonment of 2 (two) years and a crime committed without planning. 96 Promotions are carried out based on the regular promotion system and the preferred promotion system. Regular Promotions Regular promotions are given to Civil Servants who do not occupy certain structural or

functional positions and are given as long as they do not exceed the rank of their direct supervisor.

Civil servants who are appointed to structural positions and whose rank is still one level below the lowest rank set for the position occupied, but have been four years or more in their last rank, may be considered for promotion to a higher level in the next promotion period after being appointed in that position if each element of the work performance appraisal (DP-3) has at least a good value in the last two years.

The procurement of civil servants must be based on needs, both in terms of the number and competence of positions required. The authority to determine this formation is the authority of the Central Government. Formation of Civil Servants is the number and composition of the ranks of Civil Servants required in a state organizational unit to carry out main tasks within a certain period.

The formation is determined for a certain period based on the type, nature, and workload to be carried out. Promotion is an award given for the work performance and service of civil servants to the country. For the promotion to be felt like an award, the BKD strives for promotion to be given at the right time and right to the person.

Regular promotions are given to Civil Servants who do not occupy certain structural positions or functional positions and are given as long as they do not exceed the rank of their direct supervisor. This regular promotion is given for at least four years in the last rank and the highest rank is determined by the highest education he has.

Regular promotions are also given to civil servants: 1) Civil servants who carry out study assignments and previously did not occupy certain structural positions or functional positions. 2) Civil servants who are fully employed or seconded outside the parent agency do not occupy leadership positions whose echelon equations have been determined for certain functional positions. Civil servants occupying certain functional positions can be promoted every time to a higher level if a) They have at least two years in their last rank; b) Has fulfilled the specified credit score; c) Each element of work performance assessment has at least a good value in the last two years.

The transfer of civil servants is basically to fulfill the needs of an agency for human resources/civil servants. However, in practice, many civil servants' transfers are carried out on the wishes and needs of the civil servants themselves. 98 The transfer of civil servants between agencies is something that is allowed in the personnel regulations. This transfer can be carried out by Central Civil Servants and Regional Civil Servants between Provinces/Regencies/Cities and Departments/Institutions; Regional Civil Servants between Provinces; and Regional Civil Servants between Regency/City Regions and other Provincial Regency/City Regions. For a promotion to be felt like an award, the promotion must be given at the right time and right to the person. Composition of Ranks and Groups of Civil Servant Rooms

Every new employee inaugurated or decided as a Civil Servant / PNS both in the central and regional governments will be given an Employee Identification Number or NIP, totaling 18 digits, class, and rank according to education level. A Civil Servant who is appointed to a structural position and whose rank is still one level below the lowest rank set for the position he occupied, but has been four years or more in his last rank, may be considered for promotion to a higher level in the next promotion period after he is appointed inaugurated in that position if each element of the work performance appraisal (DP-3) has at least a good value in the last two years.

In carrying out the main/basic tasks, a functional official must collect at least 70% or 80% of the credit score specified, while supporting tasks for the 99 main tasks is only 30% or 20%. These provisions are regulated to ensure that functional officials prioritize their main tasks compared to supporting tasks. The authorized official determines the credit score and is used as material in determining the promotion/rank of a functional official. In determining the credit score for functional positions, the Assessment Team is formed whose task is to assist the authorized official in determining the credit score for functional officials within the respective agency.

V. CONCLUSION

Regular promotions are given to Civil Servants who meet the specified requirements and do not occupy structural or functional positions. The granting of a regular rank is given as long as it does not exceed the rank of a direct supervisor unless the person concerned occupies a specific functional position.

Obstacles in placing employees in structural positions should be avoided or minimized so that the process of employee placement can be more optimal or following the purpose of employee placement. Considering that the team that performs the placement of employees is also human, an error may occur, or there are obstacles in placing employees, inadequate employee competence and creativity, the requirements for proposing promotions are not supported by the organization, the lack of employee rotation. There is still much lack of required documents attached at the time of the promotion proposal.

Technically, the obstacles that arise from internal and external factors are almost non-existent. However, the results are a little less than optimal. Employees who will conduct job analysis before serving have received education and training in conducting job analysis. This is actually following the provisions or guidelines for job analysis issued by the Ministry of Environment and Forestry. Maybe because of the relatively short time, the competence of the job analysis team is a bit limited. The job analysis team in charge of carrying out job analysis seems to be only temporarily and on duty when job analysis is carried out. Their abilities are arguably still lacking because they are created instantly.

Even employees in charge of conducting job analysis sometimes do not understand the tasks performed because the previously studied scientific background is not appropriate for them, namely conducting job analysis. This is what makes the results of job analysis less than optimal to affect the less optimal placement of employees.

The obstacles experienced in the implementation of promotion through diploma adjustments are the non-fulfillment of the administrative requirements of Civil Servants who apply for promotion through diploma adjustments, it can be seen in the collection of administrative completeness/requirements that must be met by Civil Servants and the lack of attention from the Agencies. Institutions of the Ministry of Environment and Forestry to Civil Servants will carry out promotions through adjustment of diplomas and too long bureaucratic Regional

Government policies that make it difficult for Civil Servants.

SUGGESTION

1. This of course, becomes an obstacle in the completeness of the files needed to complete the requirements for promotion to the rank of Civil Servants because the files for promotion such as SK Promotions, Diplomas, SK Positions, and so on are stored in the Personnel Sub-Section. Of course, with this disturbance, it takes longer to find the files that will be used in his promotion, then this, of course, needs to be repaired again to facilitate the work done.
2. The implementation of regular promotions for regional civil servants at the Ministry of Environment and Forestry, which is already good, must be maintained. It is necessary to increase the accuracy in checking the correctness of data by officers from the Ministry of Environment and Forestry who process data for regional civil servants who will get regular promotions so that the provision of regular promotions is not misdirected.
3. It is better to eliminate the inhibiting factors with a synergistic, sensitive, and more disciplined relationship for all parties involved in the promotion process, primarily through diploma adjustments.
4. The Ministry of Environment and Forestry should encourage superiors of civil servants to improve their performance so that they get promotions so that later their subordinates will not experience obstacles in achieving promotions.

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