Implementation of Credit Number Assessment for The Functional Position of Penata Kanselerai

Pritta D. Prameswari[1], Agus Arijanto[2]
Magister Management Program, Mercubuana University
Email: pritta.dp@gmail.com, agus.arijanto@mercubuana.ac.id

Abstract   The development of the performance assessment of the State Civil Apparatus (ASN) has improved over time with increasingly complex organizational adjustments and with new positions created with the aim of professionalism in the State Civil Apparatus profession. Credit Score Assessment in the Functional Position of Chancery Manager is a transition mechanism from the Job Implementation Assessment List (DP3) to a more complex performance assessment, namely Credit Score Assessment. The focus of this research is to reveal the mechanism for continuous performance assessment with the process of synchronizing the governance and distribution of Chancellor's Management with what is being done. The method used in this research uses qualitative methods. By using George Edward IV's policy theory which examines and reviews 4 (four) variables, namely, Communication, Resources, Attitude (Disposition or Attitude) and Organizational Structure (Bureaucratic Structure). The implementation of credit score assessment from these variables can be reviewed from upstream to downstream processes. In this research, the NVIVO series 14 application was used. The results of the interviews obtained were valid with several clusters on SOPs that had not been determined from the initial formation until the final assessment in 2022. The recommendation given was to create an Standart Operating Procedur (SOP) from the results of the evaluation of JFPK credit assessment numbers during the period. 2020 – 2022, and needs to be strengthened with a Management System that can produce effective and efficient document output.

Keywords: Implementation, Credit Score Assessment, Functional Position

Introduction

Employee performance evaluation becomes a benchmark and is a summary of all activities that measure the output that has been produced, which then leads to achieving organizational goals (Zairi, 2012). In public sector organizations, Civil Servants are part of the State Civil Apparatus (ASN) which also needs performance

assessments to be carried out objectively, measurably, accountably, participatively and transparently by paying attention to the results and benefits achieved, so Government Regulation Number 30 of 2019 is stipulated. Concerning Civil Servant (PNS) Performance Assessment as a replacement for Government Regulation Number 46 of 2011 concerning Civil Servant Work Performance Assessment (Sendouw et al., 2023). Employee performance is the result of work, both quantity and quality, achieved by civil servants from activities or work during a certain period of time (Purba et al., 2020).

Organizational Development aims to streamline the organizational structure by maximizing existing positions by forming more professional Functional Positions and with a more focused merit system (Schroeder, 2023). At the Ministry of Foreign Affairs, especially in the organizational structure of Representatives of the Republic of Indonesia and the Center, it consists of Diplomats and Technical Staff. The technical staff here include the Household Management Treasurer (BPKRT). BPKRT is a position which is a specific functional position under the guidance of the Ministry of Foreign Affairs which was later formed into the Functional Position of Chancellery Manager (JFPK) in accordance with the mandate of the Regulations (inpassing). The formation of the JFPK is based on the Regulation of the Minister for Empowerment of State Apparatus Bureaucratic Reform Number 13 of 2018 concerning the Functional Position of Chancellery Administrators (Mazzocchi et al., 2018).

Based on the National Regulations for the formation of new Functional Positions, adjustments or what is called In passing are carried out over a certain period of time (Egan, 2001). This is a new step from BPKRT, where the General or Executive Functional Position has shifted to a Functional Position which is more focused on professionalism. In the 2018 – 2021 period, adjustments were made by carrying out portfolio tests. In this transition period, the regulations and mechanisms for performance assessment shift from DP3 to Credit Score Assessment. During the transition period, socialization and technical guidance for this mechanism was carried out among JFPK stakeholders.

The first appointment of JFPK was carried out in March 2020 in accordance with the mandate of the Minister of Administrative and Bureaucratic Reform's regulation regarding Inpassing (adjustment) number 42 of 2018. Credit Score Assessment has been carried out 6 times from 2020 - 2022. A total of 310 JFPK have been appointed since 2020-2022 PAK assessment each period only ranges from 70 – 200 proposers who submit PAK. In Permenpan-RB Number 13 of 2018 it is stated that JFPK holders are required to submit a credit score assessment for at least 1 year of their term of office. However, the total number of JFPK applications submitted for each period is not maximally fulfilled by JFPK holders. The transition period from general functional positions with performance assessments that are different from credit score assessments is something that needs to be studied in more depth (Lessmann et al., 2015).

Implementation of Credit Number Assessment for The Functional Position of Penata Kanselerai

In research by Sischa Ayu Nirmala Dewi and Sri Utami, the focus was on implementing operational guidelines for assessing lecturer credit scores at Gadjah Mada University. Meanwhile, in research by Dalimunthe, Yowanda Pasyah and Susilawati regarding the implementation of vaccination policies, it can be seen from the theory used to find out how far a policy can be implemented. Meanwhile, Andhika Ramanda and Safuan's research examined the implementation of performance appraisals using applications that had an impact on strategic planning and the compensation received by each BPKP employee of DKI Jakarta Province. From previous research, it can be concluded that the implementation of the JFPK credit score assessment can be carried out further because it requires an in-depth evaluation

Methods

This article uses a qualitative approach and takes cases in the Ministry of Foreign Affairs. This is because Ministry of Foreign Affairs is government agent to Functional potion fo Penata Kanselerai. With the limitations of the research, the research approach using descriptive models through field research and literature. The focus of this research is the implementation of policies developed by Edward III, there are four focuses determine the success of a policy. For processing the triangulate data and others sources, this research used Nvivo 14 series (Creswell, 2016).

Data obtained through analysis of laws, printed and local news electronically, the official Government official website, and the assessment point credit Pusat Pembinaan Jabatan Fungsional between 2021 - 2022. In addition, additional results data interview of seven informants, from implementor, proposer and the Assesor. The stages of data analysis for this article are the process of organizing, compiling, sorting data, categorizing it into patterns, categories, so that its meaning can be understood. The stages carried out in this data analysis are, (1) data collection, selecting data so that its relevance can be understood, (2) categorizing data based on certain categories, (3) interpret existing data. On in essence, the analysis stage is carried out as an interaction process consisting of reduction data, and conclusions or verification (Miles & Huberman, 1994)

Results and Discussion

After obtaining the results of interviews with 7 key informants, the researcher began the data processing process to present it to the examiner and reader so that it could be better understood. A more detailed presentation of the results regarding the findings in the field that can be concluded to answer the main problem being sought. The problem that the author wants to raise is how the JFPK credit score assessment mechanism process is to obtain maximum DUPAK submissions in each credit score assessment period.

The focus of the research after the execution to find repeated words in the reference journal, there are several sentences that are the focus as above. This

proves that the referenced journal is a reference that is appropriate for this research.

The results of interviews with informants produce a correlation coefficient (Pearson Correlation Coefficient) as in the following picture:

File A	File B	Pearson correlation coefficient
Files\\Wawancara\\Penilai 2	Files\\Wawancara\\Pengusul	0,881096
Files\\Wawancara\\Penilai 3	Files\\Wawancara\\Penilai 2	0,868852
Files\\Wawancara\\Pengusul	Files\\Wawancara\\Pelaksana 1	0,856613
Files\\Wawancara\\Penilai 3	Files\\Wawancara\\Pelaksana 1	0,854767
Files\\Wawancara\\Penilai 3	Files\\Wawancara\\Pengusul	0,844029
Files\\Wawancara\\Penilai 2	Files\\Wawancara\\Pelaksana 1	0,828377
Files\\Wawancara\\Penilai 1	Files\\Wawancara\\Pelaksana 1	0,82566
Files\\Wawancara\\Penilai 2	Files\\Wawancara\\Pelaksana 2	0,816681
Files\\Wawancara\\Pelaksana 2	Files\\Wawancara\\Pelaksana 1	0,814935
Files\\Wawancara\\Pengusul	Files\\Wawancara\\Pelaksana 2	0,807332
Files\\Wawancara\\Penilai 1	Files\\Wawancara\\Pengusul	0,804009
Files\\Wawancara\\Penilai 1	Files\\Wawancara\\Administrator	0,802429
Files\\Wawancara\\Penilai 2	Files\\Wawancara\\Administrator	0,797881
Files\\Wawancara\\Penilai 3	Files\\Wawancara\\Pelaksana 2	0,794595
Files\\Wawancara\\Penilai 1	Files\\Wawancara\\Pelaksana 2	0,79175
Files\\Wawancara\\Pengusul	Files\\Wawancara\\Administrator	0,789577
Files\\Wawancara\\Penilai 2	Files\\Wawancara\\Penilai 1	0,78707
Files\\Wawancara\\Pelaksana 2	Files\\Wawancara\\Administrator	0,771881
Files\\Wawancara\\Pelaksana 1	Files\\Wawancara\\Administrator	0,769489
Files\\Wawancara\\Penilai 3	Files\\Wawancara\\Penilai 1	0,755902
Files\\Wawancara\\Penilai 3	Files\\Wawancara\\Administrator	0,745692
Files\\Wawancara\\Penilai 1	Files\\Wawancara\\Administrator	0,620248
Files\\Wawancara\\Penilai 2	Files\\Wawancara\\Administrator	0,617666
Files\\Wawancara\\Penilai 3	Files\\Wawancara\\Administrator	0,599919
Files\\Wawancara\\Pengusul	Files\\Wawancara\\Administrator	0,593856
Files\\Wawancara\\Pelaksana 2	Files\\Wawancara\\Administrator	0,593072
Files\\Wawancara\\Pelaksana 1	Files\\Wawancara\\Administrator	0,571891
Files\\Wawancara\\Administrator I	Files\\Wawancara\\Administrator	0,538712

The similarity of the two files can be seen from the correlation coefficient value that occurs. It can be seen in the table that the highest value is in the correlation of Assessor 2 and Proposer with a value of 0.881096. While the lowest is in Administrator Echelon III and Administrator Echelon IV of 0.538712. In the results of the NVivo analysis, only three correlations <0.60 were produced, the rest have strong points where it is >0.60. So that with 7 sources of respondents, they fall into the valid category and have similar content.

The variables that need to be considered for improvement are the resources section which includes staff, facilities and infrastructure. From the interview results of the Echelon III Administrator, it can be read that the communication regarding the delivery of the credit score assessment mechanism has been implemented optimally, however, Human Resources in the JFPK stakeholders are not yet ready to carry out the assessment due to the transition. period from implementing to functional because the details of activity items in DUPAK are presented in more detail and supporting evidence is needed to strengthen the results of the assessors' work.

Conclusion

Based on the results obtained from the analysis with the help of NVIVO software version 14, then in the resource and organizational structure variables all key informants provided answers for the implementation of the JFPK credit score assessment that development is still needed in the Organizational Structure and Resource variables. This is expected to be the concern of the JFPK and ND I Development Section at the Ministry of Foreign Affairs.

After triangulation with the interview results, the output of the software is accompanied by existing documents, so that the bureaucracy for the JFPK Credit Score assessment is expected to be better with the provision of Technical Guidance and clear and precise information to the Chancellor's Management stakeholders. The Credit Score Assessment which is still early is being carried out by JFPK & ND I Development, so periodic evaluations need to be carried out.

For the effectiveness and efficiency of the JFPK Credit Score collection results, a web-based Management System is needed for the ease and speed of the JFPK credit score assessment process.Journal of Management, Economic and Financial, Vol. 1, No. 1 Oktober 2022 3.

References

Creswell, J. W. (2016). Research design: pendekatan metode kualitatif, kuantitatif, dan campuran. *Yogyakarta: Pustaka Pelajar*, 5.

Egan, M. (2001). *Constructing a European market: standards, regulation, and governance*. OUP Oxford.

Lessmann, S., Baesens, B., Seow, H.-V., & Thomas, L. C. (2015). Benchmarking state-of-the-art classification algorithms for credit scoring: An update of research. *European Journal of Operational Research*, *247*(1), 124–136.

Mazzocchi, F., Simandan, D., Demneh, M. T., Morgan, D. R., Ghazinoory, S., Saghafi, F., & Mirzaei, M. (2018). Why 'Integrating'Western science and Indigenous knowledge is not an easy task: What lessons could be learned for the future of knowledge. *Journal of Futures Studies*, *22*(3), 19–34.

Purba, P., Dalimunthe, R. F., & Absah, Y. (2020). The effect of work skills and employee's job involvement on employee performance through job satisfaction in manpower office of Medan, Indonesia. *European Journal of Human Resource Management Studies*, *4*(2).

Schroeder, C. (2023). *Coming in from the margins: Faculty development's*

emerging organizational development role in institutional change. Taylor &
Francis.

Sendouw, R. H. E., Lumingkewas, E., & Supit, B. F. (2023). Analysis of
Performance Appraisal of State Civil Apparatus in the Regional Office of
Education of North Sulawesi Province. *Technium Soc. Sci. J.*, *49*, 90.

Zairi, M. (2012). *Measuring performance for business results*. Springer Science &
Business Media.

Bandur Ph. D, Agustinus. 2019. Penelitian Kualitatif Studi Multi-Disiplin
Keilmuan dengan NVivo 12 Plus. Jakarta: Mitra Wacana Media.

Easton, David. 1965. *A System Analysis of Political Life.* New York: Wiley.

Edward III, George C. 1980. *Implementing Public Policy.* Washington DC:
congressional Quarterly Press.

Keban, Yeremias T. 2008. Enam Dimensi Strategis Administrasi Publik Konsep,
Teori dan Isu Edisi 2. Jogjakarta: Gavamedia.

Mustopadidjaja. 1992. Dr. Studi Kebijakan. Jakarta: Universitas Indonesia
Fakultas Ekonomi.

Mondy R Wayne. 2008. Manajemen Sumber Daya Manusia. Jakarta: Erlangga.

Muslih, Mochamad, dkk. Tata Kelola Pemerintahan Berkelanjutan Untuk
Meningkatkan Kinerja Pemerintah Daerah. Konferensi Nasional Ilmu
Administrasi. 2019.

Peraturan Kepala Badan Kepegawaian Negara (BKN) Nomor 1 Tahun 2013
tentang Ketentuan Pelaksanaan Peraturan Pemerintah Nomor 46 Tahun 2011
Tentang Penilaian Prestasi Kerja Pegawai Negeri Sipil

Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi
Nomor 8 Tahun 2021 tentang Sistem Manajemen Kinerja PNS

Peraturan Pemerintah Republik Indonesia Nomor 10 Tahun 1979
tentang Penilaian Pelaksanaan Pekerjaan Pegawai Negeri Sipil

Peraturan Pemerintah Republik Indonesia Nomor 46 Tahun 2011 tentang
Penilaian Prestasi Kerja PNS

Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi
Republik Indonesia Nomor 13 Tahun 2018 tentang Jabatan Fungsional
Penata Kanselerai di Kementerian Luar Negeri.

Peraturan Pemerintah Republik Indonesia Nomor 30 Tahun 2019 tentang
Penilaian Kinerja PNS.

Steven, Peter A. J. 2023. *Qualitative Data Analysis, Key Approaches.* London:
Sage.

Syafi'ie, Inu Kencana.*et al.* 2006. Ilmu Administrasi Publik, edisi kedua. PT
Rineka Cipta. Jakarta.

B. Syairuddin, P. Suwignjo, and I. M. Suartika. "Perancangan dan implementasi
sistem pengukuran kinerja dengan metode integrated performance
measurement systems (studi kasus: jurusan teknik mesin Universitas
Mataram). "Jurnal Teknik Industri, vol. 9, pp. 131-143. 2008.
https://doi.org/10.9744/jti.9.2.pp.%20131-143.

Berend, H., & Deken F.2021. *composing Qualitative Process research.* Strategic
Organization. https:doi.org/10.1177/1476127018824838

Dalimunthe, Yowanda Pasyah dan Susilawati. Implementasi Kebijakan Vaksinasi
Covid-19 di Kota Medan menggunakan teori Edward III. Jurnal Ilmiah
Kesehatan. Vol 1 No. 2 Agustus 2022. 2022.

Fitrianingrum, Lia, Dina Lusyana dan Debby Lellyana. Lembaga Ilmu Pengetahuan
Indonesia. Pengembangan Karier Jabatan Fungsional dari Hasil Penyetaraan

Jabatan Administrasi: Analisis Implementasi dan Tantangan. Jurnal *Civil Service.* Vol. 14, No. 1, Juni 2020: 43 – 54.

Loga, Patricia. 2019. *Performance Appraisal System and Public Sector Efficiency in Small Island Developing States (The Case of Fiji).* Jurnal Emerald Insight. Vol. 49 No. 4, 2020 pp. 974-992.

Rahayu, Sri, Yudi Yudi dan Rahayu Rahayu. 2022. *The Relationship of Balanced Scorecard Perspectives and Government Organization Performance Measurement.* Jurnal Emerald Insight.1741-0401. DOI 10.1108/IJPPM-05-2021-0308.

Safuan, Andhika Ramanda. Implementasi Penilaian Kinerja Menggunakan Aplikasi dan Hubungannya dengan Perencanaan Strategis Serta Kompensasi. Jurnal Syntax Admiration. Vol. 3 No. 9 September 2022. 2022.

Tambun, Sihar. Peningkatan Kemampuan Melakukan Riset Kualitatif dengan Menggunakan *Software* NVivo 12 Plus di LAN Pusat Pelatihan dan Pengembangan dan Kajian Desentralisasi dan Otonomi Daerah di Samarinda. Jurnal Pemberdayaan Nusantara. Volume 1 No. 2 Desember 2021. 2021.