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# An Analysis of Policy Factors in Placing Officers in Structural Positions at the University of Mataram

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This research intends to investigate: 1. Factors to be considered in placing t employees in structural official policy. 2. The domain factor may be considered in placing employees in a structural official policy. There are 10 factors included in this research: job achievement, experience, physical and mental health, marriage status, age, job stratification, education, technique abilities, managerial ability and ethnic group. However, only three factors are considered in placing employees in structural official policy in Mataram University. These are job achievement (Eigenvalue 3.900), experience (Eigenvalue 1.471), and physical and mental health (Eigenvalue 1.405). Reviews of these three reveal that job achievement is to be considered by having the highest Eigenvalue. The research recommends the above three factors: job achievement, experience, physical and mental health the most important in placing employees within structural official policy in Mataram University.

**Key words:** *Policy of employment placement , Structural Official, Factor Analysis*

## Introduction

In the era of globaliation, turbulence and demographic change , socio-cultural, political and leadership factors, as well as technological developments have transformed the quality of human resources (Risdwiyanto, 2017), which is seen as key (Ariani, 2014). Mastery of science and technology is also seen as crucial in globalisation. It stems from the quality of human resources in the form of reliable workers. The role of human resources as workers is not only limited to lower levels, but covers components throughout the organisation or institution, including lower level or 'blue-collar' workers up to management level (white-collar workers).

One major problem in almost all autonomous local governments is the low quality and scarce human resources in outlying areas (*daerah*). It is still necessary to enhance the quality of human resources. According to Thoha (2002: 2) there are many bureaucratic problems faced by almost all provincial governments, as well as at the district/city level:

- Institutional, bureaucratic governments, supported by the resources of the apparatus are less professional;
- The mechanism of centralised action still characterises kinreja government bureaucracy;
- Control of the government bureaucracy is still done by and from the government itself;
- Combating corruption, collusion and nepotism in the bureaucracy remains an obstacle;
- Structural positions in the bureaucracy are still not based on the requisite competencies.

Implementing elements of activities for public and education administration called by employees or officials, as well as officers/employees at the University of Mataram means implementing elements of common administrative activities and educational administration. These employees serve as the centre for educational organisations. o Addressing an organisation's educational needs for employees or personnel who have skills, requires professional ability, changes in mental attitude and high moral and ethical standards, as well as dedication and service to the community of Tri Dharma College. To realise and fulfil the needs of employees or officers who qualify, requires special attention about how to place an employee or apparatus in accordance with the needs of an organisation or agency. With regards to staffing, the ability of employees to perform job requirements should be noted. Human resources should be based on the principle of "the right job for the right people and the right job in the right place and the job with the right quality". This means the right position for the right person, and the position appropriate for the right place and the right position with the right quality. It also means that placing employees or personnel in the appropriate position or positions is expected to enable employees and their apparatus to work in a professional and reliable manner.

Based on the explanation and description of the background to the problem, it can be formulated as the following:

- What factors are taken into consideration in determining staffing policies on structural positions at the University of Mataram;
- What factors dominate staffing policy provisions regarding structural positions at the University of Mataram.

In particular, the study aims to:

- Determine how the factors of work performance, experience, physical and mental health, marital status, age, rank, education, technical skills, managerial ability and ethnicity/race became pertimbagan policy staffing for structural positions at the University of Mataram;
- Determine the factors of work performance, experience, physical and mental health, marital status, age, rank, education, technical and managerial ability y and ethnicity/race dominant considerations in the policy of staffing structural positions at the University of Mataram.

The results of this study would be useful both theoretically and in practice. The benefits of this research include:

- Contributing to the development of science, especially for the world of academic research in the field of human resource management;
- As material for the purposes of research, including further research for both scientific purposes or for the benefit of Universities, institutes/agencies and related agencies;
- As an input for policy development and decision-makers, to increase organisational performance at the University of Mataram.

## Theoretical Review

### *Human Resource Management*

Human resource departments are responsible for various activities of companies that vary with their functions. Human resource management is an attempt to mobilise and manage human resources within the organisation, to be able to think and act as desired by the organisation. Human resource management is an approach to human management that is based on human values in relation to the organisation (Sulistiyani, 2003).

The Human Resources Management System relates to the formal design of an organisation, to determine the effectiveness and efficiency of talent, and see someone as potentially achieving g the goals of an organisation (Mathis and Jackson, 2001).

Meanwhile, according to Simamora (2001), Human Resource Management is an activity or a collection of activities carried out so that human resources within the organisation can be used effectively and to achieve various objectives.

Samsudin states that Human Resource Management is a management activity that includes the utilisation, development, assessment, and provision of remuneration for the person as an individual member of an organisations and business enterprises (Samsudin, 2006).

***Interest in Human Resource Management***

Human Resource Management obtains human resources, develops, maintains and exploits it, to support the organisation in achieving its objectives.

The purpose of Human Resources Management, according to Samsudin (2006), is to improve the productive contribution of people or labour to an organisation or company, in a strategically, ethically and socially responsible way.

***Human Resource Management Functions***

According to Cherrington (Geerts and McCarthy, 1997), the functions of human resources consist of:

- *Staffing/Employment*- This function essentially consists of three activities: planning, withdrawal, and selection of human resources. In fact, the managers responsible for human resources need to anticipate;
- *Performance Evaluation* - Performance appraisal of human resources is the responsibility of the human resources department and managers. The managers bear primary responsibility for evaluating subordinates. The department is responsible for developing the effective performance appraisal form, and ensuring the performance assessment by the whole company;
- *Compensation* – Compensation and rewards require that the human resource department and managers coordinate well. The manager is responsible for salary increases, while the department is responsible for developing a good salary structure. Compensation systems require balancing payments and benefits to workers. Payments include salary, bonuses, incentives, and the distribution of profits earned by employee. Benefits include health insurance, life insurance, leave, and so on. The department ensures that compensation is

competitive towards similar companies, fair, appropriate, in accordance with applicable laws (e.g.: UMR), and providing motivation;

- *Training and Development* – The human resources department helps managers become coaches and advisors for their subordinates. It creates effective training programs and development which are effective for either new employees (orientation) or existing (skills development). It also engages in training and development programs, putting the needs of the company will program pelatihan and development, as well as evaluating the effectiveness of training and development programs;
- *Employee Relations* – In a company that owns pekeja unions, the human resources department actively negotiates and takes care of agreements with unions.

***Results of Previous Research***

- Research was conducted by a research team at the State Employment Agency, Centre for Research and Development BKN Jakarta (Nofianti and Suseno, 2014). It was entitled Recruitment Competency-Based System to improve the professionalism of civil servants. The results indicate that:
  - The element of competency, consists of knowledge and skills which has a high correlation with professionalism;
  - Elements have a relationship with the attitude of professionalism;
  - The characteristic of professionalism correlates highly with quality, dedication and willingness to help;
  - The acquisition of knowledge in their field indicates the level of relationship.

The research was conducted by using a Pearson Product Moment. There were 480 respondents.

Ulida, University of Indonesia (Toruan, 2004) conducted a study entitled The Relationship Between Competence and Motivation Performance Against Structural Body State Employment. The results show that:

- There is a positive and significant relationship, between the motivation of structural officials and performance;
- There is a positive relationship and significant correlation between the variables of competency with performance structural officials. The study was conducted using a Spearman Rank, and 117 respondents.

## Methods

The Research methodology is descriptive research that contains both systematic explanations about facts (Ghauri and Grønhaug, 2005), and hypothesis testing *(explanatory)*; a form of research undertaken to provide descriptions and explanations of influence between variables through hypothesis testing (Malhotra, 2008).

A survey method used a questionnaire, on the grounds that the data in this study is primarily derived from relevant agencies. According to Van Dalen (1980) (cited by Arikunto (Suharsimi, 2008; Hallunovi & Berdo 2018)), the survey method is part of the descriptive method. It includes surveying education, job analysis, document analysis, public opinion surveys and social surveys.

## Results and Discussion

To standards are used to ascertain the validity of a factor analysis tool, in analysing data obtained in this study. They are the Keizer Meyer Olkin Measure of Sampling Adequacy (KMO), and Bartlett's Test of Sphericity (BTS). KMO measures proximity between variables. It indicates the model accuracy of factor analysis. Appropriate factor analysis is used if the KMO index $\geq 0.5$. The higher the KMO index, the more appropriate it is that factor analysis is used on the model.

BTS is a statistical test to assess the null hypothesis that the inter-variables in the population do not correlate significantly with each other. A high BTS value means the null hypothesis is accepted, and vice versa if the low BTS value identifies the null hypothesis as rejected, and all variables used can support the analysis of factors correctly and accountably. Based on the results of data processing using computer aids through SPSS program version 11.5 for Windows, the KMO and BTS values are shown in Table 1:

**Table 1:** The Value of Keiser Meyer Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity

| | | |
|---|---|---|
| Keiser Meyer Olkin Measure of Sampling Adequacy | | 0,738 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 132,240 |
| | Df | 45 |
| | Sig. | 0,000 |

Source: Appendix

Table 1 shows that the calculations of the Keizer Meyer - Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity can be interpreted as follows: (1) The KMO value is 0.738. This means that the data used is accurate, because the value of KMO is greater than 0.50, so factor analysis can be used. Or it can also be said that with a KMO value greater than 0.50, the model used is correct. (2) The resulting BTS value is 132.240 with a significance level of 0.00. A high BTS value identifies the acceptance of the null hypothesis, that all variables in the population do not have significant correlation with each other, so that the accuracy of factor analysis can be accounted for. (3) Principal Component Analysis and Common Factor Analysis.

The analysis also shows that the range of Eigenvalues is the total variance of each factor in this approach, where only the factors that have Eigenvalues greater than 1 (one) are noted, and values less than one are ignored. The results of the calculation of principal components in the form of PCA, CFA, Eigenvalues are shown in Table 2 below:

**Table 2:** Principal Component Analysis Calculation Result

| Variable | Communality | Factor | Eigenvalues | % of Variance | Cumulative % |
|---|---|---|---|---|---|
| $X_1$ | 1,000 | 1 | 3,900 | 39,003 | 39,003 |
| $X_2$ | 1,000 | 2 | 1,471 | 14,715 | 57,718 |
| $X_3$ | 1,000 | 3 | 1,405 | 14,054 | 67,773 |
| $X_4$ | 1,000 | 4 | 0,959 | 9,592 | 77,365 |
| $X_5$ | 1,000 | 5 | 0,719 | 7,187 | 84,552 |
| $X_6$ | 1,000 | 6 | 0,494 | 4,945 | 89,497 |
| $X_7$ | 1,000 | 7 | 0,379 | 3,794 | 93,291 |
| $X_8$ | 1,000 | 8 | 0.312 | 3,115 | 96,406 |
| $X_9$ | 1,000 | 9 | 0,210 | 2,104 | 98,509 |
| $X_{10}$ | 1,000 | 10 | 0,149 | 1,491 | 100,00 |

Source: Appendix

Information:

- Eigenvalues are the total variants of each factor
- Pct of Variance is a factor considered by the leadership

Table 2 shows that the results of the principle component analysis reveal the Eigenvalues for 10 factors (X1 through X10). From the two factors considered by the leader in placing the employees in the echelon III and IV structural positions, there are 3 (three) factors that have Eigenvalues above 1 (one), i.e. X1, X2, and X3.

The Eigenvalues for the three factors that represent all factors tested are as presented in the following Table 3:

**Table 3:** The Eigenvalues for Each Factor

| Factor | Value |
|---|---|
| 1 | 3,900 |
| 2 | 1,471 |
| 3 | 1,405 |

Source: Appendix

***Factor Rotation Analysis***

This analysis reveals the raw variables of each factor as shown through the matrix of coefficient quantities between factors and variables (loading). In summary, the magnitude of loading values for each factor can be seen in Table 4 below:

**Table 4:** Matrix of Rotation Components

| Grouped Variables | Component | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| Work performance | 0,022 | 0,857 | -0,088 |
| Experience | 0,029 | 0,159 | 0,873 |
| Physical and Mental Health | 0,151 | 0,754 | 0,010 |
| Marital status | 0,825 | 0,149 | -,0111 |
| Age | 0,761 | -0,223 | -,0189 |
| Rank | 0,869 | 0,123 | 0,115 |
| Education | 0,749 | 0,402 | 0,270 |
| Technical ability | 0,042 | 0,219 | -,0660 |
| Managerial Capabilities | 0,632 | 0,508 | 0,167 |
| Tribe / Race | 0,529 | 0,440 | -,0231 |

Source: Appendix

Table 4 shows that:

- Variable 1 is work performance. It has a correlation value of the result of rotations between job performance variable and experience variable, the largest being 0,857

compared with correlation with factor 1 (0,022) and factor 3 (-0,088). Thus, it can be said that job performance variable can be included as a component of factor 2.

- Variable 2 is work experience. It has a correlation value of the result of the rotation between variable of work experience with physical and mental health variables, the largest being 0,873 compared with correlation with factor 1 (0,029) and factor 2 (0,159). Thus, it can be said that the work experience variable can be included as a component of factor 3.
- Variable 3 is physical and mental health. It has a correlation value of the rotation between physical and mental health variables with experiential variable, the largest being 0,754 compared with correlation with factor 2 (0,151) and factor 3 (0,010). Thus, it can be said that work performance variable can be included as component of factor 2.
- Variable 4 is marital status. It has a correlation value of the result of rotation between marital status variable with work performance variable, the largest being 0,825 compared to correlation with factor 2 (0,149 ) and factor 3 (-0.111). Thus, it can be said that marital status variable can be included as component of factor 1.
- Variable 5 is age. It has a correlation value of the result of rotation between the variable of age with the variable of achievement of work, the largest being 0,761 compared with correlation with factor 2 (-0,223) and factor 3 (-0.189). Thus, it can be said that the age variable can be included as a component of factor 1.
- Variable 6 is rank. It has a correlation value of the rotation between variable rank with the variable of achievement of work, the largest being 0,869 compared with correlation with factor 2 (0,123) 3 (0.115). 1.
- Variable 6 is rank which has a correlation value of rotation between variable rank with the variable of achievement of work, the largest being 0.869 compared with correlation with factor 2 (0.123) 3 (0.115). Thus, educational variables can be included as a component of factor 1.
- Variable 8 is technical ability. It has a correlation value of the rotation between technical ability variable with the three variables, none of them pass the cut off of 0,55, therefore this variable is forced.
- Variable 9 is managerial ability. It has a correlation value of the result of rotation between managerial ability variable with job performance variable, the largest being 0,632 compared with correlation with factor 2 (0,508) and factor 3 (0.167). Thus, it can be said that age variable can be included as a component factor 1.
- Variable 10 is tribe/race. It has a correlation value of the rotation result between variables of race/race with a third no variable passing the cut off of 0.55, then the race/race variables are not included in the 1, 2 and 3 factor components.

***Total Variance Explained***

There are 10 variables used in the factor analysis. With each variable having a variance of 1, the total variance is 10 x 1 = 10. If the ten variables are summarised into 3 (three) factors, then the variance can be explained by three (3) factors:

- The first factor (work performance) is (3,900 / 10) x 100% = 39.00%
- The second factor (work experience) is (1.471 / 10) x 100% = 14.71%
- The third factor (physical and mental health) is (1,405 / 10) x 100% = 14.05%. The total of three factors will be able to explain (39.00% + 14.71% + 14.05%) or 67, 76% of the variability of the 10 variables.

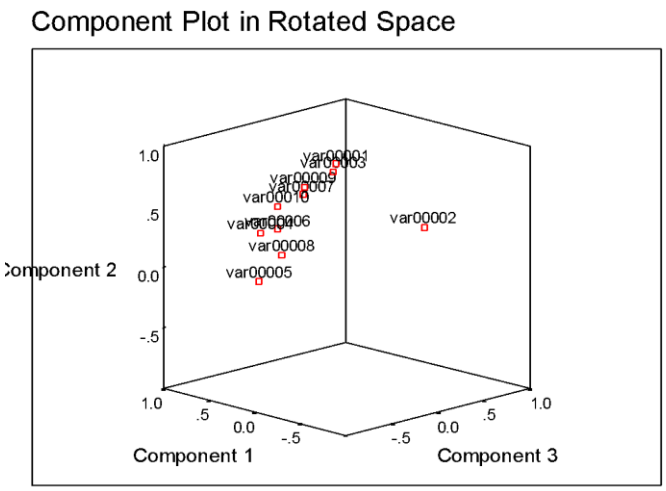
When viewed from the calculation of Eigenvalues value shown in Table 9, the three factors have a value above 1. This means that the three factors (job performance, work experience and physical and mental health) can be considered by the leadership in policy making in the placement of employees in structural positions of echelon III and IV.

***Rotation Component Matrix***

Based on Table 10 it can be concluded that the 10 (ten) variables used in this study can be reduced, by the Varimax method, into 3 (three) factors as follows:

- Factor 1 (work achievement) consists of marital status, age, education, managerial and ethnic/racial abilities.
- Factor 2 (work experience) consists of the work performance variable, and physical and mental health.
- Factor 3 (physical and mental health) consists of experience variables.

**Figure 1**




***Factor Interpretation***

The grouping of all available variables represents only 3 (three) factors with the grouping of each variable as presented in Table 5 below:

**Table 5:** Factor Rotation Value

| Factor | Grouped Variable | Loading Value | Pct of Variance | Cumulative Pct |
|---|---|---|---|---|
| 1 | Work Performance | 0,022 | 0,220 | 0,220 |
| | Marital Status | 0,825 | 8,250 | 8,470 |
| | Age | 0,761 | 7,610 | 16,080 |
| | Rank | 0,869 | 8,690 | 24,770 |
| | Education | 0,749 | 7,490 | 32,360 |
| | Technical Ability | 0,632 | 6,320 | 38,580 |
| | Tribe / Race | 0,529 | 5,290 | 43,870 |
| 2 | Work Experience | 0,029 | 0,290 | 0,290 |
| | Work Performance | 0,857 | 8,570 | 8,360 |
| | Physical and Mental Health | 0,754 | 7,540 | 15,900 |
| 3 | Physical and Mental Health | 0,151 | 1,510 | 1,510 |
| | Experience | 0,873 | 8,730 | 10,240 |

Source: Appendix

The interpretation of each grouping of variables is as follows:

- Variable of achievement of work, marital status, age, rank, education, managerial ability and tribe/race. These factors are greatly considered by leadership in policy-making for the placement of employees in structural positions, echelons III and IV. Job performance is an important factor to consider because if the leadership chooses employees who have good work performance to be placed as structural officials of echelons III and IV, the selected employee will be able to help improve the quality of the institution. The results of this study are in accordance with the research of the Research Team BKN Research and Development Center BKN Jakarta (Nofianti and Suseno, 2014), Rofai (2006), and Daulay, Arfan, and Basri (2015). The factor of marital status will also support and motivate the selected employee to further increase productivity. Employees who have married status have more impetus to work better than employees who are unmarried. Age also needs consideration, because if the employees who selected the structural position relating to their age are close to retirement, then their productivity will drop. The average employee in Indonesia is said to have high productivity if aged between 35 to 45 years.

Age needs to be considered because of the need fora team, and to provide opportunities for younger employees to occupy structural positions in accordance with applicable requirements. Factor rank should be considered a more important consideration because to promote employees to structural positions, echelons III and IV have special requirements. The rank and class of those separate spaces have been regulated by the laws and regulations applicable to echelon III and IV officials. The factor of education should be an important consideration for leadership. Employees who have only completed senior high school, are only allowed to occupy echelon IV until they retire, because the employee's rank is only up to III-a. An employee with an undergraduate degree (S-1) may be considered as a structural officer of echelon III and IV. Even if the employee's rank is up to IV-a, he or she may be placed as an echelon II.

Furthermore, if the employee is provided with the opportunity to continue their studies at a higher level, then the employee will be more productive and ultimately able to help the institution improve its quality . Managerial ability is a factor to be considered by the leadership. If the employee is placed as a structural official, then he or she must have the ability to lead or manage institutions . The leader should consider employees who have had leadership experience, or the ability to lead, to be elected as structural officials in echelon III and IV.

Ethnic or racial factors also need to be considered, because the work environment will affect ease in the workplace. If employees working in an environment have a similar character, they will communicate easier, than those who have different cultural backgrounds and

customs. The purpose of communication is what will be considered by the leadership to assign employees who have the same customs (tribes / races).

In addition, giving an opportunity to a local to occupy a structural position provides opportunities for that person to develop . It also means the presence of leadership, in an organisation or institution or agency concerned with the development of human resources in its environment, or institutions .

- Variable work experience, work performance and physical and mental health. Work experience is very important, because experienced employees will have different work productivity, compared to employees who have no experience.

Moreover, decision-making that berkaiatn with placement of employees in structural positions echelon III and IV, then experience needs to be a consideration. Physical and mental health of employees is an important factor that should be considered by the leadership, when placing the employee in structural positions. Physical and mental health are the foundations for the ability of employees to work and think rationally for the development of the institution in which they work. Employees who are physically and mentally healthy will be leaders in developing institutions and agencies. If the employee who occupies a structural position is not physically and mentally healthy, then the employee will hamper the daily activities of the institution or agency he/she occupies.

- Variables of physical and mental health and experience. Physical and mental health and experience meruapakan are important factors that need to be considered by the leadership in policy-making, when placing employees in structural positions in echelons III and IV. The result (*hasil*) is that this study agrees with previous research; i.e. Research Team BKN Research and Development Center BKN Jakarta (2004), Rofai (2006), Siregar and Hasanbasri (2006), Riza (2009), and Rahyubi (2010).

***Model Accuracy (Model of Fit)***

The final step in factor analysis is to find out whether the model is appropriate . This model determines the residual size (the difference between the observed correlation).

If there is a difference between the observed correlation and the resulting correlation, called the residual using the absolute value above 0.05 (greater than 0.05), then the residual rate is 67.76 percent. This means that the model of this study can be accepted as standard, or it can be said that the model used in this study fits, because it has a residual value above 0.05.

## Conclusory Remarks

### *Conclusion*

Conclusions from the results of this study include:

The test results in a Keys Meyer Olkin Measure of Sampling Adequacy obtained KMO value of 0.783. Therefore, the data used in this study is accurate, feasible and suitable for factor analysis, since its KMO test produced a value greater than 0.05. The Bartlett Test of Sphericity also produced important results. Out of the 10 (ten) factors used in this study only 3 (three) factors have Eigen values greater than 1, namely factor 1 (work achievement) of 3.900, factor 2 ( experience) of 1.471 and factor 3 (physical and mental health) of 1.405. This means that all three factors have represented all the factors tested. Furthermore, the three factors are taken into consideration by the leadership in policy-making, regarding the placement of employees in structural positions;

Of the three factors that are most influential in the placement of employees in structural positions, work performance is paramount. This factor has the greatest Eigenvalue among other factors, equaling 3.900. Consequently, the placement of employees should consider the following factors:

- Academic achievement;
- Experience;
- Employee's ability;
- Physical and mental health;
- Marital status;
- Age.

The results of this study also agree with the opinion of Nawawi (1992) which states that seniority alone is not enough as a consideration. It will be negative for work organisations, especially if the employee is not achieving because of low ability. For this reason, seniority must be aligned with job performance. The results of this study are also in accordance with regulations by the Government on the placement of employees in structural positions, set forth in article 6 of Government Regulation No. 100 of 2000 as follows:

- Seniority in rank;
- Age;
- Education;
- Job Training;
- Experience

The variance value shows that the three factors have variance value as follows: factor 1 variance value of 39.00 percent, factor 2 variance value of 14.71 percent and factor 3 variance value of 14.05 percent. The residual value obtained from factor analysis of 10 (ten) factors is 67,76 percent with an absolute value greater than 0,05. This indicates that the model used is correct or fits.

***Suggestion***

Based on the research conclusions :

- This research proves that the influential factors to be considered in employee placement, in structural positions at echelons III and IV are performance, experience, and physical and mental health. Consequently, leaders or parties regarding job analysis and performance appraisal of employees should consider these three factors in decision-making and policies related to the placement of employees in structural positions in echelons III and IV at the University of Mataram.
- Work performance makes the greatest contribution . This means that policy makers or stakeholders are associated with performance appraisals and analysis.
- More research can be done by further expanding the area of research, by adding factors and variables to the research. There are still some factors and variables not included in this study. Further research is also needed about the placement of employees in structural positions, more specifically in analysis.
  - Policymakers need to update data on employee development in their work environment. This is to facilitate policy-makers in making decisions about the placement of employees in structural positions.
  - Regional Personnel Officers and the Centre for Research and Development BKN Jakarta place structural employees. They should consider the factors contained in Government Regulation No. 100 of 2000 article 6; namely 1. Seniority in rank, 2. Age, 3. Education, 4. Training positions, 5 Experience.

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