

The Right Man in the Right Job: Evaluation of Employee Placement Policy in South Tangerang City

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Abstract

This study aims to determine the evaluation of employee placement policies in South Tangerang City. The method used in this study is a qualitative method with a descriptive approach which is collected through documentation, observation, and interview methods. The results of this study indicate that this policy succeeded in achieving the expected results. Several Mayor Regulations have been issued to regulate the placement of employees, so that there is a clear legal basis in South Tangerang City. Efforts such as employee assessment and merit application design programs have made staffing more efficient, helping to apply the principle of "the right person in the right position" more effectively, therefore this policy has sufficient alternatives and is able to solve problems, but still has problems which is still influenced by the political element in policy making.

Keyword: *Factors, Services, Policy Evaluation, Placement of Employees, Government Regulations.*

A. INTRODUCTION

Banten Province Law Number 51 concerning the Establishment of the City of South Tangerang, issued November 26 2008, established the City of South Tangerang as an independent region at the end of 2008. The formation of the new autonomous region, which is a division of the Tangerang Regency, was carried out with the aim of improving services in the field of governance, development, and society as well as being able to provide capabilities in exploiting regional potentials to accelerate the realization of social welfare.

This means that the above states that South Tangerang is ready for independence by determining the regional political direction to meet the needs of the people of South Tangerang. The strategic location of the area, which is directly adjacent to other satellite cities such as Depok and Bogor, is also an added value for the City of South Tangerang. In addition, the location of the area adjacent to the city of Jakarta makes South Tangerang a buffer zone for the capital. The City of South Tangerang has great hopes of becoming an example of regional autonomy for other regions since the constitution of the Republic of Indonesia, namely the Amendments to the 1945 Constitution, mandated the independence of regional autonomy.

With this strategic location, optimizing the function as a buffer city must be a priority for the city government, because it is undeniable that South Tangerang is a satellite of Jakarta. This city is growing rapidly because of the rapid growth that the city of Jakarta can no longer accommodate. Therefore the City Government (Pemkot) of South Tangerang (Tangsel) must be able to carry out the functions of the city of South Tangerang properly, but of course with a professional concept and implementation where one way is to realize good governance.

In realizing good governance in the Tangsel City Government, it is necessary to have a State Civil Apparatus (ASN) consisting of Civil Servants (PNS) and Government Employees with Employment Agreements (P3K) who are appointed by Personnel Development Officers (PPK) to carry out government tasks. The Merit System in ASN management is carried out in accordance with Law Number 5 of 2014 concerning ASN as a legal basis that strictly mandates that Government Agencies must implement a merit system in ASN management.

Within the framework of the Unitary State of the Republic of Indonesia (NKRI), this law was drafted so that the government can carry out merit-based management of state apparatus resources, to produce civil servants with integrity, professionalism, neutrality, free from political interference and unaffected by KKN practices, as well as being able to provide public services and act as community glue. The use of the merit system in ASN Management is aimed at procedures for recruitment, appointment, placement and promotion of positions by using comparisons of qualifications and competencies (Jayachandran, 2021).

Government administrative roles are filled by employees who meet qualification, competency and performance standards through a reward system that bases appointment, transfer, promotion, payroll and employee development on qualifications, skills and performance. To achieve government that is efficient, clean, accountable, and easy to work with. The City Government of Tangerang Selatan uses a method called "Talent Management" to help them achieve this. The regulatory basis for this policy is Government Regulation no. 11 of 2017 Article 134 paragraph (2) letter d, which states that the Merit System applied in Civil Servant Management has criteria including having career management consisting of planning, development, career patterns, and succession plan groups obtained from talent management.

The main objective of implementing this talent management policy is to apply the right person for the right job (the right man in the right job) in managing human resources in government organizations, therefore talent management is part of the implementation of a merit system in government agencies and career management in the public sector. Collins argues (Ton et al., 2021) that "you need to find the right people before you have the right strategy (having the right people comes before having the right strategies)," emphasizing the need to invest in people as a means to advance the organization.

According to research conducted in 2019 by the State Civil Apparatus Commission (KASN) in Indonesia, only 14% of district governments and 22% of municipalities scored "good" or "very good" in implementing HR management

systems or merit systems (KASN, Mapping the Implementation of the Merit System in US Management, 2019). This means that almost 50 cities and approximately 350 districts whose merit system is still not running well. Therefore it is important to study how talent management can be implemented in regional governance (Kurniawaty et al., 2019).

It was also added that the inter-agency mutation mechanism is part of the strategy to acquire talent at the talent acquisition stage. In government organizations (in Priyatna, 2022), reassignment through mutation is a common practice with the goal being to allow workers to change roles within the organization, where they will gain more relevant and useful experience and expertise which will ultimately increase their productivity. Mobilization or mutation is a routine activity in an organization to be able to apply the principle of "right person for the right job" or "right person in the right job". In fact, the meaning of this concept must be considered not only in terms of how employees are organized according to their work and abilities, but also in terms of how a leader places his scientific competence in relation to the relevance of the decisions he makes (Suwanto & Subyantoro, 2019).

In this regard, Musanef (in Muslimat, 2020) emphasized that the placement of employees in an organization must be based on their abilities, expertise, experience and training. Therefore, in placing employees in an organization, do not be biased or based on kinship or friendship. Basically, an organization demands a placement that matches the skills, abilities, experience, and training they need.

Because actually the arrangement of employees within the scope of local government is expected to make a commensurate contribution to the organization or agency where they work and have a positive impact on developing the capacity of human resources in the organization. (Azmy & Priyono, 2022). The suitability of the employee's position with his field greatly affects the performance of the employee concerned. Accuracy in placing employees in the right position (right people in the right position) is an important factor in boosting employee morale and can help a business or organization achieve its goals. With the wrong job, a person's performance will not match management expectations and organizational requirements, thus indicating low work productivity and leading to burnout.

The placement process is a very decisive process in getting competent employees needed by a company or an institution. In terms of efficiency and fairness (every employee has the same opportunity to develop or succeed), placement of employees is an important factor in the human resource planning process (Rahayu et al., 2019). However, one of the inhibiting factors in the placement of South Tangerang City government officials is the existence of subjective factors in evaluating employee performance and behavior, which can cause system chaos. In addition, another inhibiting factor is the seniority system, where the placement of workers is always based on consideration of the length of service and work experience of each worker (retirement system), which does not necessarily apply or meet the requirements to fill vacant positions (Afiah et al., 2020).

In the study, staffing was considered as a “negotiation” process or a common practice for agreeing on the structure of staffing positions in the regions. The appointment of employees to structural positions in the regions pays little attention to the rank, skills and training of the employees (Rasyid, 2020). The implementation of staffing placements is also dominated by political and bureaucratic interests which are believed to be strong enough to influence the decisions of the Position Advisory Board (Baperjakat) regarding staffing proposals for implementing job transfers (Tampi et al., 2022).

When carrying out staff transfers or placements, there are various types of subjective content that can lead to misuse of transfers, because they are very dense with personal interests (Susanty et al., 2019). Several research findings related to mutation abuse include the large-scale mutation carried out by Plt. The Kolaka Regent who was accused of violating the law in 2015. The Governor of North Sulawesi also appointed the highest leadership position (JPT) through improper transfers and many other cases. Given that the misuse of transfers violates the provisions, it is intended as part of ASN Management to cause civil servants who are subject to transfers to not be followed up on Article 48 of Law no. 5 of 1986 concerning the State Administrative Court (PTUN), because transfers are part of the duties of civil servants so that refusal to transfer can be categorized as violating a superior's order and abuse of mutation in this context does not pay serious attention to legal objectives and government objectives (Zacharias et al., 2021).

According to Merriam-Webster, a merit system is one in which workers are hired and promoted based on their achievements rather than their political affiliation. The spoil system of looting, in which government offices are filled by friends, relatives or followers of the party in power, is very much against the merit system. According to Suwaryo et al. (2021), merit is the use of a predetermined set of guidelines designed to produce the best in any given task. Employees must be hired and promoted based on their skills and qualifications for the position, as outlined by the principle of merit.

As for the adjustment of the merit system in ASN management, it is carried out with the aim of eliminating a damaged system that is thick with unconventional elements. Although, in reality, the implementation of the merit system cannot be separated from various problems, challenges and obstacles that make the components of the merit system not run optimally, such as the phenomenon of misuse of civil servant rotation because civil servants are constrained by their functions. This causes the poor performance of ASN in carrying out its role, and threatens the success of efforts to improve ASN administration and strengthen governance (Aprile & Knight, 2020).

The Personnel and Human Resources Development Agency (BKPSDM) is one of the regional organizations that assists the government in HR efforts. BKPSDM Kota Tangerang Selatan (bkpsdm.tangerangselatankota.go.id) is the Personnel Agency which oversees all matters related to staffing, but not limited to: planning and information, transfers, education and training, as well as staff development.

In the Work Plan (Renja) of the Personnel and Human Resources Development Agency (BKPSDM) for 2022, it is known that there are several important issues in the personnel sector for the City of South Tangerang, including: (1) The integrated and integrated information and technology-based staffing service system is not yet optimal. integrated; (2) The inconsistent application of competency professionalism and position mutations based on a merit system with the principle of "the right man on the right job"; (3) The pattern of education and training has not yet been compiled in the context of fulfilling competent apparatus resources; (4) The formation of ASN career patterns is unclear in the context of career development and improving employee welfare; (5) The system and procedures for staffing services are not yet optimal as a reference for the implementation of providing services to ASN; (6) Internal and inter-SKPD coordination, integration, synchronization and simplification; (7) Facilities and infrastructure to support institutional performance; (8) Mindset and culture of civil servants.

It is known that the city of South Tangerang already has an HR management system by issuing a policy on PNS Talent Management for employee placement. However, with this policy in place, is the merit system based on the principle of the right person for the right job (the right man in the right job), implemented according to plan or not, or still has many obstacles. So, the right man in the right job: Evaluation of employee placement policies in South Tangerang City is very important to do in the form of research, so that the results of this research can determine the evaluation of these policies.

B. LITERATURE REVIEW

1. Public Policy and Policy Evaluation

Thomas R. Dye (in Herawati & Amar, 2021) says that "Public policy is whatever the government chooses to do or not do something (public policy is whatever government chooses to do or not to do). Furthermore, Carl Friedrich said that "Policy is a direction of action proposed by a person, group, or government in a certain environment, which provides obstacles and opportunities for the proposed policy to use and overcome in order to achieve a goal, or realizing a specific goal or purpose.

A public policy cannot be dismissed. Policies must be monitored and one such monitoring mechanism is called policy evaluation. Evaluation is usually aimed at assessing the extent to which public policy effectiveness is accountable to its constituents. Evaluation is needed to see the gap between expectations and reality (Novriandri et al., 2020). Evaluation of public policy is a very urgent stage in public policy, due to measuring the implementation of these public policies, whether they have been achieved and are in line with expectations or are they still causing a lot of problems. On the other hand, many of the public policies that have been issued by the government do not have an impact that is quite influential for the whole community or certain groups of people.

2. Evaluation Characteristics and Functions

When compared to other forms of policy analysis, policy evaluation has several main reasons. A number of features or characteristics distinguish this evaluation from other policy analysis techniques, according to Dunn (2003) in (Bracewell et al., 2023): a) Value Focus. Pay attention to what really matters. Evaluating the value or usefulness of a policy or program is at the heart of the process. Evaluating a policy or program goes beyond collecting data on good and bad outcomes; the former is mostly an attempt to be sure; b) Correlation between true values. Evaluation standards depend on the 'event' and 'value' being assessed. Evidence that policy outcomes are indeed a consequence of actions taken to address a particular problem is needed to certify that a policy or program has achieved the highest (or lowest) level of performance; c) Present and past perspectives. Appraisal requests, in contrast to requests for proposals, focus on completed work rather than potential future work; and d) Perform two-way calculations. The values underlying the evaluation criteria serve as goals and means to an end. Existing value recommendations (for things like health, for example) can be evaluated in a similar way as to whether they are considered intrinsic (necessary for oneself) or external (needed because they affect the attainment of other goals).

3. Evaluation Criteria and Approach

William N. Dunn (1999) in (Sari Sa'adah, 2019) describes the criteria in policy evaluation which include 6 (six) types as follows:

Table 1. Evaluation Criteria

Criteria Type	Question
Effectiveness	Was the choice effective in producing the desired result (effect)?
Efficiency	How much effort is required to do this?
Adequacy	How many problems can be solved with a less than optimal level of effectiveness?
Equity	Does current policy prioritize fairness, or are results being applied fairly?
Responsiveness	To what extent can special interests be accommodated by a policy?
Appropriateness	How practical and useful are the expected policy outcomes?

The factors mentioned above are indicators or benchmarks for assessing government action through public policy. This study used a qualitative methodology, so the questions posed by William N. Dunn for each criterion became the basis for debate.

4. Civil Service Talent Management

The policy issued by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PAN RB) through the PAN RB Ministerial Regulation Number 3 of 2020 concerning Talent Management for State Civil Apparatuses is a follow-up to

Government Regulation Number 11 of 2017 Article 134 which explains that talent management is one of the application of the merit system in government agencies and is part of the implementation of civil servant career management. The Minister of PAN and RB (MENPAN, 2020) emphasized that the implementation of national talent management aims to improve quality and competitive human resources.

In general, the main objective of implementing this talent management program is to find the right person for the right job (the right person on the right job) in human resource management (HR) in state organizations. According to Carter (2021), "having the right people before having the right strategies (having the right people comes before having the right strategies)" underscores the need to place human resources to promote organizational success. To achieve organizational performance objectives, the talent management strategy also contains the notion that "people are our greatest assets in organizations (people are our greatest assets in organizations)" (Sears in Suparman, 2021).

5. Framework of Thinking

The Talent Management Policy for the bureaucracy in Indonesia has been explicitly stipulated in Government Regulation Number 11 of 2017 concerning Management of Civil Servants as amended by Government Regulation Number 17 of 2020 concerning changes to previous regulations. Article 134 paragraph (2) letter d, states that the merit system applied in civil servant management has criteria including having career management consisting of planning, development, career patterns and succession planning groups obtained from talent management.

The South Tangerang city government has tried to achieve a merit system by enacting Mayor Regulation Number 4 of 2022 concerning Talent Management, as one of the criteria for a merit system set in civil servant management. The thinking framework in this study can be explained in the following figure:

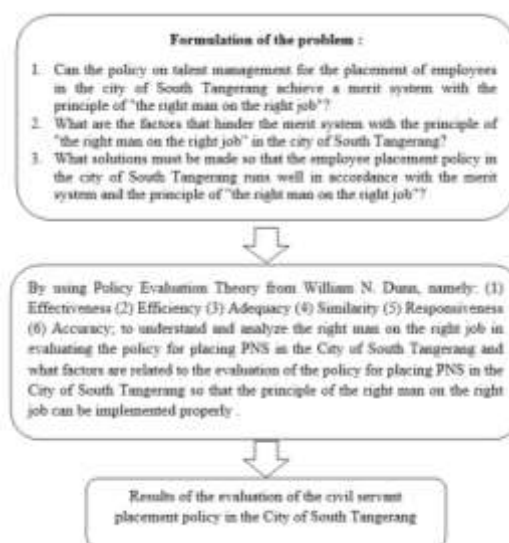


Figure 1. Mindset Chart

C. METHOD

This study uses a qualitative method with a descriptive approach. Descriptive methods are used in this study to understand and solve problems by presenting facts and digging deeper information from what is seen and observed through primary and secondary data and triangulation, in order to obtain comprehensive answers about problems, phenomena and social forces. The research will be conducted at the Office of the Personnel and Human Resources Development Agency (BKPSDM) in South Tangerang City for three months starting in May 2023 and ending in July 2023. The choice of locus is due to the many problems in the field of staffing in South Tangerang City regarding the placement of Civil Servants.

The data collection strategy used in this study was adjusted to the research emphasis and research objectives. The role of researchers in collecting data and information is as a vital instrument that goes to the field and seeks to collect information through interviews and direct field observations. Some of the techniques used to collect data in this study are as follows: documentation, observation, and interviews. The data that has been collected is then analyzed using the triangulation method. To obtain comprehensive data, the researcher combines the triangulation method in real time during field work.

D. RESULT AND DISCUSSION

Based on interviews with the three informants in this research, it is known that the South Tangerang City Government has made many policies related to the placement of employees in the form of Mayor Regulations, including the following:

Table 2. Policies Related to the Placement of South Tangerang Government Employees

Regulation	Explanation
South Tangerang Mayor Regulation Number 2 of 2022 concerning Promotions to the Ranks of Civil Servants;	As stated in Article 177 paragraph (3) Government Regulation Number 11 of 2017 concerning Development of Civil Servants, as amended by Government Regulation Number 17 of 2020 concerning Development of Civil Servants, career advancement for PNS employees can be carried out through transfers and/or promotions. This regulation is necessary to ensure fairness and transparency in the promotion process. Articles 4 and 5 cover administrative roles; Articles 7 and 8 cover monitoring posts; Articles 9 and 10 cover the PNS Performance Assessment Team; and Articles 11 and 12 cover funding for Mayor Regulations.
South Tangerang Mayor Regulation Number 3 of 2022 Concerning Procedures for Implementing Civil Servant Transfers	This regulation is stipulated by considering that: a) a) in accordance with the provisions of Article 190 paragraph (2), South Tangerang Mayor Regulation Number 39 of 2011 concerning Transfers of Civil Servants is repealed and

	<p>replaced as follows: Based on Article 3 of Government Regulation Number 11 of 2017 concerning Implementation of Civil Servants, as amended by Government Regulation Number 17 of 2020 concerning Development of Civil Servants, Civil Servants can be transferred and/or placed at their own request in 1 (one) central agency, between central agencies, between regional agencies, between central agencies and regional agencies, and to representatives of the Unitary State of the Republic of Indonesia.</p>
<p>South Tangerang Mayor Regulation Number 4 of 2022 Concerning PNS Talent Management</p>	<p>Therefore Ministerial Regulation (Permen) Number 3 of 2020 concerning Talent Management for Civil Servants is required by the Minister for Administrative Reform and Bureaucratic Reform.: a) to strengthen and accelerate the implementation of the merit system, it is necessary to implement PNS management based on objectivity, timeliness, and accountability.</p> <p>Article 3 and the attachment to this Perwal detail the context, scope, and principles of talent management, as well as the implementation of talent management for public workers within the South Tangerang City Government.</p>
<p>South Tangerang Mayor Regulation Number 6 of 2022 Regarding Guidelines for Civil Servant Career Patterns</p>	<p>Article 188 paragraph 5 Government Regulation Number 11 of 2017 concerning Management of Civil Servants states as follows: a) Appointment of PNS in a position in the context of career development for PNS is carried out based on the principle of professionalism in accordance with competence, work performance, and determination of rank, including objective requirements.</p> <p>Article 3 of this Perwal and its attachments detail the methodology used to compile the Civil Servant Career Pattern for the South Tangerang City Government. Also included are the Career Pattern Planning, Career Pattern Application, Monitoring and Evaluation, and Closing sections. Article 4 also contains guidelines for annual reporting on the implementation of Civil Servant Career Patterns to PPK.</p>

From the explanation regarding the Perwals that have been set by the South Tangerang City Government, it can be concluded that the South Tangerang City Government already has a local legal basis, namely the South Tangerang Mayor Regulation which regulates the placement of employees, this is very good as one of the conditions for the system merit with the principle of the right man in the right job can be achieved. These indicators are explained in the following paragraphs:

Efficiency

In this study, efficiency indicators related to the placement of employees from William N. Dunn's policy evaluation theory are seen from the functions and impacts of the placement of employees within the South Tangerang City Government, as well as from how many efforts or programs have been made and implemented to achieve the desired results. to realize a comprehensive placement of employees in the South Tangerang City Government, according to the merit system with the principle of the right man on the right job (Ernawan et al., 2021). Mr. Nopan as the Head of Mutation, Promotion and Career Development of BKPSDM South Tangerang City stated that the placement of employees within the South Tangerang City Government includes:

"Appointment and Dismissal in Primary High Leadership Positions, Administrator Positions, Supervisory Positions, Functional Positions and Executive Positions" (Interview, Monday, 26 June 2023).

From the results of interviews with the three informants, information was obtained that the placement of employees carried out within the South Tangerang City Government was more directed towards career development as said by Mr. Nopan as Head of Mutation, Promotion and Career Development of BKPSDM:

"Yes, that's true, of course it leads to career development for civil servants, and for civil servants who experience a decline in performance, coaching is carried out in accordance with applicable rules and regulations" (Interview, Monday 26 June 2023).

This was also supported by Windy's statement, namely:

"The placement of employees carried out by the government of Tangerang Selatan City is carried out to provide high quality services to government employees in accordance with their job descriptions so that they can reach their maximum potential". (Interview, Wednesday, July 5, 2023).

The same opinion was also conveyed by Mr. Rhomie, as the Young Apparatus HR Analyst by saying:

"Yes, leading to career development, because in the city of South Tangerang there has never been a demotion or demotion because of that demotion. But what often happens is when an employee from outside wants to enter the city of South Tangerang, for example, his position before being in the South Tangerang government as Head of Section and then moving to the Government of South Tangerang City, is no longer the Head of Section, that's like a demotion. But we (South Tangerang City) do not see the position in the employee's old agency, we see this employee to fill the vacant position that is here (South Tangerang City Government). So, yes, there is a high probability that there will be a reduction in position because to move or enter the South Tangerang City Government, you have to adjust to the available executive position, not to the previous executive position of the employee. The point is that all of these things are interrelated, where the function of mutations in promotions is to fill vacancies, because usually in that year there must be officials who retire or die or are transferred, and it has a domino effect. Later,

we will promote or rotate employees, but it's rare for us (South Tangerang City Government) to carry out demotions" (Interview, Monday 29 May 2023).

The Head of Mutation, Promotion and Career Development, Mr. Nopan regarding the functions and impacts of the placement of employees in the City Government of South Tangerang, namely:

"The function of the placement of employees within the South Tangerang City Government is to improve the performance of organizational units or regional apparatuses, while the impact of the placement of employees is the need for adaptation or adjustments to the new work environment".

A complete explanation regarding the functions and impacts of the placement of employees within the City Government of South Tangerang was explained by Ms. Windy, among others, as follows:

"a) Improving the competence and performance of civil servants; c) Encouraging the increase in the professionalism of civil servants; d) Creating a conducive and transparent work environment for civil servants; e) Provide career clarity and certainty for civil servants. (Interview, Wednesday 5 July 2023)".

So, it can be concluded that the function of the placement of civil servants in the South Tangerang City Government, among others, is to fill or fulfill and equalize the needs of civil servants where the impact is positive, namely leading to employee career development and other positive things that have been mentioned by Ms. Windy above.

Adequacy

In this study, indicators of adequacy related to the placement of employees from William N. Dunn's policy evaluation theory (Kosali, 2021) are seen from how the South Tangerang City Government responds to important issues in the field of personnel contained in the 2022 Work Plan and seen from the needs of civil servants existing in the South Tangerang City Government and seen from the issues that are developing that there are shifts in positions within the same echelon within the South Tangerang City Government.

In the 2022 Work Plan of the South Tangerang City Government, there are several important issues in the field of staffing for the city of South Tangerang, including: First, it is stated that the current condition of the City of South Tangerang is the inconsistent application of competency professionalism and position transfers based on a merit system, with the principle the right man on the right job, where the distribution of employees is still not in accordance with the competence of the position, the mutation system does not yet have a clear pattern, and employee performance appraisal is not optimal in each SKPD. This situation was justified by the Head of the Transfer, Promotion and Career Development Division of BKPSDM South Tangerang City, Mr. Nopan said:

“Yes, that's true, because there are no job competency standards and system merit applications yet” (Interview, Monday 26 June 2023).

Second, it was stated that the pattern of education and training had not yet been structured in the context of fulfilling competent apparatus resources, where fulfilling ASN needs in accordance with formations and competencies is still a strategic issue for new autonomous regions such as South Tangerang City and the application of training patterns needs to be carried out to support the fulfillment of competency requirements to fill a position according to the level of position. Explained by Mr. Nopan as Head of Mutation, Promotion and Career Development Division of BKPSDM South Tangerang City that:

“To overcome this, competency development applications are now available” (Interview, Monday 26 June 2023).

This was reinforced by a statement from Ms. Windy, that:

"In the field of staffing related to the implementation of the merit system in South Tangerang City it has been running but in practice there is still a lack of understanding and the process of implementing the merit system will be an important concern, especially in the placement of employees". (Interview, Monday, July 5, 2023).

Because this second issue is related to the next issue (the third issue), namely, where it is unclear the formation of ASN career patterns in the City Government of South Tangerang in the context of career development and improving employee welfare, it also has an effect on drawing up training patterns according to needs. A career pattern is a pattern of ASN development that describes a career path that shows the relationship and harmony between position, rank, education and training (training) for positions, competencies, and tenure of an ASN from the first appointment in a certain position until retirement.

However, to address these three issues, the City Government of South Tangerang City has provided a Regional Regulation that regulates career patterns as stated by Mr. Nopan as the Head of Mutation, Promotion and Career Development, namely that:

“South Tangerang Mayor Regulation No. 6 of 2022 concerning Guidelines for PNS Career Patterns has been issued” (Interview Monday 26 June 2023).

Added with Mrs. Windy's statement that:

“In the formation of ASN career patterns within the South Tangerang City Government environment, it is in accordance with the map of positions that have been determined. (Interview, Monday, July 5, 2023).

Then explained by Mr. Rhomie regarding the formation of ASN career patterns in the context of career development and improving employee welfare, namely:

“Whereas the existing career development is more about career patterns, we (South Tangerang City Government) want to follow the previous succession plan (which is in the Talent Management Policy) and are currently making patterns which are good, what are each existing employee We will test the competency first or we will plan how good he (the employee) is, that is the

succession plan that we want to develop at this time." (Interview, Monday, May 29, 2023).

So it can be concluded that in order to answer some of the important issues in the field of staffing contained in the 2022 Work Plan related to the placement of employees, there are already several things that become solutions such as the availability of competency development applications and sets of regional regulations in the form of Perwals that regulate guidelines career patterns of civil servants in the South Tangerang City Government, namely South Tangerang Mayor Regulation Number 6 of 2022 concerning Guidelines for Civil Servant Career Patterns.

Equity

Equality also implies whether an existing policy is oriented towards equity or the consequences of the policy can be implemented in a fair manner. In this study, indicators of equity are seen from whether the results of the placement policy are oriented towards equity and implemented fairly and seen from the way the Government deals with the discrepancy between educational background and position in the placement of employees (Cranston et al., 2020).

Ms. Windy, as the Young Apparatus HR Analyst explained that:

"The Policy for the Placement of Civil Servants in the City Government of South Tangerang is designed by taking into account the aspect of justice. This policy aims to effectively manage civil servant (PNS) talent by ensuring that their placement meets the specific requirements of their position. The goal is for civil servants to develop their potential to the fullest and achieve the highest possible career path." (Interview, Wednesday, July 5, 2023).

This was agreed by the Head of the Transfer, Promotion and Career Development Division, Mr. Nopan, he said:

"The employee placement policy, namely the policy on Talent Management, is clearly oriented towards equity, because after position competency standards are available and the merit system application is running, of course this PNS Talent Management will result in an even distribution of employees in all aspects" (Interview, Monday 26 June 2023).

From these two answers, we can see that the South Tangerang City Government is very confident that with this PNS Talent Management policy, equal distribution of employee placement in all aspects can be implemented if it is implemented properly. However, to be able to implement or implement this talent management policy, the South Tangerang City Government must get a score in the Very Good category first from KASN as an institution formed based on Law no. 5 of 2014 whose job is to oversee the implementation of the merit system in government agencies.

Responsiveness

In this study, what is meant by the public are civil servants in the South Tangerang City Government as subjects of the employee placement policy at the South Tangerang City BKPSDM. The responsiveness indicator can be seen from the way the South Tangerang City Government made this employee placement policy acceptable to all groups in the South Tangerang City environment. The Head of the Mutation, Promotion and Career Development Division of BKPSDM South Tangerang City, Mr. Nopan:

"The way to make this employee placement policy acceptable to all groups in the South Tangerang City environment is through the Merit-Based Employee Placement System" (Interview Monday, 26 June 2023).

The same opinion was expressed by Ms. Windy, as a Junior Apparatus HR Analyst by saying:

"The way to make the employee placement policy acceptable to all groups in the South Tangerang city environment is to implement a merit system properly." (Interview, Wednesday, July 5, 2023).

From the results of these interviews, it is known that the best way for the placement of employees to be well received is to implement a merit system properly and correctly. Because the merit system is defined as ASN policy and management based on qualifications, competence and performance which are applied fairly and fairly without discrimination with the ultimate goal of creating an efficient, effective, clean and responsible government bureaucracy and serving. So that when the merit system in the placement of employees is implemented properly and correctly, there should be no parties who feel disadvantaged by the decision to place employees and it can be accepted by all groups in the Government.

Appropriateness

The target of a policy which is a response to issues that arise in society is assessed to determine whether or not it can fix the problem, or actually cause additional problems or not (Lukman in Nurul Ramdani 2017). In this study, what is meant by the purpose of the employee placement policy is a merit system and the principle of the right man on the right job with the Talent Management strategy made by the South Tangerang City Government in the form of a Mayor's Regulation to realize the development vision and mission of the South Tangerang City Government to produce ASNs who professionalism so that development goals, namely superior human resources and an effective and efficient bureaucracy can be achieved. Appropriateness indicators can be seen from the results or impact of employee placement policies for Civil Servants in the City Government of South Tangerang. Mr. Nopan as the Head of the Mutation, Promotion and Career Development Division of the South Tangerang City BKPSDM said:

"Of course, the employee placement policy, namely the policy on Talent Management in the South Tangerang City Government, has a good impact on employees, because after competency standards are available and the merit

system application is running, of course, PNS talent management will run well and be very positive for the career development of PNS and South Tangerang Mayor Regulation Number 4 of 2022 concerning PNS Talent Management, in addition to achieving system merit is also one of the main requirements in realizing equitable and comprehensive talent management” Interview Monday, 26 June 2023).

Agreeing with this, Ms. Windy as HR Analyst for Junior Apparatus, stated: “Because Mayor Regulation Number 4 of 2022 concerning PNS Talent Management will be the basis for all employees to improve their performance. This includes the stages of obtaining, developing, retaining and placing prioritized talents in target positions based on the highest level of potential and performance through certain mechanisms that are carried out effectively and sustainably to meet the needs of the South Tangerang City Government. In terms of recruitment, the City Government of Tangerang Selatan has made every effort to realize the vision and mission in each organization so that the existence of policies related to employee placement will serve as a guideline for all employees. (Interview, Wednesday, July 5, 2023).

This is reinforced by data obtained from research observations that currently based on the merit assessment system carried out by the KASN (State Civil Apparatus Commission) in 2022 the South Tangerang City Government is in the Good category with an achievement score of 292.5.

The results of the assessment of the application of the merit system show that the efforts made by the City Government of South Tangerang are appropriate in achieving a merit system, although agencies in this category still need to perfect the various requirements for implementing the merit system in ASN management in their institutions, because in order to achieve a merit system, the results of an assessment category are needed very good from KASN, and the South Tangerang city government is preparing for this. Mr. Nopan said that:

“Some more evidence is still needed to be submitted to KASN so that Tansel can be given a very good rating so that talent management regulation No. 4 of 2022 can be applied. Among others: 1. Competency standards for administrative, supervisory and executor positions; 2. Perwal latest position map 3. Sipenabaja application based on merit system; 4. Continuous assessment results. Where for now what we (South Tangerang City Government) are doing for preparation is conducting as many employee assessments as possible so that each employee can be recommended according to the results of the assessment. And for the assessment results that describe the 8 managerial competencies, they can be placed in the nine boxes in the management box because that is one of the conditions that must be met.” (Interview, Thursday, 13 July 2023).

This means that it can be concluded that currently the South Tangerang City Government is still trying to realize equal distribution of employees in accordance with the merit system by still compiling several requirements that have not yet been

made so that the merit system in the employee placement policy can immediately be realized properly.

Factors Affecting Employee Placement

According to Aprilie & Knight (2020), there are several factors that must be considered in employee job placement, namely as follows: 1) Academic Achievement, workforce placement, especially those related to fulfilling job duties and assignments, must consider the academic achievements of employees from previous schools ; 2) Experience, previous work experience in the related field must be taken into account when assigning staff; 3) Physical and Mental Health, special medical tests that may be carried out during the selection process, including those based on a doctor's report included with the application, do not guarantee a physically and mentally healthy workforce; 4) Marital Status, Applicants are often asked to fill out a form so that their individual circumstances can be taken into account during the decision-making process. In the labor force context, marital status may be a factor; 5) Age, Advanced technology and computerization are used to predict that his age will end in two days, but no human can make such a prediction.

In this study, researchers found factors that could influence the placement of Civil Servants in the City Government of South Tangerang, among others:

1. Educational Factors

Employers should consider the educational background of workers when assigning them to positions as this reflects their competence to perform the work required of them and indicates whether or not they are qualified for the position.

2. Work Period Factor

When assigning workers, it is important to consider their experience or years of service in similar roles. Employees with extensive work experience in similar positions have expertise and skills that enable them to adapt effectively to work situations. As a result, they are likely to have difficulty performing their duties, as they are used to the job requirements and responsibilities. Work experience is an important advantage for those wishing to enter a particular area, as it enables them to immediately fulfill certain duties and obligations because of their previous professional experience. In addition, individuals with prior expertise require relatively less training and teaching compared to their inexperienced counterparts, increasing their efficiency.

3. Competency Factor

Competence is one of the basics in placing Civil Servants in a particular position. Placement of Civil Servants must pay attention to the competency of the employee.

4. Work Performance Factors

According to Badriyah (2018), work performance can be defined as the result of individual efforts in carrying out a given task, which is influenced by factors such as skills, experience, sincerity, and time management. In a study

conducted by Dharma (2018), work performance is defined as the embodiment of procedural and result-oriented work carried out by individuals or collective entities. The successful and efficient achievement of organizational goals depends on the knowledge and ability of workers in carrying out their duties and aligning them with the goals of their superiors, thereby enhancing their job performance. The achievement of organizational success can be linked to a key factor, namely the quality of its workforce. By ensuring high quality personnel, it is hoped that their performance will contribute to the achievement of organizational goals, thereby driving success.

5. Political Factors

According to a study conducted by the United Nations in 2000, examining several examples in developing countries, it was determined that a significant obstacle hindering the formation of a proficient bureaucratic culture was the politicization of the bureaucratic process. Overconfidence in positions of authority often hinders the transformation of bureaucracies into professional entities, largely due to the interference of political forces. The bureaucracy is not without value and is subject to the influence of political interests held by those in positions of authority (Lloyd et al., 2023).

6. Superior Policy Factors

Then for the inhibiting factors or those that cause the merit system with the principle of the right man on the right job to be difficult to achieve

7. Work Culture Factors

Work culture is still the main contributor to ASN problems. In cases where it is not possible to fully implement a work culture that does not fully promote professionalism along with fair non-discriminatory treatment of all employees. The influence of a leader is very important in building a productive atmosphere in the workplace. When it comes to setting the norms of professionalism in an organization, leadership plays an important role. Human resource development and management is very important, but leaders also play an important role in changing organizational culture.

E. CONCLUSION

The application of the principle of "The Right Man in the Right Job" in the placement of employees in the Municipal Government of South Tangerang has produced the following results: This policy succeeded in achieving the expected results. Several Mayor Regulations have been issued to regulate the placement of employees, so that there is a clear legal basis in South Tangerang City. Efforts such as employee assessment and merit application design programs have made staffing more efficient, helping to apply the principle of "the right person in the right position" more effectively, therefore these policies have enough alternatives and are able to solve problems. Several Mayor Regulations have been enacted to address staffing issues in the City of South Tangerang, although the placement of employees tries to be done evenly and fairly, decisions are still influenced by subjective considerations

from the leadership or the Mayor, besides this there is also a political element that affect this.

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