


Implementation of Job Analysis Policy in Employee Placement at the Regional Secretariat of South Buton Regency

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Article Info	ABSTRACT
Keywords: Policy Implementation, Job Analysis and Employee Placement	The purpose of this study is to describe the implementation of job analysis policy in employee placement at the Regional Secretariat of South Buton Regency using Charles O. Jones's policy implementation theory, which includes three main dimensions: organization, interpretation, and application. The research method used is a descriptive qualitative approach. Data were collected through observation, interviews, literature studies, and documentation. Data sources were obtained from informants through direct observation and interviews, and documents obtained in the form of regulations. Data processing was analyzed using the Miles and Huberman model, which includes data reduction, data presentation, and verification. The results show that in the organizational dimension, job analysis implementation is still carried out ad hoc without a permanent implementation team or standardized SOPs. Limited human resources, uneven technical training, and the use of manual methods without an integrated information system are the main obstacles. In the interpretation dimension, the policy has been described in normative documents such as Regent Regulations and job maps, but has not been equipped with detailed local technical SOPs. Directions and training for implementers have also not been carried out systematically, resulting in differences in understanding between work units. In the application dimension, job analysis results have not yet been fully utilized as a strategic basis for employee placement. Employee placement is based more on immediate needs and the considerations of immediate superiors, without a structured and ongoing job evaluation cycle.
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INTRODUCTION

One of the main concerns in bureaucratic reform is improving the quality of human resource management, particularly in the competency and qualification-based employee placement process. Law No. 5 of 2014 concerning the State Civil Apparatus stipulates that employee placement must be based on the merit system principle, namely placement that considers qualifications, competencies, and performance, not non-technical factors such as personal closeness, political loyalty, or other subjective considerations. This aims to ensure that employees occupying certain positions have the appropriate abilities so they can carry out their duties effectively and efficiently (Law No. 5 of 2014). This principle is reinforced by

Regulation of the Minister of Administrative and Bureaucratic Reform No. 1 of 2020 concerning Guidelines for Job Analysis and Workload Analysis, which requires every agency to conduct job analysis systematically and objectively to support organizational effectiveness.

Based on the results of observations in the South Buton Regency Regional Government environment, the initial observation results show that Employee placements are still found to be inappropriate for their educational background, skills, or competencies. This occurs because the employee placement process tends to be based on non-structural considerations, such as personal closeness, loyalty, or simply the need to fill a vacant position, without undergoing a comprehensive job review. For example, the Infrastructure Policy Analyst Required Education (based on job analysis): Minimum Bachelor's Degree in Civil Engineering or Urban and Regional Planning Engineering but at the time of placement Employees placed in this position have a Bachelor's degree in Islamic Economics, with previous work experience in general administration. Another example is the placement of a computer administrator position nomenclature that does not exist in the regional apparatus organization, resulting in a mismatch in the tasks that must be carried out in an OPD.

Job analysis is a crucial element in human resource management, particularly in government agencies. The South Buton Regency Regional Secretariat, as the institution responsible for managing government administration, requires appropriate employee placement to effectively carry out its functions. Employee placement based on job analysis not only impacts individual performance but also impacts the overall performance of the organization. In this context, job analysis serves as a diagnostic tool that helps understand the organizational structure and employee needs appropriate to the tasks being performed.

Data from the National Civil Service Agency (BKN, 2023) shows that there are still significant deficiencies in employee placement based on job analysis results, which in turn can contribute to the low performance of government organizations. Although job analysis activities have been carried out administratively in many agencies, their implementation in the employee placement process is often suboptimal. In many cases, positions are filled based on professionally irrelevant considerations, such as personal closeness, loyalty, or certain political interests, rather than on the suitability of competencies and qualifications for the position. This mismatch leads to a mismatch between job duties and the abilities of the employees who hold them, which ultimately has a direct impact on organizational effectiveness and productivity.

These findings are reinforced by a number of previous studies highlighting the importance of implementing job analysis as a key foundation in an objective, performance-based employee placement process. Fitriani's (2018) research in City X revealed that suboptimal job analysis implementation resulted in employee placements that were not aligned with their competencies, thus reducing employee productivity and work motivation. This demonstrates that successful job analysis implementation is crucial for successful human resource management within the bureaucracy.

Another study by Windry Setyaning Warsito and Dharma Negara (2018) on the implementation of job analysis in the Bandung Regency DPRD Secretariat confirmed that job

analysis is a strategic instrument in supporting the efficiency and effectiveness of employee management. However, the study also underscored that several implementation challenges remain that need to be addressed, particularly in terms of data consistency, work unit involvement, and the utilization of job analysis results in personnel decision-making.

Furthermore, research by Fauzi Agus Rusyana (2016) conducted in the Organizational Section of the Regional Secretariat of Malang City shows that job analysis can run well if it is implemented in accordance with applicable technical regulations. In this case, the implementation refers to the Regulation of the Minister of PAN-RB Number 33 of 2011, Regulation of the Head of BKN Number 12 of 2011, and Regulation of the Minister of Home Affairs Number 35 of 2015. The results of the implementation are seen from the conformity between the job map and the employee's work targets, indicating that policies implemented in accordance with principles are able to provide effective results in employee arrangement.

These studies reinforce the importance of implementing job analysis in accordance with the provisions mandated by the Civil Service Law and the Minister of Administrative and Bureaucratic Reform Regulation (Permenpan-RB) to ensure effective and fair employee placement. These findings are also relevant to the situation at the South Buton Regency Regional Secretariat, where the suboptimal implementation of job analysis and the weak implementation of the merit system are issues that require further study.

One of the policy implementation models that can be used to assess the success of the Job Analysis policy in South Buton Regency is Charles O. Jones. In the implementation of public policy (Jones, 1994) policy implementation, namely: implementation is the set of activities directed toward putting a program into effect. Implementation is a series of activities or actions to carry out a program intended to produce certain consequences. Where the theoretical gap in this study can be explained using indicators from Charles O. Jones's policy implementation theory, which includes three main dimensions: namely: (1) organizing, an indicator of structuring and allocating resources; (2) interpreting, an indicator of the process of interpreting and translating policies into operational technical instructions; and (3) application, an indicator of direct policy implementation in the field.

The primary reason researchers use Jones' theory is because it emphasizes the technical-administrative aspects and bureaucratic mechanisms of policy implementation, making it highly suitable for examining the implementation of job analysis policies in local government. Unlike other implementation theories that emphasize political aspects and power contestation (such as Grindle's), Jones' theory allows researchers to focus on the effectiveness of internal bureaucratic governance.

The theoretical gap in this research lies in the lack of studies, with not many previous studies specifically analyzing the implementation of job analysis policies in the employee placement process, especially at the district/city government level such as South Buton Regency. Furthermore, based on initial observations, it is known that job analysis policies have indeed been implemented administratively, but there are still indications of inconsistencies between job analysis results and employee placement practices in the field, which have the potential to disrupt the principles of effectiveness and objectivity of employee governance.

More specifically, of the three dimensions of policy implementation theory according to Jones, the Application dimension is suspected to be the aspect that has not been optimally implemented in the context of this research. There are still employee placement practices that are not entirely based on job analysis results, but rather on immediate agency needs or leadership preferences. This creates a gap between ideal policy norms and actual technical practices in the field.

Thus, The aim of the research is to analyze implementation of job analysis policy in employee placement at the Regional Secretariat of South Buton Regency which includes the policy implementing organization (Organization), interpretation or interpretation of policy implementers (Interpretation), and application or operational implementation by policy implementers (Application).

METHOD

This study uses a descriptive research design with a qualitative approach. The author chose this method because he wanted to describe the implementation of job analysis in employee placement at the South Buton Regency Regional Secretariat in a realistic and natural way, meaning in accordance with actual conditions, in order to provide a detailed picture of the success of the implementation.

Data sources used as a basis to support this research (Moleong, 2014) is primary data and Secondary Data. Informants in research are people or actors who really know and understand the problem, and are directly involved with the research problem.

The data collection technique in this study refers to three main instruments proposed by Sugiyono (2016) which include: Interviews, Observations, and Documentation. Miles and Huberman (1992:16) stated that "activities in qualitative data analysis are carried out interactively and continuously until complete so that the data is saturated. Activities in data analysis include data reduction, data display, and conclusion drawing / verification."

RESULTS AND DISCUSSION

Job Analysis Job Analysis at the Regional Secretariat of South Buton Regency

In public policy practice, the success of a policy is determined not only by how well it is formulated but also by how it is implemented in the field. The implementation stage is crucial because it is during this phase that the designed policy begins to be translated into concrete actions by the implementers. According to Jones (1994), there are three main components that influence the effectiveness of policy implementation: the implementing organization, the policy's interpretation by the implementers, and its application in operational activities.

In the context of the South Buton Regency Regional Secretariat, these three components can be directly observed through the implementation of job analysis. The implementing organization, in this case the Organization Section and related units, plays a role in ensuring the availability of structures, resources, and mechanisms for implementing job analysis. Policy interpretation is reflected in employee understanding of the importance of job analysis as a basis for placement and career development. Meanwhile, policy implementation can be seen from how the results of job analysis are actually used in the

process of employee placement, structural restructuring, and other decision-making. These three aspects are interrelated and serve as benchmarks in assessing the extent to which job analysis policies have been optimally implemented within the Regional Secretariat.

Organizing

Organization is the initial and crucial stage in the public policy implementation process, including job analysis. According to Jones (1991), organization encompasses the arrangement of policy implementation units, human resource planning, and implementation methods. In the context of the South Buton Regency Regional Secretariat, the organizational dimension demonstrates several important dynamics, but also still faces structural challenges.

1) Restructuring of Policy Implementation Units

Based on the interview results, it can be concluded that the implementation of job analysis in the Regional Secretariat of South Buton Regency is not fully supported by a permanent and structured implementing unit. Implementation teams are generally formed on an ad hoc basis to address specific needs, such as updating job data or preparing formation requirements. The Organizational Section acts as the primary coordinator in the implementation of job analysis, with support from the BKPSDM and job analysts as technical partners. However, coordination between these work units has not been standardized in a clear organizational structure or standard operating procedures (SOPs).

The researchers' observations corroborate these findings. In the field, no permanent implementing unit or standard operating procedures (SOPs) were found to systematically regulate the implementation of job analyses. Analysis activities were more incidental and carried out by staff appointed based on assignment letters or urgent needs. Consequently, the division of tasks and coordination between work units was informal and heavily dependent on individual initiative. Furthermore, the lack of a standardized work mechanism led to potential inconsistencies in job analysis results.

This situation indicates that job analysis implementation is still at the functional stage and has not been fully institutionalized. This implies that job analysis results are not being utilized optimally as an objective basis for staffing. Therefore, the researchers recommend the establishment of a permanent implementation team, the development of technical standard operating procedures (SOPs), and the strengthening of formal inter-agency coordination to ensure a more systematic, accountable, and sustainable implementation of job analysis.

2) Resource Arrangement

Based on the findings, it can be concluded that the implementation of job analysis in the Regional Secretariat of South Buton Regency still faces serious challenges in terms of human resource management, both in terms of the number and competence of the personnel involved. Most of those implementing job analysis activities do not have adequate educational background, training, or experience in the field. Although some employees have participated in technical training, this training has not been conducted continuously and comprehensively for all personnel involved. As a result, the job analysis process is often conducted using a learning-by-doing approach, which impacts the quality and consistency of work results.

Job analysis activities are also not handled by a permanent team, resulting in unstructured human resource management. Assignments remain incidental and flexible,

depending on the needs and policies of management. This creates variations in understanding and competency among staff, impacting the accuracy of the resulting job information.

Furthermore, in terms of budgetary support and facilities, the implementation of job analysis remains very limited. A dedicated budget for this activity is not routinely and systematically allocated within the regional funding structure. Activities such as training, cross-unit coordination, and the preparation of job documents are often hampered by limited funding. Although basic resources, such as computers, are available, they are not matched by supporting facilities for systematically improving human resource capacity.

Based on the researchers' observations, the implementation of job analysis is more reactive and administrative, rather than part of a strategically designed human resource management process. There appears to be no ongoing capacity development program, and activities are not aligned with a needs-based work plan. Furthermore, the lack of a permanent implementation team and the absence of standard operating procedures reinforce the impression that job analysis activities are not yet an integral part of professional human resource management.

These findings indicate that human resource management is not yet optimal in supporting the implementation of job analysis policies. From the perspective of policy implementation theory, the presence of competent human resources and adequate funding are crucial elements in the organizational dimension. Therefore, systematic efforts are needed through the formation of a permanent implementation team, the development of technical SOPs, ongoing training, and integrated activity budgeting to ensure effective, efficient, and sustainable job analysis implementation.

3) Method Arrangement

In the implementation of job analysis at the Regional Secretariat of South Buton Regency, methodological arrangement is a crucial aspect that contributes to determining the effectiveness and accuracy of the analysis results. Interviews indicate that the methods used by job analysis implementers generally refer to official guidelines from the central government, specifically the Ministry of Administrative and Bureaucratic Reform (Kemenpan-RB), although in practice they face a number of obstacles.

Based on the findings, it can be concluded that the method arrangement in the implementation of job analysis at the Regional Secretariat of South Buton Regency has generally referred to the official guidelines from the Ministry of Administrative and Bureaucratic Reform (Kemenpan-RB), including the use of instruments such as Job Analysis Sheets (LAJ), interviews, observations, and the latest formats according to regulations such as Permenpan-RB Number 1 of 2023. This approach basically shows the suitability of the method with the national policy framework.

However, in practice, the method still faces various technical and operational challenges. Time constraints, a lack of competent human resources, and a lack of valid data from work units are the main obstacles to optimally implementing the method. Field implementation remains adaptive and flexible, adapting to organizational conditions, so the

ideal principles of the job analysis method have not been fully and consistently implemented in depth across all units.

Based on researchers' observations, the implementation of job analysis methods tends to be administrative in nature and is not supported by a continuous quality monitoring or technical evaluation system. Although formal methods are available, their implementation still relies on the initiative and capacity of individual implementers, rather than a structured institutional system. Processes such as interviews and observations are often not comprehensively conducted or well-documented, creating a significant potential for bias or error in data collection.

Furthermore, there is no specific training mechanism for all staff involved in the method, and no internal technical guidelines establishing minimum standards for its use. This reinforces the impression that the method is used solely as an administrative obligation, rather than as a strategic managerial tool to support competency-based employee placement and organizational needs.

Thus, in the context of policy implementation theory, this suboptimal method arrangement indicates a weakness in the "application" aspect of the policy, particularly in terms of the alignment of technical procedures with field conditions. Therefore, a more systematic method implementation system based on periodic evaluation and supported by technical training and standardized operational standards is necessary. This effort is crucial to ensure the job analysis method can truly be used as a strategic instrument in effective and professional human resource management.

Interpretation

The interpretation dimension in policy implementation refers to implementers' understanding and interpretation of the content and intent of the mandated policy. According to Jones (1991), failure to interpret a policy can lead to misdirected implementation, inappropriate technical actions, and even deviations from the policy's objectives.

1) Interpretation of Programs into Plans into Plans

Interpreting job analysis policies into work plans and technical guidelines is the first step in implementing regional personnel policies. Interviews with key informants in the South Buton Regency Government revealed that the job analysis program has been elaborated through various documents, including Regent Regulations, technical guidelines, and job analysis documents. However, local guidelines remain limited, particularly in the form of detailed Standard Operating Procedures (SOPs).

Based on these findings, it can be concluded that the job analysis policy interpretation process in South Buton Regency has been carried out through various strategic and technical documents. However, there are still gaps in operational standardization at the local level, particularly in the form of detailed and binding SOPs. This lack of integration opens up room for multiple interpretations and inconsistencies in policy implementation. Therefore, an initiative is needed to develop regional SOPs that are technical and applicable to ensure the effectiveness of job analysis and employee placement in a systematic, objective, and sustainable manner.

Researchers' observations indicate that the job analysis policy interpretation process in South Buton Regency does refer to national and regional strategic documents. However, in practice at the work unit level, there has been no comprehensive standardized SOP.

Field observations indicate differences in understanding and implementation of the policy among officials and staff involved, potentially leading to multiple interpretations. Furthermore, coordination mechanisms for aligning perceptions regarding the implementation of job analysis are still suboptimal. This results in inconsistent and poorly structured policy implementation. This situation underscores the importance of developing binding technical SOPs and adequate dissemination to ensure uniform interpretation of the policy and its effective and sustainable implementation.

2) Proper Direction So It Can Be Accepted and Implemented

In implementing the job analysis policy at the South Buton Regency Regional Secretariat, guidance in the form of outreach, training, and technical assistance is crucial to ensuring staff's understanding and ability to implement the job analysis process effectively. However, interviews with informants revealed that these guidance activities have not been implemented optimally and comprehensively.

Overall, it can be concluded that although there is support and normative direction from regional leaders, this support has not been sufficiently strong to be realized in internal policies or written technical guidelines that can encourage the implementation of job analysis comprehensively and consistently. Therefore, strategic commitment from leaders and strengthening technical training are needed so that the job analysis process can become the main foundation in managing a personnel system based on competencies and the actual needs of the organization.

Researchers observed that leadership support for the implementation of job analysis at the South Buton Regency Regional Secretariat was mostly verbal or informal, primarily in the form of direct instructions to subordinates during the activity. However, there are no internal regulations in the form of a Regent's Regulation or a specific Decree that technically governs the comprehensive and ongoing implementation of job analysis.

Furthermore, in practice, there has been no regular evaluation forum or mechanism for monitoring job analysis results that could encourage consistency and improve the quality of implementation. Technical training for personnel involved in these activities is also very limited, resulting in variations in the quality of results across work units.

These findings indicate that while leadership support is in principle present, it is not yet supported by a robust and integrated policy management system. Therefore, strengthening regulations, evaluation mechanisms, and increasing the capacity of staff are necessary to ensure optimal and sustainable job analysis implementation.

Application

This dimension examines the extent to which job analysis policies are actually implemented in employee placement practices. The two indicators analyzed in this dimension are: (1) Existence of Policy Implementation, and (2) Routine Service Provisions Adapted to Program Objectives.

1) The Existence of Policy Implementation

The job analysis policy as a basis for employee placement at the South Buton Regency Regional Secretariat has generally been implemented, but it is not yet fully ideal. In practice, various informants reported that although the job analysis document serves as a reference, the actual conditions of the organization and limited human resources require its implementation to be adjusted to the real situation.

The interviews concluded that job analysis has been used as a normative reference for employee placement, but in practice, there is still a gap between the ideal policy and the reality of implementation. This is due to limited human resources, incomplete up-to-date data, and the lack of standard operating procedures, which often require decision-making to be flexible and adaptive to existing conditions.

Researchers observed that although job analysis documents are available and formally used as a basis for employee placement, in practice, there is still a discrepancy between the documents and field practice. Employee placement often does not fully consider the results of detailed workload analyses or job qualifications, but rather prioritizes organizational emergencies or the personal considerations of management.

Furthermore, researchers observed that not all work units had up-to-date job data, and some departments had not yet compiled complete job descriptions. Irregular data updates and the lack of human resources with specialized job analysis expertise exacerbate the gap between normative policies and ongoing administrative practices.

2) Routine Service Provisions Adapted to Program Objectives

Employee placement based on job analysis results at the South Buton Regency Regional Secretariat has not been implemented routinely and systematically. Interviews with informants indicate that placement policies remain incidental, influenced more by urgent needs and limited human resources than by predetermined schedules or standard mechanisms.

Based on the overall findings, it can be concluded that routine provisions in employee placement services based on job analysis have not been optimally implemented. Employee placement and evaluation are still conducted incidentally, not based on a structured and continuous cycle or standard procedures. Consequently, the accountability and effectiveness of employee placement policies tend to be situational, highly dependent on the dynamics of organizational needs and the availability of available human resources.

Researchers observed that in the Buton Selatan Regency Regional Secretariat's employee placement practices, there is no routine pattern or schedule based on periodic job analysis. Employee placements are generally carried out when there is an urgent need or a vacancy, rather than as the result of a systematic and planned job evaluation process.

Furthermore, no work calendar or job evaluation cycle document has been found to serve as a reference for relevant parties. Job analysis has also not been fully integrated into the human resource management process, but rather is carried out in a piecemeal fashion, only as needed. This confirms the finding that routine provisions in employee placement services have not yet become part of the bureaucratic work culture, and thus its implementation is still heavily influenced by dynamic and changing internal conditions.

Discussion

Organizing

Research findings indicate that the implementation of job analysis at the South Buton Regency Regional Secretariat has encompassed three important components: structuring policy implementation units, structuring human resources, and structuring implementation methods. However, these three components still face a number of structural, administrative, and technical challenges.

Regarding the structuring of policy implementation units, it was found that job analysis implementation was not yet supported by a permanent and structured implementation team. Activities were still carried out on an ad hoc basis, with primary coordination under the Organizational Section, and the involvement of the Human Resources Development Agency (BKPSDM) and functional job analysis officials as technical implementers. Although the division of tasks was quite clear, coordination between work units was not yet supported by standardized SOPs, resulting in potential mismatches in roles and responsibilities.

This is in line with Charles O. Jones's (1991) view, which emphasizes the importance of a clear institutional structure, a defined division of tasks, and an effective coordination system in policy implementation. Mazmanian and Sabatier (1983) also added that successful implementation depends heavily on clarity of objectives, consistency of legal structures, the managerial capabilities of implementers, and supportive socio-political conditions. In this context, unclear implementing structures and weak internal coordination hinder the effective implementation of job analysis.

This finding is also in line with Fitriani's (2018) research which found that the suboptimal implementation of job analysis was caused by the implementing organizational structure not being permanent and the lack of standard work procedures.

In terms of human resources, it was found that most implementing staff had experience and basic competencies in job analysis, but not all had received relevant technical training equally. Assignments were flexible based on organizational needs, which impacted implementation consistency. Limited human resources and high workloads also posed significant obstacles.

George Edward III emphasized that successful implementation depends heavily on the availability of resources, both in terms of quantity and quality, as well as the implementer's disposition or attitude toward the policy. Elmore (1980), in his theory of Backward Mapping, suggests that policy implementation begin at the implementing level (lower bureaucracy), because implementing employees are most familiar with the real challenges in the field. In this context, implementation that is still based on experience indicates weak technical support from the top down.

This finding is reinforced by Fauzi's (2016) research, which showed that the main obstacles to implementing job analysis were limited trained human resources and inconsistent implementation. Sahupala (2020) also stated that despite the availability of facilities, limited human resources prevented the policy from being implemented optimally.

In terms of implementation methods, findings indicate that job analysis activities are still conducted manually and do not utilize an integrated information system. The formats used

tend to refer to outdated guidelines and do not fully comply with the latest regulations. This leads to format inconsistencies, reporting delays, and poor documentation of results. Internal technical guidance and monitoring systems are also not yet optimally in place.

Van Meter and Van Horn (1975) explained that policy implementation requires clear operational standards, adequate resources, and a supportive communication system to ensure alignment between process and outcomes. Grindle (1980) also stated that the success of policy implementation is determined by the policy's content and the context in which it is implemented, including institutional capacity, implementer commitment, and political and administrative support. In this context, weak support from permanent structures, limited human resources, and suboptimal methods are factors that hinder effective implementation.

This finding is consistent with research by Yuliana (2018) in Bandung City and Sari & Wibowo (2020) in Sleman Regency, which showed that implementing good SOPs and information systems can improve the efficiency and consistency of job analysis implementation. Suryani & Harahap (2019) also found that using an integrated personnel information system can improve the accuracy and efficiency of job management.

Thus, the implementation of job analysis at the South Buton Regency Regional Secretariat is largely administrative in nature and has not yet fully integrated into the strategic HR management system. Activities tend to be undertaken to meet administrative demands, such as updating job maps or filling positions, rather than as a continuous, competency-based process.

Therefore, the organization of job analysis implementation at the South Buton Regency Regional Secretariat still needs to be strengthened, both in terms of institutional aspects, human resources, and technical methodology. A permanent implementation team should be formed, detailed implementation SOPs developed, regular HR training conducted, and a job analysis management information system developed so that this process can truly serve as a foundation for effective, efficient, and professional human resource management.

Interpretation

The interpretation dimension in the implementation of job analysis policies at the South Buton Regency Regional Secretariat encompasses two main components: interpreting a program to become a plan, and providing appropriate direction to ensure the policy's acceptance and implementation. However, both components have not been implemented optimally, both in terms of normative and technical aspects.

Research findings indicate that the South Buton Regency Government has issued formal documents such as Regent Regulations, technical guidelines, and job maps as a form of elaboration of job analysis policies. However, there is no local technical SOP that details the implementation process, from preparation to implementation to evaluation. This results in a lack of integration in policy implementation across work units. Each unit tends to interpret and implement policies according to its own understanding, resulting in inconsistencies and the potential for multiple interpretations.

This condition aligns with the theory of Mazmanian and Sabatier (1983), which emphasizes the importance of clear regulations and policy objectives as prerequisites for effective implementation. When policy documents are not standardized and incomplete,

policy interpretation will depend heavily on the understanding of implementers in the field. In this case, consistency in policy content and objectives is fundamental to success.

Furthermore, George Edward III argued that successful implementation is heavily influenced by four key variables: communication, resources, implementer disposition (attitude), and bureaucratic structure. The absence of local technical SOPs indicates a weak policy implementation structure and apparatus, thus opening up room for differing interpretations between work units.

Hogwood and Gunn (1984) also stated that one of the prerequisites for successful implementation is the presence of clear implementation instructions, a coherent sequence of activities, and adequate resource allocation. When SOPs are not available, implementation tends to be adaptive without a clear reference, which then impacts the overall effectiveness of the policy.

This finding is reinforced by research by Windry and Dharma Negara (2018) and Fauzi (2016), which shows that without local technical SOPs, job analysis results tend not to serve as a basis for managerial decision-making. Research by Fitriani (2018) also confirms that the implementation of job analysis policies is not optimal due to the absence of specific regional technical guidelines. Saharuddin (2017) similarly expressed that the lack of integration in technical implementation tools causes implementers to work based on assumptions rather than standard instructions.

In terms of direction, research results indicate that technical training and formal guidance for job analysis implementers are still very limited. Most civil servants gain understanding through personal experience, informal discussions, or by referencing previous documents. The absence of internal policies or formal mechanisms for direction leads to disparities in technical understanding across units. As a result, policy implementation is uneven, and its implementation relies heavily on the initiative of each individual or unit.

Mazmanian and Sabatier (1983) emphasized that technical guidance is a crucial element in ensuring that implementers understand and implement policies as intended by policymakers. Without guidance, implementation will proceed according to individual interpretations, which risks policy deviation.

Elmore (1980), using a backward mapping approach, stated that implementation success should be assessed from the bottom up (the implementing level). In this context, the capacity of the implementer is crucial. Without adequate technical guidance, implementation will be ineffective.

Similarly, Van Meter and Van Horn (1975) stated that effective and consistent policy communication from policymakers to implementers is a key requirement for successful implementation. The vertical disconnect in policy delivery in South Buton Regency demonstrates the weakness of formal communication channels in policy direction.

In this regard, research by Sahupala (2020) shows that weak training and technical guidance are major obstacles to policy implementation in the government sector. A study by Rahayu (2019) also revealed that successful guidance depends heavily on structured training and leadership support in the form of internal policies. In South Buton Regency, leadership

guidance on job analysis implementation has not been formalized in a policy document, indicating weak internal commitment and coordination regarding the implementation process.

Thus, the interpretation dimension of job analysis policy at the Regional Secretariat of South Buton Regency still needs to be strengthened through: (1) the preparation of local technical SOPs as a reference for implementation, (2) systematic and comprehensive technical training for implementers, and (3) policy support from regional leaders outlined in the form of internal regulations. This is important so that the interpretation process is not only administrative, but truly becomes the basis for effective action and has an impact on the quality of personnel governance.

Application

Research findings indicate that the application dimension of job analysis policy implementation at the South Buton Regency Regional Secretariat encompasses two important components: policy implementation and routine service provisions aligned with program objectives. Although the policy has been normatively outlined in the job analysis document, its implementation remains far from ideal due to human resource factors, limited technical procedures, and the lack of a structured service cycle.

Regarding the policy implementation component, research results indicate that job analysis documents have been used as a reference in the employee placement process. However, the implementation of this policy has not been fully consistent, as in practice, placements still take into account human resource availability, urgent needs, and considerations from direct superiors. This indicates that job analysis results have not fully become a strategic instrument in personnel decision-making.

From the perspective of Charles O. Jones's (1991) implementation theory, successful policy application requires concrete actions in the field that align with the policy design. Meanwhile, Grindle (1980) stated that the implementing context, such as institutional competence and capacity, significantly influences the final outcome of a policy. When operational structures and procedures are not yet established, implementation tends to be administrative and non-systemic.

Other implementation theories also support these findings. George Edward III emphasized four key factors in policy implementation: communication, resources, implementer disposition or attitude, and bureaucratic structure. In the context of South Buton, weaknesses in policy communication and limited resources were the main obstacles to optimally applying the results of job analysis. Furthermore, Mazmanian and Sabatier (1983) explained that successful implementation is influenced by the clarity of policy objectives, the theoretical validity of the policy, and the stability of socio-political conditions. The mismatch between normative objectives and field practices in the Regional Secretariat reflects a gap between policy formulation and implementation.

This finding is reinforced by research by Yuliana (2018) and Suryani & Harahap (2019), which states that job analysis results only supplement administrative documents if not supported by robust implementation mechanisms. Sahupala (2020) also emphasized that the lack of integration between job analysis documents and the reality of implementation creates gaps in policy effectiveness.

Meanwhile, regarding the routine service provisions component aligned with program objectives, research results indicate that the employee placement process is not conducted based on a scheduled and systematic job evaluation cycle. Job analysis is implemented more in response to immediate needs, rather than as part of a sustainable personnel management system. Evaluations of employee suitability for their positions are not conducted regularly, but rather on an incidental basis.

Van Meter and Van Horn's (1975) theory underscores the importance of standardized procedures and clear policy communication as the foundation for effective policy application. The absence of rotation schedules and evaluation mechanisms in job analysis demonstrates the weakness of institutional systems supporting consistent implementation. Elmore (1980), using a bottom-up approach, also emphasizes the importance of field implementation involvement and the need to adapt policy design to bureaucratic realities.

Research by Sari & Wibowo (2020) and Warsito (2018) confirms that successful job analysis implementation requires a clear evaluation calendar, integration with personnel information systems, and an organizational culture that supports competency-based practices. Findings in South Buton Regency indicate that the lack of a system for scheduling evaluations and updating job data has weakened the sustainable implementation of policies.

Thus, the implementation of the job analysis policy at the Regional Secretariat of South Buton Regency still faces structural and procedural obstacles that need to be addressed immediately. To strengthen the application dimension of this policy, it is necessary: (1) the preparation of clear and operational technical SOPs, (2) periodic updating and updating of job data, (3) integration of job analysis into the ASN management information system, and (4) the preparation of a structured work calendar and job evaluation mechanism. These steps are crucial to making job analysis an objective basis for professional, adaptive, and competency-based HR governance.

CONCLUSION

The conclusion of this study refers to Charles O. Jones's (1991) theory of policy implementation, which divides the implementation process into three main dimensions: organization, interpretation, and application. Based on the research results and discussion, the implementation of the job analysis policy at the South Buton Regency Regional Secretariat can be concluded as follows: Organization: The main challenge in organizing is the lack of structure and systematization. Current job analyses are conducted ad hoc, without the support of a permanent implementation team or formal institutional structure. This is exacerbated by the absence of standardized SOPs, resulting in weak coordination between work units. Furthermore, uneven technical training for implementing human resources and manual implementation methods without the support of an integrated personnel information system hinder efficiency and consistency. Interpretation: Although the policy has been outlined in formal documents such as Regent Regulations, technical guidelines, and job maps, detailed and applicable regional technical SOPs are still not available. Direction from leaders is also not systematic and formal, causing implementers to rely more on personal experience or informal practices. As a result, there are differences in understanding and implementation

between work units, which impacts policy inconsistencies in the field. In practice, job analysis results have not been fully utilized as the primary basis for employee placement. Placement is more influenced by urgent needs and human resource availability, rather than the results of structured job evaluations. Furthermore, there is no regular and systematic job evaluation cycle. This results in policy implementation tending to be administrative in nature and not yet part of a sustainable, competency-based HR management system. Suggestions based on this research include: For future researchers, this study can serve as an initial reference for other researchers interested in examining the implementation of job analysis, particularly in the context of personnel management in local government agencies.

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