



## ARTICLE

# Policy for Equalizing Functional Positions in the Ministry of Home Affairs

## Effectiveness to Quality of Performance

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**Abstract:** This study aims to explore the effectiveness and challenges of equalizing positions within the Ministry of Home Affairs (Kemendagri) from administrative positions to functional positions, which has caused a major transition in the field of government bureaucracy. This study answers three questions, namely, first, how is the policy implemented; second, what are the supporting and inhibiting factors; and third, how is work motivation due to equalization? This study used a qualitative method. Data was collected through interviews and secondary data. The research results showed that the policy of equalizing administrative positions into functional positions within the Ministry of Home Affairs in terms of implementing statutory regulations is smooth. However, problems arose when the policy was implemented. This problem can be seen in policy productivity, policy linearity, policy efficiency, and work motivation due to policy. This study suggests that the equalization of administrative positions into functional positions within the Ministry of Home Affairs should continue to be evaluated, and training related to the main duties and functions of each employee should continue to be improved.

**Keywords:** Ministry of Home Affairs; equal positions; work motivation.

## 1. Introduction

One of the issues government organizations face is the long span of control, which slows down decision-making. As a result, important decisions become long, complicated, and costly (Guspika, 2020). So, in order to simplify government bureaucracy in Indonesia, the government, through the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Ministry of PANRB), has launched massive changes, one of which is in the field of equalizing administrative positions to functional positions.

The latest equalization of positions is regulated in the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 17 of 2021 concerning the Equalization of Administrative Positions into Functional Positions (PermenPAN RB No. 17 of 2021) as amended by the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 7 of 2021 2022 concerning Work Systems in Government Agencies to Simplify Bureaucracy (PermenPAN RB No. 7 of 2022). Based on considerations considering PermenPAN RB No. 17 of 2021, it is stated that the birth of PermenPAN RB concerning simplification of positions is a mandate from Article 350A of Government Regulation Number 17 of 2020 concerning Amendments to Government Regulation Number I1 of 2017 concerning Management of Civil Servants (PP No. 17 of 2020), where it is stated:

### *Article 350A*

*(1) In the event that bureaucratic restructuring is required, position adjustments to JF can be carried out by equalizing positions. (2) Equalization of positions as intended in paragraph (1) is regulated by Ministerial Regulation.*

The equalization of positions has resulted in the streamlining of the bureaucracy; the reduction and elimination of positions are inevitable, giving rise to its problems (Al-Asyhar, 2020). This is confirmed by the provisions of Article 4 of PermenPAN RB No. 17 of 2021 which reads:

### *Article 4*

*(1) Equalization of Positions is carried out as follows: a. Administrator is equivalent to a functional position at intermediate expert level; b. The supervisor is equivalent to a Functional Position at a young expert level; and c. Implementing officials who are echelon V is equivalent to the first expert-level Functional Position.*

Clearly, the provisions above provide a mechanism for equalizing administrative positions into Functional Positions based only on the level of position without paying attention to other aspects that should be substantial to consider, such as duties, educational background, and experience.

If you look at it, many experts have carried out studies on equalizing administrative positions into functional positions. These studies can be grouped into, first, studies that show aspects of implementation, development, and challenges in various government institutions, from the central government to regional governments. The study is within the scope of the South Kalimantan provincial government (Nisa et al., 2022), in Sidoarjo Regency (Kustanto & Nuviandra, 2023), in Salatiga City (Priyono et al., 2022), in the Regional Government of West Nusa Tenggara Province (D. H. Pratama

et al., 2023), at the Regional Secretariat of North Maluku Province (Tuasamu et al., 2023).

Then in Trenggalek Regency (Ramadhan et al., 2023), in DKI Jakarta Province (Hermawan et al., 2023), within the Civil Service and Human Resources Development Agency of Central Lampung Regency (Kasus et al., 2023), at the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Setiawan et al., 2022), at UIN Ar-Raniry Banda Aceh (Saifuddin & Nelliraharti, 2022), at Universitas Negeri Surabaya (Timur et al., 2022), at Perguruan Tinggi Islam Negeri di Kalimantan (Puspita, 2022), in the Riau Islands (Ariza, 2021; Theodora et al., 2023), at the North Aceh Secretariat for the 2019-2022 period (Nazir et al., 2023), at the Secretariat of the Directorate General of Disease Prevention and Control (Sumarna & Warman, 2022), at Energy and Mineral Resources Service of Banten (Sihotang et al., 2023), at central government (Insani et al., 2022), in the West Java Provincial Government (Ristala & Rahmandika, 2022), Statistics Indonesia of North Maluku (A. Pratama et al., 2022), in Regional Government (Nisa et al., 2022).

*Second*, a study that looks at the personnel aspect of the National Staff of the Policy Strategy Agency (BSKDN) (Dewi & Iqbal, 2023), including career development for employees (Fitrianingrum et al., 2020; Beatrix et al., 2022). Third, then look at it from a legal and communication perspective (Mastoah, 2019; Ramadani & Sofyaningrum, 2020; Gelora M, 2022), including a study about Problems of Implementing Ministerial Regulation for Empowerment of State Apparatus and Bureaucratic Reform Number 17 of 2021 concerning Equalization of Administrative Positions into Functional Positions (Suartini, 2023). Fourth, a comparative study between the governments of Indonesia and Singapore (Oktavianus, 2023).

Based on existing study trends, no studies have been found that discuss the policy of equalizing administrative positions to functional positions in the Civil Servants of the Ministry of Home Affairs (Kemendagri). This study is important to carry out, considering that many studies show that equalizing positions from administrative positions to functional positions has a tremendous impact on institutions and employee performance.

Thus, this study will answer three questions, namely: first, how to implement the policy of equalizing administrative positions into functional civil servant positions within the Ministry of Home Affairs; second, what are the supporting and inhibiting factors in implementing the policy of equalizing administrative positions into functional civil servant positions within the Ministry of Home Affairs; and third, what is the motivation to work as a result of equalizing administrative positions with functional positions of civil servants within the Ministry of Home Affairs.

## 2. Methods

This research uses qualitative research. According to Sugiyono, qualitative research is used to examine natural conditions of objects (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out through triangulation (combined), data analysis is inductive/qualitative, and the results of qualitative research emphasize meaning rather than generation (Sugiyono, 2015).

This research data is divided into two, namely, primary data and secondary data. Primary data in this research was obtained from interviews with informants. Secondary sources in this research were obtained from reviewing reading materials and other literature related to the research focus in the form of books, regulations, reports, and documents related to the Implementation of the Policy for Equalizing Administrative

Positions in Functional Positions for Civil Servants within the Ministry of Home Affairs. Country.

Then, analyze the data. According to Bogdan, data analysis is the process of systematically searching for and compiling data obtained from interviews, field notes, and other materials so that it can be easily understood. The findings can be informed to others. Data analysis is carried out by organizing data, describing it into units, synthesizing it, arranging it into patterns, choosing what is important and what will be studied, and making conclusions that can be shared with others. Miles and Huberman stated that activities in qualitative data analysis are carried out interactively and continue continuously until completion so that the data is saturated. Activities in data analysis, namely data reduction, data display, and conclusion drawing/verification.) (Sugiyono, 2015)

### 3. Results and Discussion

#### 3.1. Policy Implementation Concept

Policies have broad meanings and multiple interpretations. James E. Anderson formulated the policy as “A *Purposive course of action followed by an actor or set of actor with a problem or matter of concern.*” (Policy is a series of actions that have a specific goal that is followed and implemented by a person or group of actors to solve a particular problem) (Anderson, 1979). Lasswell and Kaplan It is simpler to explain that public policy is “a projected program of goals, values and practices.” Lasswell and Kaplan’s opinion is goal-oriented, which states that public policy is a program of achieving goals, values, and directed implementation practices (Lasswell & Kaplan, 1952).

Comprehensively, Lester provides a definition: “*Public policy as a process or series of government decisions or activities designed to govern public issues whether real or planned.*” Which can be interpreted as public policy as a process or series of government decisions or activities designed to regulate public problems, whether real or planned (Wibawa, 1994).

Muhklis Hamdi stated that policy implementation is related to efforts to achieve the objectives of the enactment of a particular policy (Hamdi, 2002). These efforts include several important aspects, such as productivity, linearity and efficiency.

The productivity aspect emphasizes the ability to produce quality output. In this case, policy implementation is related to work/production mechanisms resulting from the policy, human resources, and working time to achieve policy goals. These are inputs that need to be considered to achieve the expected results.

Likewise with linearity. The latter aspect relates to the suitability of work processes and mechanisms with the mandate stated in the policy. This means that in analyzing policy implementation, the match between policy implementation and the content and objectives of the policy must be seen.

Furthermore, each dimension will contribute to the efficiency dimension of policy implementation. Efficiency can be seen from the extent to which the policy can be implemented by making maximum use of available resources. So that each element involved in the policy can operate synergistically to achieve the objectives of the resulting policy (Hamdi, 2002).

Meanwhile, Nugroho explained that policy implementation, in principle is a way for a policy to achieve its goals (Nugroho, 2014). Then, Jones (1991) provides six indicators in interpreting a policy, namely; i) *The intention of an action*; ii) *The ultimate*

*goal or state to be achieved; iii) the Plan or proposal to achieve the goal; iv) the Program established to achieve the goal of the policy; v) the Decision or the option of course of action to be taken in achieving the goal, developing a plan, implementing and evaluating the program; and vi) The measurable impact.*

The indicators above can be explained that the intensity of action should be continuous, not just partial. So it is hoped that optimal results in improving environmental quality. According to Nugroho (2014), to implement the indicators above, several conditions must be met, namely: i) There is a guarantee that the external conditions faced by the implementing agency/agency will not cause major problems; ii) Adequate resources must be available, including time resources; iii) There is a combination of resources needed, both resources and actor resources. iv) The policy to be implemented must be based on a reliable causal relationship; v) There are causal interactions that occur; vi) There is little interdependence; vii) There is a deep understanding and agreement on objectives; viii) Tasks have been detained and placed in the correct order; ix) Perfect communication and coordination; and x) Parties who have authority can demand and obtain perfect compliance.

The view above is intended to mean that in the policy implementation process, the various impacts and consequences of the implementation of the policies implemented in a program immediately guarantee a conducive situation that does not give rise to new problems in society; the essence of the policy itself answers various problems that exist in society. Apart from that, the importance of the role of actors or adequate resources to carry out a policy correctly, then the suitability of the job description, achievement of a goal must be understood and agreed upon and the actors able to maintain good communication in the policy process.

### 3.2. Policy Productivity

Productivity is defined as the relationship between an organization's output and the input required. The quality of productivity is seen from how well the resources are needed in society. Productivity can be measured through a comparison of input and output from economic, human resource, and social aspects. Apart from that, productivity can also be seen from the added value of a program created, as well as the goals achieved (Hamdi, 2002).

The Ministry of Home Affairs has accelerated the simplification of bureaucracy as regulated in the provisions of PermenPAN RB No. 17 of 2021 as amended by PermenPAN RB No. 7 of 2022. Besides that, there is also the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 1 of 2023 concerning Functional Positions (PermenPAN RB No. 1 of 2023). The Ministry of Home Affairs has carried out the equalization of positions from structural positions to functional positions in 2 (two) stages. The first carried out in December 2020 by equalizing the positions of 810 people, consisting of 97 Echelon 3 Officials who were equalized to become Middle Expert functional officials and 713 Officials Echelon 4 is equivalent to being a Young Expert functional official. Second, it was carried out in December 2021 by equalizing the positions of 53 people, consisting of 50 Echelon 3 Officials who were equalized to become Middle Expert functional officials and 3 Echelon 4 Officials who were equalized to become Junior Expert functional officials (Personnel Bureau of the Ministry of Home Affairs, 2022).

The equalization of administrative positions into functional positions, which is an agenda for simplifying the bureaucracy, is considered an effort so that bureaucratic reform in Indonesia can run optimally and have an impact. In accordance with the direction of bureaucratic governance in Indonesia, streamlining the bureaucracy

through the reduction/elimination of echelons III and IV is part of the transformation of positions within the bureaucratic reform policy framework. The equalization policy within the Ministry of Home Affairs began to be implemented at the end of 2020. In accordance with developments, the equalization policy was continued at the end of 2021.

The policy, which has been implemented since 2020, is currently still looking for the best format. One of the goals of equalization is increasing productivity. In this case, increasing productivity after equalization is still a challenge. Based on the results of interviews, most informants stated that the duties and responsibilities of equal employees were becoming increasingly difficult. This is because these employees are still given tasks similar to the duties attached to their previous structural positions. Meanwhile, as a functional official, you must also follow the work climate of the functional position, which is based on individual performance with proof of credit score collection. This double burden is considered capable of reducing equal employee productivity. One of the informants stated:

*“This double burden gives rise to the adage “functional officials have a structural sense”, ... conditions like this are an obstacle to productivity.”*

Meanwhile, one of the informants admitted that functional officials continued to show good productivity at work. However, the informant admitted that equalization officials had to provide more energy and time because they had to be able to obtain and/or carry out work in accordance with the credit figures for the functional position they currently held. A similar thing was also conveyed by one of the informants who admitted that with this equalization, functional officials made more efforts to increase their capacity, for example, increasing participation in seminars and activeness in technical teams.

Based on the description above, an understanding can be drawn that there is a gap between the idea or model of ideal equalization of positions (becoming a pure JFT) and implementation in the field, where JFTs resulting from equalization still carry out the tasks of previous structural positions. This condition is the cause of the emergence of double burdens on several equalized positions, thereby potentially reducing work productivity.

Apart from that, several informants stated that work was hampered because several positions that were considered non-technical were reduced to functional positions. One informant expressed his opinion that the number of state civil apparatus assigned to functional positions was too large. He added that there should be enough Structural Officials (Echelon III & Echelon IV) who have basic duties and technical functions; for example, in the field of Information Technology (in Department of Population and Civil Registration, the Sub-Directorate that handles Information Technology is equalized as a Computer Officer. In Human Resources Development Agency, The sub-directorate that handles Learning Technology is equated to the Learning Technology Developer).

### 3.3. Policy Linearity

The second indicator of the success of the implementation of the policy of equalizing administrative positions into functional civil servant positions within the Ministry of

Home Affairs is linearity, which is seen from the degree of conformity with standards (procedures, time, costs, place, and implementation).

Based on information from the Ministry of Home Affairs' Personnel Bureau, the mechanism for equalizing positions starts with procedures, time, costs, place, and implementation in accordance with the provisions of the applicable laws and regulations. Phase I equalization is carried out based on the provisions of PermenPAN RB Number 28 of 2019 concerning the Equalization of Administrative Positions into Functional Positions (Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform No. 28 of 2019). Meanwhile, phase II equalization of positions is carried out based on Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation No. 17 of 2021. The procedure is carried out in accordance with the provisions of this law within the specified time limit (end of December 2020 for stage 1 equalization and end of December 2021 for stage 2 equalization).

The location and implementation of the process of equalization of positions is also carried out in accordance with the provisions of the relevant laws and regulations, starting from the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 13 of 2019 concerning Proposing, Determining and Development of Functional Positions for Civil Servants (Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform as well as Regulation of the Head of the State Civil Service Agency Number 7 of 2017 concerning Procedures for Inauguration and Taking Oaths/Promises for Administrator Positions, Supervisory Positions, Functional Positions and High Leadership Positions (PERKA No. 7 of 2017). Based on the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform No. 1 of 2023, which will come into effect on July 1, 2023. This regulation cancels 293 ministerial regulations relating to functional positions so that other technical regulations, including regulations for the head of the State Civil Service Agency, will adapt to this regulation.

Meanwhile, the equalization process is carried out in several stages, including the proposal stage, review stage, validation stage, recommendation letter stage, appointment stage, and inauguration stage. Government agencies that will carry out equalization of positions must first propose documents to the Ministry of State Apparatus Empowerment and Bureaucratic Reform regarding plans to simplify the bureaucracy. This proposal document must also outline plans for specific functional positions that will be accommodated in accordance with the type of tasks and main business of the organization.

Based on information from the Civil Service Bureau, the equalization mechanism is in accordance with statutory provisions. However, several other informants said that several JFT positions were not in accordance with the job functions before being equalized or were not linear with their educational background. One of the informants said:

*The initial stage of implementation is in accordance with the provisions, but it is necessary to review several functional positions because it is carried out simultaneously without considering the competencies already possessed by the civil servants in question.*

Likewise, other informants confirmed that the equalization results were not optimal. He stated that at the beginning of the implementation of this policy, employees did not fully understand the main duties and functions in the functional equalization position

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in question and tended to still carry out tasks as in their previous position (structural). It is suspected that this happened for several reasons, ranging from changes in duties that were not yet fully understood by the affected employees to demands from employees to fill positions that they could not avoid.

Apart from that, the linearity of placements that are in accordance with their competencies and areas of duties is also important for improving the performance of civil servants. This is very meaningful considering that employees are the main motor of an organization so that by increasing employee performance, the achievement of organizational goals will be met (Spencer & Spencer, 2006). The equalization mechanism process carried out at the Ministry of Home Affairs is in accordance with the policy of equalizing administrative positions into functional positions regulated by the Ministry of State Apparatus Empowerment and Bureaucratic Reform. However, several important notes must be corrected regarding the determination of positions that are equal and that some positions that are retained between one work unit and another work unit are still different, and the process of determining functional positions for several administrative positions is not in line with the duties they have.

### 3.4. Policy Efficiency

Efficiency is seen from the level of resource utilization (implementation, assets, funds and technology) (Hamdi, 2002). In general, efficiency is interpreted as a comparison between effective output and the input required to achieve it (Wibowo, 2016). In phase II equalization, overall bureaucratic simplification at the Ministry of Home Affairs reached 70 percent. With the bureaucratic simplification that has been and is being implemented by the Ministry of Home Affairs, the President's direction that all bureaucratic lines can increase the responsiveness and quality of output from the bureaucracy can be realized immediately, and the decision-making process can be accelerated.

The use of resources is carried out efficiently in the process of equalizing positions within the Ministry of Home Affairs. The Personnel Bureau utilizes the bureau's internal personnel in carrying out the process of equalizing positions by utilizing existing assets in the office, especially in the Career Development Section. This was confirmed by an informant from the Personnel Bureau, who stated that:

*Personnel Bureau employees are deployed in teams to be able to work simultaneously and in accordance with applicable statutory provisions. Not too much funds were spent on the implementation of the equalization of positions, apart from funds for holding meetings and the inauguration of the functional officials themselves. Meanwhile, in terms of technology, the Career Development Section has 2 (two) personnel who have advanced competence in the use of information technology, which is also utilized in the employee review and research process, which is equivalent to the use of Microsoft Excel software and the necessary formulas. In general, the process of implementing equalization*



*of positions into functional positions has been carried out efficiently by utilizing personal and internal assets of the Career Development Department’.*

Apart from the efficiency of the equalization process carried out by the Civil Service Bureau, efficiency can also be seen from State Apparatur management itself due to the transfer of employees to functional officials. Based on the policy of equalizing JA into JF, which is the aim of bureaucratic reform by simplifying the bureaucracy. In terms of the budget for paying salaries and performance allowances, there is no change because the equalization is carried out at the same level. Furthermore, in terms of length of service, PermenPAN RB No. 17 of 2021 stipulates that the retirement age limit for echelon III or IV officials is 58 years.

By transforming into a functional official, the age limit becomes 60 years for the middle expert level, and 58 years remain for the first expert and young expert levels. Even for the main expert level, the retirement age limit is up to 65 years. Although there is a difference in salary payments and performance allowances due to the increase in the retirement age limit, this can optimize the potential of civil servants. This condition will certainly have an impact on efficiency because extending the retirement period will provide an opportunity to utilize potential talents.

Another thing that is an added value from this equalization is work efficiency. Where in the context of functional positions, there is no terminology for leadership and staff, there are colleagues who carry out duties and functions according to the expertise of their functional positions and are equally responsible directly to the leadership. With this way of working, completing work will be easier and faster with the same number of employees as before. However, the current challenging condition is efforts to change the mindset of officials who experience equality of position. One informant admitted that some parties still use work patterns and work methods that have not changed much and even tend to be the same. Therefore, employees who have previously held functional positions are demanding a change in the paradigm of officials who are experiencing equalization. However, obstacles like this are still within tolerable limits.

This old work pattern that persists is partly due to the additional responsibilities as coordinator (for functional officials at the middle expert level) and sub coordinator (for functional officials at the junior expert level). With this task, they continue to carry out their duties and functions as administrative officials.

Another efficiency achieved from this equalization policy is in the aspect of resource efficiency of assets or facilities that were previously attached to structural officials. One informant said that with the abolition of Structural Positions, the infrastructure owned by structural officials is now being withdrawn so that it can be repurposed for other strategic needs. Apart from that, efficiency can also be achieved by working patterns of functional officials and organizational governance that has used digitalization, which makes it very easy for employees to carry out daily work activities.

### **3.5. Work Motivation**

The equalization of positions policy is a revolutionary policy implemented to change the mindset and way of working of employees so that they prioritize service rather than lengthy bureaucracy. As with any new policy that is generally just being implemented, there are obstacles to be faced, one of which is from the state civil servants who are affected by the policy. Based on interviews with several informants, they admitted that the policy of eliminating structural positions reduced the motivation of several state civil servants because it eliminated the hope of becoming structural officials. One of

the reasons is their lack of understanding of the work patterns of functional officials resulting from equalization. They consider that changing their position to a functional official will cut their main duties and functions as well as the income they will receive. One of the informants stated:

*At first, civil servants whose positions were equalized to functional positions did feel a little (affected by feelings) demotivated (not enthusiastic; pen) by the equalization of positions. The mindset of most of the civil servants at that time was still to view functional positions as 'second class' positions when compared to the structural positions they previously held. The prestige and stigma of functional positions need to be acknowledged that they are still not good before the process of equalizing these positions is carried out.*

Apart from a negative mindset towards functional positions, the low motivation of state civil servants in assuming their new positions is formed from the fact that functional officials resulting from equalization still carry out their main duties and functions as structural officials. This makes the equalized officials feel reduced in terms of rights. Still, their obligations remain the same, even more so because they have to collect credit figures according to their functional position. Regarding this, one of the informants admitted that at first, he felt that he had high motivation and hopes for being equal as a functional official, but this motivation was reduced due to the fact that he had additional duties as a sub-coordinator. he stated that:

*Yes, but the influence is varied, and separate research needs to be carried out to find out the general trajectory of the influence of motivation. I was positively motivated at the beginning of implementing this equalization with the assumption that I would be a pure JFT. However, in practice, there are changes with the presence of sub-coordinators as additional tasks and the implementation of tasks that have not changed (still carrying out routine tasks that are far from achieving credit figures), so my expectations when the equalization was carried out did not happen, this resulted in decreased motivation.*

Apart from that, one of the causes of the low motivation expressed by the informants was the mismatch between the educational background of state civil servants and the type of functional position they held. For example, many officials who are considered archivists do not have a background in the field of archives.

Seeing the various reasons for the low motivation of state civil servants whose positions are equated to functional positions, massive socialization is needed to change the mindset that considers functional positions to be 'second class' positions. Various conveniences and career opportunities for employees have become increasingly wide open since the issuance of PermenPAN RB No. 1 of 2023. Functional officials actually have greater opportunities to develop career paths in positions and ranks.

The career development of a functional officer is completely determined by the effectiveness of the individual's performance in carrying out organizational tasks, namely by increasing performance, which can be converted into credit scores. Apart from that, functional officials still have the opportunity to occupy structural positions.

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In contrast, structural officials have to go through a more complicated mechanism if they want to occupy equivalent functional positions. Therefore, one effort that can be made is to carry out massive outreach so that Civil Servants's understanding of functional positions can be more comprehensive.

Apart from that, as previously mentioned, the cause of the low motivation of ASNs to become functional officials is the lack of synchronization between educational background and competence and the additional burden as sub-coordinators, namely by immediately providing technical regulations that are able to reduce these two problems so that functional officials are correct. -Really able to achieve professionalism at work. If the institution is ready to implement equalization to functional positions (regarding human resources whose education is appropriate or has taken part in the passing of functional positions and the formation of an Assessment Team according to Functional positions within the internal scope of the Ministry of Home Affairs), employees will be motivated to work according to their functional position. This equality should be able to encourage state civil servants to appreciate and be appreciated for their abilities, competencies, and skills that are in demand and accordance with their educational background.

A common thing that Functional Officials are worried about is how to find credit numbers. This influences the work motivation of ASNs, who are equated to functional officials. However, regarding this matter, the government has anticipated this by issuing PermenPAN RB No. 1 of 2023, one of which revokes regulations related to the List of Proposals for Determining Credit Scores (DUPAK), with the hope of increasing equalization of work motivation for state civil servants. Apart from that, with this equalization, it is hoped that every equalized state civil servant will have the motivation to take part in training and training for this position so that their professionalism will increase.

#### **4. Conclusion**

Based on the description above, it can be concluded that the implementation of the policy of equalizing administrative positions into functional positions within the Ministry of Home Affairs has not resulted in productivity and task efficiency as expected in the policy. This equalization has resulted in a double burden being borne by Civil Servants in their work. Civil servants are required to be able to carry out their structural duties and, at the same time, must be able to achieve credit scores to improve their careers. This affects the productivity and efficiency of the tasks.

Apart from that, from the aspect of policy linearity, it was also found that several functional position nomenclatures were not linear with the tasks carried out in equivalent structural positions. This is also the case in the aspect of policy efficiency. There is no terminology for leadership and staff; there are colleagues who carry out duties and functions according to the expertise of their functional position and are equally responsible directly to the leadership. Lastly, work motivation, where there is a lack of synchronization between educational background and competence and the additional burden as a sub-coordinator.

Thus, in general, this study recommends that the equalization of administrative positions into functional positions within the Ministry of Home Affairs be evaluated. This needs to be done so that there is no overlap in work. In particular, this research also recommends the need for intensive guidance for affected ASNs to be able to better recognize the duties and functions they have in their functional positions as a

result of this equalization. This guidance is needed to increase motivation and work efficiency, which they previously did not recognize in the previous structure.

In response to the double burden experienced by Civil Servants due to the equalization of positions, this research also recommends that civil servants increase collaboration to answer the new challenges of this functional position. During the transition period for functional positions, civil servants can take advantage of expertise-based work relationships by collaborating with colleagues who have abilities that support tasks and policy implementation targets, both in achieving credit figures and in completing assigned responsibilities. This strategy is very possible in this policy of equalizing positions.

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