The Effect of Position Equalization Policy Implementation on Employee Job Satisfaction

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ABSTRACT

Bureaucracy is often seen as an obstacle, a burden, and all negative things related to public services. The government through the regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 28 of 2019 concerning Equalization of Administrative Positions into Functional Positions seeks to overcome bureaucratic problems by trimming the hierarchy and level of office in making a decision. The aim is to examine the effect of the implementation of the equalization policy on administrative positions on employee job satisfaction. This study uses a quantitative approach with data collection methods through a questionnaire instrument. The results showed that 65.5% or 79 people felt that there was an effect of the implementation of the policy of equalizing administrative positions into functional positions on employee job satisfaction, while the remaining 34.5% or 41 people thought otherwise.

Keywords: Bureaucracy; Position Equalization; Functional; Policy Implementation; Job satisfaction.

INTRODUCTION

Bureaucracy is often seen as an obstacle, a burden, and all negative things related to public services. The definition of bureaucracy contains words that support the "negative image" of the bureaucracy, namely, "hierarchy and levels of office" and "many twists and turns". The word hierarchy and level of office and its many twists and turns reflects that due to bureaucracy, many things cannot be done in a concise and to the point manner.

After the New Order regime was forced to step down in 1998, the term reform or renewal emerged and one of the things that was urgently needed to be renewed at that time was the bureaucracy. Rohman and Hardinanto (2019) stated that bureaucratic reform is needed in order to realize good governance, with the main support being human resources as professional administrators, a bureaucracy free from corruption, collusion, and nepotism as well as improving services to the community so that excellent service is realized.

However, after more than two decades of the reform order being launched, reforms, especially in terms of the bureaucracy in Indonesia, have not experienced significant developments and can even be said to be stagnant. Lijan Poltak Sinambela *et al* (2011) identified problems that often become public complaints related to bureaucratic services, including: 1) slowing down the process of completing the permit issuance; 2) looking for various excuses such as incomplete supporting documents, late submission of applications, and other similar

excuses; 3) reasons for being busy doing other tasks; 4) difficult to contact; and 5) Always slow down by using the words, "in progress."

Accelerating the resolution of problems in the bureaucracy requires extraordinary efforts and steps from government leaders and their staff. One of the efforts made by the government of President Joko Widodo to overcome bureaucratic problems is to cut the hierarchy and level of office in making a decision. This step was realized by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN RB) through the regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 28 of 2019 concerning Equalization of Administrative Positions into Functional Positions with the aim of simplifying the bureaucracy.

One of the real implications of implementing the "catch-up" policy without a thorough study and preparation of infrastructure is the confusion of every employee affected by the policy. The confusion is not only for employees who directly experience the transfer of administrative positions into functional positions but also for all stakeholders in the organization where the employee is located. In addition, employees are humans (living beings) who have physical and psychological elements. This psychological or psychological aspect is not taken into account in the implementation of the policy of transferring or equalizing administrative positions into functional positions. Kasmir (2016) said, "…human resource management must be done properly. Employees must be treated like human beings." Meanwhile Phillips and Connell (2003) says that, "job satisfaction can be referred as "the degrees to which employees are content with the job that they perform". The voice of employees must be heard by the leader, this is in accordance with the statement of Dedahanov *et al.* (2016) which states that employee voice helps the organization make improvements and correct existing problems and continuous innovation.

One of the (psychological) aspects of employees that is closely related to changes in working conditions is job satisfaction. Based on this, this study will examine the effect of implementing an equalization policy on administrative positions on employee job satisfaction.

METHOD

This study uses a quantitative approach with data collection methods through a questionnaire instrument that displays a list of questions. The questions in the questionnaire are made in the form of statements that will be measured based on a Likert scale and in the form of questions, especially questions related to the demographics of the respondents. List of statements and questions asked in the form of closed questions. The list of closed statements and questions was used to obtain data representing indicators of each variable dimension used in this study, as well as to obtain information on gender, age, marital status, education, years of service, rank, and position. Data collection was carried out from March to May 2022 using a Google Form questionnaire which was distributed to all ASN through WhatsApp and Telegram groups. The population in this study was 1,000 civil servants, this study used a simple random sampling technique. Simple random sampling technique is a method of selecting samples by taking samples from a population or universe in a certain way so that each member of the population or universe has an equal chance of being selected or taken (Kerlinger, 2006). The random sampling method was carried out by distributing questionnaires in WhatsApp and Telegram groups and the questionnaires that had been answered by the respondents were collected according to the

specified target number, namely 120 people or 10% of the total population. The questionnaires that have been collected are then analyzed with a series of tests such as research requirements test (validity and reliability test), classical assumption test (linearity test, normality, and heteroscedasticity test) and hypothesis testing (linear regression analysis and coefficient of determination) to answer the problem that has been formulated.

RESULT AND DISCUSSION

Descriptive Analysis

1. Education
    Education is one of the factors that influence the implementation of equalization policies. Quality human resources with high education will be able to assist the apparatus in completing tasks quickly and precisely. According to Parotta *et al.* (2014) educational supports productivity. Meanwhile, according to Østergaard *et al.*(2011), highly educated employees support company innovation. Of course, the higher a person's educational level, the more likely they are to be promoted, but still have to rely on the requirements for equalizing administrative positions into functional positions, namely by collecting credit scores. The results of the descriptive analysis in terms of education can be seen in Figure 1.
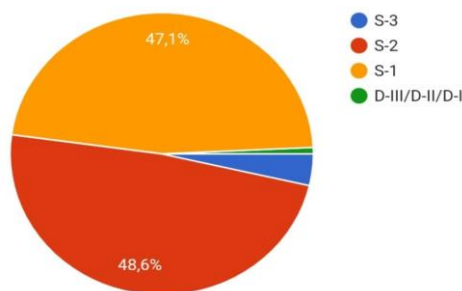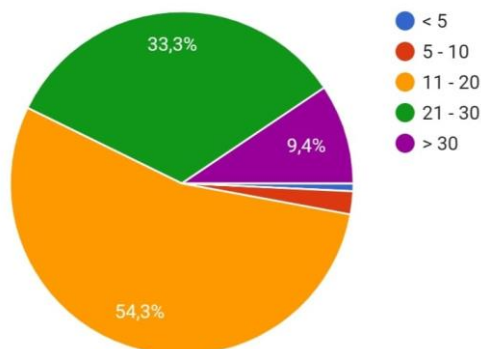

Figure 1
Educational pie chart

Based on Figure 1 of the total number of respondents as many as 120 people, it is known that there is the largest number, namely 48.6% or as many as 58 people who are pursuing master's education. There are quite a lot of respondents who are taking undergraduate education, namely 47.1% or as many as 57 people. Respondents who took S3 education were 3.4% or as many as 4 people, and the rest who took DIII/DII/DI education were only 0.9% or 1 person.

2. Length of service
    The term of office is one of the factors that influence the implementation of the equalization policy. This is because, the quality of human resources is also determined by the period of service, where with a longer working period, employees must have experience in dealing with and solving problems in the world of work. In other words, the complexity of the tasks previously faced by a person will increase his experience and knowledge. The results of the descriptive analysis in terms

of tenure can be seen in Figure 2.

Figure 2
Pie Chart in terms of Term

From Figure 2, it is known that there is the largest number, namely 54.3% or as many as 65 people who have a tenure of 11-20 years. For respondents who have a tenure of 21-30 years there are 33.3% or as many as 40 people. Furthermore, those who have a term of office of more than 30 years are 9.4% or as many as 11 people. The respondents who have a term of office of 5-10 years are 2.1% or as many as 3 people, and the rest who have a tenure of less than 5 years are only 0.9% or as many as 1 person.

Classical Assumption Test

1. Validity test

The results of the validity test of the research data can be seen in Table 1.

Table 1
Validity Test Results

Variable	R-count	R-Table	Validity Check Results
XP1	0.631	0.344	Valid
XP2	0.554	0.344	Valid
XP3	0.732	0.344	Valid
XP4	0.552	0.344	Valid
XP5	0.680	0.344	Valid
XP6	0.827	0.344	Valid
XP7	0.790	0.344	Valid
XP8	0.730	0.344	Valid
XP9	0.687	0.344	Valid
YP1	0.828	0.344	Valid
YP2	0.869	0.344	Valid
YP3	0.872	0.344	Valid
YP4	0.871	0.344	Valid

Variable	R-count	R-Table	Validity Check Results
YP5	0.804	0.344	Valid
YP6	0.816	0.344	Valid
YP7	0.818	0.344	Valid
YP8	0.867	0.344	Valid
YP9	0.885	0.344	Valid
YP10	0.825	0.344	Valid
YP11	0.761	0.344	Valid
YP12	0.838	0.344	Valid
YP13	0.869	0.344	Valid
YP14	0.861	0.344	Valid
YP15	0.763	0.344	Valid
YP16	0.838	0.344	Valid
YP17	0.848	0.344	Valid
YP18	0.785	0.344	Valid
YP19	0.832	0.344	Valid
YP20	0.733	0.344	Valid
YP21	0.819	0.344	Valid
YP22	0.810	0.344	Valid
YP23	0.791	0.344	Valid
YP24	0.845	0.344	Valid
YP25	0.818	0.344	Valid
YP26	0.877	0.344	Valid

In Table 1, there are variables XP1-XP9 meaning that there are 9 questions on the X variable (Equalization Policy), while the YP1-YP26 variable means that there are 26 questions on the Y variable (Employee Job Satisfaction). The validity test requirements are R count > R table. It is known that the R table value is taken from (DF,0.05) where the DF value = n-2 = 35-2 = 33, so that the R table value is (33.0.05) = 0.344. Next, we compare the values of calculated R and R table, then conclude whether the research variables are valid or invalid. From the results of Table 1 above, it can be concluded that all questions on the research questionnaire are valid.

2. Reliability Test

The results of the reliability test of the research data can be seen in Table 2 as follows.

Table 2
Reliability Test Results

Data Used	Number of Questions (X and Y variables)	Reliability Score (Cronbach's Alpha)
Variable X	9	0.907
Variable Y	26	0.984

The basis for decision making in the reliability test is the Cronbach's Alpha value > 0.6, then the questionnaire or questionnaire is declared to meet the reliability or consistent requirements. The greater the value of Cronbach's Alpha, the more consistent the questions made

in the questionnaire. From the results of Table 4.1.2 above, there are 9 questions for variable X data and variable Y data, totaling 26 questions. Both Cronbach's Alpha values meet the reliability requirements, namely 0.907 and 0.984 having a value of more than 0.6.

3. Linearity Test

The results of the linearity test of the research data can be seen in Table 3.

Table 3
Linearity Test Results from Valid Data

Variable	Deviation Value from Linearity	value	Decision
X*Y	0.518	0.05	Linear Relationship

The basis for decision making in the linearity test is if Deviation from Linearity has a significant value > 0.05, then there is a significant linear relationship between the X variable and the Y variable. In Table 3, it is known that the significant value is 0.518 > 0.05, so it can be concluded that there is a linear relationship significantly between the Variable Equalization Policy Position (X) and Employee Job Satisfaction variable (Y).
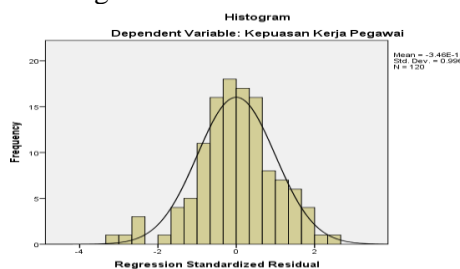
4. Normality test

The results of the normality test of the research data can be seen in Table 4 as follows.

Table 4
Normality Test Results from Valid Data

Variable	Significant Asympton Value	α	Decision
X*Y	0.200	0.05	Berdistribusi Normal

The basis for decision making in the linearity test is to have a significant asymptomatic value > 0.05, then the data is normally distributed. In Table 4, it is known that the significant asymptomatic value is 0.200 > 0.05, so it can be concluded that the research data used is normally distributed. Apart from the table above, we can also find out the results of the normality test through the images that can be seen in Figures 3a and 3b.

Gambar 3a
Histogram Normality Test
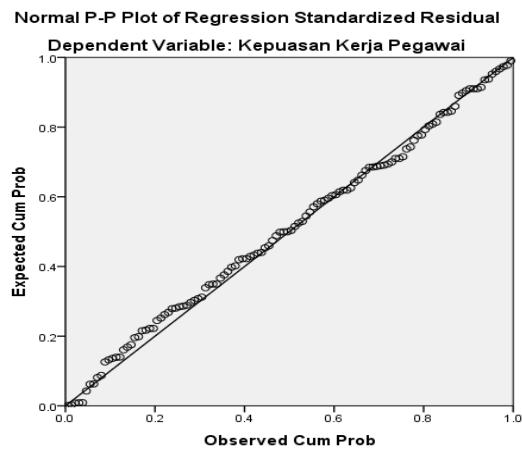
Gambar 3b
Normality Test P-P Plot

In Figure 3a, we notice a line curving upwards like a mountain. These lines form mountains and look perfect with symmetrical legs, so it can be concluded that the data in the study are normally distributed. For Figure 3b, we consider the dots and the diagonal line. The points follow the diagonal line and do not widen too far, so it can be concluded that the data is normally distributed.

5. Heteroscedasticity Test

Heteroscedasticity test is a test used to determine if there is a deviation from the classical assumption requirements in linear regression, where the regression model must meet the requirements for the absence of heteroscedasticity. The results of the heteroscedasticity test from the research data can be seen in Table 5 as follows.

Table 5
Heteroscedasticity Test Results on Research Data

Variable	Significant Value	Value α	Decision
X*Y	0.498	0.05	No heteroscedasticity

The basis for decision making in the heteroscedasticity test is that it has a significant value > 0.05, then the research data does not contain any heteroscedasticity (deviation). In Table 5, it is known that the significant value is 0.498 > 0.05, so it can be concluded that there is no heteroscedasticity in the research data.

Simple Linear Regression Test

1. F test (ANOVA)

The results of the F test on simple linear regression can be seen in Table 6 as follows.

Table 6
F Test Results (ANOVA Table)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40198.957	1	40198.957	224.445	.000^b
	Residual	21134.210	118	179.103		
	Total	61333.167	119			

a. Dependent Variable: Kepuasan Kerja Pegawai

b. Predictors: (Constant), Kebijakan Penyetaraan Jabatan

The basis for decision making in the F test is to have a significant value < 0.05, then there is a significant effect between the X variable and the Y variable. In Table 4.2.1, it is known that the significant value is 0.000b (not 0 but close to 0) > 0.05, so it can be concluded it can be concluded that there is an effect of variable X on variable Y. In addition to paying attention to significant values, we can also conclude by looking at the value of F in the ANOVA table. The conditions that must be met are rejecting H0 if Fcount > Ftable. For the value of Ftable, it can be seen in table F with the conditions (α, dfregression, dfresidual). From Table 4.2.1 there is a value of Fcount that is equal to 224,445, and the value of Ftable is F (0.05,1.118) = 3.92. It is known that Fcount > Ftable = 224,445 > 3.92 so reject H0. So it can be concluded that there is an effect of implementing the policy of equalizing administrative positions into functional positions on employee job satisfaction

2. Coefficient of Determination

The coefficient of determination (R square) is used to predict and see how big the contribution of the influence given by variable X to variable Y. The results of the coefficient of determination in simple linear regression can be seen in Table 7.

Table 7
F Test Results on Research Data

Variable	R Square Value	Other Variable Value
X*Y	0.655	0.345

Based on Table 7 above, it is known that the coefficient of determination or R square is 0.655 or 65.5%. This figure means that the Position Equalization Policy (X) has an effect on Employee Job Satisfaction (Y) by 65.5%. While the rest (1 - 0.655 = 0.345) or 34.5% is influenced by other variables not examined in the study. So, it can be concluded that 65.5% or as many as 79 people feel that the implementation of the policy of equalizing administrative positions into functional positions can increase employee job satisfaction. However, 34.5% or as many as 41

people think otherwise, the employee feels that the implementation of the policy of equalizing administrative positions into functional positions can reduce job satisfaction.

Several previous studies that also discussed the equalization of administrative positions into functional positions were carried out by Fitrianingrum (2020) with the results showing that communication, disposition and bureaucratic structure factors that influence policy implementation are still not optimal and changes in mindset are also other important factors, Permatasari and Ariani (2021) with the results of their research that career equality from administrative positions to functional positions affects job maps and performance in an organization, and Mellowin, Safaria, and Mujaki (2021) with research results showing that the Ministry of Health is making efforts to adjust the assessment performance in regulations and systems to be implemented in stages in the assessment of credit scores for all functional positions. Performance appraisal after equalizing administrative positions into functional positions in an integrated manner with the points of credit score assessment for functional positions. Research conducted by Wubuli (2009) shows that pay variable, work conditions, promotion and fairness are a significant predictor of job satisfaction.

CONCLUSIONS

From the results of the research conducted, it is known that the research data meets the requirements of the classical assumption test and simple linear regression test. We can conclude that 65.5% or 79 people feel that there is an effect of implementing the policy of equalizing administrative positions into functional positions on employee job satisfaction, while the remaining 34.5% or 41 people think otherwise.

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