JOB ANALYSIS MODEL AT THE MINISTRY OF YOUTH AND SPORTS

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ABSTRACT

This research evaluates the job analysis practices at the Ministry of Youth and Sports (Kemenpora). Findings reveal that the current job analysis is not optimal due to incomplete exploration of the Ministry's mandated tasks, leading to unclear mapping of responsibilities and a lack of adherence to the PermenpanRB No. 1 of 2020 guidelines. Data collection, primarily executed by an internal team using templated methods, raises concerns about information validity and reliability. Three main agents provide job analysis information: the jobholder, their superior, and the job analyst. A challenge identified is the limited comprehension of organizational strategy and job functions among jobholders and superiors, combined with the inadequate competency of job analysts. Additionally, the research found that the data's validity and reliability are compromised due to insufficient verification processes. As a remedy, a four-stage job analysis model is proposed, encompassing preparation, data collection, data processing, and result distribution, aiming for more accurate and comprehensive job analyses.

Keywords: Job Analysis, Model, the Ministry of Youth and Sports.

INTRODUCTION

An organization is fundamentally established and operated based on a mutually agreed vision and mission to achieve specific objectives. In executing this vision and mission, the human resources within the organization play a crucial role in determining the overall success or failure of the organization. Hence, it's only logical that Human Resource Management (HRM) receives greater attention from decision-makers within the organization.

Generally, Human Resource Management encompasses five primary functions: planning, organizing, staffing, leadership, and controlling. These functions collectively are referred to as the human resource management process, which in turn consists of sub-processes that detail the steps of each function. The ultimate goal of HRM is to enhance the efficiency, effectiveness, and productivity of individuals within the organization, thus achieving the highest possible organizational targets with minimal resource usage. Failure to manage any of the five functions will negatively impact the achievement of organizational objectives.

The phrase "the right man in the right place" is often heard in the realm of human resource management. It would be disastrous for HR managers to place and employ the wrong people in an organization. Finding and placing the right person in the right position is no easy task; it involves stages such as planning, recruitment, selection, and strategic placement (staffing) to ensure individuals are correctly positioned according to their competency and job qualification requirements. During recruitment and selection, HR managers should consider the job requirements, such as age limits, educational qualifications, experience, gender, health, and more.

The principle of placing the right person in the right position must also be upheld when placing Civil State Apparatus (ASN) in government agencies. To ensure that an ASN is placed according to their competencies and job requirements, processes like drafting and determining ASN needs, selection, appointment, and positioning must be carefully considered based on job analysis documents.

Filling and placing ASNs in a position, besides through initial procurement mechanisms—matching employees with the initial job formation applied for during the selection process—can also be achieved through rotation and promotion mechanisms after the ASN has occupied a position. The rotation and promotion mechanisms to place an ASN in a specific position are essential in finding the right candidate to fill that position, ensuring maximum contributions to organizational goals. Human resource management pays keen attention to employee competency. Positioning an employee according to their knowledge, skills, talent, and capability contributes to increased job

satisfaction, which in turn positively impacts organizational performance.

The primary duty of the Ministry of Youth and Sports is to conduct governmental affairs in the fields of youth and sports to assist the President in governing the nation. To carry out its tasks and functions, the Ministry of Youth and Sports requires adequate human resources in both quantity and quality. The organizational design of the Ministry of Youth and Sports, as stated in Presidential Regulation Number 68 of 2019 concerning State Ministry Organization, falls into category or cluster III. This is the Ministry responsible for government affairs through sharpening, coordinating, and synchronizing government programs without performing technical functions. Therefore, quality and adequate human resources are vital to support the successful implementation of government affairs, especially in formulating, coordinating, and synchronizing policies in youth and sports.

Youth and sports affairs are of utmost importance to nation-building and state governance since they relate to the quality of human resources in a country. As stated by President Joko Widodo in his speech at the MPR RI plenary session on October 20, 2019, the primary and foremost

priority to achieve "Golden Indonesia" by 2045 is through Human Resource Development. Youth represents a significant human resource asset for Indonesia that needs proper management to produce high-quality individuals contributing to national development. Based on the National Socio-Economic Survey (Susenas) in March 2022, the youth population in Indonesia was 65.82 million or 24.00% of the total population (Central Statistics Agency, 2022). From the sports perspective, its contribution to human resource development in Indonesia is also significant. There are two main goals for sports development in Indonesia: firstly, to achieve physical fitness among the Indonesian population and, secondly, to excel in international sports arenas. A fit Indonesian society is crucial for nation-building as it positively correlates with health levels and societal productivity.

According to the Youth Progress Index (YPI), which measures the quality of life of young residents in over 150 countries, in 2020 Indonesia ranked 76th out of 150 countries (European Youth Forum & Social Progress Imperative, 2021). The data from the Youth Progress Index for 2020 is as follows.

Tabel 1 Youth Progress Index 2020

YPI Rank	Country	YPI country code	YPI year	Status	Youth Progress Index	Basic Human Needs	Foundations of Wellbeing	Oppor-tunity
1	Norway	NOR	2020	Ranked	95,80	95,76	96,43	95,20
2	Denmark	DNK	2020	Ranked	94,62	95,51	93,25	95,10
3	Finland	FIN	2020	Ranked	94,03	94,58	93,14	94,35
4	Switzerland	CHE	2020	Ranked	93,14	95,03	93,60	90,78
5	Sweden	SWE	2020	Ranked	92,81	92,38	92,37	93,67
...								
16	Singapore	SGP	2020	Ranked	88,81	99,22	86,59	80,62
...								
48	Malaysia	MYS	2020	Ranked	73,12	85,15	72,79	61,42
...								
55	Vietnam	VNM	2020	Ranked	69,61	82,91	69,25	56,66
...								
67	Thailand	THA	2020	Ranked	68,11	80,61	65,95	57,75
...								
76	Indonesia	IDN	2020	Ranked	65,66	78,61	62,14	56,23
...								
85	Philippines	PHL	2020	Ranked	63,73	71,78	59,41	60,00
...								
147	Afghanistan	AFG	2020	Ranked	31,24	42,19	29,17	22,34
148	Chad	TCD	2020	Ranked	26,44	25,37	28,68	25,29
149	Central African Rep	CAF	2020	Ranked	22,03	14,39	27,53	24,17
150	South Sudan	SSD	2020	Ranked	20,03	28,08	19,55	12,46

Sumber: https://youthprogressindex.org/2022 ,diolah oleh peneliti

There are three key areas that are the focus of YPI measurement, namely: 1) Basic Human Need, to determine whether a country provides basic needs for the community; 2) Foundations of Wellbeing, to find out if there is a foundation for individuals and communities to improve and sustain well-being; and 3) Opportunity, to find out if there is an opportunity for all individuals to reach their full potential. Of the three areas, Indonesia is ranked 76th, still below other ASEAN countries such as Thailand (ranked 67), Vietnam (ranked 55), Malaysia (ranked 48), and Singapore (ranked 16).

Data on sports development achievements in Indonesia also do not show satisfactory numbers, in 2022 the total points obtained are 0.376, 32 points lower than in 2021, which was 0.408 (scale 0.00 – 1). Of the nine dimensions of sports development, the dimensions of human resources, fitness, and participation contributed the lowest value of 0.071 each; 0,194; and 0.309 (Deputy for Sports Culture, 2022). Meanwhile, in terms of Indonesia's sports achievements, although there has been an increase, it is still fluctuating. Here is Indonesia's ranking data in Asian Games and Olympic events:

The task of managing government affairs in the field of youth and sports is not an easy matter, therefore the Ministry of Youth and Sports must be supported by competent human resources in order to issue appropriate and impactful policies in the field of youth and sports. Based on personnel data as of November 2022, the number of employees of the Ministry of Youth and Youth is 1372 people, consisting of 1081 civil servants and 291 honorary staff of the institution.

Table 2 Number of employees of the Ministry of Youth and Sports

Employment status	Total
Pegawai Tetap (PNS)	1081
Pegawai Tidak Tetap (Honorer/Non-PNS)	291
Total	1372

Sumber: Bagian Sumber Daya Manusia Aparatur, Kemenpora 2022

From the table above, it can be seen that the number of employees of the Ministry of Youth and Sports is not much for the size of a State Ministry, this is because the Ministry of Youth and Sports is a small Ministry compared to other Ministries and does not have representative offices in the regions. The composition of ASN of the Ministry of Youth and Sports when grouped by group rank, it can be seen in the following diagram:
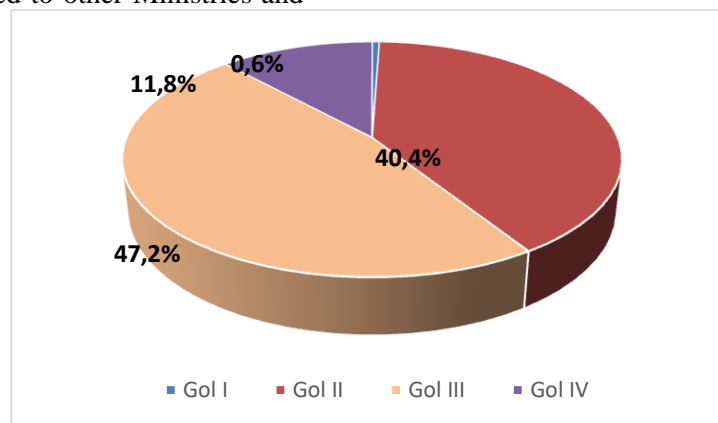

Diagram 1 ASN Ministry of Youth and Sports by group
Source: Human Resources Section of Apparatus 2022, processed by researchers

ASN of the Ministry of Youth and Sports as many as 6 people or 0.6% are in group I, as many as 437 people or 40.4% are in group II, as many as 510 people or 47.2% are in group III, and as many as 128 people or 11.8% are in group IV. Looking at the composition above, there are still many groups of civil servants of the Ministry of Youth and Sports who are in groups I and II who fill executive positions.

Meanwhile, based on their level of education, civil servants in the Ministry of Youth and Youth can be seen in the following diagram:
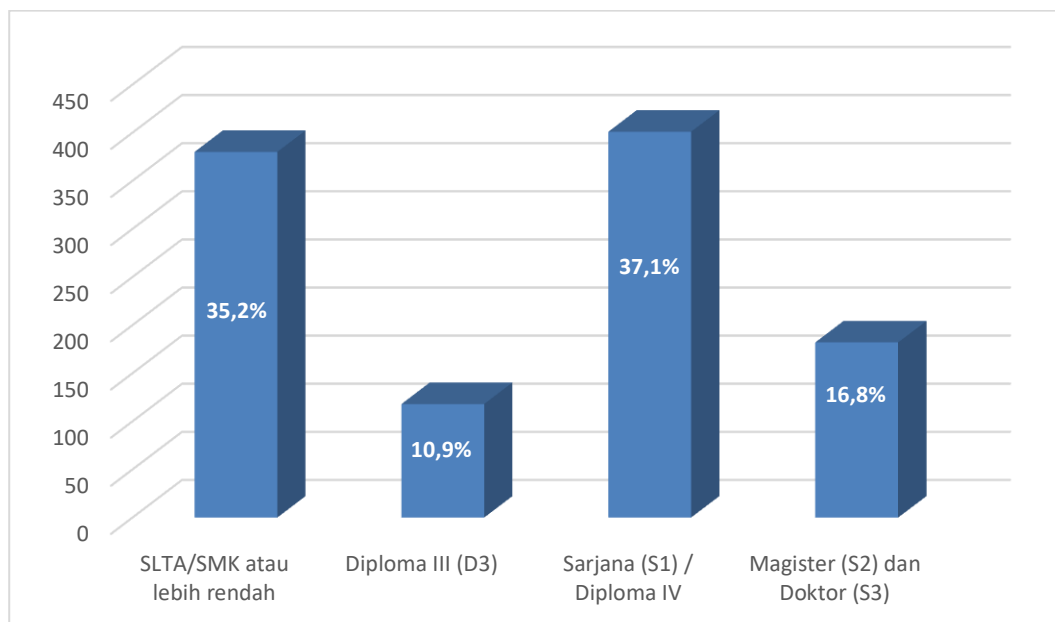
Source: Human Resources Section of Apparatus 2022, processed by researchers

Tabel 3 ketidaksesuaian jurusan pendidikan dan diklat pengampu jabatan dengan syarat jabatan

Employee Name	Department	Condition PyB		Position Requirements	
		Department of Education	Training	Department of Education	Training
Officer E	Head of Program and Budget	S1 Language and Literature Education	Pim IV	Law/Adm /Management/ Economy	Pim III
Officer F	Head of Planning, Human Resources Apparatus, and Archives	S1 Soil Science S2 National Resilience	Pim IV	Management/ Economy/ Sospol/ Adm. Public	Pim III
Officer G	Head of Music and Culinary Creativity	S1, S2, and S3 Sports	Pim IV	Art/Social/Culture/ Youth	Pim III

Source: Human Resources Apparatus Section, Ministry of Youth and Youth 2022

Table 4 above shows that in addition to the education majors of the officials concerned are not linear or in accordance with the education majors required in the position qualifications, it also shows that there is still a gap in training , where the training owned by the official concerned is still lower than the training required in the position qualifications. The things mentioned above illustrate the conditions where the placement of employees, especially through the mechanism of mutation and promotion within the Ministry of Youth and Youth is still not fully in accordance with the results of the position analysis and workload analysis that has been determined.

The filling of a position can be done through the mechanism of mutation and promotion and through the first placement according to the formation during the selection and recruitment process. For employee procurement, the Ministry of Youth and Sports selects ASN candidates by opening employee procurement formations through regular procurement channels, cooperation lines with the State Finance Polytechnic (PKN) STAN, special paths for Outstanding Athletes, and Government Employee formation lines with Work Agreements (PPPK). The number of procurement formations of the Ministry of Youth and Youth since 2017 is as follows:

Table 5 Number of ASN procurement formations of the Ministry of Youth and Sports

Year of Procurement	Formasi				Total
	Regular	PKN STAN	Performance Athletes	PPPK	
2017	26	-	-	-	26
2018	29	10	277	-	316
2019	10	-	-	-	10
2020	-	-	-	-	0
2021	-	18	-	-	18
2022	-	-	-	91	91

Source: Human Resources Apparatus Section, Ministry of Youth and Youth 2022

Based on the table above, it can be seen that the Ministry of Youth and Sports recruited quite a lot of employees in the 2018 procurement year with a total of 316 people. The special formation path for Outstanding Athletes contributed a large amount, amounting to 87% of the total employee procurement in 2018. The appointment of outstanding athletes to become civil servants is an order from Mr. President Joko Widodo as part of the award given by the Government to athletes who have made the name of the Indonesian nation proud by donating medals at international sports events or championships.

The procurement of civil servants through special channels for Outstanding Athletes is regulated in the provisions of PermenPANRB Number 36 of 2018 concerning Criteria for Determining the Needs of Civil Servants and the Implementation of Selection of Civil Servant Candidates in 2018, Permenpora Number 6 of 2018 concerning the Implementation and Selection Mechanism, and Appointment of Outstanding Sportsmen to CPNS in 2018, and Permenpora Number 11 of 2018 concerning Amendments to Permenpora Number 6 of 2018 concerning Implementation and Mechanism Selection, and Appointment of Outstanding Sportsmen to CPNS in 2018.

The preparation of position analysis and workload analysis in government agencies must refer to existing provisions, namely Permenpan-RB Number 1 of 2020 concerning Guidelines for Position Analysis and Analysis and State Civil Service Chapter Regulation Number 10 of 2021 concerning Procedures for Implementing the Preparation of State Civil Apparatus Needs, besides that it is also necessary to pay attention to the work system and work relationship patterns after organizational simplification. A good organization must think about employee needs for accurate and complete position information so that employees can carry out their work appropriately and correctly in accordance with applicable standard operating procedures. Job analysis is a prerequisite document that must exist in the implementation of effective human resource management, but this is often ignored and considered unimportant by some human resource managers in an organization so that in its implementation it can cause organizational leaders to make wrong decisions in the field of human resources.

Tabel 6. Mind Map of Previous Research

No.	Researchers and Research Years	Research Title	Equation	Difference
1.	Tamara, Claudio. V.D., Johanes, Ayu. W., Marlina, Lina., & Hendra, Khansa. A. (2021);	Job Analysis in Employee Placement at the Bureau of Governance and Regional Autonomy of the North Sulawesi Provincial Secretariat.	- Using descriptive qualitative research methods. - Discusses the stages of preparing position analysis in government agencies.	Previous research only wrote about the stages of preparing job analysis in agencies without explaining how the preparation process was and what kind of strategies were used to get maximum results in job analysis. Meanwhile, in this study, researchers want to explore more effectively and efficiently how the model of preparing a more effective and efficient job analysis is associated with existing theories and laws and regulations that govern it.
2.	Hapsari, Marlinda Dini., Wulandari, Jeni., & Saptiani Fenny (2022)	Competency Identification of Customer Service in People's Credit Banks using the Job Competency Assessment (JCA) Method.	- Using qualitative research methods - Discusses methods to find out the competencies needed by a position	Previous research only focused on knowing the competencies needed for a position in this case Customer Service, while in this study competence was only one element in job analysis. Previous research was conducted on private organizations where the division of duties and functions of positions was very clear, while this research was carried out on public organizations (government)
3.	Komalasari, S., Urrahmah, N., Maisarah, S., Uin, & Banjarmasin, A. (2022)	Job Analysis in Human Resource Management.	- Explain the definition, objectives, benefits and important role of job analysis in human resource management	The method used is only a literature study (Library Research), while researchers use descriptive qualitative methods which in data collection combine literature studies, observations, and interviews.
4.	Fadlilah, I. A., & Fajrianthi. (2022);	Methods and Implementation Steps in State-Owned Enterprises of the Manufacturing	- Explain the concept and important role of job analysis - Explain data collection techniques and processes or stages	This research method refers to the *hybrid method* approach which has a focus on combining *work-oriented* and *worker-oriented*. While researchers are more inclined to a descriptive qualitative approach which in

No.	Researchers and Research Years	Research Title	Equation	Difference
		Industry Cluster.	in the implementation of job analysis	data collection combines literature studies, observations, and interviews
5.	Augustine, Ele A., Umana, E. Attah., Inyang, B. J., & Isaac, S. (2019)	*Effect of Job Analysis on Corporate Performance of the Selected Private Sector Organizations in Cross River State, Nigeria.*	- Explain the meaning, purpose, and important role of job analysis and the variables that influence it. - Have similarities in conceptual framework	- This study used quantitative methods while researchers used descriptive qualitative research methods. - So far, this study only provides an explanation of the steps and procedures used to conduct job analysis that produce job descriptions and specifications as well as correlations between company performance. - The subject of this study is the private sector, not public organizations.
6.	Dixit, A. (2014);	*Job Analysis – Relevance And Applicability For Modern Business Environment.*	- Using qualitative research methods and literature review. - Explain the meaning, purpose, and important role of job analysis in Human Resource Management.	- This research explains in detail the reasons why traditional job analysis is no longer relevant to today's modern business organizations. - The subject of this study is the private sector not public organizations, but still have similarities in the complexity of the work at hand.
7.	Bunyamin, B., Nursyamsiah, N., Umma, R., & Dearanti, M. (2021)	*Job Analysis and Design of Educational Jobs in Indonesia.*	- Using descriptive qualitative research methods - Placing job analysis as a strategy in placing employees in a job position. - Emphasize the importance of job analysis in an organization	Discusses job analysis in the world of education which is definitely different from job analysis for government agencies

The previous research, as mentioned above, has one similarity: they all agree that job analysis plays a vital role in human resource management, especially in terms of recruitment and selection of employees, determining fair compensation provision, employee competency development, and as a foundation for performance evaluation. The novelty or uniqueness of the research I am conducting lies in emphasizing the techniques or models of formulating the job analysis, not just finding out the essential role and benefits of job analysis in an organization. I also

want to know what can influence the quality of the job analysis produced by organizations, in this case, a case study is conducted in Kemenpora as one of the central government agencies, which can impact its utilization in managing human resource management.

Manajemen Sumber Daya Manusia

Rachmawati (2008) in (Marnisah &; Zamzam, 2021), views HR management as 'the process of planning, organizing, influencing and supervising procurement, development, compensation, integration and release of human resources to achieve individual, organizational, and community goals.

In general, it can be concluded that human resource management (HRM) is a strategic approach to managing employees and all elements related to employees in the organization. The main focus is to understand, develop, and optimize human contributions to the achievement of organizational goals. HRM involves a variety of activities, including recruitment, selection, development, performance management, compensation, conflict management, compliance, and change management.

According to Veithal Rivai (2010) in (Marnisah &; Zamzam, 2021), HR functions are divided into two, namely the HR Managerial function and the HR Operational function. The managerial functions of the HRM in question consist of: Planning, Organizing, Directing, and Controlling. While the operational functions of HRM consist of: Procurement, Development, Compensation, Integration, Maintenance, Discipline, and Termination.

Referring to some of the definitions, goals, and functions that have been described above, it can be concluded that HR is very important in determining the quality and number of employees who will fill all positions in the organization and ensuring the availability of current and future labor. This is to ensure that each job is done by the right people, avoid overlap in the execution of tasks, and facilitate coordination, integration, and synchronization to increase work productivity and achieve organizational goals.

Department Analysis

Here are some definitions of job analysis according to human resource experts quoted from (Marnisah &; Zamzam, 2021) including French (1986) who said that job analysis is 'a systematic deepening of the content of the job, the physical environment around the job, and the qualifications needed to carry out job responsibilities'. According to Edwin B. Flippo (1961) 'job analysis is the

process of studying and unifying information related to certain job operations and responsibilities.' Then according to Andrew F. Sikula (1981 'job analyst is a process of getting all the facts of the position right'. While according to (Dessler, 2015), 'Job analysis is a procedure used to determine the duties of a position in a company as well as the characteristics of individuals who must be hired to do the job.' According to Ash (1988) in (Voskuijl, 2005), Job analysis is defined as 'the collection and analysis of any kind of information related to work or position using any kind of method for a specific purpose'

Based on Permenpan-RB Number 1 of 2020 concerning Guidelines for Position Analysis and Workload Analysis, the definition of Job Analysis is the process of collecting, recording, processing and compiling position data into position information.

Job analysis is the starting gate needed to get employees with good quality and sufficient numbers so that they are effective in carrying out their tasks in an organization. Job analysis consists of structured stages that include collecting, evaluating and organizing work. Information generated from job analysis has an important role in HR planning because it provides information about work conditions and work environment. Good job analysis can also be used to improve the effectiveness and efficiency of staffing, conducting performance evaluations, providing compensation, and so on

Thinking Framework

In this study, the key concept is the job analysis model at the Ministry of Youth and Sports. The job analysis model is a systematic approach used in human resource management to identify and analyze specific job tasks, responsibilities, qualifications, and requirements. The indicators of the job analysis model in this study are factors that affect job analysis and the stages of preparing job analysis.

A framework of thinking helps researchers organize ideas, understand the relationship between concepts, and identify steps that need to be taken to solve research problems. In this study, the frame of mind is built based on the theory of McCormic (1976), namely the factors that influence the process of preparing job analysis, consisting of: (1) Types of work-related information; (2) Data collection methods; (3) Agents or sources of information; and (4) Validity and reliability of job analysis data. In addition to the theory from McCormic, the researcher also uses the theory from Marnisah & Zamzam (2021) in the form of the stages of preparing a position

analysis to compile a position analysis model at the Ministry of Youth and Sports. The stages in question consist of: (1) Preparatory stage; (2) Data collection stage; (3) Data clarification and processing stage; and (4) The stage of use and presentation of job information.

The policy element, namely PANRB Ministerial Regulation No.1 of 2020 concerning

Guidelines for Job Analysis and Workload Analysis is also a reference in the preparation of a job analysis model that is expected to be able to produce information in the form of job descriptions, job specifications, and job standards that are more ideal to be applied at the Ministry of Youth and Sports.
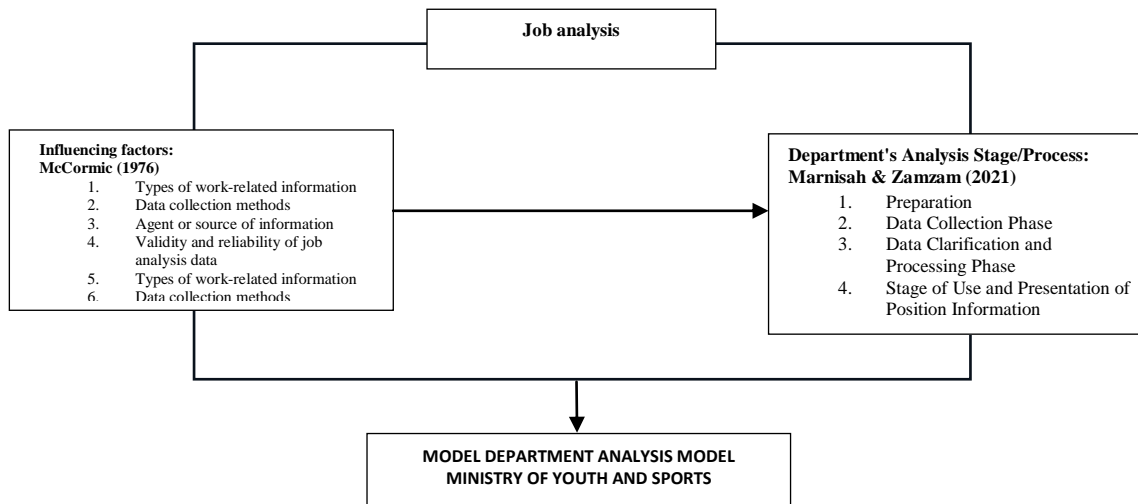
RESEARCH METHODS

Approach. A case here can be an individual, a group, an organization, a community, or even a specific event. One of the objectives of qualitative research is to explore and understand the meaning of a humanitarian, social issue. The study aims to understand cases holistically and in-depth by comprehensively analyzing the contexts, processes, and characteristics involved. This study aims to develop concepts in models or formulation techniques for job analysis in the Ministry of Youth and Sports.

Researchers believe using qualitative methods with a case study approach can provide deep and detailed insights into the case under study. With this approach, researchers can better understand cases' complexity, context, and characteristics and generate a rich understanding of the phenomenon under study.

Data collection is very important in research, determining its success based on the validity of the data. Given the ambiguity inherent in qualitative studies and the central role of researchers, data collection techniques are critical to achieving research objectives. Documentation and interviews were used to gain comprehensive

insight into the appropriate job analysis model for the Ministry of Youth and Sports. Documentation, which serves as primary data, includes regulations, books, scientific journals, articles, reports, and archives of the analysis of the position of the Ministry in 2021. Interviews, particularly unstructured ones, allow researchers to extract in-depth information from informants, with questions tailored based on the flow of the conversation. Key informants were selected based on several criteria, including their expertise in job analysis and interview availability. Researchers use purposive methods to select these key informants.

Before conducting interviews, researchers identify key informants based on certain criteria, including their expertise in job analysis, involvement in related activities, availability, validity of their information, and familiarity with the research. Then, the researcher prepares important discussion points for the interview. All interview results are recorded and processed to determine the next steps needed to achieve the desired research results. Using these criteria, a purposive method is used to select the main informant for the study.

No.	Key Information	Quantity	Purpose	Key Information Code
1.	Head of the Human Resources and Organization Bureau	1	To gather comprehensive information regarding the job analysis process and its utilization in the Ministry of Youth and Sports	K1
2.	Secretary of the Deputy for Youth Empowerment	1	To delve deep into job analysis, especially in the Youth sector	K2
3.	Secretary of the Deputy for Sports Culture	1	To delve deep into job analysis, especially in the Youth sector	K3
4.	HR Analyst Expert at the Center for Planning ASN Needs, National Personnel Agency	1	To gather detailed information about procedures and strategies of job analysis	K4
5.	Head of the Organization Division	1	To obtain in-depth information related to the technical aspects of job analysis in the Ministry of Youth and Sports	K5
6.	Head of the Administrative Procedure Division	1	To obtain in-depth information related to the technicalities of the business process in the Ministry of Youth and Sports	K6
7.	Chairman of Job Structuring Team	1	To obtain in-depth information on the technical aspects of job analysis in the Ministry of Youth and Sports	K7
8.	Chairman of the Staff Promotion and Transfer Team	1	To gather detailed information about the utilization of job analysis in HR management within the Ministry of Youth and Sports	K8
9.	Employees of Echelon III, Echelon IV, and Executive (Staff) in the Youth Department	4	To gather information about employee understanding, job functions, and general job analysis in the department overseeing Youth affairs	K9, K10, K11, K12
10.	Employees of Echelon III, Echelon IV, and Executive (Staff) in the Sports Department	3	To gather information about employee understanding, job functions, and general job analysis in the department overseeing Sports affairs	K13, K14, K15
	Total		15 Employees	

In this study, 15 key informants were selected for interviews to obtain detailed information on job analysis in the Ministry of Youth and Sports. These informants, who are currently involved in the job analysis process in the Ministry, are selected based on their understanding of the rules and regulations in job analysis and their extensive knowledge in human resources and organizations. Researchers use triangulation techniques to ensure data credibility by utilizing various data sources and collection methods. Triangulation, rooted in the trigonometric concept of forming a powerful triangle from three different points, combines different perspectives, approaches, or data sources to provide a comprehensive picture and verify research findings. As for data processing and analysis techniques, researchers use data reduction to filter and focus on the most relevant data, data display to organize and present data visually, and conclusion/verification to produce credible and reliable conclusions based on data analysis. This rigorous approach ensures that the study's conclusion significantly contributes to understanding the research topic.

RESULTS AND DISCUSSION
Position Analysis at the Ministry of Youth and Sports

The Ministry of Youth and Sports last conducted a job analysis in 2020, adhering to the old organizational structure based on Regulation No. 1516 of 2015. The job analysis results were established by the Ministerial Decree No. 66 of 2021. However, the broader ministry staff, particularly in the Ministry of Youth and Sports (Kemenpora), are not widely informed about the job analysis. Key informant 1 (K1), the Head of the Human Resources and Organization Bureau, emphasized its importance for institutional development and staff positioning, but acknowledged a widespread lack of knowledge among staff. Similar sentiments were echoed by key informants 2 (K2) and 3 (K3), who respectively represent the Deputy for Youth Empowerment and the Deputy for Sports Culture. They noted that most staff in their departments were not fully aware of the significance or technicalities of the job analysis. The main issue is that past job analyses or their results have never been socialized to all Kemenpora employees. Yet, as Marnisah & Zamzam (2021) suggested, job analysis isn't just for recruitment, but also for compensation determination, performance appraisal, competence development planning, and other HR enhancement programs. Interviews with various key informants revealed that many only understand the basic concept of job analysis, with many unaware of the existing Ministerial Decree No. 66 of 2021. K1 also pointed out that only a few, from top-level leaders to lower-level staff, prioritize job analysis. This lack of awareness impacts policy-making at the leadership level and data quality at the staff level. A review of Ministerial Decree No. 66 of 2021, available on the official Kemenpora website, showed limited job-related information, missing essential details like job descriptions and specifications.

The job description information in the Kepmenpora No. 66 of 2021 is also limited to the nomenclature name of the position, not information in the form of a job summary, job requirements, job description, obligations, authority, and other job-related information as stipulated in the Minister of PANRB Regulation No. 1 of 2020 on Guidelines for Job Analysis and Workload Analysis. The complete job analysis document is held by the team overseeing organizational affairs, so anyone needing the aforementioned job analysis information must contact the organizational affairs section. This has resulted in the inadequate dissemination of job analysis information to all employees, with many being unaware of the job description, authority, and responsibilities of their current position.

Kemenpora has not yet established a standard operational procedure (SOP) for drafting job analyses. This is reinforced by statements made by informant K5, and further supported by statements from informant K1 as follows:

"To my knowledge, up to now, we have not had an SOP for drafting job analyses, even though this task is routine and part of our responsibilities in the Organizational division. In the future, improvements need to be made by formulating a clear SOP, so anyone tasked with drafting a job analysis has clear guidance on what should be done and how to do it."

An SOP for job analysis is crucial to standardize the process of drafting job analyses. As part of efforts to improve organizational governance, Kemenpora is currently pushing all work units to develop standard operating procedures for each activity or work process that falls under their respective roles and functions, including the drafting of the job analysis SOP by the Human Resources and Organization Bureau, which is responsible for human resource management in the Ministry of Youth and Sports.

Factors affecting Job Analysis at the Ministry of Youth and Sports

Job analysis results are divided into two main categories: job description and job specification. The goal is to obtain these two key pieces of job information. However, quality results require strong comprehension of job analysis from both the analyst and the employee whose job is being analyzed. The Indonesian regulations PermenpanRB No.1 of 2020 and BKN Regulation No.9 of 2022 outline 15 types of job-related information. To determine a job description, one must understand the mandates borne by an organization. Informant K4, an HR Analyst, emphasized understanding an organization's mandates to discern necessary job roles. Before undertaking a job analysis, one should understand the mandates given to the Ministry of Youth and Sports. These include laws from 2009, 2022, and 2010, among others. A clear organizational structure will influence job analysis outcomes. Informant K2 highlighted ambiguities in naming roles within the Ministry. To avoid misinterpretations, the HR and Organization Bureau established a detailed function description for each position, derived from the mandates. However, many ministry employees still lack understanding of their job functions. The HR and Organization Bureau, as the leading sector in

administration, established the Ministry's business process, involving all units in its formulation. Yet, many remain unaware of this process. Only a few involved in its development truly understand it. Different views were expressed by informants on their knowledge about the business process, indicating a communication gap between leadership and lower-level employees.

Based on the results of the interview above, it can be concluded that policy documents such as strategic plans, business processes, and descriptions of organizational functions are still known to a small number of employees at a certain level involved in the preparation of these documents, and are not widely known by all employees within the Ministry of Youth and Sports. For this reason, before the position analysis is carried out, it is necessary to review and socialize to all employees in the Ministry of Youth and Sports, in order to have the same understanding of the vision, mission, goals, and strategic objectives contained in the Renstra, business processes / process flows, and descriptions of organizational functions of the Ministry of Youth and Sports.

Job analysis in the Ministry of Youth and Sports is conducted only based on specific needs, such as during CASN procurement or when there's a change in job nomenclature during organizational restructuring. This analysis isn't always backed by comprehensive planning and preparation. As highlighted by key informant 4 (K4), an HR Analyst from the National Personnel Agency, the primary benefit of job and workload analysis lies in understanding the core functions and duties of an organization, then determining the necessary roles within it. Marnisah & Zamzam (2021) emphasized the critical importance of planning in job analysis, including designing its format, coordinating stakeholders, understanding the organization's functions, processes, and structure, and evaluating current workforce and roles. According to BKN Regulation No. 9 of 2022, job analysis is the initial stage in planning Civil State Apparatus needs. The stages encompass job analysis, workload analysis, job mapping, proposing workforce needs, presenting these proposals, analyzing these needs, and technical considerations. Without job analysis, government agencies can't submit workforce requirements to ministries like PANRB or BKN. The Ministry of Youth and Sports annually submits such requirements, and as informant K8 emphasized, job analysis is vital in the planning and recruitment process since it outlines the specifics of the role,

including educational prerequisites, which are crucial for effective recruitment.

The Ministry of Youth and Sports (Kemenpora) incorporates its job analysis into the e-formasi application from KemenpanRB, which serves as a foundation for filling the required positions. This application not only includes the job analysis detailing educational qualifications but also requires input on job mapping and the current number of employees. However, there are concerns about the utilization of this job analysis within the Ministry. Informant K1 observed that the use of the job analysis could be optimized further, noting cases of misalignment between individuals' experience or education and their job placements. They suggest that the job analysis should not just be used for new hires but also for holistic human resource management. Key Informant 5 (K5) echoed a similar sentiment, noting that the job analysis document is often seen merely as supporting evidence for bureaucratic reform indicators rather than a guide for personnel needs planning.

Conversely, Key Informant 8 (K8) highlighted that while job analysis is essential for job placements, it isn't the sole deciding factor. Placements, promotions, and transfers are also based on performance evaluation meetings attended by senior ministry officials. These discussions consider the educational requirements listed in the job analysis but also rely on rank and evaluations from leadership. In employee placements, whether for promotions or transfers, the job analysis document is one of the considerations, particularly concerning educational requirements and rank. However, it's not the absolute reference as the final decision lies with the Selection Committee (Pansel), emphasizing the leadership's significant role in decision-making.

From the interviews, it's evident that the Ministry of Youth and Sports hasn't fully utilized the job analysis as a guide for personnel procurement, promotions, transfers, performance evaluations, development plans, etc. Thus, the benefits of job analysis, as stated by Dessler (2015), such as for recruitment and selection; job requirement fulfillment; performance evaluation; compensation determination; and as a tool to identify training needs, have yet to be fully realized within the Ministry.

Job Analysis Model at the Ministry of Youth and Sports

Based on the findings, a job analysis model is proposed for the Ministry of Youth and Sports, divided into four main stages. The first, the

Preparation Stage, emphasizes detailed planning before executing the job analysis. The HR and Organization Bureau, alongside relevant work units, needs to conduct a comprehensive review of all mandates, the Ministry's strategic plans, its business processes, and its organizational structure. Employees must also be acquainted with these elements. Furthermore, the bureau has tasks like refining the competency of job analysts, identifying jobs for analysis, designing questionnaires, disseminating information on the process, and managing questionnaire distribution.

The second stage is Data Collection, where respondents for the analysis are chosen. The process entails gathering filled-out questionnaires and conducting in-depth interviews with jobholders, referencing essential documents. The third stage, Data Processing, involves verifying information from jobholders with their superiors or colleagues, ensuring alignment with leadership goals and performance objectives. This data is then validated against the established organizational descriptions and goals, culminating in a formalized job analysis in line with the Minister of PANRB No. 1 of 2020's guidelines.

In the final Usage and Presentation stage, the finalized job analysis results are communicated throughout the organization, ensuring clarity on everyone's roles and expectations. It's crucial to maintain an active evaluation mechanism for the established job analysis, especially when organizational dynamics change. The established job analysis should not just serve administrative purposes but should also guide processes like recruitment, promotions, performance evaluations, and competency development. The proposal concludes with a chart illustrating the job analysis model tailored for the Ministry of Youth and Sports.
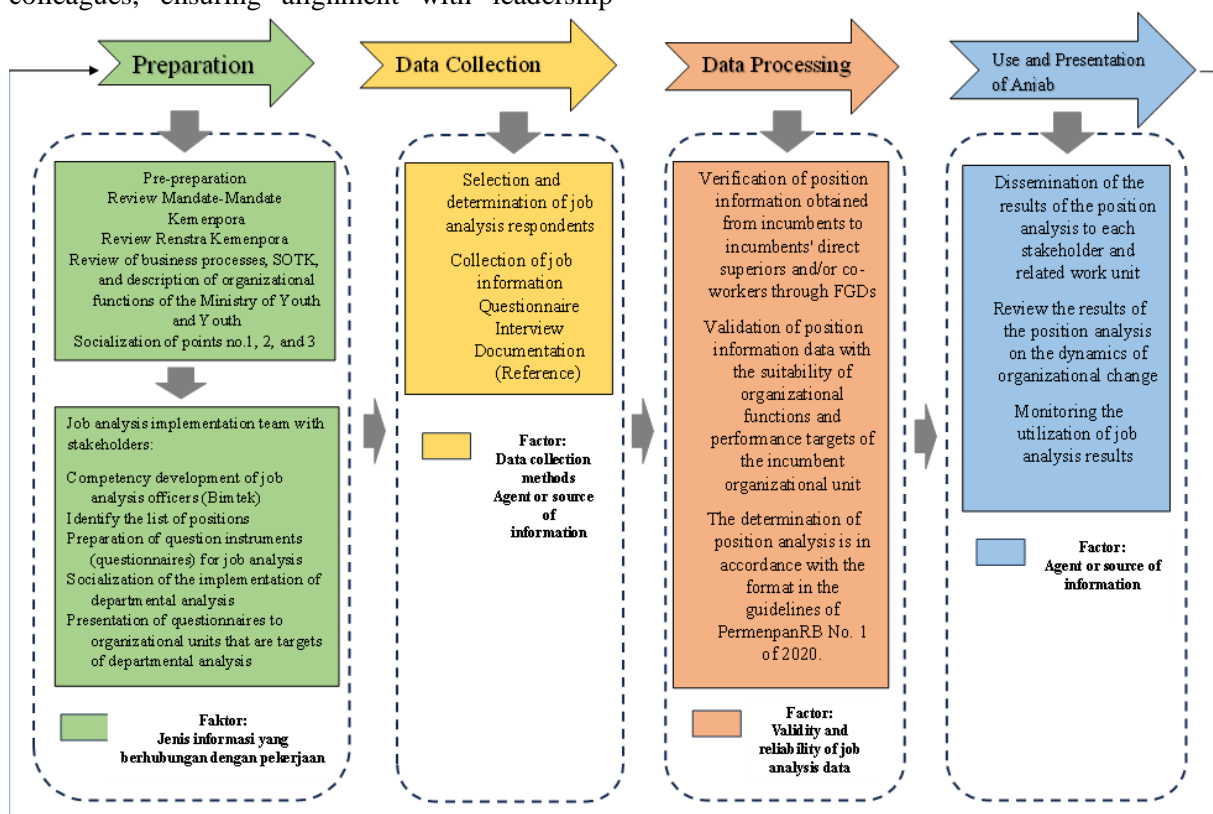

Figure 4 Job Analysis Model at the Ministry of Youth and Sports

CONCLUSION

Job analysis at the Ministry of Youth and Sports (Kemenpora) is not yet optimal due to several factors. Firstly, the type of job-related information is not comprehensive. The tasks mandated to the Ministry have not been fully explored, resulting in unclear mapping of responsibilities and affecting the organizational structure and job roles. Furthermore, the Ministry has not adhered to the stages outlined in the PermenpanRB No. 1 of 2020 regarding job and workload analysis guidelines. Their analysis is primarily for administrative needs and for input into the e-formation application and Bureaucratic Reform evidence.

Regarding data collection methods, the analysis is performed by an internal team from the organizational unit of Kemenpora. They use templates for similar job roles and occasionally conduct sampling interviews for clarification.

While this method saves time, it raises concerns about the validity and reliability of the information as it may not truly represent each specific role.

There are three main agents or sources of job analysis information: the jobholder, their superior, and the job analyst. A challenge in Kemenpora is the limited understanding of strategic plans, organizational structure, business processes, and job functions among jobholders and their superiors. Additionally, the competencies of the job analysts are insufficient in terms of number and skills, and there's a lack of training programs related to job analysis in Kemenpora.

The validity and reliability of job analysis data are also questionable. The verification stage, which ensures data accuracy and consistency, has not been conducted due to various reasons, such as superiors' limited understanding of their subordinates' roles, time constraints, and budgetary restrictions.

Lastly, the proposed job analysis model is divided into four stages: 1) Preparation, starting with a review of mandates, strategic plans, business processes, and organizational structure, followed by job analysis instrument preparation and socialization; 2) Data Collection through questionnaires, interviews, and document references; 3) Data Processing, which involves verifying data accuracy and finalizing the job analysis; and 4) Usage and Presentation, which involves distributing the results to all employees and regularly evaluating the job analysis for relevance and utility.

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