

Policy Implementation In Promotion Employee Positionin The National Directorate Of Manpower (Human Resource)At The Ministry Of Justice In Timor Leste

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Abstract

The problems in this research, first: How is the policy implementation in the promotion of employee positions at the National Directorate of Manpower (Human Resource) at the Ministry of Justice in Timor Leste? *Second*, What are the factors that support and hinder the implementation of policies in the promotion of employee positions at the National Directorate of Manpower (Human Resource) at the Ministry of Justice in Timor Leste? *Third*, What is the strategy to overcome obstacles to policy implementation in the promotion of employee positions at the National Directorate of Manpower (Human Resource) at the Ministry of Justice in Timor Leste? This research is a research sociological juridical. The results of the study conclude that the promotion of positions carried out at the National Directorate of Manpower/Human Resource (Directorate Nacional dos Recursos Humano/DNRH) is indeed in accordance with the needs of the institution but is more influenced by political factors, as well as a spoil system in which the appointed officials are an option. superiors who share the same political ideology with them and do not go through a transparent and accountable recruitment process as mandated by the applicable employment law.

Keywords: Policy, Employee Position Promotion, recruitment process

1. Introduction

In today's era of globalization, policy implementation as a very crucial stage in the public policy process. A policy or program must be implemented in order to have the desired impact or goal. Policy implementation is seen as a public administration tool where actors, organizations, procedures, techniques and human resources are organized together to carry out policies in order to achieve the impact or goals to be achieved. So the thing that is crucial in public service is human resources¹ because human resources will regulate the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that goals (goals) with institutions are achieved so that the goals of human resource management can influence attitudes, behavior, and employee performance so as to be able to provide optimal contributions in order to achieve the goals of the institution. So in the current era of globalization, policy implementation is an important issue because the human resources of the state government apparatus are required to be smart and responsive to accommodate the demands, hopes, and needs of the community in accordance with

¹ Suparyadi, *Manajemen Sumber Daya Manusia*, CV. Andi Offset. Yogyakarta. 2015

the principles of good governance, so that a government that serves the community is realized.²

Human resources are part of the development of a process in order to improve knowledge capabilities both from a theoretical perspective and from a professional perspective. To deal with technological advances, which are ongoing, therefore, the development of regional apparatus resources must necessarily be carried out continuously. Basically, the use of employees for every organization is a very important thing, if every employee is used properly, it means that they are given tasks according to their educational background and experience, of course they will carry out their duties properly.³

This becomes the basis for policies for leaders to carry out the recruitment process, so as not to cause problems in employee career development. Where in the organic structure the Ministry of Justice is responsible for promoting and securing notary services and civil, criminal, commercial and non-profit collective registration, land registration, and movable property that must be registered, it certainly has a department occupied by employees who have good integrity and ability. to provide good service to the community.

Public service Good governance is one of the efforts made by the government to serve the community as well as possible, so that it can provide satisfaction to the community and meet the needs and desires of the community. Optimal public service can not be separated from the officers who regulate the course of the service. Because they are at the forefront of direct contact with the interests or needs of the community.

Thus that "public service (public service) by the public bureaucracy is one manifestation of the function of the state apparatus as a public servant in addition to state servants. Public services (public services) by the public bureaucracy are intended to improve the welfare of the people (citizens) of a welfare state.

Referring to the understanding above that to provide good service, of course, organize a good public administration, so that government administrators who have the authority to provide public services (public services) are more effective and efficient, so that public satisfaction with public services. provided by the government can be met. Therefore, it is necessary to provide services that are closer to the community.

According to Ripley and Franklin in Sujianto⁴ emphasize that successful implementation there are not only two perspectives. First, success is measured by the level of compliance of the top-level bureaucracy. Both successful implementations are detailed by the smooth running of the routine and the absence of problems. The success of a program can be seen if the program runs according to predetermined patterns.

Another definition of policy implementation is also explained by Nugroho⁵ Policy implementation in principle is a way for a policy to achieve its goals. Nothing more and nothing less to implement public policies, so there are two choices of available steps, namely directly implementing in the form of programs or through policy formulations

² Sunusi Syamsul, *Jurnal Administrasi Publik*, Volume 6 No. 1 Thn. 2016

³ Fernandes Maximiano, 2011, *Efektivitas organisasi dalam pelayanan publik* *Jurnal Administrasi Publik*, UGM Yogyakarta. p 1.

⁴ Sujianto, 2008, *Implementasi Kebijakan Publik*, Alaf Riau Pekanbaru, p. 33.

⁵ Nugroho, Riant, 2011, *Public Policy*. Gramedia Jakarta, p.158.

derived from the policy. According to Nugroho⁶Policy is the whole process of the results of the formulation of strategic steps outlined from the vision, mission in order to realize the achievement of goals in a society for a certain period of time. So implementation comes from English, namely to implement which means to implement. Implementation is the provision of means to carry out something that has an impact or effect on something. Something that is done to have an impact or result can be in the form of laws, government regulations, judicial decisions and policies made by government institutions in state life. These policies are realized or achieved through social institutions or social organizations in the form of formal, non-formal and informal educational institutions.

Based on the above understanding that the purpose of civil servant management is to ensure the implementation of government duties, therefore it requires employees who are professional, honest and responsible in carrying out their duties, so that in the promotion of positions, of course, they must assess work performance.

Promotion can be interpreted as a process of change from one job to another in a higher hierarchy of authority and responsibility than the authority and responsibility that had been imposed on the workforce at the previous time. Promotion is the process of transferring employees from one position to another higher position which is always followed by higher duties, responsibilities and authorities than previously occupied positions.

According to Hasibuan, promotion means moving from one position to another with a higher status and responsibility. Usually higher turnover is accompanied by another increase in salary/wages, although this is not always the case⁷.

From the opinions of the experts above, it can be concluded that promotion is the transfer of position/position or re-employment of an employee from a lower level to a higher level. With the increase in position, the duties, responsibilities, and authority will also increase. In general, promotions are also followed by an increase in salary or other facilities. The results of the promotion carried out can shape employee behavior towards work that can improve employee morale well.

This study aims to, first, to describe and analyze the implementation of policies in the promotion of employee positions at the National Directorate of Manpower (Human Resource) at the Ministry of Justice in Timor Leste. Second, to describe and analyze the factors that support and hinder the implementation of policies in the promotion of employee positions at the National Directorate of Manpower (Human Resource) at the Ministry of Justice in Timor-Leste. Third, to develop strategies to overcome obstacles to policy implementation in the promotion of employee positions at the National Directorate of Manpower (Human Resource) at the Ministry of Justice in Timor Leste.

2. Research methods

This type of research is a sociological juridical research method, while the collection of research materials is done by studying data that has a relationship with the

⁶ibid., p.140.

⁷ Hasibuan, Malayu, S.P. 2016. *Manajemen Sumber Daya Manusia Edisi Revisi*. Jakarta: PT. Bumi Aksara, p. 108.

problem, which is obtained from secondary data supported by primary data in the form of interviews with resource persons. Secondary data is data obtained from library materials.⁸

3. Research Results and Discussion

Based on the research that has been done, it is obtained that the implementation of policies in the promotion of good employee positions should be carried out through a transparent and accountable recruitment process so that the promotion process can run well and not be influenced by other factors such as political factors, culture and economy. Thus, the process of job promotion which was assessed by several respondents as interviewed by researchers while in the field, for more details will be described as follows: Policy Implementation in Promotion of Employee Positions at the National Directorate of Manpower (Human Resource). Yes, that's right, talking about the promotion process is in accordance with Institutional Needs, it used to be carried out here and we prepared the Term of References/ToR (N. References ba vaga serbisu in Tetun) and for promotions are held every five years for a term of office, but now it is carried out by the (Comisso da Função Pública/CFP) because they are the ones who are more competent or have the authority to carry out the promotion. (Comisso da Função Pblica CFP) who uses competence in conducting the selection of candidates according to the panel team formed by (Comisso da Função Pública) himself, those who are included in the panel team consist of assessors (advisors) totaling 5 (people), n but now it is carried out by the (Comissão da Função Pública/CFP) because they are the ones who are more competent or have the authority to carry out the promotion. (Comisso da Função Pblica CFP) who uses competence in conducting the selection of candidates according to the panel team formed by (Comisso da Função Pública) himself, those who are included in the panel team consist of assessors (advisors) totaling 5 (people), n but now it is carried out by the (Comissão da Função Pública/CFP) because they are the ones who are more competent or have the authority to carry out the promotion. (Comisso da Função Pblica CFP) who uses competence in conducting the selection of candidates according to the panel team formed by (Comisso da Função Pública) himself, those who are included in the panel team consist of assessors (advisors) totaling 5 (people), nBut on the other hand, related to the working atmosphere of the employees, he said that for the time being everything is going well, kAll work must be completed according to a predetermined schedule if the work is postponed, it will increase the buildup of work, so that it will cause inefficiency in the use of time in completing tasks. However, it is necessary to carry out promotions because this Directorate really needs people who are competent in their fields to fill the vacancies of existing positions.

In the implementation of policies regarding the process of promotion of positions, it has not been carried out in a transparent and accountable manner and is not in accordance with applicable laws, because the people who are appointed and elected are people close to the authorities. *one political color*) because there are indications that there is political intervention because the assessors are doing the selection of candidates and not from the state civil service agency, it is clear that there

⁸ Soejono Soekanto, *Pengantar Penelitian Hukum*, UI-Press, Jakarta, 2009, p. 51.

is political intervention but it is necessary to know that promotions must be in accordance with standardization in order to be able to separate between public administration techniques and pure politics so that it does not have a negative impact on the implementation of public administration activities so that they can serve the community well and advance these government institutions.

Indeed, in the process of promotion, the existing positions are in accordance with the needs of the institution, judging from the quantity, it is sufficient but from the quality point of view, improvements need to be made because they are appointed or elected by the Personnel Agency (CFP Comisaun Funsau Publica) in collaboration with the National Directorate of Manpower/Human Resources. Many resources do not understand well their duties and responsibilities, so there needs to be direction from superiors in carrying out their duties so that there are no misunderstandings in this institution in carrying out their duties and there needs to be clear instructions from superiors. All candidates who have met the requirements according to the selection carried out by the Personnel Board are expected to attend training related to leadership, management, administration and nationalism, with the hope that all officials who get promotions can carry out their duties and responsibilities properly and provide effective and efficient services to the public. He further said that there were indeed indications that there was political intervention because those who did the selection of candidates were assessors from the State personnel agency, where there was a political color, this is clearly a political intervention but it is necessary to know that because the country is new, everyone still has to learn how to do it. separates administrative techniques and pure politics so as not to give a bad impression for the implementation of public administration activities. On the other hand, the existing work environment still needs to be arranged because filing is not safe, and the workplace does not provide enough space for employees to be creative.

In accordance with observations so far, the promotion process is in accordance with the needs of the institution to fill the gaps in the existing place, where the aim is to advance this institution well and provide good service to the community in general. And for the promotion process, the person who has the authority is the personnel body which sees people who are highly dedicated, committed to good service to the general public and people who are reliable in innovating and have high integrity. In the process of promotion, in reality, they are competent, professional and highly dedicated to occupy the position in question. I hope that in the future this will greatly affect the quality of work in this institution.

It is in accordance with what I know that the promotions that have been carried out in this institution are in accordance with the needs of the institution because it really needs people with the capacity to lead this institution to a better direction and advance this institution, and work according to their competencies. and what is more important is to serve professionally and in carrying out its main tasks and functions, reliable human resources are needed to support activities in an effort to overcome any problems that occur in this institution so that they can be resolved properly, the recruitment of human resources plays a central and most important role. determine. An institution without reliable human resources, processing, use and utilization of other resources will be ineffective.

The supporting and inhibiting factors regarding the implementation of policies in promotion of positions at the National Directorate of Manpower (Human Resource) are as follows:

- Supporting factors are:
 - Employment Law no. 25 of 2016, dated June 16, 2016 (estatutu funsaun publica) which has been revised by Law no. 5 of 2019, 15 July 2018. In article 25 appointment to a work position (nomeação em comissão de serviço) appointment to a certain position is an option to occupy the position of director and head of section is based on competence and respecting all applicable provisions as stated in the regulations legislation. (a nomeasaun em comissaun de servico e aplicavel ao exercicio de cargos de diresaun e chefia e de livre escolha da entidade competente, respeitados os requisitos constantes da descrição de função defenidas pelos regime de carreiras da requisitos admin cargo cargos eistorac de public).
 - Government regulation no. 25 of 2016, concerning career management and leadership positions in public administration (regime das carreiras e dos cargos de direcção e chefia da administrasaun pública).
 - Ministerial Regulation no. 48 of 2016 concerning the establishment of the National Directorate of Manpower (Human Resource) and its organizational structure, this is the basis for the implementation of the appointment of officials to fill the existing structure.
 - There is direct supervision by the State Civil Service Agency to continue to oversee the Job Promotion process, so that there is no fraud in the placement of employees.
 - The existence of training and knowledge development that is carried out continuously so that officials who have been promoted can carry out their duties properly and efficiently.
- Inhibiting factors are:
 - There is no priority for employees who have worked or served for a long time.
 - The recruitment process for promotions is not done openly.
 - There is still too strong political intervention in the recruitment process for promotions.
 - Has not involved the State Civil Service Agency in the process of recruiting promotions to employees.
 - Lack of good coordination between officials in the recruitment process for employee promotions.
- The strategy was carried out regarding the Implementation of Policies in Promotion of Positions at the National Directorate of Manpower (Human Resource) at the Ministry of Justice in Timor Leste. Determined based on SWOT analysis. After screening there are three (3) strategic issues, which are considered by the author to be very strategic based on the SWOT analysis, which are as follows:
 - Officials who are promoted must have the ability and skills to carry out their duties and responsibilities properly and to the maximum extent possible.
 - Provide facilities and infrastructure as supporting facilities in carrying out tasks, in order to develop institutions effectively and efficiently.

- The existence of training and development that is carried out continuously so that officials who have occupied positions can carry out their duties effectively and efficiently.

4. Closing

Based on the conclusions that can be drawn from the results of research and discussions that have been carried out at the National Directorate of Manpower (Human Resource), are as follows: The implementation of policies in promotion of positions that have been carried out at the National Directorate of Manpower (Human Resource), has not gone well, as indicated mandated by government regulations, because the promotion process is still influenced by political factors and the familiarist system, causing a gap between employees and consequently on the work performance of employees in carrying out their duties and responsibilities.

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