

HOW THE DEPARTMENT OF YOUTH AND SPORTS DOES JOB ANALYSIS

Erwin¹

University of Riau Kepulauan, Batam, Indonesia
erwin2708@gmail.com



Dhenny Asmarazisa²

University of Riau Kepulauan, Batam, Indonesia
dhennyasmarazisa@gmail.com

Catur Fatchu Ukhriyawati³

University of Riau Kepulauan, Batam, Indonesia
catur@fekon.unrika.ac.id

Abstract

The method by which the Kemenpora Department of Youth and Sports conducts job analyses is the focus of this research. Due to a lack of specificity on the duties expected of the Department, the findings demonstrate that the present job analysis is inadequate. The guidelines of Permenpan RB No. 1 of 2020 are not followed, and it becomes difficult to map out responsibilities. The data is primarily gathered by an internal staff using templated approaches, which raises concerns regarding its validity and dependability. The job analyst, the person actually performing the work, and the person in charge of the job are the three key people who provide information for job analyses. There is a lack of understanding between jobholders and their managers regarding organizational strategy and job tasks. Additionally, job analysts are not very competent in their roles. Additionally, the study found that due to a lack of checks and balances, the data is not accurate or dependable. We propose a four-stage job analysis paradigm to address this issue. Planning, data collection, data treatment, and result sharing are all parts of this approach. The objective is to improve the thoroughness and accuracy of job analyses.

Keywords: Job Analysis, Model, the Department of Youth and Sports

INTRODUCTION

A common purpose and set of objectives form the basis of any organization. To realize its mission and realize its vision, the company relies heavily on its human resources. Overall success or failure of the organization is also heavily dependent on them. Human Resource Management (HRM) should, therefore, receive more focus from the company's decision-makers.

The five pillars of human resource management are preparation, organization, leadership, and management. All of these things taken together make up what is known as human resource management. There are sub-processes within the process that detail the procedures for doing individual tasks. The goal of human resource management is to make an organization's employees work better and more efficiently. In this approach, the organization can maximize its goals while minimizing its resources. The organization will have a more difficult time reaching its objectives if any of the five tasks are mismanaged.

There is a lot of talk about "the right man in the right place" while discussing HRM. Hiring and promoting the incorrect individuals would be a catastrophe for human resources managers. Planning, recruiting, choosing, and strategically placing (staffing) people to ensure they are in the correct job for their abilities and credentials is the procedure to follow in order to identify and place the right people in the right jobs. Human resource managers should consider the position's requirements—including, but not limited to, the minimum age, education level, experience, gender, and health—when making hiring decisions.

Government agencies must adhere to the principle of "the right person for the right job" when implementing Civil State Apparatus (ASN). It is critical to utilize job analysis documents with caution throughout the recruiting, selection, and placement processes in order to place ASNs in positions that make the most efficient use of their skills and experience.

Rotation and promotion procedures can be used to fill and place ASNs in positions after they have chosen a job, in addition to original procurement methods that match workers with the initial job formation they applied for during selection. To ensure that the organization is maximizing its potential in achieving its goals, it is crucial to have a structure in place for the rotation and promotion of ASNs. The level of competence of workers is a key concern for human resource management. More jobs are created when workers are placed in positions that are a good fit for their knowledge, skills, abilities, and capabilities.

REVIEW OF LITERATURE

Contentment, which leads to an improvement in the company's performance. Assisting the President with national youth and sports policy is the primary function of the Department of Youth and Sports. In order to carry out its duties, the Department of Youth and Sports need an appropriate staffing level and composition. In accordance with Presidential Regulation No. 68 of 2019 about the Organization of State Departments, the Department of Youth and Sports is structured. It falls into cluster III as a result. It is the responsibility of this Department to oversee the government's operations by enhancing, organizing, and arranging government initiatives without engaging in technical labor themselves. In order to run the government efficiently, it is necessary to have sufficient and qualified human resources. This is particularly true when it comes to formulating, coordinating, and aligning policies pertaining to children and athletics.

The health of a country's human resources is directly related to its youth and athletic programs, making these areas crucial to national development and state administration. Human resource development, according to President Joko Widodo's remarks at the MPR RI plenary session on October 20, 2019, is the top priority if Indonesia is to be transformed into a "Golden Indonesia" by the year 2045. The kids of Indonesia are a nation's greatest asset in terms of human capital, but they must be properly stewarded if they are to mature into productive adults who contribute to Indonesia's progress. According to a Susenas poll conducted in March 2022, a total of 65.82 million persons, or 24.00% of the total population, were identified as young in Indonesia (Central Statistics Agency, 2022). From a sporting perspective, it also significantly impacts Indonesia's human resource growth. Improving national fitness levels and performing well in international events are two of Indonesia's primary objectives in the realm of sports development. A good match Because of its associations with improved health and increased productivity, Indonesian culture is crucial to the nation's development.

According to the European Youth Forum and the Social Progress Imperative (2021), Indonesia ranked 76th out of 150 nations in 2020 on the Youth Progress Index (YPI), which assesses the living conditions of over 150 nations' youth. The 2020 Youth Progress Index data is presented here.:

YPI Rank	Country	YPI country code	YPI year	Status	Youth Progress Index	Basic Human Needs	Foundations of Wellbeing	Opportunity
1	Norway	NO R	2020	Ranked	95,80 94,62	95,76 95,51	96,43 93,25	95,20 95,10
2	Denmark	DN K	2020	Ranked	94,03 93,14	94,58 95,03	93,14 93,60	94,35 90,78
3	Finland	FIN	2020	Ranked	92,81	92,38	92,37	93,67
4	Switzerland	CHE	2020	Ranked	88,81	99,22	86,59	80,62
5	Sweden	SW E	2020	Ranked	73,12	85,15	72,79	61,42
...					69,61	82,91	69,25	56,66
16	Singapore	SGP	2020	Ranked	68,11	80,61	65,95	57,75
...					65,66	78,61	62,14	56,23
48	Malaysia	MY S	2020	Ranked	63,73	71,78	59,41	60,00
...					31,24 26,44	42,19 25,37	29,17 28,68	22,34 25,29
55	Vietnam	VN M	2020	Ranked	22,03	14,39	27,53	24,17
...					20,03	28,08	19,55	12,46
67	Thailand	TH A	2020	Ranked				
...								
76	Indonesia	IDN	2020	Ranked				
...								

85	Philippines	PHL	2020 Ranked					
...								
147	Afghanistan	AFG	2020	Ranked				
148	Chad	TCD	2020	Ranked				
149	Central African Re	CAF	2020	Ranked				
150	South Sudan	SSD	2020	Ranked				

. Source: <https://youthprogressindex.org/2024>

YPI assessment focuses on three primary domains: 1) Basic Human Need, which determines whether a nation provides for its citizens' most fundamental necessities; 2) Foundations of Wellbeing, which examines whether individuals and communities have access to resources that promote and sustain health and happiness; and 3) Opportunity, which determines whether every individual has an equal opportunity to realize his or her maximum potential. Out of 108 nations, Indonesia ranks 76th in all three areas. This lags behind other ASEAN nations such as Singapore (16th), Malaysia (48th), Vietnam (55th), and Thailand (67th). The statistics about the expansion of Indonesian sports are equally dismal. The overall number of points gained in 2022 was 0.376, a decrease of 32 points from the previous year's total of 0.408 (scale 0.00 to 1). Sports development consists of nine steps. The three areas that contributed the least were participation (0.309), human resources (0.071), and fitness (0.0194) (Deputy for Sports Culture, 2022). On the other hand, Indonesia's sporting accomplishments have been fluctuating, with some ups and downs. The following is a rundown of Indonesia's results at the Olympic and Asian Games:

In the realm of youth and athletics, governing is not a picnic. That's why it's crucial for the Department of Youth and Sports to staff up with competent individuals who can guide them in crafting appropriate and successful policies. Among the 1,372 people employed by the Department of Youth and Youth as of November 2024, 1,081 are classified as full-time workers and 291 as special personnel.

The Department of Youth and Sports employs a relatively small number of individuals as compared to other State Ministries. This is due to the fact that the Department of Youth and Sports lacks regional offices and is very tiny in comparison to other ministries. Graphed below by group rank are the ASN members of the Department of Youth and Sports:

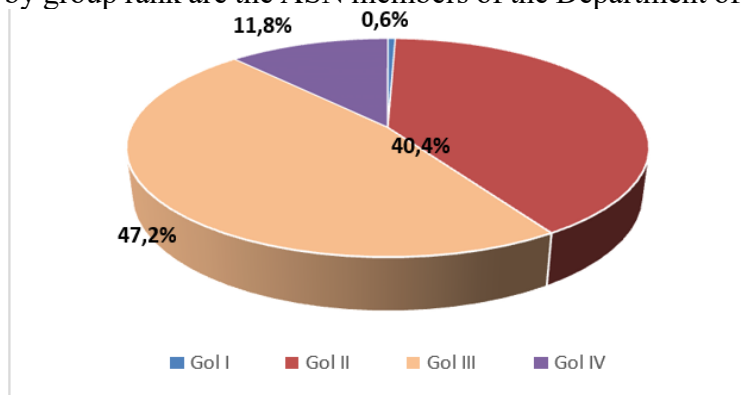
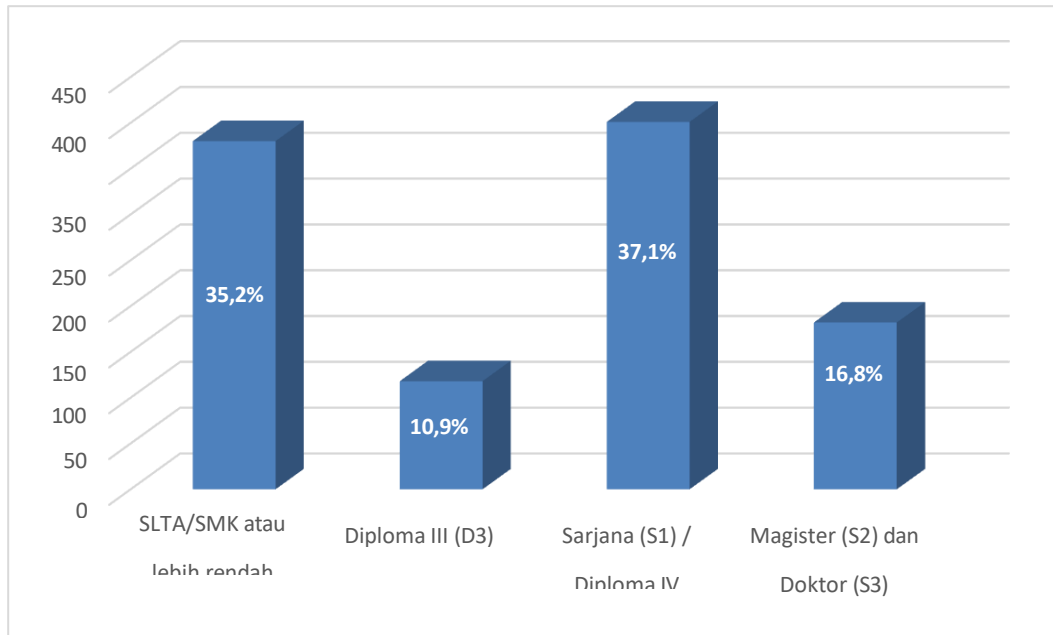


Diagram 1

ASN Department of Youth and Sports by group Source: Human Resources Section of Apparatus 2024, processed by researchers

The Department of Youth and Sports' ASN states that, according to the following: up to 6 individuals, or 0.6%, are in Group I; up to 437 individuals, or 40.4%, are in Group II; up to 510 individuals, or 47.2%, are in Group III; and up to 128 individuals, or 11.8%, are in Group IV. It is evident from the following list that there are still numerous individuals in groups I and II who have executive posts within the Department of Youth and Sports. Additionally, the following chart illustrates the various educational backgrounds of Department of Youth and Sports employees.



Source: Human Resources Section of Apparatus 2024, processed by researchers

Tabel 3
Mismatch between the Education Major and the Training of the Position Holder and the Position Requirements

Employee Name	Condition PyB			Position Requirements	
	Department	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, Department of Youth and Youth 2024

Table 4 reveals that the relevant officials' education majors do not align with the job requirements or follow a linear pattern. Since these officials lack the necessary training, it is clear that there is still a training deficit. Based on what we've covered so far, it's clear that the Department of Youth and Youth's placement practices, particularly mutation and promotion, don't quite match up with the findings of the conducted workload and position analyses. Based on the formation made during the hiring and selection process, a job can be filled through mutation, promotion, or the initial placement. The Department of Youth and Sports has several avenues for hiring new staff, including standard channels, government employee formation lines with work agreements (PPPK), special pathways for outstanding athletes, and cooperation lines with the State Finance Polytechnic (PKN) STAN. They select ASN applicants in this manner. Since 2017, the following is the total number of purchasing groups that have been established by the Department of Youth and Youth:

Table 5
Number of ASN Procurement Formations of the Department of Youth and Sports

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

Source: Human Resources Apparatus Section, Department of Youth and Youth 2024

A large number of individuals were employed by the Department of Youth and Sports during the 2018 purchasing year, as seen in the table above. An impressive 87% of 2018 hires were made possible by the specialized training program for Outstanding Athletes. Prominent athletes are to be employed as government employees under an order from President Joko Widodo. This is one way the Indonesian government shows its appreciation for athletes who have brought honor to the nation by competing and winning medals abroad. Great athletes can use special channels to hire government employees. This is detailed in the following documents: PermenPANRB Number 36 of 2018 (Criteria for Determining the Needs of Civil Servants and the Implementation of Selection of Civil Servant Candidates in 2018), Permenpora Number 6 of 2018 (Implementation and Selection Mechanism), and Permenpora Number 11 of 2018 (Amendments to Permenpora Number 6 of 2018 concerning

Implementation and Mechanism Selection, and Appointment of Outstanding Sportsmen to CPNS in 2018).

Federal agencies conducting workload and position analyses must adhere to the regulations outlined in State Civil Service Chapter Regulation Number 10 of 2021 and Permenpan-RB Number 1 of 2020, respectively, which address the preparation of state civil apparatus needs and position analysis and analysis. Following the simplification of the organization, they must also pay close attention to the patterns of work relationships and the work system. For employees to carry out their duties in accordance with the established protocols of the organization, it is critical that employers provide them with complete and precise job descriptions. For human resource management to be effective, a job analysis is a crucial document. But some HR managers choose to disregard it or downplay its significance, which can ultimately lead to poor decision-making by HR executives.

Management of the Human Resources

Rachmawati (2008) defines HR management as "the process of planning, organizing, influencing and supervising the acquisition, development, compensation, integration, and release of human resources to achieve individual, organizational, and community goals."

Simply put, human resource management (HRM) is a strategy for organizing and controlling an organization's employees and their activities. The overarching objective is to gain knowledge, grow, and maximize the potential of individuals so that the company can achieve its objectives. Staffing, firing, training, performance, compensation, conflict resolution, rule enforcement, and change management are all part of human resource management.

According to Veithal Rivai (2010) cited in (Marnisah & Zamzam, 2021), there are two distinct types of human resources functions: management and operations. The managerial responsibilities of the HRM in issue include planning, organizing, leading, and controlling. Hiring, training, compensation, integration, maintenance, disciplinary actions, and termination are all examples of HRM's operational responsibilities.

In light of the definitions, objectives, and roles outlined above, it is easy to see how crucial human resources is in filling available positions with qualified candidates and ensuring a continuous flow of workers. The purpose of this is to facilitate cooperation, integration, and synchronization so that the organization's objectives may be accomplished more quickly and the correct personnel are assigned to each job.

According to researchers in the field of human resources who have studied job analysis (Marnisah & Zamzam, 2021; French, 1986), it 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." This is what Edwin B. Flippo (1961) calls "job analysis: the process of studying and putting together information about certain job duties and operations." That being said, "job analysis is the process of getting all the facts of the position right." (Sikula, 1981). The process of determining the responsibilities of a position and the type of individual most suited to fill it is described by Dessler (2015) as a job analysis. A job analysis is defined by Ash (1988) as "the gathering and examination of any kind of information pertaining to work or position through any kind of means and for a specific purpose."

According to Permenpan-RB Number 1 of 2020, which discusses Guidelines for Position Analysis and Workload Analysis, Job Analysis include collecting, documenting, processing, and assembling data from various positions into position information.

The first thing a business should do when trying to fill open positions with qualified candidates is to do a job analysis. Gathering, grading, and categorizing tasks are some of the organized phases in a job analysis. Human resource planning benefits greatly from job analysis-gleaned information regarding working conditions and the work environment. A well-executed job analysis can also be utilized to improve the efficacy and efficiency of other processes, such as hiring, compensation, and performance evaluation.

An Approach to Thought

This study is primarily intended to investigate job opportunities within the Department of Youth and Sports. The job analysis model is a systematic approach that HR managers can use to identify and research specific job requirements, skills, and responsibilities. Factors influencing job analysis and its preparation processes are the study's indicators of the job analysis model.

Researchers can benefit from using a framework of thinking to organize their thoughts, see the interconnectedness of many concepts, and determine the best course of action to address study-related challenges. The four factors that influence the process of doing a job analysis, according to McCormic's (1976) theory, are as follows: (1) job-related information types; (2) data collection methods; (3) information agents or sources; and (4) the reliability and validity of the data gathered from the job analysis. The researcher for the Department of Youth and Sports constructs a position analysis model utilizing both McCormic's theory and Marnisah and Zamzam's (2021) theory. A position analysis and its associated steps accomplish this. The process begins with some preliminary work, continues with data gathering, then moves on to data explanation and processing, and finally culminates in the presentation and utilization of employment information.

Additionally, the policy section is consulted when developing a job analysis model; most especially, PANRB Ministerial Regulation No.1 of 2020 pertaining to Guidelines for Job Analysis and Workload Analysis. Job definitions, standards, and descriptions tailored to the needs of the Department of Youth and Sports should be the output of this model.

RESEARCH METHOD

Check it out. A case can be anything from an individual to a community to a specific occurrence. Understanding the true nature of a social or humanitarian issue is one of the main aims of qualitative research. The purpose of the study is to gain a thorough and comprehensive understanding of instances by considering all of their factors, behaviors, and characteristics. The purpose of this research is to propose models or methodologies for building that the Department of Youth and Sports can use to evaluate their employment opportunities.

In order to gain a deeper understanding of the issue under investigation, researchers are considering integrating qualitative methodologies with a case study strategy. Researchers can gain a better understanding of their issue by analyzing the examples' features, context, and complexity utilizing this method.

Research relies on accurate data, which is why data collection is so important. Researchers play a pivotal role in qualitative investigations, and the lack of clarity in these studies highlights the importance of data collection procedures in achieving research objectives. The Department of Youth and Sports' ideal job analysis model was determined through in-depth interviews and document review. Documentation, sometimes called primary data, includes things like rules, books, scientific journals, articles, reports, and

archives pertaining to the study of the Department's attitude in 2021. Researchers can glean rich details from interviewees by asking questions that are structured to follow the natural progression of a conversation, which is particularly useful when no prior planning is in place. Interviewees' availability and familiarity with job analysis were two of the many factors considered while selecting key sources. These significant sources are selected using a purposeful way.

Expertise in job analysis, involvement in relevant activities, availability, information reliability, and familiarity with the research are some of the criteria used to select key informants before conducting interviews. The next step is for the researcher to generate meaningful conversation starters. The desired study results are attained by meticulously recording and analyzing the outcomes of each interview. These considerations influence a methodical process for selecting the study's main informant.

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 Department 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 Department 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 Department 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 Department 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 Department 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	

For this study, 15 important informants were interviewed to gain additional knowledge about job analysis in the Department of Youth and Sports. The Department is presently utilizing these witnesses to conduct job analyses. They were hand-picked for their extensive knowledge in HR, organizational dynamics, and job analysis. To ensure the reliability of their data, researchers employ a technique known as "triangulation" which involves using many data sources and collection methods. Drawing on the concept of constructing a sturdy triangle from three points, triangulation integrates many perspectives, methodologies, or data sources to provide a comprehensive view and validate research findings. Methods such as data reduction, data display, and conclusion/verification help researchers handle and evaluate data in a reliable manner by identifying and concentrating on the most significant aspects of the data. That the study's findings significantly alter our understanding of the research topic is guaranteed by this rigorous methodology.

RESULTS AND DISCUSSION

Analysis of Roles in the Department of Sports and Youth

The group's structure is outlined in Regulation No. 1516 of 2015. Ministerial Decree No. 66 of 2021 established the parameters of the employment analysis. On the flip side, the staff at Kemenpora's Department of Youth and Sports are somewhat unaware of the job study. The Human Resources and Organization Bureau is overseen by K1. Despite its significance for the organization's development and personnel placement, he noted that many employees were unaware of it. Key informants 2 (K2) and 3 (K3), who are associated with the Deputy for Youth Empowerment and the Deputy for Sports Culture,

respectively, expressed identical views. It was their impression that the majority of their coworkers were confused by the job analysis and its purpose. The most significant issue is that neither the existence nor the outcomes of job analyses have been communicated to any employee at Kemenpora. Job analysis, according to them, isn't only for hiring; it's also for salary planning, performance evaluation, skill development, and other HR initiatives that aim to improve things. Many influential individuals we spoke with are only familiar with job analysis at its most fundamental level and are completely unaware of Ministerial Decree No. 66 of 2021. Additionally, they mentioned that job analysis was not prioritized by many individuals at K1, ranging from upper-level managers to entry-level employees. People who deal with data as well as those who make judgments are impacted by that. Ministerial Decree No. 66, dated 2021 and available on the Kemenpora website, provided few details regarding employment. Critically crucial job descriptions and criteria were absent.

Only the title of the position is provided in Kepmenpora No. 66 of 2021. The Minister of PANRB's Regulation No. 1 of 2020 on Guidelines for Job Analysis and Workload Analysis requires this document to include a job summary, task list, responsibilities, authority, and any other relevant information on the position. However, it is missing this information. There is a comprehensive job analysis document with the company's management team. Anyone in need of this employment analysis data can request it from the organizational affairs department. Consequently, not all employees have received sufficient job analysis information, and many are confused about their exact roles and responsibilities on the job.

Currently, Kemenpora does not have a standard operating process (SOP) in place for drafting employment reviews. Based on the opinions of two sources, K5 and K1, this was even more powerful: Even though this is a common practice in the Organizational division, I am unaware of any standard operating procedures (SOPs) for creating job reports. Writing job analyses according to a defined standard operating procedure would be preferable. So, whenever it is requested, everyone will know precisely what to do and how to accomplish it.

A standard operating procedure (SOP) is necessary to ensure consistency while writing job evaluations. Right now, Kemenpora is putting pressure on all departments to draft SOPs for any and all tasks that fall within their purview. This is a component of broader initiatives to enhance the organization's management. For instance, the Human Resources and Organization Bureau is now working on the job analysis standard operating procedure (SOP). The Department of Youth and Sports' human resources department is this bureau's purview.

Employment Analysis at the Youth and Sports Department and Its Relevant Factors

The outcomes of a job analysis can be categorized into two primary categories: job definition and job description. These are two critical pieces of employment information that need to be gathered. Yet, a thorough understanding of job analysis is necessary for both the analyst and the person whose work is being examined in order to get satisfactory outcomes. Indonesian regulations PermenpanRB No.1 of 2020 and BKN Regulation No.9 of 2022 outline fifteen distinct types of employment-related data. Knowing the organization's responsibilities is essential for writing a job description. According to K4, an HR analyst and informant, knowing the organization's objectives is crucial for determining the tasks that need doing. You should be familiar with the duties of the Department of Youth and Sports before conducting a job analysis. Included in this set are

regulations that were in effect in 2009, 2022, and 2010. In order for a job analysis to be useful, an organized structure is required. The issue of job titles in the Department was raised by informant K2. The Human Resources and Organization Bureau meticulously detailed each position's responsibilities in order to forestall any confusion. Many government employees, however, remain confused about the purpose of their profession. The HR and Organization Bureau, which is responsible for administration, gathered feedback from all groups and set up the business process for the Department. Not everyone is aware of this procedure, though. Even fewer of its original developers have a firm grasp on what it's all about. The level of knowledge about the business process that the informants possessed varied. There was a disconnect in the flow of information between management and staff, as this demonstrated.

This interview lends credence to the idea that, even today, only a select few high-ranking personnel have access to key policy documents such as the company's strategic plans, business processes, and operational descriptions. The vast majority of youth and sports department workers are completely ignorant when it comes to them. Reviewing and discussing the Renstra's stated vision, purpose, goals, and strategic objectives with all Department of Youth and Sports staff should precede the position analysis. This will ensure that all employees are on the same page on the inner workings of the Department of Youth and Sports.

When it's absolutely necessary, such when renaming positions as part of an organizational reorganization or when hiring for CASN, does the Department of Youth and Sports do a job analysis. Oftentimes, not much thought and preparation goes into this kind of study. According to a human resources expert at the National Personnel Agency (K4), one of the key advantages of job and workload analysis is that it helps identify the most important tasks and duties of an organization, which in turn allows for more accurate staffing decisions. According to Marnisah and Zamzam (2021), job analysis relies heavily on planning. Format creation, stakeholder coordination, learning the ins and outs of the company's structure, procedures, and operations, and assessing the current staff and their responsibilities are all part of the planning process. According to BKN Regulation No. 9 of 2022, doing a job analysis is the initial stage in determining the necessary Civil State Apparatus. task and workload analysis, task mapping, staffing needs suggestion, presentation, analysis, and consideration of technological difficulties are the phases involved. Without doing job analyses, government offices would not be able to inform ministries such as PANRB or BKN of the types of employees they require. Each year, the Department of Youth and Sports sends out these requirements. K8, an informant, emphasized the significance of job analyses in the planning and recruiting process, saying that they outline the role's features, including educational prerequisites, which are vital for an effective hiring procedure.

Kemempora, the Department of Youth and Sports, analyzes employment vacancies using the e-formasi tool from KemenpanRB. This is done to ensure that qualified candidates are hired. Data on job mapping, current staffing levels, and educational prerequisites from job analyses are all requested in this application. Concerns regarding the Department's use of this job study have been raised, nevertheless. The first informant identified areas for improvement in the application of the job analysis and provided examples of cases where individuals' educational backgrounds or work experiences did not correspond with their assigned positions. They argue that there are more legitimate uses

for the job analysis than simply filling open positions. The administration of all human resources should also make use of it. Key Informant 5 (K5) agreed, saying that instead of using the job analysis document to plan for staffing needs, it is typically solely used as evidence for bureaucratic reform signs.

While Key Informant 8 (K8) acknowledged the significance of job analyses for available positions, they emphasized that they are far from being the sole determinant. Meetings where senior Department officials assess performance also constitute the basis for transfers, promotions, and placements. Aside from the stated educational requirements in the job analysis, factors such as rank and comments from leadership also play a significant role. The job analysis document is reviewed during the hiring process, regardless of whether the position is for a new position or a promotion. It is particularly relevant when considering educational requirements and rank. The final decision is made by the Selection Committee (Pansel), thus it's not the last word. This exemplifies the significance of leadership in decision-making.

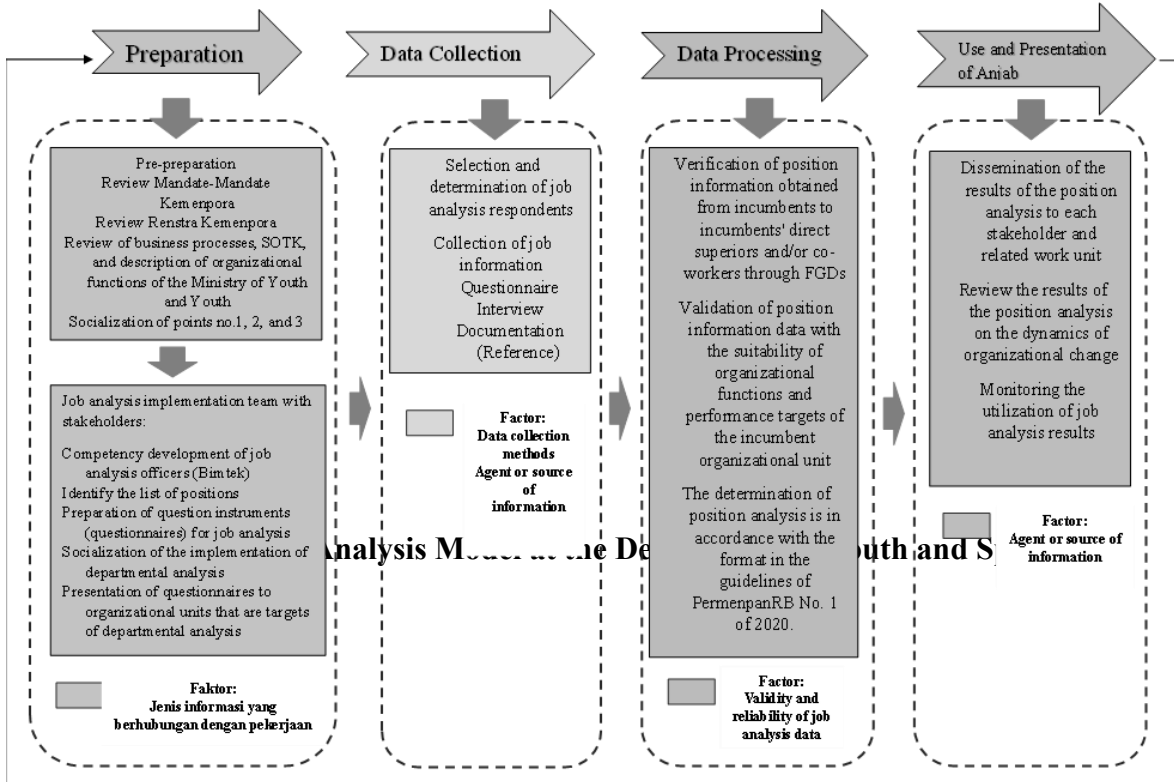
It is evident from the interviews that the Department of Youth and Sports has not completely utilized the job analysis to assist with various tasks such as hiring, promoting, transferring, performance reviews, and growth plans. According to Dessler (2015), there are numerous advantages to conducting a job analysis. These include better hiring and firing decisions, more accurate assessment of performance, more accurate salary calculations, and the identification of areas where training is needed. The Department, however, has not yet completely reaped these benefits.

Assessment Tool for Youth and Sports Jobs

The findings support the recommendation of a four-stage job analysis methodology for the Department of Youth and Sports. Prior to doing the job analysis, the first stage, "Preparation," emphasizes meticulous planning. The Human Resources and Organizations Bureau, in conjunction with other relevant units, must conduct an exhaustive evaluation of all Departmental mandates, strategic plans, business processes, and organizational structure. It is expected that staff are likewise aware of these things. Tasks such as enhancing job analysts' abilities, locating jobs to analyze, developing questionnaires, disseminating process information, and regulating questionnaire releases are all under the purview of the agency.

"Data Collection," the second step, is selecting the data subjects. Part of the process involves consulting significant papers, conducting in-depth interviews with prospective seekers, and having them fill out questionnaires. As a third phase, "Data Processing," reviewing employee data with superiors or peers ensures it aligns with organizational objectives. After that, it is compared to the organization's declared aims and objectives. According to the regulations established by the Minister of PANRB No. 1 of 2020, this results in an official job analysis.

In the last phase, "Usage and Presentation," the completed job analysis is disseminated throughout the organization to clarify roles and duties. Even when the business evolves, it is critical to maintain a system of active review for the existing job analysis. Not only should the established job analysis guide administrative duties, but it should also direct the hiring process, performance evaluations, and skill development. A chart displaying the Department of Youth and Sports-specific employment analysis model is included at the conclusion of the plan.



CONCLUSION

Job research at Kemenpora (the Department of Youth and Sports) is not yet up to pace for a number of reasons. The type of information pertaining to the work is incomplete, to start with. Since the Department has not yet thoroughly investigated the assigned duties, it is difficult to determine responsibilities and establish work schedules. When it comes to workload analysis, the department has likewise disregarded the regulations. The primary objective of the research is to contribute to the evidence base for bureaucratic reform and information applications while simultaneously assisting with administrative responsibilities.

A group inside Kemenpora's department is responsible for gathering the necessary data for the study. They look at similar employment models and occasionally conduct sample interviews to gather more data.

Spending less time on this method raises concerns about the reliability of the data since it may not accurately reflect each role. There are primarily three sources for information pertaining to job analyses: the individual performing the work, their supervisor, and the job analyzer. An issue at Kemenpora is that there is a lack of understanding of strategic plans, organizational structure, business procedures, and job functions among both employees and managers. There is a shortage of both qualified job analyzers and training programs in Kemenpora that emphasize this field.

Data from job analyses is likewise not always believed to be true or reliable. A lack of time, money, and leaders who don't really grasp their subordinates' jobs are among the reasons why the verification stage—which ensures the data is accurate and consistent—has not been done.

In conclusion, the proposed model for job analysis consists of four sections: 1) Planning—making and practicing job analysis tools, reviewing organizational structure,

business processes, and mandates; 2) Data Collection—using questionnaires, interviews, and document references; 3) Data Processing—checking data for accuracy and finishing the job analysis; 4) Usage and Presentation—sharing results with employees and regularly evaluating the job analysis for relevance and usefulness.

REFERENCES

- Armstrong, M., & Taylor, S. (2014). *Armstrong's Handbook of Human Resource Management Practice*. www.Koganpage.com
- Augustine, A., Attah Umana, E., Inyang, B. J., & Isaac, S. (2019). *Effect Of Job Analysis on Corporate Performance of The Selected Private Sector Organizations in Cross River State, Nigeria*. 21, 41–52. <https://doi.org/10.9790/487x-2111064152>
- Badan Pusat Statistik. (2022). *Statistik Pemuda Indonesia 2022*. <https://www.bps.go.id/publication/2022/12/27/6791d20b0b4cadae9de70a4d/statistik-pemuda-indonesia-2022.html>
- Bunyamin, B., Nursyamsiah, N., Umma, R., & Dearanti, M. (2021). Job Analysis And Design Of Educational Jobs In Indonesia. *Journal Of Nonformal Education*, 7(2), 180–188. <https://doi.org/10.15294/jne.v7i2.31830>
- Deputi Bidang Pembudayaan Olahraga, K. P. Dan O. (2022). *Laporan Nasional Sport Development Index 2022*.
- Dessler, G. (2015). *Manajemen Sumber Daya Manusia* (M. Masyukur, Ed.; 14th Ed.). Penerbit Salemba Empat.
- Dixit, A. (2014). *Job Analysis – Relevance And Applicability For Modern Business Environment*.
- Duadji, N., Tresiana, N., & Faedlulloh, D. (2019). *Ilmu Administrasi Publik*. Graha Ilmu.
- European Youth Forum, & Social Progress Imperative. (2021, April 15). *Youth Progress Index*.
- Fadlilah, I. A., & Fajrianthi, F. (2022). Analisa Jabatan: Metode Dan Langkah-Langkah Pelaksanaan Pada Bumn Klaster Industri Manufaktur. *Jurnal Diversita*, 8(1), 93–99. <https://doi.org/10.31289/diversita.v8i1.5585>
- Fayol, H. (1916). *General And Industrial Management*. Pitman Publishing.
- Hapsari, M. D., Wulandari, J., & Saptiani, F. (2022). Identifikasi Kompetensi Customer Service Pada Bank Perkreditan Rakyat Dengan Metode Job Competency Assesment (Jca). *Jurnal Perspektif Bisnis*, 5(1), 32–41. <https://doi.org/10.23960/jpb.v5i1.37>
- Kementerian Pemuda Dan Olahraga. (2022). *Peraturan Menteri Pemuda Dan Olahraga Nomor 8 Tahun 2022 Tentang Organisasi Dan Tata Kerja Kementerian Pemuda Dan Olahraga*.
- Kementerian Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi. (2020). *Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Nomor 1 Tahun 2020 Tentang Pedoman Analisis Jabatan Dan Analisa Beban Kerja*.

- Komalasari, S., Urrahmah, N., Maisarah, S., Uin,), & Banjarmasin, A. (2022). Analisis Jabatan Dalam Manajemen Sumber Daya Manusia. *Jurnal Ilmu Manajemen Saburai*, 8.
- Marnisah, L., & Zamzam, F. (2021). *Manajemen Analisis Jabatan* (H. Arawik, Ed.). Deepublish.
- Muhammad. (2019). *Pengantar Ilmu Administrasi Negara* (R. Kurniawan, B. Rahman, & H. Iskandar, Eds.). Unimal Press.
- Nugroho, Y. A. B. (2020). *Manajemen Sumber Daya Manusia; Mengelola Sdm Secara Profesional* (A. Yuwono, Ed.; Vol. 1). Universitas Katolik Indonesia Atma Jaya.
- Pemerintah Republik Indonesia. (2014). *Undang- Undang Nomor 5 Tahun 2014 Tentang Aparatur Sipil Negara*.
- Pemerintah Republik Indonesia. (2017). *Peraturan Pemerintah Republik Indonesia Nomor 11 Tahun 2017 Tentang Manajemen Pegawai Negeri Sipil*.
- Pemerintah Republik Indonesia. (2020). *Peraturan Presiden Republik Indonesia Nomor 106 Tahun 2020 Tentang Kementerian Pemuda Dan Olahraga*.
- Riniwati, H. (2016). *Manajemen Sumber Daya Manusia (Aktivitas Utama Dan Pengembangan Sdm)* (U. Press, Ed.). Ub Media.
- Rommalla, S. (2020, March 19). *Apa Itu Equal Employment Opportunity (Eeo)?* <https://www.gadjian.com/https://www.gadjian.com/blog/2020/03/19/apa-itu-equal-employment-opportunity-eeo/>
- Tamara, C. V.D., Johanes, A. W., Marlina, L., & Hendra, K. A. (2021). Analisis Jabatan Dalam Penempatan Pegawai Di Biro Pemerintahan Dan Otonomi Daerah Sekretariat Provinsi Sulawesi Utara. *Jurnal Msda (Manajemen Sumber Daya Aparatur)*, 9(2), 128–141. <https://doi.org/10.33701/jmsda.v9i2.2079>
- Terry, G. R. (1968). *Principles Of Management*. Richard D. Irwin, Inc.
- Voskuijl, O. F. (2005). Job Analysis: Current And Future Perspectives. In A. Evers, N. Anderson, & O. Voskuijl (Eds.), *The Blackwell Handbook of Personnel Selection* (1st Ed.). Blackwell Publishing Ltd.