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### Implementation of the implementing position nomenclature in the Lampung Province Government

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#### Abstract

This study aims to analyze the application of occupational nomenclature at the local government level and to determine the obstacles experienced by the Lampung Provincial Government in the application of the Nomenclature for Executive Position in the Regional Secretariat of Lampung Province. The research used is descriptive qualitative research with research methods using interview techniques, documentation, data analysis techniques, data reduction, data presentation and drawing conclusions and data validity Implementation of this policy has involved the indicators of implementation Edward III (1980). However, the indicators for disposition of the local government of Lampung Province experienced obstacles related to the organizational commitment of each regional organization. In addition, there are several factors that need to be considered again, such as in the document filing process and the ability of analysts to interpret policies. The application of the nomenclature of positions has also been carried out based on activities in the

HRM function, but the obstacles faced are related to filing documents, dispositions, lack of understanding of regional organization regarding policy documents, and HR competencies.

In detail, this study recommends suggestions, namely, document archiving must switch to a digitization system, as well as increase the ability of an analyst to be able to determine targets and standards for nomenclature preparation, create rules and procedures, compile, carry out plans and forecast job proposals. In addition, the involvement of leaders in evaluating and conducting regular work assessments must also be able to provide specific tasks, create divisions, delegate authority, create lines of authority and coordinate the work of subordinates properly. In addition, increasing competence must also be able to set standards for improving the quality of ASN, especially within the regional secretariat of Lampung Province.

**Keywords:** Position Nomenclature, ASN, Policy Implementation, Public Sector Human Resource Management

#### 1. Introduction

Development is one of the processes in improving the order of life as a whole, both at the regional level and even in a country, both in terms of social, environmental, economic, infrastructure and resource aspects, all of which aim towards a better direction. According to Tikson (Theresia & Andini, 2015) <sup>[12]</sup> development is a transformation of growth and change that is planned, and carried out consciously by a society and even a nation, state and government through the making of policies, as well as the strategic direction to be achieved. In addition to Tikson's opinion, there is also Mardikonto's opinion (Theresia & Andini, 2015) <sup>[12]</sup> explaining that development is one of the government's continuous efforts, which is aimed at a better community life. So that the development process cannot be separated from the role of the government as an actor in running the state system.

As an actor, the government to be able to carry out its role well, of course it must have a governance support device, namely having a good quality State Civil Apparatus (ASN). Especially in bureaucratic organizations, both regional level organizations and central level organizations, so that in this case the actor who plays a role in public organizations is ASN. ASN are those who become government employees with a work agreement and then work for certain government agencies. ASN also has the obligation to manage and the ability to develop themselves, therefore ASN is also part of bureaucratic reform, they are also responsible for their performance towards the state. (Kemenpan RB, 2018)

Based on these regulations, the terms and conditions for becoming an ASN must be in accordance with the classification with the needs of the agency, as well as the competence of formal education that is mastered. This is illustrated in PP RI No. 11 of 2017, concerning ASN management regarding ASN applications, it is explained that the requirements to apply to become an

ASN must have educational qualifications in accordance with the job requirements. In other words, ASN in carrying out their duties must of course be based on professionalism and competence, according to their qualifications in the field of science they have (Komara, 2019). Likewise with the placement of ASN in government agencies, it is explained that the placement and proposal of implementing positions for ASN in government agencies must be in accordance with the needs of the agency itself, and must be in accordance with the professional field and qualifications of formal education (Kemenpan RB, 2018)

This has its own uses and functions for the government in running the government bureaucracy, for example as a reference for every government agency in compiling and determining employee needs, determining ranks and positions, career development, competency development, performance appraisal, salaries and allowances and dismissals (Anitasari, 2017) [2]. However, often at the implementation level, there are several problems, such as the existence of a position nomenclature that has not been listed, and there are also several job nomenclatures whose educational qualifications are not listed. So then, PermenPAN-RB No. 41. Year 2018, provides a legal umbrella to make improvements in the government administration system, this is according to the point of consideration in (Kemenpan RB, 2018)

As explained in the draft attachment of Permen PAN-RB No. 41 of 2018, the list of nomenclature of implementing positions that have been determined, can be changed or added according to the needs of the organization. Changes or additions to the nomenclature of the implementing positions are proposed by the agency to the minister. Furthermore, changes or additions to the nomenclature of implementing positions are regulated by ministerial regulations, after obtaining written consideration and technical verification from the Head of the State Civil Service Agency.

The change in the nomenclature of implementing positions in the ASN environment is a goal of government bureaucratic reform in fixing ASN resources, both at the central and regional government levels. This is in line with the vision of the Ministry of Administrative Reform and Bureaucratic Reform (Kemen PAN-RB). Van Meter Van Horn (in Winarno, 2008) reinforces the importance of these reforms by explaining that, policy implementation as actions in previous decisions, these actions includes efforts to turn decisions into operational actions carried out by public organizations to achieve the goals that have been set. The benchmark in seeing whether the regulation is successful or not, and produces a positive impact or not, can be seen from the implementation process. Not only at the central level, but also at the regional level.

The Lampung Provincial Government is one of them, as an autonomous region that carries out the implementation of regional government based on the legal reference of regional autonomy. The application of PermenPAN-RB No. 41 of 2018 is realized through (Lampung Governor Regulation Number 56 of 2019 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of Lampung Province Regional Apparatus, 2019). The regulation contains proposals for determining the nomenclature of implementing positions, including changes or improvements to the nomenclature of implementing positions, and/or new nomenclatures of executive positions,

as contained in the following table 1 of the proposed nomenclature.

**Table 1:** Contents of the Proposed Nomenclature of Regional Government Positions

S. No	Contents of Proposed Local Government
1.	Job Classification
2.	Job Nomenclature
3.	Job Description
4.	Job Requirements
5.	Job Results / Position Output
6.	Educational and/or Professional Qualifications
7.	Managerial, Technical and Cultural Social Competencies
8.	Position Position/ Position Map
9.	Class of Position for Position Nomenclature

**Source:** Lampung Governor Regulation No. 56, 2019

This table is the content of proposals that must be considered for local governments in proposing position nomenclature. From the content of the proposal in the table above, the researchers found several obstacles and obstacles experienced by the Lampung Provincial Government including related to the suitability of ASN competencies, education classification with class positions for nomenclature, this was proven when the Lampung Provincial Government made changes to the nomenclature, such as separation and merging of several offices, as well as changes in names, and functions of Regional Government Organizations which include the Regional Secretariat Organization, DPRD Secretariat, Regional Inspectorate, 26 Regional Offices, and 8 Provincial Bodies (Aryono, 2020) [24].

The reshuffle of several regional organization certainly experienced various kinds of problems and challenges for the Lampung Provincial Government. As stated by Fahrizal Darminto (Regional Secretary of Lampung Province):

"The implementing positions in Lampung Province have changed the nomenclature, therefore adjustments and competency tests will be carried out to find out certain regional organization positions that can be occupied later according to their abilities and competencies, he also said that currently the conditions in the Lampung Provincial Government are more employees than positions, even some time ago some structural formations were reduced and turned into functional, we as local government administrators are required to manage professional apparatus resources, in principle the right person must sit in the right position, by looking at the track record, education, achievements and competencies possessed during being a civil servant". (Handoko, 2020) [25]

Based on the statement in this phenomenon, it can be seen that the changes in the nomenclature made by the government have caused local governments to have to readjust between the educational competencies possessed by the previous ASN and the implementing positions that will be placed. It can be seen how the Lampung Provincial Government needs to prepare the formations and positions that will be applied, through a competency test that will be carried out. Meanwhile, the Lampung Provincial Government has experienced obstacles regarding the position of implementing positions with the new nomenclature, this is clarified by the large number of employees compared to the available positions, this phenomenon is also evidenced by the policy of reducing and

transferring structural positions to functional positions.

Given these problems, the application of the nomenclature becomes something that is very important to note, where in its application the nomenclature of positions in the government environment certainly needs seriousness in its application, so that it is in accordance with the main objectives of bureaucratic reform. The success of implementing the nomenclature in the government environment certainly involves all actors in the government as a whole, both at the central and local government levels. Therefore, the involvement of the local government as the highest institution in regional autonomy is a very important element for the success of the goal of changing human resource development (HR), especially in the government environment, namely ASN.

The placement of employees must be in accordance with formal educational qualifications and competence is a fundamental thing that affects the performance of employees/employees at work (Spencer & Spencer, 1993 in Hermawan, 2011). Thus, competence is one of the important factors that should not be ignored in achieving the goals of success of a bureaucracy, to improve service quality because service quality is an important component that must be considered (Rendito *et al.*, 2020). Thus, through PermenPAN-RB No. 41 of 2018, it is hoped that it can give birth to a civil servant who has competence in accordance with his field, both at the central and regional levels.

In line with the spirit of Permen PAN-RB No. 41 of 2018, as an effort to reform the bureaucracy that must be carried out by the local government, it is important for the Lampung Provincial Government to rearrange, or update its organizational nomenclature in accordance with the provisions. Especially, to meet the relevance of employee competencies with advances in science, technology and information, as well as environmental changes. Although later in its application, it certainly raises many things in the field, because the application of the nomenclature also changes the existing organizational structure, and will affect the organization and executive positions that have occupied the nomenclature position.

The process and problem of implementing the nomenclature of implementing positions in the Lampung Provincial Government, of course, attracts researchers to raise this phenomenon, in order to see the implementation process, and analyze how the process of applying the nomenclature is applied in Lampung Province. Thus, this article tries to see how the Implementation of the Nomenclature of Implementing Positions in the Regional Secretariat of the

Lampung Provincial Government is carried out.

## 2. Research method

This paper belongs to the type of descriptive research with a qualitative approach, where qualitative research is to explain, describe, and interpret the results of research with the arrangement of words and sentences as answers to the problems studied. And examine the problems that occur from the perspective of the stages of implementing the nomenclature of implementing positions in PermenPAN-RB Number 41 of 2018, regarding the Nomenclature of Implementing Positions for ASN positions in Lampung Province by using a theoretical perspective on HR function activities according to (Dessler, 2015) <sup>[4]</sup> and Edwards' theory of policy implementation. III (1980).

The main data sources in this qualitative research are words and actions, the rest are additional data such as documents and others. In this regard, the types of data are divided into words, actions, written data sources and other documents, which can support in solving the problems of this research.

## 3. Results and discussion of Research Results

### 3.1 Implementation of the Nomenclature of Implementing Positions in the Secretariat of Lampung Province from the perspective of George C Edward III's theory

#### 3.1.1 Communication

From the results of the research conducted, the communication process is very important in the process of implementing the job nomenclature. because in this case the nomenclature policy for the application of Permen PAN-RB No. 41 of 2018 involves the organizational level of each regional organization to propose the name of the position needed, at this stage the organizational bureau has communicated to each regional organization regarding the process and stages of the proposal by conducting socialization and continuous communication, this is done in order to maximize the purpose of the results of the nomenclature carried out.

The communication process carried out within the regional secretariat of Lampung Province is carried out in stages and in stages by involving each regional organization to take responsibility for proposing the name of the position which is carried out by conducting socialization at each level of the organization, but it also involves a process of assessment and analysis. to the need for the formation of the name of the position in accordance with the rules that have been given.



Source: Organizational Bureau Documentation

Fig 1: Position Nomenclature Socialization Activities to the ranks of the Lampung Province Regional Secretariat Bureau

The picture above is a socialization activity of Permenpan No. 41 concerning the Nomenclature of Implementing Positions that must be prepared by each bureau in order to propose the name of the position in the scope of its organization by referring to the references set out in the new nomenclature, this form of socialization is one of the organizational bureau's efforts to communicate policies that must be done by each regional organization, in this activity the organizational bureau also explains how the mechanism for proposals and assistance will be carried out by the organizational bureau in an effort to build communication with regional organization in proposing job titles.

### 3.1.2 Resources

According to Edwards III (1980), that the resources that can determine the success of implementation is one of the available resources, because according to Edwards III (1980), resources are a source of driving and implementing. Human resources are the most important resource in determining the success of the implementation process, while resources are the success of the implementation process which is influenced by the use of human resources, costs, and time. These policy sources are very necessary for the success of a policy made by the government, an explanation regarding the resources owned by the regional secretariat of Lampung Province Prior to the enactment of the nomenclature all ASN in the regional organization scope and the regional secretariat did not have a title position, all ASN under echelon IV only became one job title, namely staff, it certainly makes it difficult for the organization to divide work and responsibilities, therefore the process of determining resources is carried out by first analyzing the level of education possessed by the ASN and analyzing the work competencies and abilities possessed in this field. carried out to place the position of the title filled by appropriate resources in carrying out the work.

### 3.1.3 Disposition (Disposition)

According to Edwards III (1980), the disposition or attitude of the implementers is an important factor in the approach to implementation. If implementation is to be effective, then the implementers must not only know what will be done but also must have the ability to implement it, where the quality of a policy is influenced by the quality or characteristics of the implementing actors. The success of the policy can be seen from the disposition (characteristic of the implementing agent).

The explanation explains that the disposition or attitude of the implementers in determining the success of an implementation is very important, because the performance of the implementation of public policies will be very much influenced by the right characteristics and matches the implementing agents, where the quality of a policy is influenced by the quality or characteristics of the implementers. Characteristics of the actors, these qualities are the level of education, competence in the field, work experience, and moral integrity. In its application, of course, not all processes will run well, there are also several problems related to the implementation of the nomenclature proposal, this is the implementation of the nomenclature for implementing positions in the regional secretariat of Lampung Province experiencing a slight delay, this is

caused by several bureaus that are less serious in following up on circulars regarding the proposal. the name of the position in each bureau, this happened as a result of the lack of awareness of each institution about the importance of updating the nomenclature, we as the bureau responsible for the implementation of the nomenclature would have difficulty coordinating if the proposal from the internal organization was not followed up with good.

### 3.1.4 Bureaucratic structure

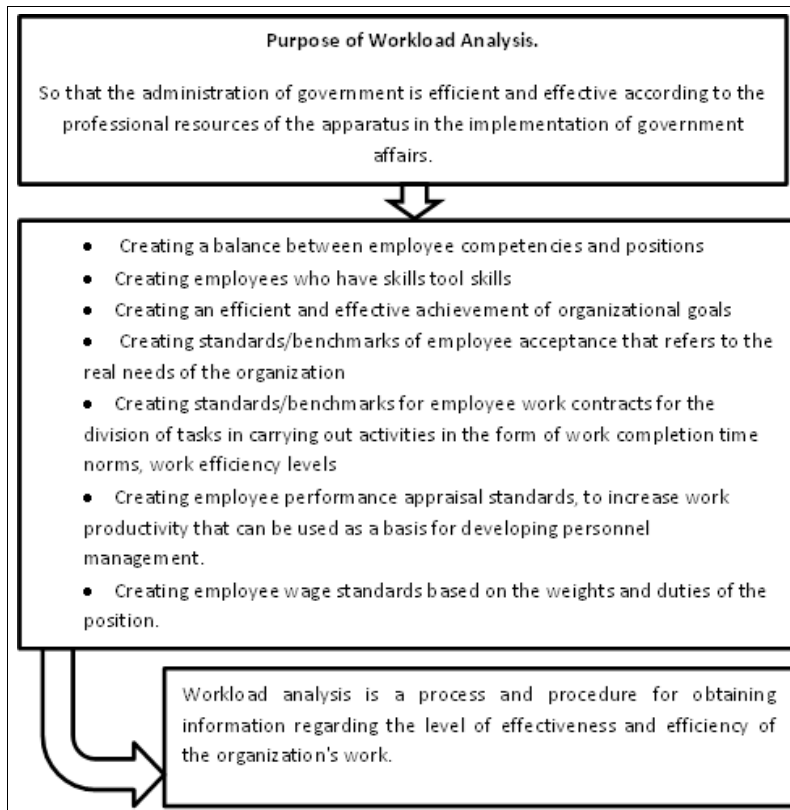
is an agency that is most often involved in overall policy implementation, inter-organizational relations within the Lampung Province regional secretariat regarding the implementation of the implementing position nomenclature policy in the Lampung Province regional secretariat The process of communication and coordination between regional organization institutions and bureaus in the Lampung Province regional secretariat have been running according to the organization's SOP, it is also supervised by the responsible regional assistant secretary in addition to the coordination process that exists within the Lampung Province regional secretariat environment is also facilitated by affordability of access because we are in each bureau is in the same building and environment, so if there is a discrepancy in the implementation of programs or policies we can coordinate further directly with each ing bureau.

## 3.2 Implementation of the Nomenclature of Implementing Positions in the Lampung Province Secretariat from the perspective of the Human Resource Function.

The application of the Nomenclature of Implementing Positions in the Lampung Province regional secretariat cannot be separated from the function of Human Resource Management activities, therefore the researcher analyzes the implementation of these policies through the HRM activity function by using indicators according to Dessler (2011: 9) which states that there are specific activities involved in each HRM function, namely:

### 3.2.1 Planning

The organizational bureau as an institution that has tasks related to the implementation of the nomenclature of positions has planned several basic guidelines that can later be used to plan HR qualifications based on the PermenPAN -RB No. 41 of 2018 in accordance with the needs of each organization and the number of employees who will later be needed to support organizational activities at each institution. The description of the job analysis and workload analysis illustrates how the nomenclature proposal process must be assessed based on the capabilities possessed by ASN both in the educational qualifications possessed and based on the work achievements that have been carried out. These are also in accordance with the notion of competence, namely Competence is a characteristic that underlies a person and is related to individual performance effectiveness in his work. In general, to make it easier to understand the planning process for nomenclature proposals through Basic Elements of Workload Analysis, it can be seen in the basic elements of the formation of workload analysis and the following benefit data:

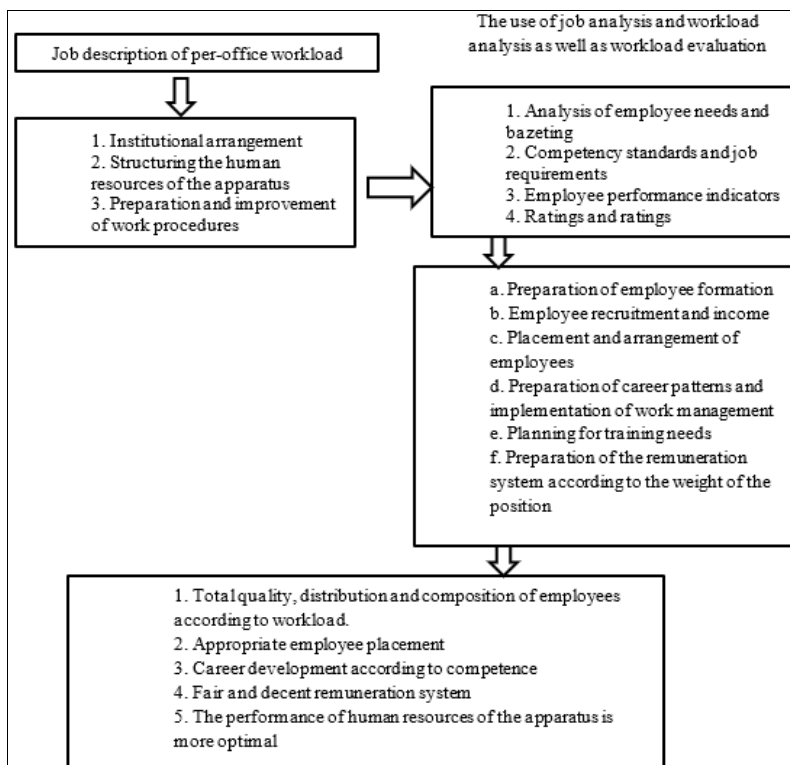


Source: Law Number 5 of 2014 concerning ASN

Fig 2: Basic Elements of Workload Analysis

The basic elements of workload analysis describe how the pattern of objectives of workload analysis is to obtain information and the level of organizational effectiveness in the division of work, in accordance with the limits and workloads assigned. have been set up in the organization. The planning stages in the preparation of the job

nomenclature are also carried out by measuring employee work standards by measuring the proposed classification level, in addition to understanding the process of using and benefiting from job analysis and workload analysis, it is described in detail in the following figure:



Source: Law Number 5 of 2014 concerning ASN

Fig 3: Benefits of job analysis and workload

Overview The use of the job analysis process and workload analysis above is a form of the job analysis process, which also regulates in detail the workload of ASN.

**Table 1:** Individual Performance Planning of Local Government Agencies

S. No	Individual Performance Planning of Local Government Agencies
1	Seeing the Overview of Regional Apparatus Organizations
2	the Strategic Targets of SKP Overview of Regional Apparatus Organizations Heads to SKP All Employees in His Agencies
3	Determining the Type of Performance Plan
4	Determining the Weight of the Performance Plan
5	Menentukan Indikator Kinerja Individu Determining the Right Individual Performance Indicators to Measure Individual Performance
6	Determining Individual Performance Standards
7	Determining How to Measure Each Performance Plan

Source: Law Number 5 of 2014 concerning the state civil apparatus

Through these seven stages, the performance planning process carried out will become clear and detailed as stipulated in the division of work classification in the position nomenclature. the division of duties and authority of the position has been measured and assessed based on the work weight of each employee.

**1) Organizing**

At this stage, the organizational bureau carries out an organizational stage according to the proposed nomenclature of positions in its internal organization, which will then be re-verified to review the suitability

of the proposed nomenclature with the new nomenclature guidelines. This can be seen from the organization that has been made and implemented by the regional government of Lampung Province where there is already a clear division of tasks and positions both from implementing and functional positions, separation of authority and work responsibilities has been carried out in accordance with job analysis, workload analysis and nomenclature. This is more clearly shown in the following organizational structure chart:

**2) Staffing Direction and Preparation**

The form of direction carried out is by evaluating each work target that is carried out in addition to control and work direction is carried out in organizational meetings which are carried out as a planning stage, implementation and evaluation of each policy and program. Directing activities carried out by organizational bureaus to provide direction to both subordinates and regional organization in the application of nomenclature policies, Directing activities to subordinates are the duties and responsibilities of superiors to exercise control over a job, in addition to the role of organizational bureaus as bureaus that have the responsibility to direct The regional organization or the Bureau in the nomenclature policy is of course very important, namely regarding the follow-up of the proposed nomenclature, we will review this on how the proposal is adjusted to the job analysis and workload analysis related to the formation of the formation carried out by the regional organization.



Source: Documentation of the Regional Secretariat of Lampung Province

**Fig 4.** Performance evaluation activities carried out by the ranks of the Bureau of the Regional Secretariat of Lampung Province carried out in order to emphasize to ASN to be more responsible in the field of work in accordance with the division of workload that has been regulated in the nomenclature

**3) Control**

As the implementor in implementing the nomenclature policy for implementing positions, the organizational bureau is responsible for implementing the program in the field. The control is carried out at each regional organization at the regional and provincial levels, therefore every organization that proposes the name of the position will then be verified and discussed by the organizational bureau by adjusting the proposal with the applicable nomenclature.

This control process is carried out so that ASN discipline can be monitored directly. Hodgetts (2007) states that in the controlling process there are three basic steps, namely making standards, comparing actual performance with these standards, and correcting deviations that arise. Control or

supervision can only be carried out if there are standards, indicators, or factors that can be measured easily and clearly.

Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the republic of Indonesia Number 1 of 2020 concerning Guidelines for Job Analysis and Workload Analysis, it is explained that the results of processing job data are checked for correctness through re-checking to determine whether there are things that need to be corrected for job information such as:

- 1) Position Identity in the form of job title, position code, position location, and position overview.
- 2) Position Name is a designation to provide characteristics and descriptions of the contents of the position, in the form of a group of tasks that are

institutionalized or united in one place of the same position, task, and function, preferably using the same position name.

- 3) Position Code is a code that represents a position, which is made to facilitate the inventory of positions.
- 4) Job summary or task summary is a summary of the tasks performed, which are arranged in one sentence that reflects the main tasks of the position.
- 5) Position Qualifications are requirements that must be met by employees to occupy a position, in order to carry out their duties properly.
- 6) Job Description is a description of all job duties which are the main efforts of the incumbent in processing work materials into work products using work tools under certain conditions.
- 7) Work results are products that must be achieved by incumbents.
- 8) Work Materials are inputs that are processed with work actions (tasks) into work results.
- 9) Work Tools are references or guidelines used to process work materials into work results.
- 10) Responsibilities are details of everything that is accounted for to the incumbent, along with its aspects.
- 11) Authority is the right and power of the position holder to take a stand or determine the attitude of decision making.
- 12) Position requirements are other minimum requirements that can be met by employees to occupy a position, in order to carry out their duties properly.

From the explanation above, it can be seen that program control is an important aspect in the success of a policy, in this case Implementation is in principle a way that is done in order to achieve the desired goal. goals that have been formulated. So in this case the control process is a side-by-side to the implementation stage.

#### **4. Barriers to the Nomenclature of Implementing Positions in the Regional Secretariat of Lampung Province**

Provide that all items contained in the document must be kept to a minimum to facilitate data archiving, the difference in time for completion of proposals that are not the same makes organizational bureaus make proposals gradually and alternately at each bureaus at different times, the job analysis document must be able to function properly both related to the work mechanism, the qualifications of the executor, as well as all existing job requirements in accordance with the principle (right man on the right place).

There are a lot of nomenclature proposal documents, because the proposals from each regional organization must also explain in detail about the nomenclature position, in one position proposal document it can be changed up to 4 times, not to mention if there is a position naming that is still lacking or inappropriate, this requires an analyst in the organization to be able to understand the policy document as a whole by adjusting the organization's capabilities, and in this case the organizational bureau is obliged to archive all these documents from the initial stage of the proposal to the end of the proposal document to be ratified, as administrative evidence. Regarding the obstacles in implementing the nomenclature of implementing positions within the regional secretariat of Lampung

Province, the researchers divided the problems faced by organizational bureaus as obstacles in implementing policies, several points of obstacles researchers describe as follows:

#### **Archiving documents**

It is still visible that the process of proposing the name of the position is still being carried out directly by coordinating with each bureau, therefore the proposal document must be arranged and arranged neatly, as a form of document archiving effort in the course of the nomenclature nomenclature proposal process, but this situation is something that needs to be considered, considering the many documents that must be archived for the sake of organization, the number of documents makes the work of proposing nomenclature a matter that must be considered, in order to maintain the legality of organizational documents.

#### **Disposition**

The time for the completion of the nomenclature proposal is different, constrained by each regional organization in completing it, the difference in the completion time of the nomenclature proposals carried out by each bureau, making the nomenclature proposal document ratified periodically, this is certainly a homework for the bureau organization, where the ratification documents must be done one by one so that the situation takes time.

Thus, describing how the disposition in implementation is an indicator that must be considered because the commitment of each policy actor is a major factor in the success of implementation, therefore these obstacles are things that must be considered in implementing policy implementation.

Understanding of policy documents in regional organization The ability and understanding of analysts certainly describes how the situation of an analyst in each bureau must properly understand the nomenclature policy document as a reference and propose the name of the position, the understanding ability of an analyst is certainly limited because the nomenclature policy document must also be adapted to the circumstances of the organization, In this case, an analyst needs to conduct a study in advance of the proposed nomenclature.

#### **Human Resource Competencies**

The difference in competence possessed by an ASN in the regional secretariat of Lampung Province is certainly a consideration for the nomenclature of nomenclature, but in this case the previously occupied staff positions must have the name of the position in accordance with the reference to Permenpan RB 41 2018, so that in this case In order to occupy such a position, ASN must make adjustments to the position occupied both at the level of education and improve their work competencies.

#### **5. Conclusion**

The application of the nomenclature of positions has also been carried out based on activities in the HRM function, namely planning, organizing, staffing and controlling, briefly explained that, Planning is carried out using a job analysis process and ASN workload analysis. Organizing is done by dividing the main tasks and responsibilities of ASN in an organizational position in accordance with the consideration of the workload of ASN, Staffing arrangement

is carried out by considering the rank and class of ASN according to the level of education and competence possessed, while Control is carried out to assess the results of the proposed job name analysis in accordance with the nomenclature policy.

### Limitations and further studies

The government must conduct periodic work evaluations clearly and firmly, so that it can guide the State Civil Apparatus as the main resource of public organizations, towards a better direction, each program must have a clear target record, in the evaluation can also be assessed as material consideration of what policies are the obstacles and obstacles for each organization in completing the nomenclature proposal document.

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