

**RINGKASAN****IMPLEMENTASI SYARAT NORMATIF JABATAN STRUKTURAL  
DALAM RANGKA PENGEMBANGAN KARIER PEGAWAI NEGERI  
SIPIL DI LINGKUNGAN PEMERINTAH  
KABUPATEN FLORES TIMUR****OLEH :  
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Salah satu tahapan dalam manajemen sumber daya manusia adalah "Pengembangan Karyawan/Pegawai" dengan bentuk kegiatannya antara lain adalah "Pengembangan Karier". Karier memiliki makna dalam rangka kepuasan karyawan/pegawai karena ditempatkan pada posisi dan jabatan organisasi sesuai minat dan kemampuan serta bermanfaat bagi organisasi karena mampu mendapatkan karyawan/pegawai yang handal dan profesional.

Salah satu jalan dan sasaran karier adalah melalui "promosi jabatan" baik jabatan struktural maupun jabatan fungsional. Di lingkungan birokrasi pemerintahan "jabatan struktural merupakan sasaran dan jalur karier yang memiliki daya tarik tersendiri bagi Pegawai Negeri Sipil karena jabatan struktural tersusun secara piramida dari eselon terendah sampai dengan eselon puncak.

Peraturan Pemerintah (PP) nomor 100 Tahun 2000 dan PP Nomor 13 Tahun 2002, merupakan landasan dalam promosi jabatan struktural di lingkungan birokrasi pemerintahan. Syarat-syarat jabatan serta kewenangan pengangkatan Pegawai Negeri Sipil dalam jabatan struktural telah diatur di dalam kedua Peraturan Pemerintah (PP) ini sehingga penelitian ini bertujuan untuk menganalisis prosedur "implementasi syarat normatif jabatan struktural sesuai prinsip-prinsip pengembangan karier pegawai negeri sipil, dan menganalisis implementasi syarat normatif jabatan struktural yang berlandaskan analisis jabatan dan evaluasi kinerja sebagai faktor obyektif dalam pengembangan karier Pegawai Negeri Sipil. Hasil analisis terhadap ke dua aspek tersebut di atas selanjutnya dapat dirumuskan prosedur implementasi syarat normatif jabatan struktural yang dapat memberikan manfaat dalam pengembangan karier Pegawai Negeri Sipil di lingkungan Pemerintah Kabupaten Flores Timur.

Dengan menggunakan format penelitian deskriptif dan metode analisis kualitatif, hasil analisis data menunjukkan bahwa implementasi syarat normatif jabatan struktural di lingkungan Pemerintahan Kabupaten Flores Timur, belum memberikan manfaat optimal bagi pengembangan karier Pegawai Negeri Sipil. Keadaan ini terjadi karena prosedur implementasi syarat normatif jabatan struktural belum memenuhi prinsip-

prinsip pengembangan karier serta proses implementasi syarat normatif jabatan struktural dilakukan dengan tidak mengacu pada analisis jabatan dan evaluasi kinerja Pegawai Negeri Sipil. Dengan demikian, dalam rangka pengembangan karier Pegawai Negeri Sipil melalui jabatan struktural, pemerintah kabupaten Flores Timur seyogyanya melakukan penataan di dalam sistem dan prosedur implementasi syarat normatif jabatan struktural dengan acuannya pada prinsip-prinsip pengembangan karier sesuai pendekatan manajemen Sumber Daya Manusia.



## SUMMARY

### IMPLEMENTATION OF NORMATIVE REQUIREMENTS FOR STRUCTURAL POSITION TO DEVELOP THE CIVIL SERVANT'S CAREER IN EAST FLORES LOCAL GOVERNMENT

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One of phases in the human resource management is "Employee/Staff Development" where one of its activities is "Career Development." Career means employees/staffs satisfaction since they are placed in a certain position in accordance within their interest and capability and this brings about a benefit for the organization because it has a professional/reliable employee/staff.

One pathway to the improved career is through "promotion" in a certain position, both structural and functional one. Within governmental bureaucracy environment, "structural position constitutes the interesting pathway toward better career among the Civil Servants since the structural position is arranged in a pyramidal form starting from the lowest echelon to the top echelon.

The Governmental Regulation No. 100/2000 and Governmental Regulation No. 13/2002 become a foundation for the structural position promotion in the governmental bureaucracy environment. The position requirements and authority of appointing the Civil Servant in the structural position have been regulated by these Governmental Regulations. Therefore, the objective of this research was to analyze the procedure in "implementation of normative requirements for structural position in accordance with the principles in career development of Civil Servant on the basis of position analysis and performance evaluation as the objective factor in developing the Civil Servant's career. From the results of the analysis over the two aspects above, a procedure in implementation of normative requirements for the structural position that brought about a benefit in developing the Civil Servant's career in the East Flores Local Government could be formulated accordingly.

By using the descriptive approach and qualitative analysis method, the results indicated that the implementation of the normative requirements for the structural position within the East Flores Local Government has not produced optimal benefit for career development of the Civil Servant. This was because the procedure needed to implement the normative requirements for the structural position has not meet principles of career development and the implementation process of the normative requirements for the structural position didn't adhere to the position analysis and performance evaluation of the Civil Servants. Thus, for

developing the Civil Servant's career through the structural position, the East Flores Local Government should make some improvements in the system and implementation procedure of normative requirement for the structural position should be done in agreement with the principles of career development and Human Resource Management Approach.





ABSTRACT

IMPLEMENTATION OF NORMATIVE REQUIREMENTS FOR  
STRUCTURAL POSITION TO DEVELOP THE CIVIL SERVANT'S  
CAREER IN EAST FLORES LOCAL GOVERNMENT

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Many pathways to develop career, one of which was through career planning and development. Within the governmental organization, one of career pathways and targets among the Civil Servants was through the position promotion, both structural and functional one. The structural position had a great appeal and constituted a career choice for the Civil Servants since this has been regulated obviously starting from the lowest echelon to the top one in accordance with the governmental regulation.

The governmental regulation No. 100/2000 and Governmental Regulation No. 13/2002 became the foundation on which the Civil Servant's career was developed through the structural position. The research entitled "Implementation of Normative Requirements for Structural Position to Develop the Civil Servant's Career in the East Flores Local Government" was intended to analyze the Civil Servants career through the structural position that hopefully brought about a benefit for the individual civil servant and achievement of governmental organization's mission and vision.

Using the descriptive approach and qualitative analysis method, the results showed that the implementation of the normative requirements for the structural position in the East Flores Local Government has not produced an optimal benefit for developing the Civil Servant's career since its procedure has not meet the principles of career development and didn't rely on the position analysis and performance evaluation of the Civil Servants.

Key words: Career, structural position, position analysis and performance evaluation