Employee Placement Strategy at Sekretariat Purworejo Regency

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Abstract: The implementation of regional autonomy has the aim that each region has the authority to manage its own household. This is specifically for districts and cities. To carry out regional household affairs, the regent/mayor works with reliable human resources (HR), in this context, employees. Employees in carrying out their duties are indicators of the success of a government. Reliable HR management is one of them through the placement of employees. This research is qualitative research that describes the employee placement strategy in improving employee performance at the Regional Secretariat of Purworejo Regency (SETDA). The SWOT analysis used in this study shows that the Purworejo Regional Secretariat is in a weak position but has great opportunities. The recommended strategy that can be carried out is the implementation of e-Kinerja for performance appraisal as part of the merit system for planning needs and staffing, another thing is the procurement of budget-based office facilities and infrastructure for each field and sub-sector.

Key words: Employee Placement; Employee Performance; SWOT Analysis; Government Employee.

The implementation of regional autonomy in Indonesia is adjusted to Law Number 23 of 2014 concerning regional government, as a substitute for the previous law which has consequences for regional governments to provide maximum excellent service to their regional communities. The government can respond to the continuation of the service and administration of good governance through human resource management (HR) reforms, which in this case are the employees. This is also supported in law number 5 of 2014 article 56 explaining that every government agency is required to compile the needs and types of positions for the State Civil Apparatus (ASN) based on job analysis and workload analysis. Furthermore, the things contained in the Regulation of the Minister of Administrative Reform and Bureaucratic Reform number: Kep/33/M.PAN/7/2011 concerning guidelines for job analysis in chapter 2 describe that position requirements are conditions that must be fulfilled or possessed by someone to occupy a position. positions in government. The requirements in question are mandatory for an employee who wants to occupy a certain position in the government bureaucracy to be required to demonstrate ability, expertise/work skills which are the basis of having education, work experience, training that has

been owned and compatibility between personal, interests and abilities and the opportunities that are available. related to the organization (Sekretariat Jenderal MPR, 2010).

The Regional Secretariat of Purworejo Regency is a part of the government system whose job is to formulate policies and also coordinate regional offices and regional technical institutions. The Regional Secretariat of Purworejo Regency consists of carrying out its duties assisted by government assistants, economic and development assistants, and administrative assistants and people's welfare. Where the government assistant is assisted by 3 sections consisting of the government section, the village and sub-district administration section, and the legal section. The economic and development assistant is assisted by the economics department, the development division and the public relations division. Administrative and welfare assistants who are assisted by the organization and apparatus division, the general section and the people's welfare section. Each of the sections mentioned above has 3 sub-sections. The purpose of this study is to describe the strategy for staffing in improving performance at the Regional Secretariat of Purworejo Regency, identify the opportunities and obstacles that exist during the implementation of the strategy for staffing in improving the performance of employees at the Regional Secretariat of Purworejo Regency, describe and analyze the efforts made by the Secretariat Purworejo Regency area to overcome obstacles - obstacles to the placement of employees in order to improve the performance of its employees.

Employee placement

Placement is the process of assigning or filling positions or reassigning employees to new assignments or positions or different positions. This assignment can be the first assignment for newly recruited employees, but can also go through promotions, transfers, and demotions or even termination of employment (Hariandja, 2002).

The factors that need to be considered in the placement of employees according to Werther and Davis (2002) quoted from Suwatno (2003) are factors of education / academic achievement, experience, physical and mental health, marital status, age. Based on the concept or type of employee placement process, employee placement can be in the form of promotions, demotions and transfers (Siagian, 2005).

Employee performance

According to Agunis (2009) the definition of performance does not include the results of employee behavior, but only the behavior itself. Performance is about behavior or what employees do, not about the results of employees or the end result. Furthermore, employee performance is the successful completion of tasks performed by individuals, which are regulated or measured by supervisors or companies, to set acceptable standards while efficiently and effectively utilizing available resources (Thao and Hwang, 2015).

In line with that, the government has determined how to measure the performance of a government organization as contained in the Minister of State Apparatus Empowerment Regulation Number: 09/M.PAN/5/2007 concerning General Guidelines for Determining Key Performance Indicators (IKU), namely in article 1 which states that performance government agency is a description of how the level of achievement of organizational goals or objectives results or fails in the implementation of activities in accordance with predetermined programs. And there it is explained that "performance indicators are specific measuring tools qualitatively and/or for inputs, processes, outputs, results, benefits, and or impacts that describe the level of achievement of the performance of a program or activity. According to Mardiasmo (2000), the government has set 6 (six) indicators to measure the performance of government agencies, namely:

a. Inputs, namely the number of human resources working on it and the amount of funds needed

b. Process (process) is how these activities are carried out in accordance with applicable regulations

without any deviation.

c. Output (output), namely the number of sub-activities that were successfully carried out based on a predetermined timeliness.

d. Results (outcomes) are the results obtained by beneficiaries from the activities/programs implemented.

e. This benefit is how the community feels satisfaction from the program/activity.

f. Impact (impact) improvement of community services in programs/activities that have been implemented.

Employee

According to Suharno (2008) an employee is someone who is assigned as a worker from a company to carry out company operations. He works for a salary and is the prime mover of every organization, in other words, without them the organization and other resources will never be anything meaningful. Employees are workers within the company and are often associated with administrative matters. While employees generally are those who work in government agencies alias civil servants. Actually, those three words, workers, employees, and employees both receive wages. However, employees and employees seem to have more meaning when compared to laborers. When viewed from income (wages) and guarantees, employees and employees seem to be better than laborers. Employees and employees have old age insurance in the form of pensions, health benefits and leave. While workers do not. Labor is generally contracted or contract workers. While employees and employees are permanent workers (Nawawi, 2011).

SWOT Analysis

SWOT is an acronym for strengths (strengths), weaknesses (weaknesses), opportunities (opportunities), and threats (threats) that exist in the scope of agencies, both government agencies and private agencies (Pearce & Robinson, 2008). Broadly speaking, the SWOT analysis is carried out in three stages. The first stage is the data collection stage where External Factor Analysis Summary (EFAS) and Internal Factor Analysis Summary (IFAS) are also carried out. The second stage is the analysis stage, where one of the tools used to compile the company's strategic factors is the SWOT matrix. This matrix can clearly describe how the external opportunities and threats faced by the company can be adjusted to the strengths and weaknesses it has. This matrix can produce four possible strategic alternatives (Ruky, 2006).

RESEARCH METHOD

The design of this study is descriptive analysis with a qualitative approach. Through this design, researchers try to describe the data obtained and then proceed with analysis using SWOT analysis. The population in this study were 1 Regional Secretary of Purworejo Regency, 3 Assistant Regional Secretaries of Purworejo Regency, 8 Heads of Sections, 136 Heads of Sub-Divisions, Staff or Employees in Functional Positions. While the sample is 1 (one) Regional Secretary, 1 (one) Assistant Regional Secretary, 3 (three) Heads of Sections, and 25 Heads of Sub-Divisions, Staff or Employees in Functional Positions of the Regional Secretariat of Purworejo Regency, so the total number of samples in this study this is as much as 30 (thirty). The data collection technique used was through interviews regarding the strategic policies of the Regional Secretariat of Purworejo Regency to increase the efficiency and effectiveness of the performance of its employees and questionnaires regarding the placement of employees given to employees of each section of the Regional Secretariat of Purworejo Regency. Data analysis was carried out by describing the data collected and analyzed using SWOT Analysis.

RESULT AND DISCUSSION

From the results of direct observations, interviews with informants, supporting questionnaires, and studying existing documents, it was possible to inventory internal and external factors at the Regional Secretariat of Purworejo Regency. The SWOT method is used as an analysis in this study. Using a framework of strengths and weaknesses and external opportunities and threats, this instrument provides a simple way to estimate the best way to execute a strategy. The following is a SWOT analysis of internal factors (Strengths and Weaknesses) and external factors (Oppurtunities and Threats):

Strength

a. Have competent employees, where approximately 70% of all employees totaling 148 people who work at the Regional Secretariat of Purworejo Regency are good at using computers, so that they carry out tasks more efficiently and on time

b. The Secretariat of the Regional Secretary of Purworejo Regency has facilities to support the continuity of employee work, for example such as office inventory in the form of laptops that are given to each individual who needs them, wifi in each section room, and operational vehicles for each section and the vehicle for the head of the field;;

c. There is regulation in the form of Purworejo Regent Regulation Number 64 of 2016 concerning Position, Organizational Structure, Functional Duties, and Work Procedures of the Purworejo Regency Regional Secretariat as a legal basis;

d. Compilation of job analysis from workload analysis which contains detailed job descriptions..

Weaknesses

a. The number of human resources (employees) in each division is still lacking;

b. Work placements for employees that are not in accordance with the expertise of the employees;

c. Lack of training conducted and/or given to employees, thereby slowing down the development of employee work skills;

d. Lack of appreciation or reward from agencies/local government, so that it does not increase morale to pursue his career

Oppurtunities

a. Given a promotion for employees who excel in their performance;

b. Provided by Secretary Purworejo training or education and training in the field of technology to be able to operate digital-based services;

c. Building strategic cooperation with agencies outside the Regional Secretary of Purworejo Regency such as agencies within the purview of the Regional Government of Purworejo Regency, so that it will provide good opportunities for employees to move or transfer outside the regional secretary agency;

d. There is a spirit of Good Governance which motivates employees to innovate and be creative at work..

Threats

a. Given a promotion for employees who excel in their performance;

b. Provided by the Secretary of Purworejo training or education and training in the field of technology to be able to operate digital-based services;

c. Building strategic cooperation with agencies outside the Purworejo Regency Regional Secretariat such as agencies within the scope of the Purworejo Regency Regional Government, so that it will provide good opportunities for employees to move or transfer outside the regional secretary agency;

d. There is a spirit of Good Governance which motivates employees to innovate and be creative at work..

After that, weighting is given to each indicator. The weighting is determined based on the results of the interview with 5 related respondents who works on human resources in SETDA Purworejo. After carrying personal interviews were then conducted. From the results of the interviews, information was obtained that to determine the weight and value of each indicator, it was determined based on the level of importance of one indicator compared to other similar indicators. Respondents were asked to give a weight according to the level of importance of the indicator, with a scale of 3, including very important, important and not important. In determining the level of importance, the score that emerges the most from the interview results becomes the importance value of the indicator. Furthermore, the score obtained is converted into a decimal by dividing the score by the total score of all indicators.

The value of the weight on the strength indicator

Based on the value that appears the most from the results of the interviews, all indicators of strength are considered very important with a score of 3, so that the overall score becomes 12. Then to determine the weight, the importance score of each indicator is made a decimal by dividing it by the total score, so that the weight of each indicator is $3/12 = 0.25$.

Table 1. The value of the weight on the strength indicator.

No	Indicator	Weight
1	Have competent employees, where approximately 70% of all employees totaling 148 people who work at the Regional Secretariat of Purworejo Regency are good at using computers, so that carrying out tasks is more efficient and in correct time;	0,25
2	The Secretariat of the Regional Secretary of Purworejo Regency has facilities to support the continuity of employee work, for example such as office inventory in the form of laptops that are given to each individual who needs them, wifi in each section room, and operational vehicles for each section and the vehicle for the head of the field;	0,25
3	There are regulations in the form of Purworejo Regent Regulation Number 64 of 2016 concerning Position, Organizational Structure, Functional Duties, and Work Procedures of the Purworejo Regency Regional Secretariat as a legal basis;	0,25
4	Compilation of a detailed analysis of the workload analysis which contains detailed job descriptions.	0,25
Total		**1,00**

The value of the weight on the Weakness indicator

Based on the value that appears the most from the interview results, indicator 1 is considered very important with a score of 3, while indicators 2 to 4 are considered important with a score of 2, so the overall score is 9. Furthermore, to determine the weight, the importance score is used as a decimal, in each indicator score divided by 9

Table 2. The value of the weight on the Weakness indicator

No	Indicator	Weight
1	The number of Human Resources (employees) in each section is still lacking;	0,33
2	Work placement of employees who are not in accordance with the expertise of employees;	0,22
3	Lack of training conducted and/or provided to employees, thereby slowing down the development of employee work skills;	0,22
4	Lack of appreciation or rewards from local agencies/governments, thus not increasing morale to pursue their careers.	0,22
	Total	**1,00**

The value of the weight on the Oppurtunities indicator

Based on the value that appears the most from the interview results, indicators 1 and 2 are considered very important with a score of 3, while indicators 3 and 4 are considered important with a score of 2, so the overall score is 10. Furthermore, to determine the weight, the importance score is used as a decimal, which each indicator score divided by 10.

Table 3. The value of the weight on the Oppurtunities indicator

No	Indicator	Weight
1	Given a promotion for employees who excel in their performance;	0,30
2	Provided by Secretary Purworejo training or education and training in the field of technology to be able to operate digital-based services;	0,30
3	Building strategic cooperation with agencies outside the Regional Secretary of Purworejo Regency such as agencies within the purview of the Regional Government of Purworejo Regency, so that it will provide good opportunities for employees to move or transfer outside the regional secretary agency;	0,20
4	There is a spirit of Good Governance which motivates employees to innovate and be creative at work.	0,20
	Total	**1,00**

The value of the weight on the Threats indicator

Based on the value that appears the most from the interview results, indicator 1 is considered very important with a score of 3, indicator 2 is considered unimportant with a score of 1, and indicators 3 and 4 are considered important with a score of 2, so the overall score is 8. Next is to determine the weight, the importance score is converted into a decimal, which each indicator score divided by 8

Table 4. The value of the weight on the Threats indicator

No	Indicator	Weight
1	There are changes to certain regulations related to the last level of formal education from the central government;	0,38
2	The superiors make demands for the last education for each group, for example for employees who are already civil servants, they are not allowed to graduate from high school or are required to be able to go back to college immediately.	0,13
3	The era of globalization that makes human resources must be ready to compete.	0,25
4	The need for employees who already have skills suitable for the industrial era is still lacking.	0,25
	Total	1,00

Giving a weighted assessment of the size of the obstacles given by each indicator on the performance of the Regional Secretariat of Purworejo Regency, hereinafter referred to as the rating. Ratings are obtained through interviews and scores on a scale of 5, namely a score of 5 (five) equals very good, 4 (four) equals good, 3 (three) average, 2 (two) equals bad, 1 (one) equals very badly. This rating is based on the effectiveness of each agency indicator if it is made a priority, thus the value is based on the condition of the agency.

Rating assessment on Strength indicators

The following is a rating for each indicator that affects the performance of the organizational division of the Regional Secretariat of Purworejo Regency. There are 4 indicators, all of which are assessed based on the results of interviews with respondents. The value that appears the most from the interview results becomes the rating value of each indicator. The results are described as follows:

Table 5. Rating assessment on Strength indicators

No	Indicator	Rating
1	Have competent employees, where approximately 70% of all employees totaling 148 people who work at the Regional Secretariat of Purworejo Regency are good at using computers, so that carrying out tasks is more efficient and in correct time;	4
2	The Secretariat of the Regional Secretary of Purworejo Regency has facilities to support the continuity of employee work, for example such as office inventory in the form of laptops that are given to each individual who needs them, wifi in each section room, and operational vehicles for each section and the vehicle for the head of the field;	5
3	There are regulations in the form of Purworejo Regent Regulation Number 64 of 2016 concerning Position, Organizational Structure, Functional Duties, and Work Procedures of the Purworejo Regency Regional Secretariat as a legal basis;	5
4	Compilation of a detailed analysis of the workload analysis which contains detailed job descriptions.	3

Rating assessment on Weakness indicators

The following is a rating for each indicator that affects the performance of the organizational division of the Regional Secretariat of Purworejo Regency. There are 4 indicators, all of which are assessed based on the respondents' perceptions. Based on the value that appears most often in the results of the interviews, the rating on the indicator of weakness listed in table below:

Table 6. Rating assessment on Weakness indicators

No	Indicator	Rating
1	The number of Human Resources (employees) in each section is still lacking;	3
2	Work placement of employees who are not in accordance with the expertise of employees;	2
3	Lack of training conducted and/or provided to employees, thereby slowing down the development of employee work skills;	2
4	Lack of appreciation or rewards from local agencies/governments, thus not increasing morale to pursue their careers.	2

Rating assessment on Oppurtunities indicators

The following is a rating for each indicator that affects the performance of the organizational division of the Regional Secretariat of Purworejo Regency. There are 4 indicators, all of which are assessed based on the respondents' perceptions. Based on the value that appears most frequently in the interview results, listed in table below:

Table 7. Rating assessment on Oppurtunities indicators

No	Indicator	Rating
1	Given a promotion for employees who excel in their performance;	4
2	Provided by Secretary Purworejo training or education and training in the field of technology to be able to operate digital-based services;	4
3	Building strategic cooperation with agencies outside the Regional Secretary of Purworejo Regency such as agencies within the purview of the Regional Government of Purworejo Regency, so that it will provide good opportunities for employees to move or transfer outside the regional secretary agency;	5
4	There is a spirit of Good Governance which motivates employees to innovate and be creative at work.	3

Rating assessment on Threats indicators

The following is a rating for each indicator that affects the performance of the organizational division of the Regional Secretariat of Purworejo Regency. There are 4 indicators, all of which are assessed based on the respondents' perceptions. Based on the value that appears most frequently in the interview results, the rating listed in table below:

Table 8. Rating assessment on Threats indicators

No	Indicator	Rating
1	There are changes to certain regulations related to the last level of formal education from the central government;	2
2	The superiors make demands for the last education for each group, for example for employees who are already civil servants, they are not allowed to graduate from high school or are required to be able to go back to college immediately.	2
3	The era of globalization that makes human resources must be ready to compete.	3
4	The need for employees who already have skills suitable for the industrial era is still lacking.	3

Then an assessment of the weighted value is carried out by multiplying the total weight of each indicator by the total value of each indicator. From this step, a calculation of the weighted value of each indicator will be obtained, known as IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary). The assessment of the weighted value of each indicator is as follows:

Strength weighted value

Calculation of weighted values (strengths) obtained from the multiplication of weights and ratings. The weighted total value of the strengths is included in the IFAS (Internal Strategic Factor Analysis Summary).

Table 9. Strength weighted value

No	Indicator	Weight	Rating	Weighted Value
1	Have competent employees, where approximately 70% of all employees totaling 148 people who work at the Regional Secretariat of Purworejo Regency are good at using computers, so that carrying out tasks is more efficient and in correct time;	0,25	4	1,00
2	The Secretariat of the Regional Secretary of Purworejo Regency has facilities to support the continuity of	0,25	5	1,25

No	Indicator	Weight	Rating	Weighted Value
	employee work, for example such as office inventory in the form of laptops that are given to each individual who needs them, wifi in each section room, and operational vehicles for each section and the vehicle for the head of the field;			
3	There are regulations in the form of Purworejo Regent Regulation Number 64 of 2016 concerning Position, Organizational Structure, Functional Duties, and Work Procedures of the Purworejo Regency Regional Secretariat as a legal basis;	0,25	5	1,25
4	Compilation of a detailed analysis of the workload analysis which contains detailed job descriptions.	0,25	3	0,74
	Weighted Value Total			4,25

Weakness weighted value

Calculation of the weighted value of weaknesses (weaknes) obtained from the multiplication of the weight and rating. The weighted total value of weaknesses is included in the IFAS (Internal Strategic Factor Analysis Summary).

Table 10. Weakness weighted value

No	Indicator	Weight	Rating	Weighted Value
1	The number of Human Resources (employees) in each section is still lacking;	0,38	3	1,14
2	Work placement of employees who are not in accordance with the expertise of employees;	0,25	2	0,50
3	Lack of training conducted and/or provided to employees, thereby slowing down the development of employee work skills;	0,25	2	0,50
4	Lack of appreciation or rewards from local agencies/governments, thus not increasing morale to pursue their careers.	0,13	2	0,26
	Weighted Value Total			2,40

Oppurtinities weighted value

Calculation of the opportunity weighted value (opportunities) obtained from the multiplication of the weight and rating. The weighted total value of opportunities is included in EFAS (External Factors Analysis Strategy).

Tabel 11. Oppurtinities weighted value

No	Indicator	Weight	Rating	Weighted Value
1	Given a promotion for employees who excel in their performance;	0,30	4	1.20
2	Provided by Secretary Purworejo training or education and training in the field of technology to be able to operate digital-based services;	0,30	4	1.20

3	Building strategic cooperation with agencies outside the Regional Secretary of Purworejo Regency such as agencies within the purview of the Regional Government of Purworejo Regency, so that it will provide good opportunities for employees to move or transfer outside the regional secretary agency;	0,20	5	1,00
4	There is a spirit of Good Governance which motivates employees to innovate and be creative at work.	0,20	3	0.60
Weighted Value Total				4,00

Threats weighted value

Calculation of the weighted value of threats (threats) obtained from the multiplication of the weights and ratings. The total weighted value of threats is included in EFAS (External Factors Analysis Strategy).

Table 12. Threats weighted value

No	Indicator	Weight	Rating	Weighted Value
1	There are changes to certain regulations related to the last level of formal education from the central government;	0,38	4	1,52
2	The superiors make demands for the last education for each group, for example for employees who are already civil servants, they are not allowed to graduate from high school or are required to be able to go back to college immediately.	0,13	1	0,13
3	The era of globalization that makes human resources must be ready to compete.	0,25	2	0,50
4	The need for employees who already have skills suitable for the industrial era is still lacking.	0,25	3	0,75
Weighted Value Total				2,90

Based on the results of determining the weight values for each indicator (strengths, weaknesses, opportunities and threats) and determining the weighted values for each indicator (strengths, weaknesses, opportunities and threats), then a weighted value is determined and this step obtains a calculation the weighted value of each indicator is known as IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary) where this step is to place the position of the organization under study (Regional Secretariat of Purworejo Regency) in one of the SWOT matrix positions. The following is the calculation:

Table 13. IFAS Weighted Value

Strength weight value	4,25
Weakness weight value	2,40
IFAS Score	1,85

Table 14. EFAS weighted value

Oppurtunities weight value	4,00
Threats weight value	2,90
EFAS Score	1,10

Based on the results of the IFAS and EFAS assessment, it can show the position of the Regional Secretariat of Purworejo Regency. The difference in IFAS values shows a negative direction with a value of 1.85. While the difference in EFAS values shows a positive direction with a value of 1.10. Then it can be determined the position of the Regional Secretariat of Purworejo Regency in SWOT theory is as follows:
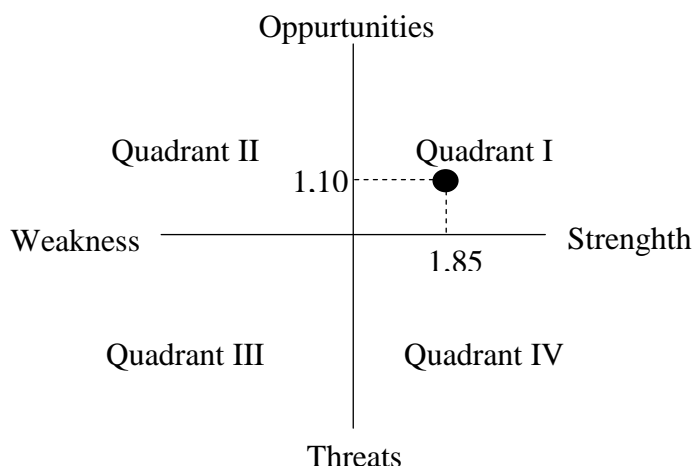
Picture 1. SWOT Diagram

In the figure it can be seen that the performance position of the Regional Secretariat of Purworejo Regency is in the Quadrant I position, which is formed by a positive horizontal axis cut (strength) and a positive vertical axis cut (opportunity). From this diagram, alternative strategies can be determined which are analyzed using the SWOT matrix table, as follows:

Tabel 15. SWOT Analysis Matrix

IFAS / EFAS	*Strength*	*Weakness*
Opputunity	*Strength and Opportunity Strategy- SO*	*Weakness and Opportunity Strategy – WO*
Threats	*Strength and Threat Strategy - ST*	*Weakness and Threat Strategy – WT0*

Description of the SWOT strategy diagram:

Strategy : Strength and Opportunity – SO contains: 1)Employees who are competent in carrying out their duties quickly and efficiently will get opportunities for promotion; 2)With Good Governance as a motivation for employees to innovate and be creative at work, the Regional Secretariat of Purworejo will provide operational vehicle facilities and other facilities to support work; 3) With the analysis of clear detailed tasks, employees in the regional secretariat can get good opportunities to move or transfer outside the regional secretariat agencies.

Strategy of Weakness and Opportunity – WO contains : 1) Given the selection of work parts that are of interest to employees so that they can support and provide a positive effect and enthusiasm for employees in carrying out their duties; 2) The number of employees will be added to the sections that have vacancies and equipped with skills from the training results so that the employees are qualified and skilled in their fields so that they can benefit from it; 3) Provision of rewards for employees so as to provide enthusiasm

in working to achieve these rewards.With the analysis of clear detailed tasks, employees in the regional secretariat can get good opportunities to move or transfer outside the regional secretariat agencies.

Strength and Threat Strategy – ST contains: 1) Improving the quality of education levels for employees to fill positions that are in accordance with the abilities of these employees; 2) Conduct training for employees to be able to further optimize their performance in the era of globalization; 3)Provide operational vehicle facilities to employees who excel at work

Weakness and Threat Strategy – WT contains: 1) Given the placement of employees / rotation in accordance with the field of expertise; 2) Additional employees in each section so that there are no duplicate jobs; 3) Provide training to all employees to be able to operate the tools used in the globalization era so that they can be more effective in carrying out their work.

It is known from the position of the Regional Secretariat of Purworejo Regency is in quadrant I, so that the Regional Secretariat of Purworejo Regency is expected to determine a strategy for staffing based on the mindset by utilizing all strengths to seize and take advantage of opportunities as much as possible (Strength and Opportunity strategy).

To realize this expectation, an employee placement program is planned. Program planning is carried out through interview with the sources. The results are as follows:

1. *Work program*

a) Application of e-Kinerja for performance appraisal as part of a merit system for planning needs and staffing.

b) Procurement of budget-based office facilities and infrastructure for each sector and sub-sector.

2. *Reasons for the Work Program*

The need for public services is related to the implementation of e-Government proclaimed by the central government, the placement of employees according to their competence.

3. *Goals*

Creating a competency-based employee placement system, as well as increasing employee motivation to increase competence and creativity at work, and supported by adequate work facilities and infrastructure.

4. *Participant*

All Civil Servants in the Regional Secretariat of Purworejo Regency.

5. *Implementation*

Once every month.

6. *Person in Charge of Activities*

Head of Organization and Apparatus

Discussion

The results of the study show that the strategy for staff placement at the Regional Secretariat of Purworejo Regency is:

1. Application of e-Kinerja for performance appraisal as part of a merit system for planning needs and staffing.

2. Procurement of budget-based office facilities and infrastructure for each sector and sub-sector.

Based on Law Number 5 of 2014 concerning State Civil Apparatus which was later strengthened by Government Regulation Number 11 of 2017 concerning Management of Civil Servants, recruitment, appointment, placement and promotion of positions within ASN must be based on a merit system which is a management system ASN is carried out based on employee qualifications, competence and performance (Badan Kepegawaian RI, 2014).

Through the merit system, it is hoped that the placement of employees in places that are in accordance with the competence and performance of employees can be achieved. The implementation of the merit system will be better and more objective if performance appraisal is carried out using e-performance. In e-kinerja, employees must prepare annual Employee Work Targets (EWT) or usually known as SKP, whereas EWT is a work planning and targets that will be achieved in certain time (Yordhianswi, 2017). Next then break down into monthly targets, and then are required to input daily performance reports. The daily performance report is then verified by an appraiser or direct supervisor who has a higher rank. Daily performance reports are then assessed and verified by the appraiser/direct supervisor and accumulated in the monthly assessment and this will later be used as a consideration in determining the TPP.

Based on the the result above, the implementation of e-performance will make performance appraisal more objective, because it is based on verified daily performance reports and is used as the basis for evaluating employee performance every month (Febriani and Prabawati, 2021). This more objective assessment will support the implementation of a merit system, will support the principles of good governance, and employees who are competent in carrying out their duties quickly and efficiently will get opportunities for promotion.

The results of the study show that the strengths, weaknesses, opportunities and obstacles in implementing the staffing strategy at the Regional Secretariat of Purworejo Regency are:

1. Strength

a. The merit system has been implemented in the Regional Secretariat of Purworejo Regency.

b. Employee competence is good, especially in the IT field, so it's easier to understand how to operate the e-kinja application.

2. Weakness

a. E-Kinerja has not been fully implemented within the Regional Secretariat of Purworejo Regency.

b. Difficulties in transferring employees because they have to be adjusted to the position of the employee.

3. Oppurtunities

There are requirements for making SKP and conducting performance appraisals every month, which are regulated in Government Regulation Number 11 of 2017 concerning Management of Civil Servants.

4. Threats

There is no commitment from the district head and other leaders regarding the placement of employees, if staff or adjutants are needed.

In implementing the employee placement strategy through the e-Kinerja implementation program for performance appraisal as part of the merit system for planning needs and staffing, the merit system that has been implemented becomes a force that supports the implementation of the program. ASN management, including the placement of employees, has been based on employee competency and performance, even though the performance assessment has not fully used e-performance. Additionally, the use of e-kinerja is expected to be able to make ASN management through a merit system work more

objectively in assessing employee competence and performance. This is supported by high employee IT skills, making it easier to master various features and menus in operating e-performance applications (Latif, 2021).

The not yet fully implemented e-performance is a weakness in the implementation of the planned staffing program. If you look at the results of the research, there are many employees who have not routinely made daily performance reports. This causes employee performance appraisals that should be carried out every month cannot be carried out properly. This situation mentioned in the research conducted in Badan Kepegawaian dan Pengembangan Sumber Daya Manusia in Kabupaten Minahasa and one of the solutions to overcome it is doing employee briefing every morning and evaluate daily of workers use the e-kinerja (Owu, 2022).

Another weakness in the implementation of the planned staff placement program is the difficulty in transferring employees because they have to be adjusted to the position of the employee. Each employee has a position name attached, so when that employee is placed in another department, the position name also changes. So in placing employees must be done by adjusting the name of the position. For example: if there is an employee with the title of institutional analysis, then when moving departments, they must also be in the position of institutional analysis. However, not all fields have an institutional analysis position, so a section with the name of that section must be sought. This condition causes the placement of employees to experience problems.

Opportunities in implementing the planning for the employee placement program are the requirements to prepare SKP and carry out performance appraisals every month, which are regulated in Government Regulation Number 11 of 2017 concerning Management of Civil Servants. The monthly SKP is the result of a breakdown of the annual SKP which is the monthly performance target for each employee, which is one of the stages in e-performance. This is an opportunity in the implementation of e-performance, although there are obstacles in preparing daily performance reports.

The absence of commitment from the regent and other leaders regarding the placement of staff, if staff or adjutants are needed, becomes a threat that has the potential to hinder the implementation of the planned staffing strategy. This is related to the title attached to the employee and related to the availability of resources with the same title. If there are no employees with the same title, they must be taken from another agency within the Purworejo Regional Government.

CONCLUSION

Based on the SWOT analysis where internal factors in the form of strengths and weaknesses and external factors in the form of opportunities and threats at the Regional Secretariat of Purworejo Regency show that in the IFAS and EFAS Matrix tables, it is known that the IFAS value is 1.85 and the EFAS value is 1, 10. Thus the Regional Secretariat of Purworejo Regency is in quadrant I. The recommendation suggested for agencies is that the Regional Secretariat of Purworejo Regency is expected to establish a strategy for staffing based on mindset by utilizing all strengths to seize and take advantage of opportunities as much as possible (Strength and Opportunity strategy), with the implementation of e - Performance.

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