



The Influence of Job Equivalency Implementation on the Career Patterns of Functional Officials at the Institut Seni Indonesia Yogyakarta: The Role of Performance as a Mediating Variable

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Abstract

This study aims to analyze the implementation of job equivalency on career patterns of functional officials at the Institut Seni Indonesia (ISI) Yogyakarta, with performance as a mediating variable. Job equivalency is a strategic policy in bureaucratic reform that aims to improve organizational efficiency and effectiveness. However, implementing this policy often faces challenges, especially in the development of career patterns of functional officials. This study uses a quantitative approach with a path analysis method to measure the relationship between the implementation of job equivalency, career patterns, and performance. Data were obtained through a survey of functional officials at ISI Yogyakarta, which was analyzed using statistical tools. The results of the study indicate that the implementation of job equivalency significantly affects functional officials' career patterns. In addition, performance is a variable that mediates the influence between job equivalency and career patterns. These findings provide important implications for strategic decision-making in human resource management, especially in the scope of Institut Seni Indonesia (ISI) Yogyakarta.

Keywords: Career pattern, functional officials, job equivalency, performance.

1. Introduction

Increasing globalization and economic dynamics have affected various aspects of organizations (Pratondo et al., 2024), including the bureaucratic structure in universities. The previous mechanistic organizational structure with a command pattern tends to produce a slow bureaucracy. Bureaucratic reform encourages transformation towards a more dynamic and flexible organizational structure. This process involves simplifying the bureaucracy, one of which is through equalizing administrative positions to functional positions (Nurhestitunggal & Muhlisin, 2020), as implemented at the Institut Seni Indonesia (ISI) Yogyakarta. This simplification is expected to increase the bureaucracy's efficiency, effectiveness, and professionalism (Pratama et al., 2022; Sri Hartati, 2021).

Bureaucratic reform in Indonesia has been regulated through Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. This reform roadmap includes three waves, targeting the realization of a world-class government by 2024. One of the main focuses of this reform is to create a

civil servant that is professional, has technological skills, and can compete at the global level (Marthalina, 2021). Implementing this reform involves simplifying the organizational structure, equalizing positions, and developing an electronic-based work system (Pakaya, 2022; Sukamtono et al., 2022).

The equalization of administrative positions to functional positions is based on the Regulation of the Minister of PAN-RB Number 17 of 2021. This policy includes changing the administrator position to functional at the middle expert level, from supervisor to junior expert, and from implementer to first expert. This simplification is expected to encourage civil servants to focus more on developing competencies and skills-based performance. However, implementing this policy also faces challenges such as competency mismatch, career pattern uncertainty, and adjustments to the performance appraisal system (Timur et al., 2022).

In practice, the equalization of positions at ISI Yogyakarta creates a dilemma. Officials affected by this policy are faced with the demand to meet the target credit score as an indicator of functional performance while carrying out the same administrative duties as their previous position. This creates a double burden that can potentially hinder the development of career patterns. In addition, the mismatch between educational background and functional position is an additional challenge in implementing this policy (Firmansyah, 2023; Lisda Van Gobel, 2023).

Based on this phenomenon, this study aims to analyze the implementation of job equivalency towards the career patterns of functional officials at ISI Yogyakarta with performance as a mediating variable. This study focuses on the analysis of the implementation of job equivalency towards the career patterns of functional officials at ISI Yogyakarta, with performance as a mediating variable. This study is expected to provide recommendations to improve the effectiveness of implementing job equivalency policies in the university environment. In addition, the results of this study can also contribute to strengthening the civil servant career management system to support the realization of a professional and world-class bureaucracy.

2. Method

This study uses a quantitative approach by analyzing numerical data statistically. The focus of the study is to evaluate the effect of job equivalency on the career patterns of functional officials at Institut Seni Indonesia (ISI) Yogyakarta, with performance as a mediating variable. The study subjects included 32 functional officials involved in the job equivalency policy at ISI Yogyakarta. This study was conducted from February to December 2024. Data were collected through a Likert-based questionnaire to measure respondents' responses to the variables studied.

This study involves three main variables: job equalization as an independent variable, career pattern as a dependent variable, and performance as a mediating variable. Each variable is measured using a 5-point Likert scale-based indicator, ranging from "strongly disagree" (1) to "strongly agree" (5). Data analysis is carried out by calculating indicator scores to categorize assessments from low to very high levels. The analysis model uses a regression approach and mediation test to identify the relationship between the variables studied.

3. Results and Discussion

This section aims to discuss the results and findings of the research process. Using SPSS, several tests were carried out, such as validity, reliability, descriptive statistics, path analysis, t-test, and F-test. Each test is explained as follows:

3.1 Descriptive statistics

Tabel 1. Descriptive Statistics

Characteristics	Category	Total	Percentage (%)
Gender	Male	19	59,4%
	Female	13	40,6%
	Total	32	100%
Age (years)	31-40	1	3,1%
	41-50	15	46,9%
	51-60	16	50,0%
	Total	32	100%
Year of Service (years)	11-20	11	34,4%
	21-30	16	50,0%
	31-40	5	15,6%
	Total	32	100%
Last Education	D-3	4	1%
	S-1	23	71,9%
	S-2	5	15,6%
	Total	32	100%

The profile of respondents in this study can be seen based on several characteristics, namely gender, age, length of service, and last education. Based on gender, out of 32 respondents, 19 (59.4%) were male and 13 (40.6%) were female. This shows that the majority of respondents in this study were male. In terms of age, one respondent (3.1%) was between 31-40 years old, 15 respondents (46.9%) were in the 41-50-year age range, and 16 respondents (50.0%) were between 51-60 years old. These data show that most respondents are in the 41-60-year age range. Based on length of service, 11 respondents (34.4%) had a length of service between 11-20 years, 16 respondents (50.0%) had a length of service between 21-30 years, and five respondents (15.6%) had a length of service between 31-40 years. This indicates that

most respondents have long work experience, with a working period of between 21-30 years. In terms of the last education, four respondents (1%) have a D-3 education of D-3, 23 respondents (71.9%) have an S-1 education, and five respondents (15.6%) have an S-2 education. Thus, most respondents have a bachelor's degree (S-1).

Overall, the profile of respondents in this study shows a male dominance with a mature age, extended work experience, and a level of education dominated by bachelor's degree graduates (S-1). This profile illustrates that respondents have adequate competence and experience to provide relevant contributions to the research objectives.

Table 2. Validity Test

Variable	Item	R Count	R Table	Adverb
Job Equalization	PJ1	0.928	0.349	Valid
	PJ2	0.886	0.349	Valid
	PJ3	0.866	0.349	Valid
	PJ4	0.891	0.349	Valid
	PJ5	0.866	0.349	Valid
	PJ6	0.924	0.349	Valid
	PJ7	0.954	0.349	Valid
	PJ8	0.918	0.349	Valid
	PJ9	0.950	0.349	Valid
	PJ10	0.892	0.349	Valid
	PJ11	0.858	0.349	Valid
	PJ12	0.935	0.349	Valid
Performance	KN1	0.942	0.349	Valid
	KN2	0.927	0.349	Valid
	KN3	0.920	0.349	Valid
	KN4	0.945	0.349	Valid
	KN5	0.963	0.349	Valid
	KN6	0.928	0.349	Valid
	KN7	0.927	0.349	Valid
	KN8	0.936	0.349	Valid
	KN9	0.943	0.349	Valid
	KN10	0.965	0.349	Valid
	KN11	0.934	0.349	Valid
	KN12	0.920	0.349	Valid
Functional Official Career Pattern	KN13	0.936	0.349	Valid
	KN14	0.961	0.349	Valid
	PK1	0.945	0.349	Valid
	PK2	0.925	0.349	Valid
	PK3	0.935	0.349	Valid

PK4	0.943	0.349	Valid
PK5	0.951	0.349	Valid
PK6	0.931	0.349	Valid
PK7	0.937	0.349	Valid
PK8	0.948	0.349	Valid
PK9	0.925	0.349	Valid
PK10	0.947	0.349	Valid

The results of the validity test show that the question items on the variables of job equivalency, performance, and career patterns of functional officials show a significant result of <0.50. So, it can be concluded that all statements of the research variables are valid or suitable for use as research instruments.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Adverb
Job Equalization	0.980	Reliabel
Performance	0.990	Reliabel
Functional Official Career Pattern	0.985	Reliabel

Based on Table 3.2 reliability test results, all variables have a Cronbach's Alpha value of more than 0.60. This shows that all statements in the research variables are reliable and suitable for research instruments.

3.2 Hypothesis Test Results

This study uses path analysis to examine the direct effect of job equivalency on functional officials' career patterns and the indirect impact through performance as a mediating variable. Hypothesis testing is carried out using path analysis with the help of SPSS software. The analysis consists of two stages: Model I and Model II. Model I test the effect of job equivalency (X) on performance (Z). Meanwhile, Model II examines the impact of job equivalency (X) on functional officials' career patterns (Y) by considering performance (Z) as a mediating variable. The test results of the two models are presented in Table 4 and Table 5 to support the research findings.

Table 4. Model I Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
1 (Constant)	9.096	8.136		1.115	.274
Job Equalization	.924	.206	.633	4.481	.000

a. Dependent variable: Performance

Table 5. Model II Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
1 (Constant)	-.766	4.640		-.165	.870
Job Equalization	.307	.149	.317	2.064	.048
Performance	.352	.102	.529	3.447	.002
a. Dependent variable: Functional Official Career Pattern					

3.2.1 The Results and Discussion of Hypothesis 1: Job Equalization Has a Positive Effect on The Career Patterns of Functional Officials

Based on the analysis results, the job equivalency variable (X) positively influences the career pattern of functional officials (Y), with a regression coefficient of 0.317. This means that an increase in job equivalency will be followed by a rise in the career pattern of functional officials and vice versa. The statistical test shows a ttt-value of 2.064 with a significance level of 0.048 ($p < 0.05$), indicating significant influence. This finding supports the first hypothesis, which states that job equivalency has a direct positive effect on the career patterns of functional officials.

In its implementation, the government's policy to equalize positions is like a double-edged sword, where on the side of implementing this policy, the hope that is to be achieved is to transform the gloomy face of the country's bureaucracy so far (Firmansyah, 2023), however, there is also the potential for career patterns to be hampered or even kill the careers of functional officials who are being equated if the implementation of the job equating is not appropriate to the competencies possessed by the officials being equated.

Job equalization has a positive and significant effect on the career patterns of functional officials (Amalia, 2023; Gerston, 2021). Job equalization will have a good influence on the career pattern of a functional official if its implementation is correct by considering the abilities and competencies of the official. Career patterns have a role in the development of an employee or official because they have implications for the level of expertise and professionalism, both individually and in terms of their influence on the agency's performance (Novianti et al., 2022). Conformity in applying job equivalency will support the career pattern of a functional official and vice versa.

3.2.2 The Results and Discussion of Hypothesis 2: Job Equalization Has a Positive Effect on The Performance of Functional Officials

Based on the regression analysis results, the job equivalency variable (X) positively influences the performance of functional officials (Z) with a regression coefficient of 0.633. This means an increase follows every one-unit increase in job equivalency

performance of 0.633. The statistical test shows a t-value of 4.481 with a significance level of 0.000 ($p < 0.05$), which indicates a significant influence. Thus, these results support the second hypothesis, which states that job equivalency positively affects functional officials' performance.

Job equalization is a way to create a more concise and less complicated bureaucratic process that has often been a problem in the Indonesian government. In this case, the government views that the bureaucratic simplification policy needs to be implemented to realize a responsive government with increasingly excellent public services, and several other arguments are included (Wahyudi et al., 2024).

Position equalization is one of the efforts to optimize the performance of public services. The change is expected to positively impact the performance of newly appointed functional officials and positively contribute to the organization's performance (Kustanto & Nuvindra, 2023). The existence of the equalization of positions demands adjustment from the officials concerned, including changes in mindset when carrying out their daily tasks. Therefore, the better the implementation of equalization of positions, the more the performance of functional officials will increase, and vice versa.

3.2.3 The Results and Discussion of Hypothesis 3: Performance Has a Positive Influence on The Career Patterns of Functional Officials

Based on the regression analysis results, the performance variable (Z) positively influences the career pattern of functional officials (Y) with a regression coefficient of 0.529. This means that every one-unit performance increase will increase functional officials' career patterns by 0.529. The statistical test shows a t-value of 3.447 with a significance level of 0.002 ($p < 0.05$), which indicates a significant influence. These results confirm that performance has a positive and considerable impacts on the career pattern of functional officials. Thus, the third hypothesis stating that performance positively influences functional officials' career patterns is accepted.

Career patterns are implemented as one of the government's policies to develop and find the correct positions for employees or officials. (Novianti et al., 2022). Career patterns will be significant in supporting employees in occupying positions, so, naturally, career patterns receive more attention (Insaini et al., 2018). One of the factors that can influence career patterns is the performance offered by employees, both at the lower level and at the official level.

Performance has a significant influence on the career pattern of functional officials. Performance assessment is a variable that determines the career development of an employee or official. The key to the career development of a functional official is related to the performance of the functional official, known as the term credit score (Wahyudi et al., 2024). Thus, whether a person's career develops will undoubtedly be

assessed from their performance, where good performance will certainly open up opportunities for a promising career pattern so that career development will be more guaranteed.

3.2.4 The Results and Discussion of Hypothesis 4: Performance Mediates the Influence of Job Equalization on the Career Patterns of Functional Officials

Based on path analysis, the performance variable (Z) plays a mediating role in the relationship between job equivalency (X) and career patterns of functional officials (Y). The direct effect of job equivalency on career patterns is obtained at 0.317, while the indirect impact through performance is 0.334. The total impact produced is 0.651, indicating that the indirect impact is more significant than the direct effect.

The Sobel test was used to test the significance of mediation, with the calculation results showing a t-value of 2.376, which is greater than the t-table of 1.96 at a significance level of 5%. These results indicate that performance significantly mediates the relationship between job equalization and career patterns of functional officials. Thus, the fourth hypothesis, stating that "job equalization has an effect on career patterns of functional officials mediated by performance," is accepted.

The government's equalization of positions significantly impacts personnel management, especially in terms of organizational change and work procedures, public services, budget, work culture, and the employees' career development (Wahyudi et al., 2024). Thus, it is hoped that by implementing job equivalency, one of the hopes to be achieved is the development of employee careers by looking at the performance of employees or officials after job equivalency is carried out.

Job equalization has a significant influence on the career pattern of functional officials through performance as a mediator. A person's performance will be the basis for assessing whether a person will be able to have a developing career or not. Performance improvement can occur if a person is placed according to their capacity and competence. The equalization policy requires an effort to adjust the performance assessment that is integrated with the activity points (Kustanto & Nuviandra, 2023). In the government structure, job equalization is one of the efforts made by the government to improve a person's performance. Opportunities for better career development following the increased performance will, of course. Thus, it can be concluded that job equalization affects career patterns through performance as a mediating variable.

4. Conclusion

This study provides empirical evidence that job equalization positively influences the career patterns of functional officers at the Institut Seni Indonesia Yogyakarta. The findings further reveal that job equalization significantly enhances the performance

of these functional officers. Additionally, performance is a positive determinant of career patterns, highlighting its pivotal role in shaping career trajectories. Notably, performance mediates the relationship between job equalization and career patterns, emphasizing its intermediary function in translating job equalization into career development outcomes. These results underscore the importance of strategic job equalization practices to optimize performance and career progression within academic institutions.

Based on the results of the descriptive analysis, it was found that the lowest average value on the job equivalency variable was in the suitability indicator, especially in the item "I am still assigned to carry out previous structural tasks," with a mean of 3.09. This finding indicates that some functional officials are still burdened with structural tasks that can hinder their work effectiveness. Therefore, further research is recommended to explore these conditions' causal factors and impacts using a qualitative approach.

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