

## Regulatory Strategies for Accelerating Civil Servant Functional Promotions in Higher Education

Endang Retno Pujirahayu, Siti Mursidah, Muhammad Azil Maskur, Ricky Dermawan Fauzi

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## Regulatory Strategies for Accelerating Civil Servant Functional Promotions in Higher Education

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**ABSTRACT.** This study examines a model for accelerating promotions to functional positions following the issuance of the Minister of Administrative and Bureaucratic Reform (PAN RB) Regulation Number 1 of 2023 within the Universitas Negeri Semarang (UNNES) environment. The research employs a normative legal method by analyzing existing legal and policy documents, combined with a qualitative approach to produce descriptive findings and draw conclusions from the research questions. The study addresses two main issues: (1) the key provisions in PAN RB Regulation Number 1 of 2023 that enable accelerated promotion for functional officials (*Jabatan Fungsional*, JF), and (2) the strategies that JF employees can adopt to optimize promotion opportunities under this regulation. Based on analysis and implementation at UNNES, the Minister of Education, Culture, Research, and Technology Decree No. 209/P/2024 has demonstrated significant progress in streamlining the promotion process for civil servant lecturers. Procedural simplification and a stronger emphasis on objective performance evaluation have positively influenced civil-service career development, particularly for academic staff. The integration of credit-score systems and digital platforms such as SISTER enhances administrative efficiency and promotes transparency in performance assessment. Overall, this research contributes to cross-sector discussions on human resource management, especially regarding performance-based appraisal, policy transparency, technology integration, and the broader impact of regulatory reforms on employee career advancement and well-being.

**KEYWORDS.** Promotion Acceleration, Functional Positions of Civil Servants, Latest Regulations, Human Resource Management

# Regulatory Strategies for Accelerating Civil Servant Functional Promotions in Higher Education

Endang Retno Pujirahayu<sup>1</sup>, Siti Mursidah<sup>1</sup>, Muhammad Azil Maskur<sup>2,3</sup>, Ricky Dermawan Fauzi<sup>1</sup>

<sup>1</sup> Directorate of General Affairs and Human Resources, Universitas Negeri Semarang, Semarang, Indonesia

<sup>2</sup> Faculty of Law, Universitas Negeri Semarang, Semarang, Indonesia

<sup>3</sup> Faculty of Law, Universitas Diponegoro, Semarang, Indonesia

✉ Corresponding email: [mursidah@mail.unnes.ac.id](mailto:mursidah@mail.unnes.ac.id)

## Introduction

The performance improvement of Civil Servants in Universitas Negeri Semarang (UNNES) is highly dependent on the presence of functional positions filled by employees with adequate competencies. According to data compiled by the Sub-Directorate of Human Resources, Directorate of General Affairs and Human Resources, in 2023, UNNES had 94 employees in functional positions across various fields. The existence of these positions is not only crucial in maintaining the quality of public services but also serves as a key indicator in the career development of employees.<sup>1</sup>

However, the process of promotion for functional positions often encounters various obstacles, particularly related to complex administrative procedures and evaluation criteria that are not yet fully standardized. The issuance of Regulation of The Minister of State Apparatus Empowerment and Bureaucratic Reform of Indonesia Number 1 of 2023 is expected to

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<sup>1</sup> Holdin, D. (2013). *Reformasi Birokrasi dalam Praktik*. Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi.

accelerate the promotion process by providing clearer and more structured guidelines. Nevertheless, the implementation of this regulation still requires further study to ensure its effectiveness in the field<sup>2</sup>.

The promotion process for functional positions often faces various obstacles, particularly related to complex administrative procedures and evaluation criteria that are not yet fully standardized. The issuance of Regulation of The Minister of State Apparatus Empowerment And Bureaucratic Reform of Indonesia Number 1 of 2023 is expected to accelerate the promotion process by providing clearer and more structured guidelines. Nevertheless, the implementation of this regulation still requires further study to ensure its effectiveness in practice.<sup>3</sup>

This research aims to examine the acceleration model for the promotion of functional positions within UNNES following the issuance of Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of Indonesia Number 1 of 2023. The main focus of this study is to analyze the crucial points in the regulation that can be leveraged as strategies to accelerate promotions, as well as to identify potential challenges in its implementation. Using a qualitative approach with normative legal research methods<sup>4</sup>, this study is expected to provide practical recommendations for the career development of functional employees at UNNES.<sup>5</sup>

Various preliminary studies have revealed the importance of performance appraisal in supporting career development and organizational efficiency. For example, a study highlighted the influence of employee placement and career development on performance in the hospitality sector<sup>6</sup>, while another study evaluated the implementation of SKP-based appraisals in the local government environment.<sup>7</sup>

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<sup>2</sup> Desi, S., & Rusmiyari, S. (2016). "Orientasi Reformasi Birokrasi dalam Meningkatkan Pelayanan Publik". *Jurnal Ilmu Sosial dan Ilmu Politik*, 5(2), 2442-6962.

<sup>3</sup> Rahayuningish, I. (2016). "Dinamika Psikologis dalam Perubahan Organisasi". Dalam *Prosiding Seminar Nasional Psikologi UMG*, 375-388.

<sup>4</sup> Dewi, R., & Kurniawan, T. (2019). "Manajemen Perubahan Organisasi Publik: Mengatasi Resistensi Perubahan". *Natapraja*, 7(1), 53-72.

<sup>5</sup> Putri, K., & Kurniawan, T. (2020). *Policy on Reducing Child Labor as the Elimination of the Worst Forms of Child Labor*. *Unnes Law Journal*, 6(1), 1-20.

<sup>6</sup> Sahadewa, I. GN A., and Putu Indah Rahmawati. "Pengaruh penempatan karyawan dan pengembangan karier terhadap kinerja karyawan pada Handara Golf and Resort Bali." *Jurnal Manajemen Perhotelan Dan Pariwisata* 4, no. 1 (2021): 10-20.

<sup>7</sup> Aji, Budiawan Bimantoro. "Sistem Penilaian Kinerja Berbasis Sasaran Kinerja Pegawai (SKP) di Lingkungan Sekretariat Daerah Kota Banjarbaru." *Journal on Education* 5, no. 1 (2022): 1047-1064

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Furthermore, previous research on human resource governance within Indonesian state universities has provided important insights into administrative readiness, legal structures, and performance-related factors, yet has not fully examined the mechanisms for accelerating functional position promotions under the most recent regulatory reforms. Mursidah, Handoyo, and Widodo<sup>8</sup> investigated employee readiness for position transfers through a state administrative law perspective, revealing that structural mobility requires legal clarity, organizational preparation, and employee adaptability. Although the study highlights the legal complexities of career transitions, it does not address how regulatory reforms could streamline or accelerate promotions within functional positions.

In a related study, Mursidah, Maskur, and Widodo<sup>9</sup> explored human resource development strategies aimed at improving the competence of functional education personnel. Their work emphasizes training, capacity-building, and skills enhancement as essential components of career development. However, the study stops short of connecting these strategies to the legal and administrative frameworks that govern promotion acceleration, particularly in light of updated policies such as PAN RB Regulation No. 1 of 2023. Thus, while competence development is acknowledged as important, its integration into a regulatory-based promotion model remains unaddressed.

Institutional governance also forms a significant part of the existing literature. Masyhar, Mursidah, and Murtadho<sup>10</sup> examined the harmonization of legal entity organs at UNNES within a checks and balances framework, offering valuable perspectives on institutional coherence and regulatory alignment. Despite this contribution, their study focuses primarily on organizational structures rather than individual career progression or the practical implementation of promotion regulations. Similarly, research by Mursidah, Khoiruddin, and Septantri<sup>11</sup> on the influence of work culture,

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<sup>8</sup> Mursidah, Siti, Eko Handoyo, and Mulyo Widodo. "Readiness Level of Employees in Position Transfers at State Universities: Analysis of State Administrative Law Perspective." *Indonesian State Law Review* 5, no. 2 (2022): 79-94.

<sup>9</sup> Mursidah, Siti, Muhammad Azil Maskur, and Mulyo Widodo. "Human Resources Development Strategy in Improving the Competence of Functional Education Personnel." *Management Analysis Journal* 11, no. 2 (2022): 134-142.

<sup>10</sup> Masyhar, Ali, Siti Mursidah, and Ali Murtadho. "Formulating Institutional Harmonization of UNNES Legal Entity Organs in The Frame of Check and Balances System." *Pandecta Research Law Journal* 18, no. 1 (2023): 47-52.

<sup>11</sup> Mursidah, Siti, Moh Khoiruddin, and Lidiadni Septantri. "The Influence of Work Culture, Environment, and Motivation on the Academic Staff Performance in

environment, and motivation on academic staff performance sheds light on internal factors shaping employee outcomes. While these findings are relevant to performance-based promotion, the study does not explore how such performance indicators interact with newly established legal mechanisms for accelerating functional promotions.

More recent scholarship by Mursidah et al.<sup>12</sup> investigates how legal and policy reforms following Law No. 20 of 2023 impact human resource strategies in state universities. Although the study offers a comprehensive analysis of broad institutional changes, it does not provide a focused examination of specific regulatory instruments—such as PAN RB Regulation No. 1 of 2023 and the Minister of Education, Culture, Research, and Technology Decree No. 209/P/2024—nor does it propose a model for their practical application in accelerating civil servant functional promotions.

Taken together, the existing literature demonstrates considerable scholarly attention to human resource development, legal governance, organizational alignment, and performance management within higher education institutions. However, a clear research gap remains: no prior study has integrated these dimensions into a cohesive model that explains how recent regulatory reforms can be operationalized to accelerate functional position promotions through performance improvement and strategic career management. Addressing this gap, the present study offers a novel contribution by examining both the substantive legal provisions and their practical implementation within the UNNES context, thereby advancing academic discourse on regulatory-based career acceleration in Indonesian state universities.

Although various studies have addressed performance appraisal in the private and public sectors, such as studies on internal development in the hospitality sector and research on SKP in the government bureaucracy, this research has a unique focus. This research examines the acceleration of civil servant lecturers' promotion through regulatory innovation that integrates credit score-based systems and modern technology, such as SISTER, which has not been widely discussed in the context of the academic sector.

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Universitas Negeri Semarang." *Management Analysis Journal* 12, no. 3 (2023): 343-354.

<sup>12</sup> Mursidah, Siti, et al. "How Can Law and Policy Reform Shape Human Resource Strategies in Indonesian State Universities Post-Law No. 20 of 2023?." *Journal of Law and Legal Reform* 5, no. 4 (2024): 1737-1762.

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Functional positions have an important role in carrying out specific administrative and technical functions in government organizations. Moekijat defines a position as a set of duties and obligations assigned to individuals in an organization, who have the responsibility to carry out work in accordance with certain expertise<sup>13</sup>. In the context of the State Civil Apparatus (ASN), functional positions are strictly regulated through various regulations, including Law Number 20 of 2023, which states that these positions aim to improve the efficiency and effectiveness of ASN performance.<sup>14</sup>

There are two main categories of functional positions: functional expertise positions and functional skill positions. Functional expertise positions require deep analytical abilities and professional qualifications, while functional skill positions focus more on performing tasks using methods predetermined by specific competency standards<sup>15</sup>. The evaluation of these functional positions is conducted by considering various aspects such as performance assessment, competency development, and organizational needs.<sup>16</sup>

The Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of Indonesia Number 1 of 2023 provides new guidelines for the management of functional positions. This regulation is designed to ensure that Civil Servants can continue to develop and meet the increasingly complex demands of public service by accelerating the promotion process and providing broader opportunities for career development.<sup>17</sup> This study examines how the regulation can be implemented

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<sup>13</sup> Moekijat, *Analisis Jabatan*, Bandung: Penerbit XYZ, 2015, p. 45.

<sup>14</sup> Undang-Undang Nomor 20 Tahun 2023 tentang Aparatur Sipil Negara, Article 18 (2).

<sup>15</sup> Flippo in Moekijat, *Analisis Jabatan*, p. 49.

<sup>16</sup> Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 1 Tahun 2023. *See* Chapter III.

<sup>17</sup> Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 1 Tahun 2023, *See* Chapter IV. Furthermore, it is emphasized by several studies that the implementation of Minister of PAN RB Regulation Number 1 of 2023 presents several substantive and administrative challenges despite its intention to accelerate functional promotions and strengthen career development pathways. A key problem is the uneven readiness of institutions to adopt performance-based and digitally integrated promotion systems. Many agencies, including universities, still struggle with limited HR capacity, inconsistent evaluation standards, and insufficient digital infrastructure to support platforms such as SISTER. These gaps hinder the regulation's objective of simplifying procedures and often lead to new forms of administrative burden. Additionally, the shift toward performance-driven promotion requires clear indicators, competent evaluators, and reliable assessment mechanisms—conditions that are not yet uniformly available across institutions. As a result, disparities in evaluation quality, unclear credit-score

at Universitas Negeri Semarang (UNNES) to expedite the promotion of employees holding functional positions.

This study employs a qualitative approach using normative legal research methods. The qualitative approach is chosen as it allows for an in-depth understanding of the phenomena being studied, particularly in the context of implementing policies related to the acceleration of functional position promotions at Universitas Negeri Semarang (UNNES). The normative legal research method involves the examination of relevant literature, including regulations, books, scientific journals, and other documents that support the analysis.

The types and sources of data in this study include primary and secondary data. Primary data are obtained from the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of Indonesia Number 1 of 2023 and the Decree of the Minister of Education, Culture, Research, and Technology Number 209/P/2024. Secondary data are sourced from various documents provided by UNNES, including data on the number and conditions of employees holding functional positions within the university.

The data collection techniques involve three main methods: in-depth interviews, observation, and documentation. In-depth interviews are conducted with various stakeholders involved in the promotion process,

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interpretations, and documentation complexities frequently impede the acceleration process. Beyond administrative constraints, the regulation also faces behavioral, cultural, and legal coordination challenges. Civil servants accustomed to seniority-based systems must adapt to a more competitive and merit-oriented promotion framework, yet awareness and training regarding the new requirements remain limited. This resistance to change is compounded by overlapping policies from other ministries—particularly the Ministry of Education, Culture, Research, and Technology—which sometimes issue sector-specific guidelines that do not fully align with PAN RB Regulation No. 1 of 2023. These inconsistencies can create ambiguity in implementation, leaving employees uncertain about procedural requirements and potentially delaying promotion timelines. Collectively, these challenges reveal that while the regulation provides a progressive framework for career advancement, its success relies heavily on institutional capacity, inter-ministerial coordination, and the gradual transformation of organizational culture. *See* Jazuli, Ahmad, et al. "Perancang Peraturan Perundang-Undangan Dalam Penyusunan Legislasi: Analisis Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Nomor 1 Tahun 2023 Tentang Jabatan Fungsional." *Jurnal Ilmiah Kebijakan Hukum* 17, no. 3 (2023): 309-326; Abdullah, Sait. "Problematika Dan Tantangan Kebijakan Penyederhanaan Birokrasi di Indonesia." *Kebijakan: Jurnal Ilmu Administrasi* 14, no. 1 (2023): 47-55; Marthalina, Marthalina. "Analisis Dampak Pengembangan Karir PNS Pasca Pelaksanaan Alih Jabatan Struktural ke Jabatan Fungsional." *Jurnal MSDA (Manajemen Sumber Daya Aparatur)* 9, no. 1 (2021): 42-55.



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including Civil Servants, evaluators, and management personnel. These interviews aim to gain diverse and in-depth perspectives on policy implementation. Observation is carried out to directly observe the evaluation process and policy implementation in the field, providing an accurate depiction of how the policy is being applied. Additionally, documentation involves gathering various relevant documents, such as evaluation reports, internal policies, and official decisions that support this research.

Data analysis in this study is conducted using a descriptive qualitative method. This method involves systematically, logically, and objectively interpreting the data to answer the research questions. The analysis results are expected to provide a clear picture of the implementation of the promotion acceleration policy, identify the challenges encountered, and evaluate the effectiveness of the policy within UNNES. Through this analysis, the study aims to offer practical recommendations for the career development of functional employees at UNNES.

## **Model for Accelerating Rank and Functional Position Promotion through Performance and Career Management Strategies: Policies and Practices**

### **A. The Importance of Promotion in the Career of Civil Servants**

Promotion within the career of Civil Servants is a crucial component from both individual and organizational perspectives. From the individual perspective, promotion provides significant motivational impetus, not only in terms of financial well-being but also in terms of recognition and appreciation for the contributions made by the civil servant. This aligns with Maslow's hierarchy of needs theory, which suggests that promotion can fulfill physiological needs, security, as well as the need for esteem and self-actualization.<sup>18</sup>

Additionally, Herzberg's two-factor theory is also relevant in this context. Herzberg posits that there are two factors influencing job satisfaction: motivators and hygiene factors. A promotion that offers greater responsibility and higher achievement can serve as a motivator, while job

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<sup>18</sup> Bari, Andriansyah, and Randy Hidayat. "Teori Hirarki Kebutuhan Maslow Terhadap Keputusan Pembelian Merek Gadget." *Motivasi* 7, no. 1 (2022): 8-14.

stability and the increased salary that typically accompany a promotion can reduce job dissatisfaction.<sup>19</sup>

According to the equity theory proposed by John Stacey Adams, an individual will feel motivated if they perceive that the treatment they receive is fair in relation to the effort they put in compared to the rewards they receive, such as salary, recognition, and promotion, when compared to others. This fairness can be viewed from two perspectives: internal equity and external equity. Internal equity ensures that individuals feel their efforts and contributions are fairly valued within the organization, while external equity helps maintain balance between civil servants and workers in other sectors with similar responsibilities and achievements.

In his book, Moko explains that promotions often form part of a comprehensive performance management system. In this system, performance measurement and evaluation play a crucial role, where career advancement marked by the reward of promotion based on work evaluations encourages civil servants to meet predetermined goals and standards. Additionally, promotions are also a component of career development plans, providing a detailed pathway for civil servants to reach higher levels by enhancing their skills and experience.<sup>20</sup>

## **B. The Urgency of Updating Promotion Regulations for Functional Positions**

The urgency for updating the promotion regulations for Civil Servant functional positions in Indonesia has become a pressing need, materialized through the issuance of several key regulations. Historically, the legal basis governing promotions within the Civil Servant environment has been established by several regulations, including Law of the Republic of Indonesia number 5 of 2023 on the State Civil Apparatus, which regulates general provisions for Civil Servant, including appointments, promotions, and functional positions; Government Regulation of Indonesia Number 17 of 2020 on Civil Servant Management, which updates and replaces Government Regulation of Indonesia Number 11 of 2017 with a focus on Civil Servant management from recruitment to termination; and the Ministerial Regulation of State Apparatus Empowerment and Bureaucratic Reform of Indonesia

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<sup>19</sup> Munir, M. (2022). MOTIVASI ORGANISASI: Penerapan Teori Maslow, McGregor, Frederick Herzberg dan McLelland. AL-IFKAR: Jurnal Pengembangan Ilmu Keislaman, 17(01), 154-168.

<sup>20</sup> Moko, Wahdiyat, Ananto Basuki, and Yusuf Risanto. *Manajemen kinerja: Teori dan praktik*. Universitas Brawijaya Press, 2021.

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Number 1 of 2023, which refines previous regulations to streamline and enhance the effectiveness of managing functional Civil Servant positions.

Additionally, the Decree of the Minister of Education, Culture, Research, and Technology Number 209/P/2024 was issued as a derivative Regulation of The Minister of State Apparatus Empowerment and Bureaucratic Reform of Indonesia No. 1 of 2023, specifically governing the promotion procedures for civil servant lecturers, emphasizing work performance, scientific publications, and engagement in academic activities. These updates are crucial for standardizing and simplifying regulations, improving the professionalism of civil servants through higher competency standards, supporting more responsive, transparent, and accountable bureaucratic reforms, and enhancing the efficiency and effectiveness of functional position management. Furthermore, these regulations align with technological advancements and the evolving dynamics of public sector work, strengthen supervision and oversight, and promote competency enhancement through continuous training and development programs.

### **C. The Expected Impact**

The expected impact of the implementation of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of Indonesia Number 1 of 2023 includes the acceleration of the promotion process, increased work motivation, and enhanced efficiency in human resource management within the public sector. With clearer, competency-based criteria and the use of technology in administrative processes, this regulation supports the creation of a more modern and responsive bureaucracy.

### **D. The Policy of Civil Servant Promotion Before the Regulation of Minister for Administrative Reform and Bureaucratic Reform Number 1 of 2023**

The Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1 of 2023 brings significant changes to the promotion process of civil servants, focusing on enhancing clarity, transparency, and efficiency. This regulation leverages technology to

streamline administration and expedite decision-making, ensuring that each step in the promotion process is carried out more swiftly and systematically. Regular monitoring and evaluation are also integrated to assess the effectiveness of this regulation and to ensure that civil servants who meet the criteria are appropriately rewarded.

1. *Objectives and Fundamental Principles*

This regulation aims to enhance the performance of civil servants through a fair and competency-based promotion system. The fundamental principles promoted are meritocracy, transparency, and accountability, which are expected to accelerate and simplify the promotion process without compromising the quality of the performance evaluation of civil servants.

2. *Criteria and Mechanism for Promotion*

Promotion based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform is heavily dependent on objective performance assessments, the qualifications and competencies of the civil servant, as well as the integrity and discipline maintained throughout their work. The process involves the submission of proposals, verification and validation by the relevant agencies, and ultimately, the electronic approval of the promotion, aiming to enhance time efficiency and accuracy.

3. *Types of Promotion and the Use of Technology*

This regulation recognizes three types of promotions: regular, selective, and special. Each type of promotion is tailored to the performance, achievements, and contributions of the civil servant to the institution. Additionally, the implementation of human resource information systems and e-government platforms is expected to enhance transparency and accountability throughout the entire promotion process.

4. *Monitoring, Evaluation, and Implementation Challenges*

The new regulation also emphasizes the importance of monitoring through Key Performance Indicators (KPIs) and regular evaluations to ensure that the desired objectives are achieved. However, the main challenges in implementation include consistency in application across the field and adaptation to new technologies, which require ongoing training and technical support.

### **The Model of Acceleration for Promotion Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1 of 2023**

The performance appraisal system as a subsystem of personnel management is designed within a period<sup>21</sup>. Thinking about accountability and performance indicators is the main basis for implementing performance appraisal in the public sector<sup>22</sup>. The accelerated promotion model stipulated in the Minister of PAN and RB Regulation Number 1 of 2023 includes several key mechanisms designed to improve the performance and motivation of civil servants. Among these are optional promotions for outstanding civil servants that allow them to be promoted more quickly without having to wait a long period of time<sup>23</sup>. Special promotions for those who have outstanding achievements, such as discovering new methods or technologies that benefit the country. In addition, civil servants who complete relevant education or training<sup>24</sup>, serve in certain areas with special conditions, or carry out strategic tasks with a major impact on the achievement of national goals, can also obtain faster promotion<sup>25</sup>. This policy also covers promotion for civil servants who receive awards or honors from the state, all of which aim to ensure accountability and efficiency in the management of personnel management in the public sector<sup>26</sup>.

Previous studies have highlighted the importance of performance appraisal as a key element in supporting career development and organizational efficiency<sup>27</sup>. For example, reviewing the influence of

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<sup>21</sup> Aji, Budiawan Bimantoro, *Op.cit.*, p. 4.

<sup>22</sup> Nugraha, Ryan Aldi, and Subaidi Subaidi. "Kekerasan Seksual dalam Perspektif Dominasi Kuasa." *IJouGS: Indonesian Journal of Gender Studies* 3, no. 1 (2022): 21-31.

<sup>23</sup> Silvita, P. Kenaikan pangkat pilihan aparatur sipil negara pegawai negeri sipil (ASN PNS) di lingkungan pemerintah daerah DKI Jakarta berdasarkan ketentuan Peraturan Perundang-Undangan. *Susunan Dewan Redaksi*, 403.

<sup>24</sup> Suherman, Maman. "Efektivitas Pelayanan Kenaikan Pangkat Pegawai Negeri Sipil Pada Badan Kepegawaian, Pendidikan Dan Pelatihan Kabupaten Tabalong." *Jurnal Administrasi Publik Dan Pembangunan* 4, no. 1 (2022): 26-30.

<sup>25</sup> Pratiwi, Emy Yunita Rahma, Martiman Suaizisiwa Sarumaha, Nurul Hikmah, Hawwin Fitra Raharja, and Muhammad Nuruddin. "Motivasi Guru Bertahan Mengajar di Daerah Terpencil dalam Menghadapi Pendidikan di Era Globalisasi." *DWIJA CENDEKIA: Jurnal Riset Pedagogik* 6, no. 3 (2022): 626-635.

<sup>26</sup> AlMansoori, S. J. N. A., & Rosdi, S. A. M. (2021). Allowances, Appreciation and Promotion Influencing Employee Performance: Elaun, Penghargaan dan Kenaikan Pangkat Mempengaruhi Prestasi Pekerja. *Management Research Journal*, 10(2), 112

<sup>27</sup> Sahadewa, I. GN A, *Op.cit.*, p. 4.

employee placement and career development on performance in the hospitality sector, showed how internal strategies can improve productivity. Meanwhile<sup>28</sup>, evaluating the implementation of a Targeted Employee Performance (SKP) based appraisal system in the local government sector, emphasized the need for measurable indicators to improve bureaucratic accountability.

Although various studies have addressed similar topics in the public and private sectors, this research offers a different perspective by focusing on accelerating the promotion of civil servant lecturers through innovative policies. The integration of a credit score-based appraisal system with modern technology such as SISTER creates a new approach that not only speeds up the administrative process but also increases transparency and accuracy of evaluation. The specific focus of this research on the academic sector makes an important contribution in filling the literature gap related to performance management and promotion of functional positions in higher education institutions, something that has rarely been discussed in depth in previous studies.

## **A. Factors Influencing the Acceleration of Promotion**

The acceleration of civil servant promotion according to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of Indonesia Number 1 of 2023 is influenced by several key factors, including outstanding work performance, completion of relevant education and training, and the receipt of awards or honors such as the Satyalancana Karya Satya. Objective and consistent performance evaluations also play a crucial role, along with the execution of specific tasks that have a significant impact on the organization. Long service duration, achieving sufficient credit points in functional positions, and support from direct supervisors are additional factors influencing the acceleration of promotion. Moreover, special regulations applied in certain regions or under specific circumstances can

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<sup>28</sup> Aji, Budiawan Bimantoro, *Op.cit.*, p. 4.

also expedite the promotion process, provided that the entire evaluation and submission process is conducted transparently, objectively, and fairly.<sup>29</sup>

### **B. Implementation of the Promotion Acceleration Model for Functional Positions of Employees in the Universitas Negeri Semarang Environment**

The implementation of the promotion acceleration model for functional positions at Universitas Negeri Semarang (UNNES) has shown significant success, particularly following the issuance of Ministry of Education, Culture, Research and Technology Number 209/P/2024 as a follow-up to Regulation of The Minister for Administrative Reform and Bureaucratic Reform of Indonesia Number 1 of 2023. These two regulations complement each other in enhancing the quality and professionalism of civil servant lecturers through objective performance assessments based on credit points. UNNES has proactively conducted intensive outreach regarding the evaluation criteria stipulated in Article 4 and the submission mechanism through the Digital Management Platform for Civil Servants, as outlined in Article 7, to ensure an efficient and transparent process<sup>30</sup>. Evaluations conducted by direct supervisors, as mandated in Article 10, along with continuous assessments by the Integrity and Performance Evaluation Team for Lecturers, demonstrate UNNES's commitment to ensuring that every lecturer proposed for promotion genuinely meets the established standards. By updating lecturer data in the Integrated Resource Information System, UNNES has successfully enhanced the accuracy of assessments and transparency in the promotion process, which overall contributes to the improvement of education and research quality at UNNES.

### **C. Feedback from Civil Servants Regarding Regulation of the Minister for Administrative Reform and Bureaucratic Reform No. 1 of 2023**

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<sup>29</sup> Akbar, K., Nurazi, R., & Widodo, S. (2023). Analysis of The Online Performance Management System (SMK) Implementation in the Directorate of Special Criminal Reserve of The Bengkulu Regional Police. *The Manager Review*, 5(1), 65-90.

<sup>30</sup> Hidayah, Rifka. "Sistem Pengelolaan Aplikasi MySAPK BKN Terhadap Administrasi Data Aparatur Sipil Negara Pada Badan Kepegawaian Negara Regional XIII Aceh." *PhD Diss.*, UIN Ar-Raniry, 2022.

## **and Ministry of Education, Culture, Research and Technology Number 209/P/2024**

Overall, Regarding Regulation of The Minister for Administrative Reform and Bureaucratic Reform No. 1 of 2023 and Ministry of Education, Culture, Research and Technology No. 209/P/2024 aim to enhance the efficiency and effectiveness of the bureaucracy, as well as the quality of higher education, through the accelerated promotion of civil servants and lecturers. However, their implementation requires careful attention to the impact on the well-being, career development, and workload of civil servants, as well as improvements in public service quality. Both regulations necessitate clear guidelines, adequate training support, and effective communication to ensure that all relevant parties understand and can adapt to the changes. Continuous evaluation and feedback are also crucial to assess the effectiveness of these policies. Meanwhile, the implementation of Integrated Resource Information as outlined in Ministry of Education, Culture, Research and Technology No. 209/P/2024 is recognized as an important step in improving the transparency and accuracy of lecturer performance assessments, as well as accelerating the promotion process. By addressing these aspects, it is hoped that both regulations can be implemented effectively and provide maximum benefits to the bureaucracy and higher education in Indonesia.

### **D. Strengths and Weaknesses of the Latest Regulations**

The regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of Indonesia Number 1 of 2023 offers several strengths, including enhancing administrative efficiency and the quality of public services through more structured guidelines for promotion and performance evaluation. The standardization implemented can reduce uncertainty<sup>31</sup>, while the more planned career development programs provide opportunities for

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<sup>31</sup> Aprilia, Amanda, and Asnawi Mubarak. "Tinjauan Hukum terhadap Implementasi Sertifikasi Tanah Elektronik di Indonesia." *Almufi Jurnal Sosial dan Humaniora* 1, no. 2 (2024): 44-51.



## REGULATORY STRATEGIES FOR ...

skill enhancement among employees<sup>32</sup>. However, the implementation of this regulation faces challenges, such as the complexity of new procedures requiring additional training, resistance from employees accustomed to the old system, and potential increases in administrative burden, particularly in reporting and monitoring. The strict promotion criteria also risk creating confusion among employees, especially senior staff, making effective communication and change management strategies essential for successful implementation.

## Conclusion

The issuance of the regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1 of 2023 aims to enhance professionalism, efficiency, and transparency in the management of functional positions within the Civil Service. Based on the analysis and implementation at Universitas Negeri Semarang (UNNES), the derivative regulation from the Decree of the Minister of Education, Culture, Research, and Technology Number 209/P/2024 represents a significant step in accelerating the promotion process for civil servant lecturers. The simplification of procedures and the emphasis on more objective performance evaluations have positively impacted the career development of civil servants, particularly lecturers, and have also contributed to improving the quality of education.

The adoption of this regulation not only speeds up the promotion process but also boosts the motivation and overall performance of civil servants. With clearer, competency-based criteria and the integration of technology into administrative processes, this regulation supports the creation of a more modern and responsive bureaucracy. However, to achieve the regulation's primary goal of creating a more effective human resource management system and supporting bureaucratic reform in Indonesia, continuous monitoring and evaluation are necessary.

In conclusion, this study confirms that the implementation of accelerated promotion of civil servant lecturers through a credit score-based system supported by SISTER technology not only improves administrative

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<sup>32</sup> Rismansyah, Rismansyah, Yasir Arafat, and Shinta Purnama. "Pengaruh Penempatan Kerja Dan Pengembangan Karier Terhadap Kinerja Pegawai Kantor Wilayah Direktorat Jenderal Kekayaan Negara Sumatera Selatan, Jambi Dan Bangka Belitung." *Manager: Jurnal Ilmu Manajemen* 5, no. 3 (2022): 295-305.

efficiency, but also strengthens transparency in performance evaluation. In a broader scope, this research complements previous findings, such as studies<sup>33</sup> on the importance of internal development for performance in the hospitality sector, as well as studies<sup>34</sup> on the effectiveness of SKP assessment in the public bureaucracy. With a perspective that highlights the integration of technology and policy reform, this research enriches cross-sector discussions on human resource management, particularly in the aspects of performance appraisal, transparency, and employee welfare improvement in the academia sector.

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<sup>33</sup> Sahadewa, I. GN A, *Op.cit.*, p. 4.

<sup>34</sup> Aji, Budiawan Bimantoro, *Op.cit.*, p. 4.

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**“All labor that uplifts  
humanity has dignity and  
importance and should be  
undertaken with  
painstaking excellence.”**

Martin Luther King Jr.  
—from *Strength to Love* (1963)

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