

PERCEPTION OF DPMPSTP DIY CIVIL SERVANTS REGARDING THE ESTABLISHMENT OF A PROFESSIONAL ORGANIZATION FOR THE FUNCTIONAL POSITION OF INVESTMENT MANAGEMENT IN THE SPECIAL REGION OF YOGYAKARTA

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ABSTRACT

The current investment climate in Indonesia is still hampered by several obstacles that must be overcome. In this regard, a platform is needed to encompass the functional position of investment management in competency development. This study aims to understand the perceptions of Civil Servants of the Investment and One-Stop Integrated Service Office of the Special Region of Yogyakarta regarding the formation of a professional organization for the functional position of investment management in the Special Region of Yogyakarta. This study uses perception theory and a qualitative method, including interviews and documentation. The study's results show that the formation of a professional organization for the functional role of investment management is considered a positive development. The establishment of this professional organization is expected to serve as a forum for professionals to develop competencies, enhance professionalism, provide advocacy, and offer networking opportunities. Therefore, in its implementation, it needs to be carefully planned and managed sustainably so that it provides tangible, positive benefits without burdening functional positions, thereby maintaining performance.

INTRODUCTION

The current investment climate in Indonesia remains hampered by several obstacles that need to be addressed. Some of the challenges still being encountered include: legal uncertainty, convoluted bureaucracy, gaps and overlaps between central and regional policies, and the need for institutional reform (Purnomo & Suyatno, 2024). The main problem faced by the Ministry of Investment and Hirilization/BKPM in efforts to increase investment realization is the gap in the quality of human resources in Indonesia, which can affect competitiveness and investment efficiency in Indonesia. In addition, the availability of competent human resources outside Java remains limited. It does not yet meet the needs of modern industry (Laporan Kinerja Kementerian Investasi dan Hirilisasi/BKPM Tahun 2024, 2024).

Investment plays an important role in increasing production capacity, creating jobs, and promoting infrastructure development (Muhammad Latif Ridwan, Farid Fadli



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Ramadan, Khoirul Mubarak, Fahrul Hidayat, & Khafif Ainul Khakim, 2025; Widawati, Pratio, Rohmah, Akbarsyah, & Supriyanto, 2024). In this regard, the government plays an important role in the governance of investment. Investment governance is an activity that includes planning, implementation, monitoring, and evaluation in the field of investment and downstreaming (Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 14 Tahun 2025 Tentang Jabatan Fungsional Penata Kelola Penanaman Modal, 2025). These investment governance activities are carried out by functional officials, namely investment management officers.

Functional position (JF) in investment governance management (PKPM) have the duties and responsibilities to implement investment governance transparently. The implementation of the principle of transparency aims to achieve good, clean governance and to prevent corruption at the central or regional levels, whether large or small, and whether visible or hidden (Umar, Lewangka, & Setiawan, 2023). In this case, JF PKPM also plays a strategic role in ensuring that investments run smoothly. Therefore, the JF PKPM position becomes the frontline in providing quality public services.

The quality of human resources is a key factor in delivering good service; thus, adequate competence is required (Andi Murni, Nurmadhani Fitri, & Mulyadi Hamid, 2024). This means that the provision of quality public services heavily depends on the competence of the officials who deliver them, in terms of knowledge, ability, and professionalism. Therefore, the development of civil servants' (ASN) competence becomes an important focus for improving the quality of human resources in the public sector (Ramadhany, Handoko, & Widodo, 2025). To achieve this, there needs to be a platform that can provide facilities for the continuous development of officials' competence, especially for functional positions.

The obligation to establish professional organizations for functional positions is regulated in the Regulation of the Minister for Administrative and Bureaucratic Reform (PermenPANRB) No. 1 of 2023 concerning Functional Positions. Based on Article 50 paragraph (1), it states that every Functional Position (JF) that has been established must have one (1) professional organization for Functional Positions (JF) within a maximum period of five (5) years from the date of the Functional Position's establishment. Furthermore, paragraph (2) states that every Functional Officer must become a member of the professional organization for Functional Positions (Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 1 Tahun 2023 Tentang Jabatan Fungsional, 2023).



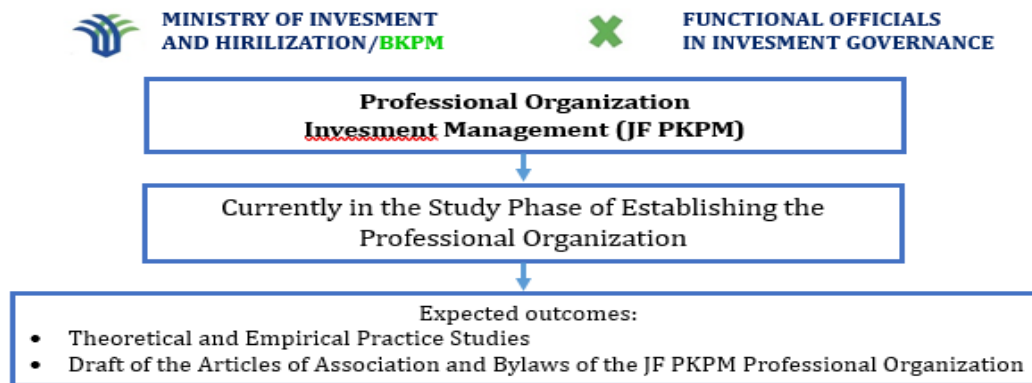


Figure 1. Presentation Slide on the Socialization of (PermenPANRB) Regulation No 14 of 2025, concerning JF Investment Management Officials

Source: YouTube the Ministry of Investment and Hirilization (BKPM), Processed by the Researcher (2025)

The Ministry of Investment and Hirilization (BKPM) has conducted a Socialization of the Minister of PAN RB Regulation No. 14 of 2025 concerning the JF Investment Management Officer on October 21, 2025, online, and the socialization is available on the official YouTube channel of the Ministry of Investment/BKPM. During the socialization, the Secretary of the Ministry of Investment and Hirilization (BKPM) revealed that the Ministry of Investment and Hirilization (BKPM) will take strategic steps, including preparing to establish a professional organization, particularly for JF PKPM. Currently, this process is in the in-depth study stage, aimed at laying a strong foundation. This professional organization is expected to serve as a forum for aspirations for all functional officers managing investment, both at the central and regional levels. Additionally, this organization will also serve as a strategic partner of the government in improving capabilities and professional standards (JF PKPM Kemeninvest, 2025).

Professional organizations also have the function of drafting codes of ethics and professional conduct, advocating, and examining and issuing recommendations regarding violations of those codes. Thus, professional organizations play a crucial role in maintaining integrity and professionalism, and in ensuring that the implementation of the duties and functions of the functional position of investment management administrator (JF PKPM) runs in accordance with professional standards and applicable laws and regulations. Therefore, establishing the OP JF PKPM is a necessity.

The external problem faced by the Investment and One-Stop Integrated Service Office of the Special Region of Yogyakarta, based on the Strategic Plan of DPMPTSP DIY 2022-2027, is the high demand for strengthening the professionalism of licensing service apparatus to optimize facilitation and support for the implementation of licensing administration tasks (Rencana Strategis Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta, 2023). Increasing the professionalism of the ASN is crucial to ensuring that the licensing service process is carried out optimally. ASN professionalism includes the ability to perform tasks and functions based on expertise, skills, and knowledge (Langgeng & Wilasari, 2023). An insufficient number of employees can affect the optimization of ASN task implementation by limiting the proportional distribution of workload, thereby slowing the execution of operational tasks. One of the DPMPTSP institutions experiencing an employee shortage is DPMPTSP DIY.



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Table 1. Number Of DPMPTSP DIY Employees

No	Position	Formation				Existing employees				Gender			
		Amount	Qualification			Amount	Qualification			Man	Woman		
1	2	3	4				5	6				7	8
			S2	S1	D3	SMA		S2	S1	D3	SMA		
A.	High Leadership Position	1					1	1	0	0	0	1	0
B.	Administrative Position												
	1. Administrator	1					1	1	0	0	0	1	0
	2. Supervisor	1					1	1	0	0	0	1	0
	3. Executor	63					20	4	8	3	5	7	13
C.	Functional Position	84					19	11	8	0	0	8	11
	Amount	150					42	18	16	3	5	18	26

Source: Performance Report of the Government Agency of the Investment and One-Stop Integrated Service Office of DIY, Processed by the Researcher (2024)

Based on the employee numbers above, the administrative executor position is short of 43 employees, and the functional position is short of 65 employees. This affects the optimization of DPMPTSP DIY's duties and functions as the executor of government affairs in investment and one-stop integrated services. When the number of employees is insufficient, the workload increases, so each employee must be more competent to ensure services continue to run optimally. Although the shortage of employees is not the sole factor necessitating the formation of a professional organization, this condition reinforces the need to establish one as a forum to improve the quality and professionalism of functional positions.

In addition, the Industry 4.0 era, which demands the government to act quickly in delivering public services and government administration, has also become a challenge that needs attention from DPMPTSP DIY (Laporan Kinerja Instansi Pemerintah Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu DIY 2024, 2025). The Industry 4.0 era provides a strong impetus for JF PKPM to enhance its competencies in digital technology to accelerate investment services. Investment plays a strategic role in supporting regional economic growth. The economic growth of a region depends on investments made by both domestic and foreign parties (Muhammad Latif Ridwan et al., 2025). Thus, investment becomes an important part of growing regional economic revenue. Therefore, strengthening JF PKPM's competencies is important for the Special Region of Yogyakarta Government.

The development of research on professional organizations can be reviewed through several prior studies. Several researchers have examined professional organizations from various fields. Some studies focus on the field of education, namely teachers (M. Putri, Maulana, & Aliyyah, 2024), other studies focus on the health field, namely doctors (Supadmo & Prasetyo, 2024), some studies focus on the field of library science, namely librarians (Yusniah, Rahmadani skb, Pulungan, & Hidayah, 2023), focusing on the field of law, namely advocates (Endira Bramedika, Junaidi Muhammad, Sediati Diah, & Sihotang Amri, 2022), focusing on the field of accounting, namely auditing (Agustí-Pérez, Orta Perez, & Oliva, 2025), and focusing on the field of journalism, namely journalists (Bayani & Fazri, 2022). The sixth similarity across previous research is that all studies show that professional organizations play a positive role in improving service



quality, enhancing member competence, and resolving problems that arise during the performance of their duties.

Due to the limitations of previous research, the researcher has not found any studies discussing OP JF PKPM. In addition, the researcher has not found any studies specifically discussing civil servants' perceptions of the plan to establish OP JF PKPM, leading in the research question: how is the perception of Civil Servants DPMPTSP DIY regarding the establishment of OP JF PKPM in the Special Region of Yogyakarta? Therefore, research on civil servants' perceptions of the formation of functional professional position organizations is important to fill this research gap.

This research uses perception theory. According to Bimo Walgito (2010) and (Sabarini in (Nisa Ananda Hulwatun, Hasna Hidayatul, & Yarni Linda, 2023), perception is the process of processing stimuli received by each individual so that meaningful activity is formed. Perception encompasses several indicators used to identify each individual in interpreting a phenomenon. This theory provides a systematic stage in understanding how perception is formed in each individual. These indicators represent a complete process, from information reception and comprehension to the formation of opinions or judgments related to the formation of OP JF PKPM. According to Bimo Walgito (1990), in (Anisa & Setiawati, 2021), the indicators of perception consist of three, namely: 1) Absorption of stimuli or objects from outside the individual. Objects originating outside the individual are received by sight and hearing, resulting in single or multiple images or responses, depending on the perceived object. 2) Understanding or comprehension. Once an image is formed, it is organized into a form of understanding or comprehension. Previous images influence the understanding formed in each individual's prior images. 3) Judgment or evaluation. Once understanding has been formed, evaluations differ among individuals, even when the object is the same. Therefore, perception is individual.

The research was conducted to understand how civil servants perceive the formation of the JF PKPM Professional Organization and how it can contribute to institutions by developing the potential of civil servants through its establishment and strengthening. In addition, this research is expected to benefit the government and institutions by developing the potential of civil servants through the establishment and strengthening of their professional organizations. Therefore, the researcher is interested in conducting a study entitled perception of DPMPTSP DIY civil servants regarding the formation of the professional organization of functional positions in investment management in the Special Region of Yogyakarta.

METHOD

This study uses a qualitative research method. According to Moleong (2016), in (Pradana & Lutfi, 2025), qualitative research is a method that produces descriptive data using words and is explained in detail. As explained by Zulkariman (2021) in (Tri Wulandari, Sari, & Nasution, 2023), the purpose of qualitative research is to gain an in-depth understanding of the phenomena encountered by research subjects, such as actors, perceptions, motivations, and actions, in a holistic manner. This method is suitable for the author's research because it can provide a clear depiction of the perceptions of Civil Servants DPMPTSP DIY, including acceptance, understanding, and assessment or evaluation regarding the establishment of OP JF PKPM.

This research was conducted from October 2025 to March 2026. The research was conducted at the Investment and One-Stop Integrated Services Office of the Special Region



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of Yogyakarta. Based on the Governor Regulation of DIY Number 108 of 2022 concerning the Position, Organizational Structure, Duties, Functions, and Work Procedures of the Investment and One-Stop Integrated Services Office, DPMPTSP has the task of assisting the Governor in carrying out governmental affairs related to investment and one-stop integrated services (Harumi, 2023). DPMPTSP DIY has a strategic role in managing regional investment. This investment becomes an important part in boosting regional economic revenue in the Special Region of Yogyakarta. In this regard, DPMPTSP DIY has an important role in creating a conducive and transparent investment climate. Therefore, DPMPTSP DIY is an appropriate location to examine civil servants' perceptions of the formation of OP JF PKPM.

Data collection was conducted through interviews and documentation. In this study, the researcher used a structured interview model, as the questions posed to the informants were based on systematically prepared interview guidelines (H. J. Putri & Murhayati, 2025). The interviews were conducted with ASN DPMPTSP DIY, comprising the Acting Head of Agency, the Agency Secretary from May 2025 to January 2026, the Head of the Functional Position Team for Investment Management, the Functional Position in Investment Management, the Functional Position in One-Stop Integrated Service, and the Functional Position in Planning. Meanwhile, documentation was used to obtain supporting data, including documents related to the formation of OP JF PKPM. The data analysis used is the Miles & Huberman (2014) method, as described in (Mendan, Pratama, Rafdi, Jefri, & Budiman, 2025), which includes several stages. The first stage is data reduction, selecting and simplifying information relevant to the research focus. The second stage is data presentation in the form of narratives or tables. The final stage is the conclusion of a process of repeated verification.



Table 2. Research Informant

Informant	Reason for Choosing the Informant
Acting Head of the Agency from May 2025 to January 2026	Because it performs leadership and coordination functions in implementing agency tasks, it can offer policy perspectives and support the establishment of the JF PKPM professional organization.
Agency Secretary	It plays a role in internal coordination and management of organizational resources. The department secretary is considered to have a comprehensive understanding of organizational dynamics and institutional readiness related to the formation of a professional organization.
Head of Functional Position Team for Investment Management	Because it serves as a coordinator who understands the conditions and needs of the functional position of investment management officer in carrying out its duties, and will later directly experience the professional organization.
Functional Position for Investment Management	Because the functional position of investment management officer is the party that will later directly experience the professional organization's existence.
Functional Position of One-Stop Integrated Service	Because it relates to investment, specifically licensing services, it can provide a perspective from other functional positions on the establishment of the JF PKPM professional organization.
Functional Position in Planning	Because there is already a professional organization, namely the Indonesian Development Planners Association (PPPI), it can illustrate the positive benefits of PPPI and provide an assessment of the establishment of the JF PKPM professional organization based on experience as a member of a professional organization.

RESULTS AND DISCUSSION

Based on field results, information regarding the establishment of the OP JF PKPM has not been communicated in a detailed and comprehensive manner. Information about the formation of this professional organization remains general. It has not been accompanied by a detailed explanation of the organization's organizational structure, membership mechanisms, roles and functions, and the relationship between the professional organization and the supervising agency. In fact, some informants are not yet aware of the information regarding the establishment of this professional organization. This condition indicates that the dissemination of information is not yet fully even within the DPMPSTSP DIY environment. This is because JF PKPM is a functional position that is still relatively new, so this professional organization is in the early stages of formation, and there are no circular letters or widespread socialization across regions.



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The implementation of the JF PKPM duties and functions is also still in the adjustment stage, given that it is a relatively new functional position. Hence, its duties are still primarily administrative. In addition, the number of available functional position formations is quite large. However, the occupancy of these formations is still relatively low. Based on the 2024 Performance Report of the DIY DPMPTSP Government Agency, the functional positions are still short of 65 employees out of the 84 available formations. This condition indicates a gap between ideal needs and the reality of human resource fulfillment. The low occupancy of these positions may be due to limited human resources. Therefore, it is necessary to optimize available human resources by improving each civil servant's capacity.

In general, informants from the Civil Service Apparatus of DPMPTSP DIY give a good assessment of the formation of the OP JF PKPM. This professional organization is considered capable of providing benefits and positive contributions to the strengthening of functional positions. The existence of this professional organization can serve as a forum for functional positions to develop competencies, enhance professionalism, serve as an advocacy tool, and provide networking opportunities. However, it is also necessary to consider the potential risks of administrative burdens and the readiness of individual human resources, given that not all functional officials have the same motivation or commitment to participate in OP JF PKPM actively.

In the functional position of a planner, the existence of the Indonesian Development Planners Association (PPPI) shows that the functional planner position already has a platform, namely a professional organization that serves as a means to strengthen individual capacity. This strengthening of individual capacity can be achieved through knowledge sharing and discussions on policy issues, or by initiating new ideas related to the functional position. Through these activities, the professional organization provides positive benefits, as it is considered capable of encouraging the emergence of new policy ideas. Professional organizations not only serve as a symbol of professional recognition but also function as a platform for planners to provide tangible, positive benefits, thereby improving the performance of civil servants. Thus, the benefits felt are not only on each individual but also in the scope of the government or the public. In addition, regarding competency development in the implementation of promotion tests, if the material is deemed no longer relevant, it can propose changes or additions to the test material.

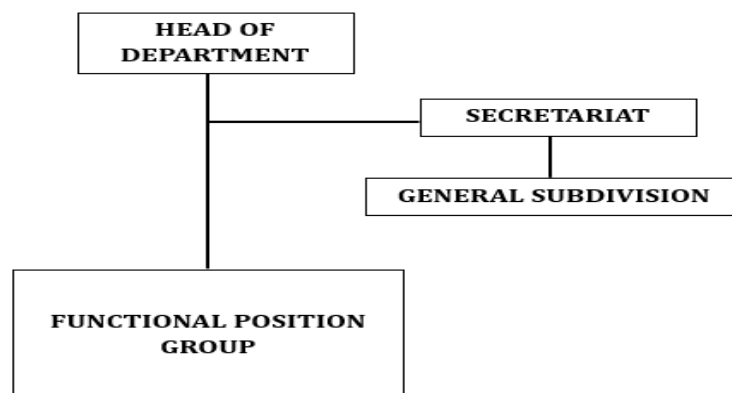


Figure 2. Organization Structure DPMPTSP DIY

Source: The Investment and One-Stop Integrated Service Office of the Special Region of Yogyakarta (DPMPTSP DIY), 2024, Processed by the Researcher



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In addition, a government agency naturally has an organizational structure. The organizational structure illustrates the division of tasks and functions in carrying out its work (Beatrix, Apriyansyah, & Syarief, 2022). In the organizational structure of the One-Stop Integrated Investment Service Office of the Special Region of Yogyakarta shown in the image above, there appears to be a group of functional positions. The existence of this group of functional positions indicates that investment management positions (JF PKPM) have been formally recognized within the organizational structure. Functional positions place greater emphasis on competence and professionalism in performing their duties, thereby encouraging the formation of professional organizations as forums for competency development.

These findings strengthen the argument that the establishment of OP JF PKPM will yield positive benefits if carefully designed and managed sustainably as it develops. The formation of this organization will benefit functional positions and the public, even though a newly established professional organization may not necessarily operate optimally in the short term. Therefore, the establishment of OP JF PKPM is necessary.

This study focuses on the perceptions of civil servants at DPMPTSP DIY regarding the formation of OP JF PKPM, which is depicted through three aspects. The results of the study are expected to provide an overview of civil servants' perceptions at DPMPTSP DIY regarding the formation of OP JF PKPM, serving as a basis for its development and strengthening. Based on field findings, the analysis was conducted using Bimo Walgito perception theory. This theory is used to obtain an in-depth understanding of civil servants at DPMPTSP DIY's perceptions regarding the formation of OP JF PKPM. According to Bimo Walgito (1990) in (Anisa & Setiawati, 2021) the perception indicators consist of three, namely:

Absorption of Stimuli or Objects from Outside the Individual

The absorption of stimuli or objects from outside the individual is the initial stage in the process of forming a perception. This process concerns the reception of information by each individual, which results in an image or response. The image or response concerns how civil servants at DPMPTSP DIY receive information about the formation of OP JF PKPM. This reception includes knowledge about information on the formation of OP JF PKPM, views on the formation of the professional organization, and its relevance to the needs of civil servants.

Based on field findings, some civil servants of DPMPTSP DIY are already aware of information regarding the formation of OP JF PKPM. This information was obtained through discussions with colleagues in other functional positions within DPMPTSP DIY. However, there are still civil servants of DPMPTSP DIY who are not aware of the formation of OP JF PKPM. This is due to the lack of comprehensive socialization across regions. The absence of thorough socialization across regions can lead to differences in understanding. The information obtained is still general and does not include detailed explanations of the organization's organizational structure, membership mechanisms, roles and functions, and the relationship between the professional organization and the supervisory agency. As stated by the informant of JF PKPM:

"Their perspective has not been conveyed in terms of technical needs, nor in detail. Tomorrow, what will the organization look like? Who will be the head? The treasurer, the secretary? And what about the membership? That has not been conveyed in detail until now " (JF PKPM, 31/December/2025).



The agency secretary also conveyed that:

“Between the supervisory organization and the professional organization, what will their relationship be like, whether independent individually, or as a balancing entity “(Agency secretary,1/December/2025).

In the socialization of the Minister of (PermenPANRB) Regulation No. 14 of 2025 concerning the Functional Position of Investment Management Administrator on October 21, 2025, available on the YouTube channel of the Ministry of Investment (BKPM), there is information regarding preparations for the establishment of the OP JF PKPM. This preparation is in the in-depth study stage to lay a strong foundation. Hence, information about the formation of this professional organization remains general and lacks detailed explanations. In addition, there is no official circular regarding the establishment of the professional organization. The existence of a circular is important so that information related to the establishment of the JF PKPM OP can be conveyed properly in every region. This can encourage coordination and synchronization between the central and regional levels.

Regarding the views on the establishment of the OP JF PKPM, field findings indicate that this is a positive step, as every organization formed has directions and goals to achieve. DPMPTSP DIY is also ready to recognize this professional organization and will encourage ASN holding functional positions to join it. This shows normative support and openness from the local government towards the establishment of OP JF PKPM. However, the formation of this professional organization is initially carried out by the central government. This condition causes the local government to wait for further directions from the central government, so the plan to establish OP JF PKPM cannot yet be accommodated in the institutional planning. This shows that structurally, the planning mechanism at the local government level still depends on central government regulations. Therefore, the establishment of OP JF PKPM has not been included in the DPMPTSP DIY's strategic plan document.

Next, regarding the relevance of establishing OP JF PKPM to the needs of functional positions. Field findings indicate that the formation of this professional organization is relevant, given that the regulatory conditions for functional positions are not yet fully stable, as these positions are classified as new, with several consequences. The transfer of civil servants from structural to functional positions poses challenges for career development. These challenges include opportunities for promotion or rank, as well as the possibility of holding a structural position. In this regard, the establishment of OP JF PKPM is considered relevant to the needs as it can provide support for career development.

In addition, if a functional position is designated as a profession, certain competencies are required, and a professional organization should be established to meet those needs. For example, one of the functional positions that is already well-developed is that of a doctor, who has special professional duties and a professional organization to maintain credibility and enhance certain competencies. Although the field of medicine is different from investment, investment is still a job that requires special competencies. Therefore, the existence of such a professional organization is important, making the establishment of OP JF PKPM considered relevant to the needs of civil servants.

Thus, in general, the acceptance of the establishment of the JF PKPM Professional Organization by the ASN DPMPTSP DIY is categorized as quite good. Information about



the formation of this professional organization has been received by some ASN DPMPPTSP DIY, although the information obtained is still general and not yet detailed. ASN DPMPPTSP DIY also views the establishment of this professional organization as a good step because it is relevant to the needs of ASN.

Definition or Understanding

Understanding or comprehension is the second stage in forming a perception. This process concerns how each individual interprets and gives meaning to information previously received. This can form a certain understanding among Civil Servants at DPMPPTSP DIY. This understanding includes definitions, objectives, and the roles and functions of OP JF PKPM.

Based on field findings, the official definition of OP JF PKPM is unclear, as there is no specific regulation governing this matter. According to the informant, a Civil Servant of DPMPPTSP DIY, OP JF PKPM is a forum with members from the same profession, who share the same goals and can accommodate JF PKPM. As conveyed by the JF PKPM informant:

"Until now, we don't know its definition because there are no regulations. But if based on personal understanding and personal perception, a professional organization for positions is a professional organization that accommodates the PKPM position" (JF PKPM,31/December/2025).

The one-stop integrated service functional position also conveyed that:

"What is certain is that it includes membership of the same profession, which of course has the same goals" (One-stop integrated service functional position,31/December/2025).

Regarding the purpose of establishing the JF PKPM Professional Organization, field findings indicate that the civil servant informants at DPMPPTSP DIY understand that the organization's formation is intended to uphold the dignity and credibility of the functional position in terms of competence and professionalism. In addition, the professional organization is expected to ensure that functional officials have clear competency standards and continuous professional development. This professional development can be carried out through various activities such as training, guidance, and strengthening professional ethics. Thus, the purpose of establishing the professional organization is more oriented towards long-term achievements so that JF PKPM has institutional support.

Next, related to the role of the OP JF PKPM. Field findings indicate that informants from ASN DPMPPTSP DIY understand that this professional organization serves as a center of guidance, responsible for improving JF PKPM's competency. In addition, the professional organization serves as a networking platform. With a networking platform, communication among investment management officials can be established in a more structured manner. This encourages collaboration and information exchange in the investment sector with agencies in other regions. Thus, the professional organization not only plays a role in individual competencies but can also strengthen institutional collaboration in supporting better investment management.

Regarding the function of the OP JF PKPM, field findings indicate that informants understand the organization's role: to formulate professional codes of ethics, organize training and competency tests, and provide advocacy services. These functions play an



important role in ensuring that each functional officer has clear standards of professional behavior, as well as measurable knowledge and skills in accordance with their job duties. The existence of codes of ethics, training, and competency tests can improve performance in functional positions. The existence of advocacy facilities can also serve to strengthen the position of functional officers in carrying out their duties. In addition, it can protect against potential legal issues that may arise in the execution of their work duties. Therefore, the professional organization is expected to serve as a strategic instrument to ensure that functional positions have advocacy power and to support the development of competence and professionalism.

Thus, in general, the understanding related to the definition, purpose, role, and function of the establishment of OP JF PKPM is well understood by the civil servants of DPMPSTSP DIY, even though there is no specific regulation yet. The civil servants of DPMPSTSP DIY understand that this professional organization is a platform for members of the same profession to develop competence, improve professionalism, advocate, and facilitate networking.

Assessment or Evaluation

Assessment or evaluation is the final stage in the formation of a perception. This stage concerns how civil servants at DPMPSTSP DIY conduct assessments or evaluations. The assessment or evaluation is the result of an previously formed understanding. Assessment or evaluation includes evaluating urgency and the challenges in establishing OP JF PKPM.

Based on field findings, the urgency of forming the JF PKPM Functional Position Organizational Unit is considered high. This is because JF PKPM is a relatively new position and is still subject to various dynamics in its implementation. This functional position is also closely related to individual competence, thus requiring a platform to facilitate its development. The development of competence encompasses knowledge, skills, and professionalism and is aligned with the tasks and functions of the JF PKPM. Without a platform to support this functional position, there is a risk of a gap between the competencies of each individual and the job demands, which can affect work quality. As stated by a JF PKPM informant:

“Because if we talk about functional, we are talking about personal competence. Well, there indeed has to be an organization that oversees it, how the competence development is carried out, and then what kind of training is suitable for PKPM, according to its duties” (JF PKPM,31/December/2025).

Filling positions related to employee promotions or replacements is also not easy, as it must meet certain competency test requirements and work experience requirements. This is basically intended to maintain professional standards. However, the available human resources are also limited. In addition, there are differences in the mechanisms for becoming a functional position between the past and the present. Previously, functional positions were filled through a self-application and examination mechanism. Meanwhile, currently, they initially go through an equalization mechanism, which creates a gap in competency characteristics among employees. Employees appointed through examination and equalization mechanisms may differ in terms of readiness and understanding. The difficulty of regenerating functional positions at higher levels is also a concern if there is no in-passing mechanism in place. For example, in



certain conditions, mid-level functional officials have entered retirement age. Still, the functional officials below them have not yet met the requirements for competency tests and certain work experience to be promoted. This indicates an imbalance between the organization's needs and the availability of human resources with the required qualifications.

In addition, professional organizations are expected to serve as a source of information and references. Without a professional organization, functional positions must independently seek various separate pieces of information. This situation can create the risk of misunderstandings, leading to suboptimal information exchange. The implementation guidelines and technical instructions must also be clear and detailed. This is important to ensure that the establishment of the professional organization does not conflict with regulations established by the central government, namely, BKPM. With clear technical instructions and implementation guidelines, it is hoped that collaboration and harmonization can be realized, thereby achieving alignment of objectives. Informants also assess that the formation of a professional organization must be designed appropriately so as not to create excessive administrative burdens. Excessive administrative burdens risk reducing performance quality by diverting the focus of functional positions from their main job duties. In addition, their implementation needs to be carefully designed to provide tangible positive benefits without placing a burden on functional positions, so that performance is maintained. Therefore, establishing the OP JF PKPM is considered urgent, as it serves as a medium for providing information, developing competencies, and strengthening the coaching system.

Regarding the formation of OP JF PKPM, it cannot be separated from various challenges. These challenges include a multi-layer institutional structure from the central to the regional level. In the regions, there are also provinces down to regencies and cities, and special areas like Jakarta that go directly to subdistricts and villages. This creates a need for an accurate data system on the number and presence of professional organizations across regions. The differences in characteristics and potential across areas, whether large cities or underdeveloped areas, also create differences in competency needs. These differences can create communication and coordination obstacles if not managed with an effective system. For example, in large cities, the tendency is towards the industrial sector, making the agricultural or fisheries sector less relevant. Therefore, it is necessary to adjust training materials to suit the characteristics and potential of each region.

Another challenge faced after the formation of this professional organization is the potential disappointment members may feel regarding the organization's performance. This situation can occur if the professional organization is unable to meet JF PKPM's needs in both general and specific contexts. For example, inconsistency between planning and the implementation of work programs, and the inappropriateness of work programs prepared in relation to members' needs. Such conditions can generate negative perceptions of the organization's performance, thereby hindering the sustainability of the professional organization itself. Therefore, the organization's integrity must be maintained to uphold members' trust and the sustainability of this professional organization.

Thus, in general, the assessment of ASN DPMPSTSP DIY regarding the establishment of the JF PKPM professional organization is considered positive. The urgency of forming this professional organization is deemed high because JF PKPM is relatively new and still



faces various dynamics. The professional organization is expected to serve as a platform for providing information, developing competencies, and strengthening the supervision system. However, the formation of this professional organization is not without various challenges that must be addressed. Therefore, in its implementation, it needs to be carefully designed and managed sustainably to provide tangible, positive benefits without placing a burden on functional positions, thereby maintaining performance.

CONCLUSION

Based on the research conducted, the civil servants of DPMPSTSP DIY view the formation of the OP JF PKPM as a positive development. The formation of this professional organization is expected to serve as a platform for functional positions to develop competencies, enhance professionalism, advocate, and provide networking opportunities. The potential for establishing the OP JF PKPM in the Special Region of Yogyakarta is ready to proceed, as it meets the needs of civil servants. However, several challenges must be addressed in forming the professional organization. Some of the challenges faced are, first, the differences in institutional structures that are multi-layered from the central to the regional levels, which create the need for an accurate data system regarding the number and existence of professional organizations in various areas. Second, differences in characteristics and potential between major cities and underdeveloped areas. Third, members may feel disappointed in the organization's performance if the professional organization is unable to facilitate functional positions for investment management administrators.

Based on several identifiable challenges, policy recommendations are needed as initial efforts and strategic measures for the supervising agency, namely BKPM, to ensure the sustainability of the professional organization. These policy recommendations include:

- a. Preparing human resources who are ready to manage OP JF PKPM, possess high attention, enthusiasm, and integrity, and ensure that OP JF PKPM has a strong foundation so that there is a clear legal framework, thereby formally recognizing its existence and allowing all activities or policies to be carried out legally, so that in implementation, they can run optimally.
- b. Develop competency development materials tailored to the characteristics and potential of each region, and develop a digital data system that regularly updates the data to ensure information on the number and existence of OP JF PKPM is more accurate, thereby improving the performance of civil servants and encouraging economic growth in the regions.
- c. Ensure that implementation guidelines and technical instructions are clearly and in detail prepared, and prepare written guidelines in the form of reading materials or pocketbooks containing fundamental information on important aspects of investment, so that their implementation can proceed consistently and in a directed manner according to the established.
- d. Conduct regular monitoring and evaluation with the management of OP JF PKPM, the supervising agency itself, and local agencies to assess the performance and contribution of the professional organization so that it can serve as material for continuous improvement for organizational development.



In addition, steps that JF PKPM can take after the professional organization has been established include:

- a. Create an internal coordinator as a liaison between the center and the regions to accommodate regional needs.
- b. Establishing relationships with professional investment management organizations in other regions in Indonesia so that they can serve as a means of exchanging information and experiences.
- c. Strengthening the competence of JF PKPM through training and competency tests regularly facilitated by professional organizations.
- d. As a forum for coordination and concern among functional positions within one agency, it promotes a collaborative work culture, thereby positively impacting performance improvement.

This study has limitations in its scope, focusing only on Civil Servants at the Investment and One-Stop Integrated Service Office of the Special Region of Yogyakarta, so the results do not yet reflect the perceptions of Civil Servants in other regions with different regional characteristics and potentials. Therefore, future researchers are expected to expand the scope of research locations across regions with diverse characteristics and potentials and to use mixed-methods, combining qualitative and quantitative data, thereby providing a more comprehensive picture.

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