



Career Management Challenges Of Functional Health Workers After The Decree Of The Minister Of Religious Affairs (Kma) No. 1150 Of 2025 At The Ministry Of Religious Affairs' Primary Clinic

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Abstract. The Purpose Of This Study Is To Determine The Challenges Of Career Management Of Functional Positions Of Health Workers After The Decree Of The Minister Of Religious Affairs (Kma) No. 1150 Of 2025 At The Primary Clinic Of The Ministry Of Religious Affairs. The Research Method In This Study Is Descriptive Qualitative With Descriptive Analysis Methods. The Results Of This Study Show That Functional Positions Of Health Workers Still Face Challenges In The Form Of Limited Opportunities For Competency Development, Lack Of Clarity In Career Paths, And Credit Score Assessments That Are Not Yet Balanced With Workload. Therefore, Although Kma No. 1150 Of 2025 Has Been A Step Forward In Job Arrangement, Its Implementation Needs To Be Accompanied By Continuous Training Support, A Merit-Based Promotion System, And An Adaptive Mutation Mechanism So That Career Development Of Health Workers Can Run Optimally. The Results Of This Study Are Expected To Contribute To The Development Of Human Resource Management, Especially Related To The Arrangement Of Functional Positions Of Health Workers Within The Ministry Of Religious Affairs. In Addition, The Findings Of This Study Are Expected To Be The Basis For The Formulation Of Strategic Policies To Strengthen The Career System Of Health Workers And Improve The Professionalism Of Health Services At The Primary Clinic Of The Ministry Of Religious Affairs.

Keywords: Career Management

INTRODUCTION

Human resource management (HRM) is a crucial factor in the success of any organization, including government agencies engaged in public services. In the context of healthcare, career management of healthcare workers is a crucial aspect because it directly relates to the quality of services provided to the public. State Civil Apparatus (ASN) holding functional positions are required to possess competence, professionalism, and a clear career path. Therefore, regulations related to functional positions play a strategic role in guiding the direction of ASN career development. Minister of Religious Affairs Decree (KMA) No. 1150 of 2025 concerning the position and description of functional positions and executive positions in the job map at the Ministry of Religious Affairs serves as a legal instrument to clarify the position

of functional positions, including healthcare workers at the Pratama Clinic. This regulation is expected to align HR needs planning, career development mechanisms, and healthcare worker performance assessments within a more effective bureaucratic system. However, in its implementation, several challenges remain that hinder the optimization of career management for healthcare workers. Some of these obstacles include limited job formations, the complexity of the promotion process, limited understanding of credit points, and minimal support for competency development. These conditions hamper the career development of health civil servants, which in turn can impact the quality of healthcare services at the Ministry of Religious Affairs' Primary Clinic. Based on this background, this study focuses on analyzing the challenges in career management for functional healthcare positions following KMA No. 1150 of 2025 at the Ministry of Religious Affairs' Primary Clinic. This study is expected to not only identify existing obstacles but also provide strategic recommendations for strengthening human resource management, thereby supporting improved civil servant performance and the quality of healthcare services.

RESEARCH OBJECTIVE

To determine the career management challenges of functional positions for healthcare workers following the Decree of the Minister of Religious Affairs (KMA) No. 1150 of 2025 at the Ministry of Religious Affairs' Primary Clinic.

LITERATURE REVIEW

Human Resource Management (HRM) Human resource management is a strategic effort to manage the workforce to ensure optimal efficiency for the organization. According to Hasibuan (2019), HRM encompasses workforce planning, development, management, and evaluation. In the context of government agencies, HRM aims not only to increase productivity but also to ensure compliance with personnel regulations.

ASN Functional Positions A functional position is a position that indicates the duties, responsibilities, authority, and rights of a civil servant (ASN) in a specific area of expertise, the implementation of which is based on specific skills and expertise (ASN Law No. 5 of 2014). Functional position development is carried out through a credit point system, job levels, and competency development. Research by Wibowo (2020) emphasizes that functional position management must consider career development opportunities to avoid stagnation.

Health Workers in Functional Positions Health workers, as part of the ASN, play a vital role in providing health services. According to the Regulation of the Minister of Administrative and Bureaucratic Reform No. Under Law No. 13 of 2019, healthcare workers holding functional positions are required to meet competency, productivity, and credit score standards to support career development. The main challenges for healthcare workers are limited job positions, access to training, and administrative workload.

Ministry of Religious Affairs Regulation No. 1150 of 2025 regulates the positions and job descriptions of functional and executive positions within the Ministry of Religious Affairs. This regulation aims to clarify the job map, align organizational needs with employee competencies, and strengthen the professionalism of civil servants. In its implementation, this regulation has a direct impact on the Ministry of Religious Affairs' primary clinics, which employ healthcare workers with functional positions.

Career Management According to Sinambela (2016), career development is an effort undertaken by organizations to plan the careers of their employees, known as career management. This includes planning, implementing, and monitoring careers. According to Affandi (2022), career development is a process of increasing an individual's work ethic, achieved in order to achieve their desired career. According to Fauzi et al., 2022, indicators of career development include education and training, promotions, and transfers. Meanwhile, according to Wirayudha et al., (2020),

Previous Research

Several relevant studies, such as those by Sari (2021), which discussed the challenges of civil servant career development in functional positions, show that functional position policies are often hampered by formation factors, lack of development, and limited access to continuing education. Another study by Prasetyo (2022) emphasizes the importance of HR strategies in optimizing policy implementation to positively impact organizational performance.

Based on the literature, it can be concluded that the analysis of the implementation of KMA No. 1150 of 2025 in the context of health workers at the Ministry of Religion's Primary Clinic is important to see the extent to which the policy is able to answer the needs of career development and improve organizational performance.

RESEARCH METHODS

This study used a descriptive qualitative approach to gain a deeper understanding of the implementation of KMA No. 1150 of 2025 on the career management of functional positions of healthcare workers at the Ministry of Religious Affairs' Primary Clinic. The qualitative approach was chosen because it allows for direct exploration of experiences, perspectives, and dynamics occurring in the field. The study was conducted at the Ministry of Religious Affairs' Primary Clinic, with subjects consisting of civil servant healthcare workers, structural officials, and parties involved in the management of functional positions.

Data were collected through in-depth interviews, direct observation, and documentation studies of regulations, HR planning documents, and performance reports. The data analysis process used the Miles & Huberman interactive model, which includes data reduction, data presentation, conclusion drawing and verification. To maintain data validity, researchers used source and method triangulation techniques, and double-checked key informants to ensure the reliability of the research results. With this method, the study is expected to provide a comprehensive overview of the challenges and strategies for career management of healthcare workers in the context of implementing KMA No. 1150 of 2025.

ANALYSIS METHOD

According to Sugiyono (2022:226), descriptive analysis is used to analyze data by describing or depicting the collected data as it is without the intention of drawing general conclusions or generalizations. The collected data is then tabulated and discussed descriptively. In this work, researchers are involved in describing respondents' answers or responses to all measured concepts.

RESULTS AND DISCUSSION

Ministerial Decree (KMA) Number 1150 of 2025 is a regulation governing the job descriptions and job descriptions of functional and executive positions within the Ministry of Religious Affairs. This decree aims to restructure the organizational structure to be more efficient, proportional, and aligned with the needs of work units at various levels, from echelon I units, provincial offices, district/city Ministry of Religious Affairs offices, state religious universities, to technical implementation units such as the Office of Religious Affairs (KUA), state madrasahs, Hajj halls, and dormitories.

This KMA emphasizes that the job map is compiled electronically and serves as the basis for all personnel processes, including needs planning, appointment, placement, transfer, and job assignment. If there are functional or executive positions not yet listed in the KMA appendix, the work unit may submit a proposal for additional positions to the Secretary General through the Bureau of Organization and Administration, including job analysis, workload, and other supporting data. The appointment and placement of employees are carried out based on formations approved by the functional position supervisory agency and the relevant personnel agency.

In addition, KMA 1150/2025 also emphasizes the evaluation and review mechanisms conducted annually by the Secretary General to ensure the effective implementation of the job map. For functional positions no longer listed in the new map, the officials who hold them can continue to carry out their duties until retirement, but the positions will not be filled again.

Through this policy, the Ministry of Religious Affairs hopes to create clarity of duties and functions for all ASN, encourage more professional institutional arrangements, and support the implementation of integrated institutional information systems such as SlgMA (Ministry of Religious Affairs Institutional Information System) to strengthen transparency and accuracy in organizational management.

Based on this, the study shows that the implementation of KMA No. 1150 of 2025 at the Ministry of Religious Affairs' Primary Clinic has provided legal certainty regarding the status and job descriptions of functional health worker positions. This regulation is considered important because it can organize the organizational structure and clarify the job map according to the needs of health services. However, in practice, several challenges are still found facing health workers, including limited available functional position formations, difficulties in achieving credit points as a requirement for promotion, and limited opportunities to participate in training and competency development.

According to Fauzi et al. (2022), career development indicators include education and training, promotions, and transfers. These three aspects are interrelated in shaping the process of improving employee competency and mobility. In the context of implementing KMA No. 1150 of 2025, these indicators are crucial because this regulation restructures the position structure and job descriptions within the Ministry of Religious Affairs, including for healthcare workers in functional positions.

From an education and training perspective, KMA 1150/2025 clarifies the competency standards required for each position. This encourages healthcare workers to participate in training tailored to their position's needs, enabling their professional development. Furthermore, regarding promotions, the KMA's job structure creates a more transparent career system based on performance and competency, rather than solely on length of service.

Furthermore, transfer indicators also play a strategic role in career development, as transfers are now geared towards enhancing work experience and equitable competency. With a structured job map, the transfer process can be more planned, tailored to organizational needs and individual capabilities.

However, as stated by Wirayudha et al. (2020), functional positions in healthcare workers still face challenges such as limited competency development opportunities, a lack of clarity in career paths, and an imbalanced credit score assessment with workload. Therefore, although KMA No. 1150 of 2025 represents a significant step forward in job restructuring, its implementation needs to be supported by ongoing training, a merit-based promotion system, and an adaptive transfer mechanism to ensure optimal career development for healthcare workers.

This was reinforced by interviews and observations, which revealed that healthcare workers assessed that this policy was not fully supported by a targeted career development strategy. For example, healthcare workers still felt burdened by administrative obligations related to preparing credit score documents, while the burden of daily medical services remained high. Furthermore, structural support from clinic management was still perceived as less than optimal, particularly regarding the development of functional positions and the provision of facilities for competency development.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The results of this study indicate that functional positions in healthcare workers still face challenges such as limited opportunities for competency development, a lack of clarity in career paths, and an imbalance in credit score assessments relative to workload. Therefore, although KMA No. 1150 of 2025 represents a significant step forward in job structuring, its implementation needs to be supported by ongoing training, a merit-based promotion system, and an adaptive transfer mechanism to ensure optimal career development for healthcare workers.

Recommendations

To address these issues, a more focused human resource management strategy is needed. First, the Ministry of Religious Affairs and Pratama Clinic administrators need to expand functional position formations to meet service needs. Second, ongoing mentoring and coaching are needed regarding credit score preparation to avoid administrative burdens on healthcare workers. Third, the provision of training, workshops, and competency development programs must be increased to support professional development. Finally, collaboration between management, healthcare workers, and personnel units is needed to ensure effective implementation of KMA No. 1150 of 2025 and contribute significantly to improving the quality of healthcare services.

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