



Civil Service Promotion Management at the Department of Education and Culture of Pasaman Regency

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Abstract: *This research aims to analyze civil service promotion management at the Department of Education and Culture of Pasaman Regency. The research location that the researcher took in this study was the Pasaman Regency Education Office. The research method used in this study is a qualitative research method with a case study research design. Researchers directly determine informants related to the research object who can provide information about physical resource capacity, operational process capacity, and human resource capacity. In a study, data analysis techniques are a very important way. Data that is analyzed qualitatively, as well as quotes from interview results, are displayed to support data analysis. The results of the study indicate that the management of civil service promotion based on aspects of work experience, work skill, and a combination of work experience and work skill still needs to be improved at the Department of Education and Culture of Pasaman Regency.*

Keywords: *Civil Service, Promotion, Management.*

1. INTRODUCTION

Every autonomous region certainly has various goals that it wants to achieve to advance the region and the community within it. In order for each goal to be realized, each regional apparatus agency must be filled with human resources who are always active and have high initiative in carrying out their duties and responsibilities. Management of government affairs must be carried out effectively and efficiently, so that it requires an apparatus that has high professionalism.

The performance of employees in each sector that is considered poor often gets various spotlights from the public and bureaucratic observers. Various spotlights arise due to the performance of employees who are considered unproductive, have low levels of discipline,



and most seriously do not use state funds properly. Based on several things above, serious handling is needed to improve the quality of employees (Hamali, 2016).

Planning, implementation, and evaluation activities must be carried out properly to have an apparatus that does have the quality that suits the needs. Regional governments are required to have a dynamic nature in facing challenges and innovations that continue to develop, therefore Civil Servant management must also utilize every skill and resource available to address every need.

One of the activities of state civil servant management is promotion. This activity aims to provide an opportunity to increase employee productivity, create a sense of satisfaction in working, add new insights for employees regarding a new task, and fill vacant positions. In the implementation of promotion must be based on competence, qualifications and other requirements needed to occupy a position (Rudito, 2016).

Within the scope of the Pasaman Regency Education Office, there is a job promotion process which is one of the important aspects in employee career development. Job promotion is a form of recognition of an employee's work performance, competence, and dedication. In this context, it is important to implement a transparent and fair job promotion system in order to create a work environment that motivates and encourages employee achievement. Some of the background problems that may be faced in implementing job promotion management strategies at the Pasaman Regency Education Office, the lack of transparency in the promotion process, a non-transparent job promotion system can cause dissatisfaction and feelings of injustice among employees, if employees feel that there is no guarantee of objectivity in the promotion process, this can lead to a lack of employee motivation and performance. The existence of nepotism or clientelism practices in some cases, job promotions in government are still related to nepotism factors or personal relationships with authorized officials. This can be detrimental to employees who have better qualifications and achievements but are ignored in the promotion process.

Effective job promotion management is essential in creating a professional, fair, and motivating work environment for employees at the Pasaman Regency Education and Culture Office so that the agency can improve the efficiency and quality of services provided to the community and ensure that the best employees occupy positions that match their capabilities, therefore the implementation of job promotions at the Pasaman Regency Education Office must be carried out by existing provisions because promotion is a form of appreciation given to state civil servants who have the required qualifications and work achievements and it is hoped that there will be no difference in treatment for employees who receive promotions in terms of ethnicity, religion, race, and class.

In this study, there are problems encountered in the field. Based on interviews conducted in the promotion has not been implemented optimally due to political considerations. This is often off the record where the process cannot be known by others or in other words the process is closed and only a handful of parties know about it. The situation that occurs in the field is not in accordance with the management of job promotions.

Promotion must be done on the basis of objective comparison of competencies, qualifications, and requirements needed to fill the position, leadership ability, creativity, assessment of work performance. One of the biggest mistakes in emphasizing reform is



prioritizing hard side development (management, institutional facilities, and others) as a lever for the soft side (work culture, career pattern system, competency development, and others). This research aims to analyze civil service promotion management at the Department of Education and Culture of Pasaman Regency.

2. RELATED WORKS

Human Resource Management

Human resource management is a series of agency activities that are directed at attracting, developing, and retaining effective workers. Managers have a major role in directing people in the agency to achieve the expected goals, including thinking about how to have human resource management that is able to work effectively and efficiently. The general objective of the human resource management section is to be able to provide maximum job satisfaction to the agency's management which is further able to influence the agency's value in the short and long term. Human resource management can be interpreted as the utilization of human resources in the agency, which is carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and health, and industrial relations (Winardi, 2002). The process of managing people, through planning, recruitment, selection, training, development, compensation, career, safety and health and maintaining industrial relations until termination of employment in order to achieve agency goals and improve stakeholder welfare. Managing the relationships and roles of resources owned by individuals efficiently and effectively and can be used optimally so that the common goals of the agency and society are achieved optimally.

Promotion Management in the Management of State Civil Apparatus

Civil servant management includes determining formations, procurement of appointments, transfers, dismissals, determining pensions, salaries, and welfare benefits, legal rights and obligations of transfers, promotions or mutations are part of coaching, in order to provide greater work experience, responsibility and ability to employees. The main purpose of the promotion of state civil servants is to increase the efficiency and effectiveness of the performance of the state civil apparatus concerned (Abdullah, 2014). In addition to coaching promotions, mutations can occur due to the simplification or development of an agency. The implementation of appointments to structural positions at echelon I in central agencies is determined by a Presidential Decree after receiving written consideration from the State Civil Service Commission. Appointments to structural positions at echelon II and below in central agencies are determined by central personnel development officials after receiving consideration from the Central Agency Position and Rank Consideration Agency. Appointments to structural positions at echelon II and below in districts or cities are determined by district or city regional personnel development officials after receiving consideration from the District or City Regional Agency Position and Rank Consideration Agency. The appointment of the Regional Secretary of a Regency or City is determined by the Regional Personnel Development Officer of the Regency or City after obtaining approval from the leadership of the Regional People's Representative Council of the Regency or City,



after first consulting in writing with the Regent. The Position and Rank Consideration Agency is formed based on the provisions of Article 14 of Government Regulation Number 100 of 2000. The purpose of establishing the Position and Rank Consideration Agency is to guarantee the quality and objectivity in the appointment, transfer, and dismissal of civil servants in and from structural positions at echelon II and below.

3. METHODOLOGY

The research location that the researcher took in this study was the Pasaman Regency Education Office. The researcher chose the location at the Pasaman Regency Education Office because based on observations in the field, there were still phenomena or problems in the implementation of promotions where in the inauguration of teachers who were considered to have no transparency. After all, they had previously received an invitation for promotion but the inauguration was postponed and not inaugurated.

The research method used in this study is a qualitative research method with a case study research design because the research data is descriptive so that it does not involve numbers or statistics, in the research used the researcher examines or describes in depth the phenomenon being studied, and approaches intensively with informants in order to obtain accurate data (Silalahi, 2012). In particular, qualitative methods are often used to demonstrate three related concepts, namely non-positivistic qualitative research epistemology, qualitative research strategies that are more directed at interpreting or revealing meaning than generalizing causal relationships, and qualitative research techniques that are not operationalized with numbers, such as interviews (Moch, 2011). Qualitative research emphasizes many aspects of one variable and develops sensitivity to concepts and describes realities that are not singular or plural, the samples used are small and representative with specific purposes (Sugiyono, 2017).

Research informants are research subjects who can provide information about the phenomena or problems raised in the research (Ansori, 2020). Therefore, research informants are very much needed by this researcher in order to obtain information related to the research title that has been determined. So, to obtain information that has clarity and accurate data, researchers use purposive sampling techniques in determining research informants. Based on the description above, researchers directly determine informants related to the research object who can provide information about physical resource capacity, operational process capacity, and human resource capacity.

In a study, data analysis techniques are a very important way. Data that is analyzed qualitatively, as well as quotes from interview results are displayed to support data analysis. Data analysis used in solving problems arising from research from the beginning to the completion of data collection. To ensure complete data or information and measure its validity and high reliability in qualitative research using triangulation techniques. Triangulation as a combination or combination of various methods used to study interrelated phenomena from different points of view and perspectives (Moleong, 2010). In short, findings are stronger when researchers collect their data through multiple sampling strategies,

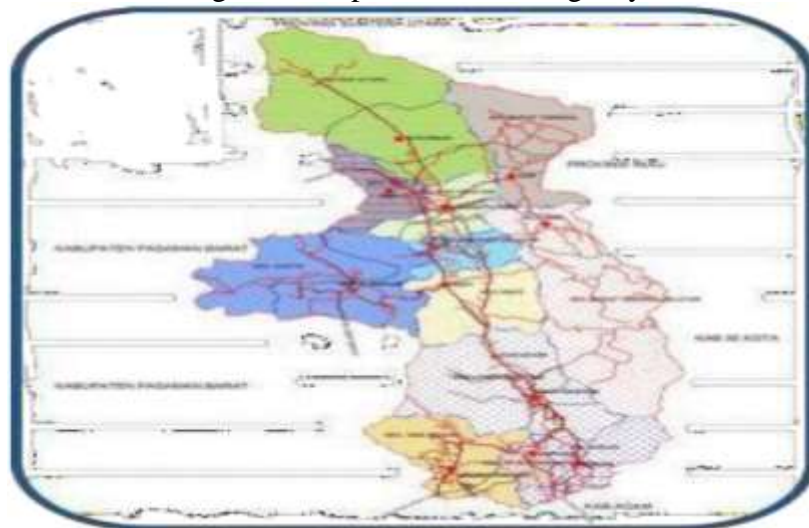
use more than one researcher in the field, involve multiple theoretical positions in data analysis, or use contrasting data collection methods (Rukajat, 2018).

4. RESULTS AND DISCUSSION

General Description

Pasaman Regency is located in the northern part of West Sumatra Province with an area of 4,447.63 km² or equivalent to 10.44% of the area of West Sumatra Province. Geographically, Pasaman Regency is crossed by the equator and is located at 0° 55"LU to 0° 06"LS and 99° 45" to 100° 21"BT. Administratively, Pasaman Regency is divided into 12 Districts, 37 Nagari (Villages) and 225 Jorong. Regarding the division of land area, the district with the largest area is Mapat Tunggul District with an area of 605.29 km² or 15.33% of the area of Pasaman Regency, namely 2 nagari and 8 jorong. Pasaman Regency has 5 mountains and more than 100 rivers spread throughout the Districts and Kenagarian and the highest mountain in Pasaman Regency is Mount Tambin with a height of 2,271 m which is located in Lubuk Sikaping District.

Figure 1. Map of Pasaman Regency



Population is the basic capital in every development process in a region because population is a subject and object in carrying out development in a region. With such an important process of compiling development planning, because population is a very important factor, in Indonesia the population census is conducted once every five years and Pasaman Regency also does the same thing, the results of population data in Pasaman Regency have not been able to meet the needs of compiling development planning. The population density in Pasaman Regency is recorded at 71 people/km², which means that every 1 km² there are 71 people, and in Panti District is the District with the largest population among the Districts in Pasaman Regency, namely with a population of 202 people/km.

The Pasaman Regency Government, West Sumatra Province, stated that 70 percent of its population depends on the agricultural sector for their livelihood, the other 30 percent are



traders, civil servants, and other livelihoods. The large number of people working in the agricultural sector is due to the geographical factors of the area which allow people to move in this sector, the good thing about the agricultural sector in Pasaman Regency, it can be said that 70 percent of people's lives are above the poverty line. However, they are vulnerable to poverty because the agricultural sector is highly dependent on the annual harvest. The agricultural sector that is widely managed by the local community includes rice, corn, cocoa or chocolate, oil palm, and so on.

The Education Office for the Pasaman Regency area, West Sumatra Province is a government agency that is responsible for all matters related to education in its area. It is tasked with carrying out the affairs of the Pasaman Regency Government in the field of education based on the principles of autonomy and assistance tasks, as well as carrying out other tasks related to education given by the Mayor or Regent according to their field of duty. Through this education office, the regional government in the field of education carries out its duties in its work area. These duties include assistance in population affairs, supervision, preparation of regional education programs, preparation of strategies, formulation of education policies, to providing public services in terms of education. This education office also becomes a supervisor and grants permits for schools from kindergartens, elementary schools, junior high schools, high schools, to tutoring institutions.

Civil Service Promotion Management at the Department of Education and Culture of Pasaman Regency

The management of civil service promotion based on aspects of work experience, work skill, and a combination of work experience and work skill still needs to be improved at the Department of Education and Culture of Pasaman Regency.

a. Work Experience

The process of identifying positions that require job promotion at the Pasaman Regency Education Office is the result of a careful and structured approach. The steps taken in this process include reviewing the agency. Judging from the experience of state civil servants or refills, and evaluating their performance, competence, and qualifications. Senior employees are individuals who have more work experience, so they can be prioritized in the job promotion process because of the correlation between length of service and skills, knowledge, and talent in working. Decision making in all stages of promotion and refill selection, decisions are based on principles, meaning that the civil servant who best meets the criteria and performs best will be selected. Post-promotion evaluation after the promotion or refill is completed, an evaluation of the results is carried out and the performance of the new civil servants in their roles is monitored. In order to ensure transparency, fairness, and objectivity in this entire process, complying with applicable guidelines and policies and adhering to the principles that are very important in promotion and refill management. While identifying and assessing employee skills in the context of job promotion is an important step in ensuring that each candidate selected not only has a track record of superior performance, but also skills and potential that match the demands of higher job responsibilities. In the context of identifying potential candidates for job promotion at the Pasaman Regency Education Office, emphasis on skills is the main key. This process involves a careful



assessment of employee performance, managerial skills, and self-development abilities to ensure the selection of candidates who not only have a strong track record but are also able to answer the demands and responsibilities of higher positions. Based on the results of interviews with the informants above, it can be seen that in terms of experience, the most important thing is seniority in rank and work experience. If we pay attention to the information, facts, and data obtained, it can be said that promotion in structural positions in the Pasaman Regency Education Office is not yet optimal. This can be proven by the existence of several positions occupied by personnel who do not match their educational background and other competency aspects.

b. Work Skill

The implementation of the civil service promotion management process based on skills was created as an instrument to assess the level of promotion implementation in government agencies. This assessment is objective and standardized based on the self-assessment method. These skills must be closely related to the position to be promoted. Leadership skills and other competencies leadership skills, communication skills, and the ability to work in a team and collaborate are carefully assessed. This is important because higher positions often require the ability to lead and manage a team. The correlation between the skills required to perform the duties of the position to be promoted and the level of professionalism in working and carrying out tasks. Feedback and recommendations, feedback from colleagues, subordinates, and superiors are also factors that are assessed, including how a person interacts with others in the work environment and how they are perceived by their colleagues. Compliance with the rules of work ethics and the agency's code of ethics is very important and is part of the assessment. All of these criteria are used as the basis for the selection process for job promotions that are committed to carrying out this process with transparency and fairness, and adhering to the principle of ensuring that the most suitable and capable individuals for higher positions are fairly selected based on their achievements and qualifications. Steps taken to ensure transparency and fairness in the job promotion process involve establishing clear criteria, cross-functional participation in the evaluation, using objective assessment methods, and open communication to all employees. Thus, each step in the promotion process can be explained in detail to all parties, minimizing the risk of bias and upholding the principles of transparency and fairness. From several opinions of the informants above, it can be seen that in the process of determining who is worthy of being promoted in an agency, a number of main criteria are aspects of competence where the process of measuring work competence is a process of comparing or equating the job competence required by the organization with the work competence possessed by an employee or staff who occupies the position in question, whether it is in accordance with the criteria or not.

c. Combination of Work Experience and Work Skill

The civil servant selection process has a very important function for the success of the agency. This also applies to small to large agencies whose employee contributions have a higher level of impact on the agency. Implementing employee selection procedures and stages properly can help ensure that the agency will employ competent and loyal employees



who can help the agency achieve its goals. Everyone's contribution is very important. An employee who has poor performance, either due to poor work ethic or a mismatch of skills with their role or responsibilities, will have a direct impact on the agency. The job promotion selection process at the Pasaman Regency Education Office is designed to ensure that every step is carried out carefully and transparently. The selection team conducts an administrative selection to check whether all requirements have been met. Basic competency selection applicants who meet the administrative requirements will usually take a test or evaluation designed to measure basic understanding related to the position being promoted. This can be a written test or an online test. Civil servant field competency selection who pass the basic competency selection will then take the field competency selection stage. This can include a more in-depth written test, project assignment, or competency interview with the selection panel. Assessment of leadership skills and other competencies is a key aspect of the consideration process at the Pasaman Regency Education Office, having a structured approach to assessing leadership skills and relevant competencies in the context of the role to be promoted. From the interview results above, it can be said that this aspect provides added value for an officer if he wants to be promoted to a higher level or transferred to a better place. Promotion considerations are based on the length of service, formal education certificates held, and the results of the promotion exam. If someone passes the exam, the results of the exam will be promoted. This aspect in terms of experience prioritizes seniority of rank and class, work experience, namely the length of service period concerned and from the level of education held or training that has been followed while being a state civil servant and the results of the promotion exam, while in terms of the skills of an officer during work as explained above, there are several indicators. The combination of experience and skills in the promotion process is based on the length of work experience and skills. This method is the best and most appropriate basis for promotion because it promotes the most experienced and smartest people, so that the weaknesses of promotions that are only based on experience or skills can be overcome.

5. CONCLUSION AND SUGGESTION

The results of the study indicate that the management of civil service promotion based on aspects of work experience, work skill, and a combination of work experience and work skill still needs to be improved at the Department of Education and Culture of Pasaman Regency. Suggestions for improving the management of civil service promotion at the Department of Education and Culture of Pasaman Regency are increasing transparency and clarifying criteria, efforts are needed to increase transparency in the promotion assessment criteria. Employees need to clearly understand what is expected of them and how they will be assessed. To the personnel involved in the promotion of structural positions at the Department of Education and Culture of Pasaman Regency in this case the Human Resources Development and Personnel Agency and the Position and Rank Consideration Agency Team and the leadership elements to commit to implementing Law Number 5 of 2014 concerning state civil servants and Government Regulation Number 13 of 2002 concerning the appointment of state civil servants in structural positions, where in the appointment, aspects of work experience, work skills, and a combination of work experience and work skills are



prioritized as the main considerations and not to make appointments based on political intervention and nepotism systems. Conduct an evaluation of the implementation of the administrator position assessment competency test so that in the future it can be implemented better, and announce the results of the competency test so that all participants are aware of the intent and purpose of the job auction can be achieved and implement suggestions and input from the examination team, then carry out a competency test for supervisory positions so that state civil servant staff who are worthy of being promoted to supervisory positions have the opportunity to develop their careers. Providing opportunities for echelon IV officials who have met the requirements to be promoted to a higher level of echelon III and staff to echelon IV from the scope of the Regional Development Planning Agency. To the Regional Personnel Agency to conduct comprehensive data collection on the potential of state civil servants by developing appropriate systems and methods through cooperation with a team of experts.

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