

Policy Implementation Of The Position Of Civil Apparatus At The Regional Secretariat Of Palu Central Sulawesi Province

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Abstract – Civilian workers who conscientiously perform a given full service responsibility are rewarded with a promotion. With the promotion, it is intended that these personnel can compete in carrying out their duties as efficiently as possible and create excellent results. The aim of the promotion is to develop a merit-based professional infrastructure. Implementation of the Palu Open Selection Policy. The theory used is based on Edward III's philosophy and covers four aspects: communication, disposition, resources, and bureaucratic organization. This study used a qualitative design with a descriptive methodology. Data were obtained through interviews with regional heads, heads of the selection team, ASNs who passed the selection, observation, and documentation, then evaluated to provide an overview. The research findings show that based on the dimensions of the Edward III model of policy implementation, the implementation of the promotion system for structural officials at the Regional Secretariat of Palu City is still inadequate; there are still deficiencies in various aspects. Apart from that, communication and coordination between the authorities and implementing work units/units have been very successful. (2) Disposition, especially the consistency of implementing regulations regarding the promotion system for civil servants in structural positions (PP.11 of 2017 and UU.No.5 of 2014), is good but not optimal because there are still things that are not fully in accordance with what is expected have been determined/outlined, especially in terms of consistency in the application of promotion requirements. (3) The number and quality of human resources needed to implement the promotion system policy, in this case the HR of the Regional Civil Service Agency as the technical and administrative executor for the promotion of structural officials is appropriate. has been going well, with the existence of a selection committee responsible for selecting and administering structural authority and the Regional Civil Service Agency for operational technical and administrative matters .

Keywords – Communication, Disposition, Resources and Bureaucratic Structure

I. INTRODUCTION

Law Number 5 of 2014 concerning State Civil Apparatus, broadly provides instructions regarding Civil Servants, that the position and position of PNS is very important and decisive because PNS are state apparatus, public servants, and implementers of government in administering government. governance and national development. Bureaucratic reform is a historical milestone that gave birth to Law Number 5 of 2014 concerning State Civil Apparatuses. This law gave birth to Law Number 5 of 2014 concerning the State Civil Apparatus.

Promotion is the process of moving personnel from one position to another in an organization. The procedure in which a person is transferred to a new location or position which is considered higher than his previous position is called promotion. This transfer is carried out to another place or position. Promotion is considered as a reward for achieving good work performance in fulfilling duties in a job or position, therefore it is a dream that civil servants continue to look forward to. This is because promotion is seen as a reward for high work performance. (Nurainah, 2018) . The process of transportation, on the other hand, involves moving a person from one location to another that is functionally equivalent. The implementation of job transfers is generally adjusted to the needs of the organization and the advancement of the Civil Service profession. The career roles available

in the Civil Service can be broken down into two categories: structural positions and functional jobs. Law Number 8 of 1974 concerning Civil Service Principles as amended by Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 concerning Civil Service Principles was replaced with the State Civil Apparatus Law (ASN) because it was no longer appropriate with national demands and global challenges. The two laws were amended by Law Number 43 of 1999 Concerning Amendments to Law Number 8 of 1974 Concerning Personnel Fundamentals. In recruiting, appointing, placing and promoting candidates for positions in accordance with good governance and realizing the state civil apparatus as part of Bureaucratic Reform, it is necessary to define the state civil apparatus as a profession that has competence and qualifications. required by the position. In addition, the implementation of the management of the state civil apparatus must be based on a comparison between the competencies and qualifications required by the position with the competencies and qualifications of the candidates. In order to realize the state civil apparatus

PP No. 11 of 2017 concerning Management of Civil Servants, Covering Determination of Formation, Procurement of Appointments, Transfers and Dismissals, Determination of Pensions, Salaries and Welfare Benefits, Legal Rights and Obligations Transfer of promotions or transfers is part of the training provided to employees to give them more work experience, responsibility, and increased ability. The main objective of promotion to the rank of State Civil Apparatus is to increase the level of productivity and effectiveness of work performed by the State Civil Apparatus (ASN) concerned. Mutations can occur for many reasons, including promotion coaching, simplicity, and agency evolution.

Article 72 of the State Civil Apparatus Law stipulates that "every qualified civil servant has the same right to be promoted to a higher position". This provision regulates the open selection of state civil servants. This implies that career and promotion structures for public service must be open and subject to competition. Government Regulation Number 11 of 2017 concerning the Management of Civil Servants was issued as part of the process of inviting the ASN Law. According to the provisions of the ASN Law, ASN workers who occupy High Leadership Positions are referred to as High Leadership Positions (JPT). Prerequisites for the appointment of civil servants in order to be able to occupy a government job (JPT Management), one of which must have the qualifications and educational degrees that have been deemed necessary to occupy this position. Credentials and level of education will basically enable the implementation of tasks in a professional manner in their positions, especially the application of theoretical frameworks and methodical analysis of the implementation of tasks in their positions. In addition, it is mandated by the Open Procedure for Arrangement of High Leadership Positions in Government Agencies Regulation Number 13 of 2014 issued by the Minister of Administrative Reform and Bureaucratic Reform .

Promotion is an award given to government officials who carry out full service obligations with diligence and earn the respect of their superiors. It is appropriate for him to be given a promotion considering that promotion is a form of appreciation given to government officials who have served diligently in carrying out their daily responsibilities. Since promotion is the only chance for a higher income in a situation where promotion is no longer possible, superiors should be concerned about the fate of the civil servants who work under them. This is because promotion is the only option for increased compensation.

As a consequence of promotion, it is expected that these workers will compete with each other to carry out their duties as effectively as possible and also achieve positive results in their jobs. In carrying out their responsibilities, personnel are expected to have high discipline and morale. Because if employees maintain a high level of productivity, they will have the opportunity to advance in their careers.

It is felt necessary for the organization to implement the Regulation of the Minister for Administrative Reform and Reform Concerning Procedures for Filling High Leader Positions Openly in Government Agencies so that the implementation of open promotion has the standards and qualifications according to needs. This is so that open promotion has standards and qualifications that are in accordance with needs (PermenPAN-RB Number 13 of 2014). It was explained that promotions for positions in Regency/City Government Agencies are carried out openly and competitively among civil servants by taking into account the requirements for competence, qualifications, rank, education and training, track record of position, and integrity and other necessary requirements. in accordance with statutory provisions. invitation to apply for a job at a Regency/City Government Agency. invitation to apply for a job at a Regency/City Government Agency.

Echelon IV, which is the fourth layer of the structural position hierarchy, is divided into two stages: echelon IVA and echelon IVB. Echelon IV is one type of echelon included in the structural position hierarchy. The lowest rank for Echelon IV is

Group III/b, while the highest rank for Echelon IV is Group III/d. This indicates that the individual has the rank of stylist who has significant expertise in the field.

The rating carries the connotation of quality assurance. Therefore, at the provincial level, echelon IV can be considered as line managers of work units (agencies). That is, this individual functions as the person in charge of operations that have been operationalized based on the program that has been made at the echelon III level. The public policy implementation model put forward by Edwards III (1980:9 - 11) identifies four factors that play an important role in the efforts made to implement implementation. Communication, resources, disposition, and bureaucratic structure are the four variables at play here.

Communication, more specifically states that every policy will be implemented properly as long as there is good communication between program implementers (policies) and the target community (target group). Resources, more specifically the mention that every policy must be supported by sufficient resources, both human resources and financial resources. Sufficient number of human resources consisting of the quality and quantity of implementers capable of reaching all target groups. Disposition, also known as quality design process which is closely related to the implementation of plans and programs. Honesty, dedication, and democracy are essential qualities that must be held by implementers. Implementers who have a high level of dedication to programs or policies and are honest will always be able to face the obstacles they face. Bureaucratic Structure, particularly highlighting the fact that bureaucratic structure plays an important role in policy implementation. This component of the bureaucratic structure consists of two very important elements, the first is the organizational structure and method of implementation .

Palu Mayor Regulation Number 15 of 2016 concerning Position and Organizational Structure of Regional Apparatuses At the Palu City Regional Secretariat office there are as many as 40 employees with different levels of Echelon positions, where as many as 1 person has the position of Echelon II.a, as many as 3 people have Echelon II.b positions, 5 people have Echelon II.c positions, 9 people have Echelon III.a positions, and 21 people have Echelon IV.a positions.

At the Regional Secretariat of Palu City, the provisions for promotion of structural officials as outlined in Government Regulation Number 11 of 2017 have not been implemented optimally or optimally. Employees who do not meet the requirements of the assigned rank, have a position that does not match the proper categorization and educational background, and do not meet the standards of seniority and experience in holding the position that are visible during the promotion process. However, authority structures reflect subjective judgments and are not strictly based on fair and objective evaluations or judgments.

Circumstances surrounding the inauguration of structural officials within the Palu City Secretariat work environment, in particular the placement of employees in certain roles that are contrary to their discipline and the existence of an emotional bond between the regional head and the community he serves as users, tends to become the basis for policies regarding applying for positions. . The adage "The Right Man in the Right Place" definitely doesn't apply in this situation. "Putting the Right People in the Right Places" is the point. This shows that the process of carrying out promotions to structural positions does not follow the rules. Efficacy, productivity and employee morale can all be affected by subjective factors such as nepotism and poor staffing. The Baperjakat Forum (Position and Rank Consideration Agency) actually exists within the Palu City Government and functions to ensure quality and objectives in the placement, transfer and dismissal of civil servants to and from echelon II structural positions and below.

II. RESEARCH METHODS

A qualitative research method was chosen for this investigation (qualitative approach). A qualitative methodology was applied to this research. Creswell (2016: 4) defines qualitative research as a methodology used to find and understand the meaning given by a number of different people or groups of people to social or humanitarian problems. In this particular study, the method of attracting informants was carried out in a directed manner. In particular, the researchers chose individuals who knew and were familiar with the process of implementing promotions for positions held by civil servants at the Regional Secretariat of Palu City. These people are able to provide information regarding the authority to carry out promotions. There are secondary and primary data types. Observation data collection procedures, interviews and summaries. When it comes to examining data in qualitative research, various researchers have different viewpoints. A paradigm for data studies, presented by Miles Huberman and Saldana (2014) and dubbed the Interactive Model, was developed by Saldana. This interactive model consists of several different components, the most important of which are Condensed Data, Presented Data, and Employment Conclusion/Verification. The Baperjakat Forum, also known as the Position and Rank Advisory Board, is an organization that incidentally is part of the Palu

City Government. Its main responsibility is to ensure the achievement of the quality and objectives of the placement, transfer and dismissal of civil servants from and to echelon II structural positions and below .

III. RESULTS AND DISCUSSION

Since the issuance of Law Number 5 of 2014 concerning State Civil Apparatus, which mandates that the filling of high leadership positions both in central agencies and in regional agencies is carried out openly and competitively among state civil servants by taking into account competency requirements, qualifications, ranks, education and training , track record and integrity as well as other requirements required in accordance with the provisions of laws and regulations, the state civil apparatus has been required to carry out the filling of high leadership positions both at the center and in the regions.

This strategy was followed by all regions, including the Palu city government, by starting the first open selection in 2016 to fill the position of SMA leadership in the position of regional secretary. This is the first time such a selection has been made. And will return to carrying out its opening duties in 2019, with the target of filling several lower pratama high leadership positions at the tier II.b level. Based on the research findings, it is clear that the process of implementing the policy for filling open selection pratama high leadership positions within the Palu city government began with an open announcement of expenditure in the form of letter number 001/PANSEL. -JPTP/2019 concerning Opening for Filling of Primary Higher Leadership Positions in the Palu City Government in 2019. This announcement was made referring to the opening of vacancies for these positions in 2019. 2019.

Between April 2 and May 14, 2018, the Palu City Government implemented a policy for filling primary senior leadership positions through open selection. Twenty six (twenty six) participants attended the event consisting of two (two) civil servants from the Provincial Government of Central Sulawesi and twenty four (twenty) civil servants from the Palu City Government. The limited number of people responding to the original email will have an impact on the subsequent assessment of whether the vacant position can be filled or not. Because, according to the rules, they may not continue with the next stage of the selection process if less than three people are competing for one of the vacancies to be filled, "three" being the magic number. If you look at the results and developments, along with reports from the examination file team, the selection committee can extend acceptance, for selection, with the open hope that civil servants who meet the requirements can register as open selection participants, which will enable them to increase the number of participants from each position auctioned.

The next thing the selection committee had to do was provide three names of civil service supervisors for each post to be auctioned and then report their findings to the State Civil Apparatus Commission. Officials in charge of personnel development are given the discretion to choose one name out of three previously proposed names to be sworn in as the last official to replace the vacant position. This name will then take the position. according to the name chosen by the staff supervisory officer.

Promotion is the process of moving an employee from a position in a staff organization to a higher level in the structure. As a consequence, the results of the promotion process will always be followed by the duties, responsibilities and authorities that will be entrusted, which will be in contrast to the position previously occupied. Performance reviews that lead to promotions need to be carried out effectively so that they can be accepted by all parties without anyone feeling that they have been given an unfair advantage. Promotion is a way to encourage employees to be better and more enthusiastic about doing a job. Considering this fact, performance review leading to promotion needs to be carried out effectively.

Resistance to functional roles is based on the knowledge and abilities required to work, in addition to other objective criteria. Meanwhile, in terms of structural imprisonment associated with the position, it is quite close to the rank level allocated for the position. The author suggests that someone can find out the position of an employee by looking at the position held by the employee. This description supports their thesis. Additionally, each position has its own individual duties and responsibilities, ensuring there is no duplication of effort across the many jobs available.

Policy Implementation Viewed From The Aspect Of Communication

According to Edward, the factors that influence policy implementation work simultaneously and interact with each other, both helping and hindering policy implementation. As a result, the most effective method of solving this complexity is to address all of these factors together. Communication Before orders and judgments about policies can be made, they must first be communicated to the appropriate employees. Executors are responsible for accurately receiving and understanding

communications, which naturally must be correct. On the other hand, conveying implementation messages is hampered by a number of difficulties, and these constraints can complicate policy implementation.

Information must be communicated to those involved in policy making so that those involved in policy making are aware of what they need to do and what they need to do so that the goals and objectives of the policy can be realized. According to Edward III (2010: 97), policy communication includes a number of different characteristics, some of which include transmission, clarity, and consistency. These aspects will be discussed in more detail in the following paragraphs.

Some aspects of this communication according to Edward are

1. Transmission (good communication channeling).

Before orders and judgments about policies can be made, they must first be communicated to the appropriate employees. Based on the findings of the study, it is clear that the Palu City Personnel and Human Resources Development Agency has conducted outreach to all civil servants working in the Palu City Government, both through print and electronic media. distribution. The announcement has been published in local newspapers, as well as on the official website of the Palu City BKPSDM, and has been disseminated in stages from the leadership to the public officials who report to them.

2. Clarity

Most of the time, the instructions sent to the executor are vague and do not indicate when or how a program is executed. Due to the implementation of the policy, the communication message it conveys will be ambiguous, which may lead to misinterpretation and perhaps even an interpretation that contradicts the intended meaning of the original message. However, there is no guarantee that implementation will be hampered by unclear policy communication messages. When it comes to implementing policies, implementers require a certain degree of leeway. Based on the research findings, it is known that the information regarding the Open Selection submitted by the Personnel Development and Human Resources Agency for the City of Palu has been clearly conveyed. This information regarding requirements, acceptance period, and a list of other provisions is clearly stated in the official announcement made on the official website of the BKPSDM, as well as in print media. The perception that the implementation of the Open Selection is just a formality and has been arranged in such a way that there are already candidates to be selected is one of the factors causing the difficulties that arise due to the opinions held by the civil servants themselves.

3. Consistency

Orders conveyed to executors must be clear and not contradictory so that it is easier for executors to carry them out properly. If the policy is unclear and contradictory, it will result in ineffective policy implementation because very loose measures are unlikely to be used to achieve policy goals. Based on the results of the study, it is known that the information submitted by the Personnel and Human Resources Development Agency for Palu City is consistent and has not changed. Information in the form of an official announcement does not confuse the parties involved.

Communication is a major need for policy implementers, who need to know what is expected of them and to whom the policy needs to be directed so that the policy to be implemented can be understood and consistent. According to Edwards III, there are three indications that shape communication in the policy implementation process. These indicators include clarity, transmission, and consistency. Communication was carried out in two (two) ways in the context of executing the JPT Pratama open selection policy in Palu City. In particular, communication was made to public workers throughout Palu City, as well as to the selection committee team (Pansel). Regarding the availability of the selection committee, KASN acknowledged, as reported in its Annual Report (2019), that one of the obstacles to implementing open selection in the government was the limited availability of a credible and competent selection committee. This is one of the obstacles recognized by KASN as one of the obstacles in the implementation of open selection. Whereas the selection committee plays an important role in implementing a fair and open selection process. At the selection stage, socialization was carried out to the public in the form of circulars and electronic media through the Palu City Government website. This announcement is made in public. In the process of implementing open selection, BKPSDM considers and acknowledges it. The communication components discussed at the beginning of this article are also related to the transparency factor. Considering that the selection process for opening JPT Pratama in all locations is a sensitive matter, the process needs to be carried out in a transparent manner. This aspect of transparency is very closely related to clarity,

which according to Edwards III (1980:42) is intended so that policies are conveyed to implementers, target groups and other interested parties in a clear manner so that they know what will happen. the intent, purpose, objective and substance of these public policies is so that each knows what must be prepared and implemented so that the policy is effective and efficient. In other words, clarity is intended so that policies are communicated to implementers, target groups, and other interested parties .

Regarding the aspect of clarity of purpose, members of the Palu City Government explained that this open selection was a follow-up to the mandate of the Law on the State Civil Apparatus to produce JPT Pratama profile officials in the regions who met the qualifications and qualifications required. competence. This is described as part of an open selection process. The research findings show the aims and objectives to be achieved through the policy implementation process which constitutes policy objectivity. The holding of job auctions has the intention and objective of actually being able to obtain prospective officials who have the necessary competencies, capacities and competencies in accordance with the structural roles currently held in the organization. caused by the conditions of the social, political and economic environment, where the social environment plays a role as an intervention, and the final choice of the political environment becomes the final decision of the regional head. Based on the findings of this study, communication and coordination in the context of implementing a promotion system for structural officials at the Regional Secretariat of Palu City was very successful.

Policy Implementation Viewed From the Aspect of Resources

Resources used to enforce policies, such as oil in engines, will not function properly if there are insufficient amounts. Resources can include human resources, financial resources, authority resources, and infrastructure, according to Nugroho (2012: 22). Meanwhile, van Meter and van Horn (1983:22) categorize resources as method resources, human resources, and material resources (method resources). All of these materials are used to support the implementation of the JPT Pratama Open Selection Policy in Palu City.

The Palu City Government admitted that the work of the selection committee was completed with input from KASN. According to PP No. 17 of 2020 Article 114 number 4, "PPK coordinates with KASN in forming the committee as referred to in paragraph (3)," In addition, the same article as number (6) mandates the formation of an open committee.:

1. Have clear knowledge and/or experience, field of assignment, and competence of the vacant position;
2. Have general knowledge regarding competency assessment;
3. Not being a member/administrator of a political party; and D. No potential conflict of interest. The human resources managing the JPT open selection process are general functions at BKPSDM who have been given special training and education by KASN and Kemenpan RB to expedite the open selection process. Human Resources in this case are not only the capacity of the selection committee and secretariat staff, but also the human resources who carry out the registration.

The amalgamation of structural position promotion systems is a resource, especially those that refer to finance and human resources. According to the policy implementation model developed by Edward III, every policy needs to be supported by sufficient human and financial resources. Human resources refer to the number and quality of those assigned to implement policies. The availability and adequacy of financial resources is an important component in the successful implementation of any policy. Based on the study findings, there are adequate number and quality of human resources in both the BKD and Baperjakat to carry out the promotion system policy. This applies to both organizations. Financial resources are also more than sufficient because they are planned in the annual budget of each regional apparatus. This is one of the reasons why financial resources are so adequate. Since human and financial resources are available in sufficient quantity, the structural promotion system policy can be implemented effectively and with little difficulty .

Policy Implementation Seen From the Aspect of Disposition

Edwards III's proposal regarding dispositions in policy implementation is intended to provide a unified understanding between policy implementation and directions from leaders (superiors). Because of these restrictions, policy implementers may become disinterested as a result of their work. Edwards III (1980:32) suggests that dispositions can be broken down into several different indicators, the most important of which are job placement and policy incentives. The Palu local government saw that during the assessment there was no appointment of bureaucracy in the middle of the follow-up assessment. This raises awareness that it is necessary to appoint a bureaucracy in implementing an open selection policy in Palu City. This is done so that the

authority possessed is not misled in any way. The selection process would be chaotic if the procedure continued while the appointed officials were replaced. In general, the deactivation of the bureaucracy did not pose any challenge to the open selection of JPT candidates in the regions. However, specifically for the nomination of JPT Pratama, the DPRD Secretary is subject to additional provisions. This determination involves deliberations with faction leaders, and is regulated in Law Number 23 of 2014 concerning Regional Government Articles 202 and 205. Of course this has the potential to be violated because there are loopholes in the law that allow for political involvement.

Policy Implementation Viewed From The Aspect Of Bureaucratic Structure

The bureaucratic structure involved in the implementation of open policies is linked to the bureaucratic bureaucracy, and the selection committee is organized according to the law. The person in charge is

- 1) Preparing the selection implementation mechanism;
- 2) Announcing information on vacancies for Primary High Leader positions;
- 3) Carry out the selection process including tracing the track record to the place of origin of work;
- 4) Carry out assessments;
- 5) Announcing the results of the selection;
- 6) Recommending candidates for office who are declared to have passed the selection process to PPK through authorized officials.

The selection committee, which is one of the elements responsible for carrying out open selection, already knows what to do because of the responsibilities and roles mentioned above. However, it is possible that the organizational structure that is owned can become an obstacle to the implementation of the plan. Apart from the fragmentation desired by Edwards III, the main component of policy implementation within the parameters of a bureaucratic organization is the use of standard operating procedures.

The core skills and competencies in this field are JPT competency standards that have been made by the Palu City Government. In fact, the Palu City Government official admitted that during the implementation of the open selection in Palu City there was no job competency standard set by the local government. This occurs during the period of time in which an open selection is made. Although not required, it is recommended that competency requirements be developed before open selection is practiced. In addition to the absence of development of work competency standards in Palu City, the Regional Government of Palu City, as stated by the Head of BKPSDM, stated that labor standards need to be developed immediately taking into account the fact that this is closely related to performance improvement and is not intended to justify the choices made by regional heads.

As promotion ensures the continuous operation and high morale of an organization's workforce, promotion carries with it important connotations for every organization. When a promotion agent is in the office, here are two expectations that need to be created for the target audience. Of course, marketing is not only anticipated in these two areas, but has a much wider scope than that.

There will come a time when a position is no longer held. This can be attributed to a number of factors, including departure, retirement, illness, death, reduced job performance and other factors. In this particular scenario, vacant promotional positions need to be filled, and one way to fill this perfectionism is through job use.

Resistance to functional roles is based on the knowledge and abilities required to work, in addition to other objective criteria. Meanwhile, in terms of structural imprisonment associated with the position, it is quite close to the rank level allocated for the position. The author suggests that someone can find out the position of an employee by looking at the position held by the employee. This description supports their thesis. Additionally, each position has its own individual duties and responsibilities, ensuring there is no duplication of effort across the many jobs available.

Promotion from within is a process carried out in carrying out promotions at the Regional Secretariat of Palu City. This means that promotions are given to employees who are already working at the regional secretariat itself. This action is directed with the understanding that the morale of workers can increase, while the morale of employees who come from outside tends to

decrease if it reaches the initial level. In addition, the organization anticipates that employees will have environmental awareness as well as loyalty.

In the framework of carrying out promotions for employees, it is important to arrange the terms of promotion in advance. This is in addition to paying attention to the process followed in running the promotion. When a leader promotes a member of his or her staff regardless of the circumstances that have been created, it leaves room for significant errors to occur, which can cost both the organization and its staff members. When determining who can have their rights revoked or who has those rights, this condition becomes the yardstick. Therefore, every requirement that has been set is expected to be able to guarantee that the charger rejuvenation has a larger capacity than the previous position.

The qualifications required to fill certain positions differ from those required to fill other positions. There are general needs as well as technical requirements. Typical requirements include things like job performance, educational level, and years of experience. To ensure that all workers are under the impression that their rights and responsibilities are treated in a fair manner, leaders have an obligation to enable their subordinates to meet these standards and avoid unfair activities. Employees will naturally inquire about actual promotions in accordance with the current processes and conditions. They do not want the role to be carried out coercion to maintain a healthy level of competition among employees to achieve satisfactory work performance.

Employees have no reason to believe that promotions made by a leader against his subordinates are arbitrary if the promotions carried out are truly based on pre-existing requirements. This will motivate workers to do their job to the best of their ability. In addition, in order for the employee or institution concerned to really benefit from the implementation of the promotion, it is necessary to have a clear pattern that uses objective measures to determine the extent of the employee's career or ability to carry out the promotion. position in his position and meet the requirements that have been set have been met. This is necessary for the promotion to be effective.

However, before arriving at a conclusion regarding the requirements for implementing a civil servant promotion at the Regional Secretariat of Palu City, we will first examine what conditions must be met in order to carry out the position, and whether these conditions can be carried out properly in the context of meaning has been used as a benchmark in giving promotions to employees, so as not to deviate from their original purpose. This is done so that we do not deviate from the original purpose of the promotion. Based on the results of interviews conducted with informants who work at the Regional Secretariat of Palu City (employees who have met the promotion requirements) it is determined that the general conditions for the implementation of promotions requested in the promotion of employees working in these agencies include the following:

IV. EXPERIENCE

The seniority level of employees is often used as a condition for promotion because employees with seniority and long service years have more experience than employees who have just been appointed as civil servants. In many cases, this is done on the basis that those with seniority and long service experience have more experience than those who were newly appointed. The length of time working for an organization is one of the main factors that determines someone's seniority in it. Seniority is measured in terms of the amount of time spent working in a particular position as well as the entire organization. Regarding the amount of exposure received, seniority also refers to a person's age. Additionally, artists who will be starting their opening are evaluated based on their credentials and experience. The concept of seniority is essentially an organization's way of expressing gratitude to its employees for the commitment and dedication they have shown to the company. Therefore, workers will be encouraged to be more loyal and loyal to the institution where they work because of this system.

Since it is reasonable to assume that senior workers have more experience than younger employees, one must consider the employee's level of experience when making promotion decisions for employee positions. It is hoped that these workers will have greater abilities, more ideas, and strong management skills, with the aim of determining whether or not they are suitable for the role that has been offered to them. Also, the amount of experience an employee has, as a whole, will make them well informed, and similarly, an employee who has this level of experience will find it easy to approach a problem in some way. that's wise.

Knowledge, skills and dexterity are all things that will grow for an employee as they gain experience in the work environment. This includes the time they spend serving in an organization. Therefore, the greater the work experience a person has or the longer the person spends at work, the greater the person's ability to work together, or in other words, will affect the increase in the person's performance.

V. EDUCATION

Education plays an important role in the promotion process, and it is very important that the "right person in the right place" principle be adhered to while working in an organization or institution. Because employees who are placed in a position or job are adjusted to their educational qualifications, and because this is an absolute requirement to ensure that the performance carried out by these employees is in accordance with their educational qualifications, classic qualifications that are not in accordance with their field of work will reveal problems in the future, and also so that they can provide development in institutions that are suitable for them. In the field of education, there is a process that takes place continuously but does not last all the time. On the other hand, education can also mean efforts to broaden one's general knowledge, including mastery of theory to determine problems related to reporting activities in a program run by an agency.

Education is a component that has a significant impact on the working capacity of the workforce. Talking about education here, what is meant is formal education, more precisely general education that employees receive so that it can be used as a way to improve their quality. A common misconception is that the amount of education a person has is directly correlated with the quality of his thinking; However, this is not always the case. The extent of one's experience with formal schools is one aspect that may have an impact. In other words, employees who complete certain education tend to have certain types of knowledge. It is not surprising that education will have an impact on employee performance because people with basic talents will be more able and competent to carry out their responsibilities effectively if given the opportunity for appropriate training and incentives.

Individuals are given the ability to adapt and anticipate complex situations as a result of educational patterns. They are also equipped with the ability to analyze problems to determine critical causes in work units and choose the best course of action to solve problems. Finally, individuals are given the ability to anticipate problems so that they can prevent future problems from occurring. Therefore, both speed and security always need to be considered, improved, and regulated by workers, so that these settings can always work to continuously improve performance to make it even better. Therefore, the employees themselves, as well as leaders and agencies, are the ones who benefit from it.

Therefore, in the process of carrying out an employee's work, it is necessary to adjust it to the educational background of the employee, so that it is easier for the employee to do his job. Following are the results of interviews conducted with various research informants who work in the Palu City Regional Secretariat to find out the implementation of roles in the organization based on the background of workers who have completed formal education.

The educational background of civil servants working at the Regional Secretariat of Palu City is one of the fundamental factors that is taken into consideration in increasing employee positions so that they are in accordance with the location or position needed by the person concerned. Therefore, the effectiveness of the implementation of employee obligations will increase, which will result in the completion of tasks as expected. For this reason, job analysis at the Regional Secretariat of Palu City which involves consideration of job performance after going through the job analysis process makes formal education level one of the prerequisites in assessing job performance. However, due to factors such as the lack of investment in the development of apparatus resources and the existence of emotional closeness with policy makers and decision makers, promotion of employee positions to certain positions is sometimes not in accordance with the specifications of their formal education.

VI. WORK PERFORMANCE

Job performance is an important criterion for carrying out work because it shows the capacity to take on new roles or tasks assigned by the agency organization. Employees will be encouraged to perform better if job performance is considered when deciding whether to give a promotion or not. Employee promotion actions will be facilitated by high work procedures. The same is true for agencies and organizations, where it is common practice to base promotions primarily on the employee's success at work. Basic success can also be and even still can be used to carry out other promotional programs, but the form of promotion that can be carried out by utilizing employee work performance as a basis for consideration cannot be separated from the position program. The promotion program for a position is carried out on the basis of work performance to make adjustments between a person's talent and the minimum requirements for a certain position.

Implementing employee performance reviews is essential when deciding whether to promote someone. Employee performance evaluation is very important for every individual and organization because it provides feedback on the performance of employees, allowing them to identify their own faults and strengths. If the findings of an employee's performance review are

deemed favorable and favorable, they will be considered when deciding whether to advance the employee to meet the employer's objectives.

Apart from serving as a “reward” for employee efforts, promotions are very important in agencies because they inspire or motivate staff to strive for the best results for the company by improving performance. Employees who do well will have a better chance of being promoted.

This suggests that achievement is an important factor to consider when promoting employees because this criterion has a direct impact on performance development. Employees who work hard to receive the anticipated promotion. PP No. 10 of 1979 concerning the Evaluation of the Implementation of the Work of Civil Servants has been issued, in a business framework that guarantees more goals in promotion based on career structure and work performance. List of Assessment of Work Implementation, namely a list containing the findings of the assessment, is made (DP-3). Estimates of the position or the greatest degree of work that an employee is ultimately able to do is what is meant by assessing employee potential in this performance measurement. Who has the capacity and advantage to reach a higher position in the future will be determined by this prospective evaluation. How far a person can advance in his profession is predictable in the long run. In addition to the above objectives, this potential assessment aims to determine training requirements and professional development opportunities for government employees, set career promotion prospects, and manage succession within the company.

Two criteria—called general qualities and total personal qualities—are used to evaluate civil servant potential. In the latter case, potential is evaluated on the basis of intellectual qualities such as analytical strength, creativity, and quality awareness, followed by result orientation such as achievement motivation, political sensitivity, and assertiveness, and leadership qualities such as the capacity to inspire, delegate, communicate, and consult. Annually, the DP-3 conducts an evaluation which contains two important components: a review of achievement and staff development records for the year under review and a review of the action plan for the coming year, which includes new goals and training. plan. In this case, I communicate with his boss or immediate supervisor.

According to this government regulation, the employee's immediate supervisor is the appraiser who decides when making a decision. With these requirements, the assessment can be carried out in a more objective manner because the appraiser must really know the specifics of the employee being assessed.

Hearing the results of the interview, it appears that the Regional Secretariat of Palu City pays little attention to job evaluation in conducting employee promotions. This is indicated by the provision of a Job Implementation Assessment List (DP3) to employees who are less objective because they are still influenced by humans. hence reducing the efficacy of performance-based employee development.

Based on the description above, presumably when the promotion is carried out, the conditions that form the basis of its implementation must be considered and carried out from the perspective of the interests of the organization and workers. Leaders will find it easier to plan and carry out promotions with promotion requirements that have been set before implementation. On the other hand, employees will try to meet these standards so that they can be improved. Agencies can also use performance appraisal to identify employee weaknesses and potential. Based on these findings, the institution can create a comprehensive human resources strategy for the future.

The findings from the interviews above indicate that in general employees prefer promotions or positions that are in accordance with predetermined rules. They do not want subjective promotions because this will encourage unfair or unequal competition among them in the pursuit of success. Employees will be encouraged to work as hard as possible if the promotions carried out are truly based on existing standards, because they will not feel that a leader's treatment of his subordinates is subjective. Employees will also strive to meet standards, which is very important because, in general, performance evaluations conducted in a genuine, objective and measurable manner offer many advantages to the hiring decision-making process. However, it seems that central and local government policy makers in the field of human resource management are not aware of this. However, the DP-3 evaluation, which is still used today, is essentially useless for measuring employee performance. Due to the lack of components, work methods, and sequence of actions, the DP-3's assessment is very subjective. The DP-3 evaluation findings cannot distinguish employees who excel and those who don't. Despite the fact that the work of their subordinates was subpar, no boss in this situation would want to give their employees a negative evaluation.

Similarly, employees who have met promotion requirements will, in most cases, also qualify for relaxation to a higher position. These requirements include requirements to maintain education and experience, except for those seeking job performance. Because, according to the findings of the author's interview with one of the informants, sometimes there are workers whose performance is not good but are included in employee promotions. This was disclosed by informants during the interview. This clearly shows that the process of appointing employees within the scope of the Regional Secretariat of Palu City has not been running in a complete and logical manner.

When the organizational structure is more decentralized, the task of coordinating its activities becomes more difficult. When many different agencies are involved in implementing a program, fragmentation is often necessary. Meanwhile, interaction between organizations is referred to as fragmentation in the definition of the term van Meter & van Horn (1983:42). In a general sense it is said that: in many program implementation policies, it turns out that program policies require very good interaction between related institutions, namely communication and coordination assistance. This is a broad generalization, but you get the idea. Therefore, the successful completion of a program requires the collaboration and coordination of several different entities. One of the lifelines of an organization is its ability to communicate and coordinate, which enables it to fulfill its plans according to its aims and objectives. BKPSDM, the Selection Secretariat, and the Selection Committee are the three main institutions working in the process of implementing the JPT open selection policy in Palu City. These institutions are listed in the order in which they were founded. Because each organization has its own strengths, the fragmentation rate is very low. On the other hand, there is a general institution called KASN which has power.

1. Supervise every stage of the JPT recruitment process, starting from the establishment of agency selection committees, publication of job vacancies, the selection process itself, submission of names of applicants, decisions, and start-ups. ;
2. supervise and evaluate the application of the principles, basic values and code of ethics and code of conduct for ASN employees;
3. examine documents related to violations of basic norms, codes of ethics and codes of conduct for ASN employees,
4. request clarifications and/or necessary documents from government agencies to examine reports on violations of basic norms, codes of ethics and codes of conduct for ASN employees; and
5. request information from ASN employees and the public regarding reports of violations of basic norms, codes of ethics and codes of conduct for ASN employees.

VII. CONCLUSION

The application of a promotion system for structural officials at the Regional Secretariat of Palu City is still not effective; there are still deficiencies in several areas, in accordance with the dimensions of policy implementation of the Edward III model (communication, resources, disposition, and structure). (1) Officials and work units implementing policies and procedures communicate and coordinate well. (2) Disposition, especially the consistency of the implementation of regulations governing the promotion system for civil servants in structural positions (PP.11 of 2017 and UU.No.5 of 2014) is good but not ideal because there are still several problems that have not been fully resolved or outlined, especially with regard to the consistency of the promotional requirements applied. (3) The technical and administrative executors for the promotion of structural officials, in this case the HR of the Regional Civil Service Agency, are quite adequate both in quantity and quality. has been well under way, with the selection committee selecting and establishing structural authorities and a regional staffing agency handling technical and administrative tasks.

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