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Development of Civil Servant Resources at the Silian Raya District Office, Southeast Minahasa Regency

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Abstract. This study aims to analyze the development of Civil Servant resources at the Silian Raya District office, Southeast Minahasa Regency. The focus of research in research is the development of Civil Servant resources through a). through education b). training, c) seminars, d). courses, and e). upgrading. Data collection techniques are through: PNS planning documents, observations, and interviews on a). 6 employees of Silian Raya District, b). Section Head, c). Head of Planning Sub Division, d). Secretary to the sub-district head, e). Camat. The results showed that: a). The recruitment pattern for filling positions at the Silian Raya District Office has not been carried out based on the work tasks needed to achieve organizational goals, b. The form of education carried out to improve civil servants' performance is left to the decision of civil servants to develop higher education levels, c). The training provided to civil servants depends on the availability of district government funds. Based on the results of these studies, it is recommended that: a). The recruitment pattern for filling positions at the Silian Raya District Office is based on achieving organizational goals in the District, b). The form of education carried out to improve civil servants' performance is provided in the form of educational scholarships., c). The training provided to civil servants is adjusted to the needs of the work or position held.

Keywords. Development, Civil Servant, Resources, Southeast Minahasa

A. Introduction

In developing Civil Servants in sub-districts, the Camat is subject to Law number 5 of 2014 concerning State Civil Apparatus stipulating that career development (article 69) is based on: a). qualification, b). competence, c). performance appraisal, and d). needs of Government Agencies, and is carried out by considering integrity and morality. Every civil servant employee (article 70) has the right and opportunity to develop competence. Competency development includes a). through education b). training, c) seminars, d). courses, and e). upgrading. Sub-districts must prepare an annual competency development plan as set out in the annual budget work plan. In developing these competencies, Civil Servants are given the opportunity to: a). carry out work practices in other agencies, both central and regional, within a maximum of one year coordinated by LAN and BKN, b). the exchange between Civil Servants and private employees within a maximum period of one year coordinated by LAN and BKN. Promotion of Civil Servants is carried out based on an objective comparison between competencies, qualifications, and requirements required by the position, assessment of work performance, leadership, cooperation, creativity, and consideration from the PNS performance appraisal team at Government Agencies, without distinction of gender, ethnicity, religion, race, and class [1]. Every civil servant who meets the requirements has the same right to be promoted to a higher position. The Personnel Guidance Officer carries out promotion of Administrative Officers and Functional Officers after receiving

consideration from the performance appraisal team of Government Agencies Civil Servants [2].

There is a phenomenon where government employees still have many weaknesses, shortcomings such as not being skilled in completing tasks, delays in carrying out tasks, and the positions they carry are not following competencies based on certificates. This condition requires the development of civil servants' human resources to achieve the sub-district organizational goals.

The results of observations at the Silian Raya District Office contained several facts where: a). Civil servants have not provided services to the community according to the policy, b). Competence of civil servants who do not match the needs of the job, c). lack of knowledge about the duties and functions of each civil servant, d). slow completion of entrusted tasks, e). Weak ability to operate some modern equipment such as computers, LCDs, laptops, cameras. Based on some of these problems, a theoretical and methodical study was carried out with a civil servant resource development approach at the Silian Raya District Office, Southeast Minahasa Regency.

B. Research Method

This study uses a qualitative approach, which seeks to understand the development of civil servants in the District of Silian Raya, Southeast Minahasa Regency. The focus of the research is the development of civil servant resources through a). through education b). training, c) seminars, d). courses, and e). upgrading. Data Collection Techniques through: a). PNS planning documents, b). Observation, c). interview on: a). 6 employees of Silian Raya District, b). Section Head c). Head of Planning Sub Division, d). Secretary of the sub-district, e). Head of District. The data collected is analyzed descriptively qualitatively [3].

C. Results and Discussion

1. Recruitment pattern for filling positions at the Silian Raya District Office

Results of interviews with NP as PNS, JAD, SMR as Head of Planning Sub Division, Head of Planning Sub Division, HMMK, as Head of General Sub Division, YCA, as Head of Community Empowerment Section, NET as Head of Government Section, SAM as Head of Economic and Development Section, FBR, Position Secretary of the District, District of District SNSL indicate that the recruitment pattern for filling positions at the District office has not been implemented following the provisions of the policy where every civil servant who occupies a position must have a diploma qualification according to the main tasks and functions, managerial competence, and performance appraisal, which is according to the needs of the sub-district and is carried out by considering integrity and morality.

Human Resource Management is the withdrawal, selection, development, maintenance, and use of human resources to achieve individual and organizational goals [4]. Human Resource Management plans, organizes, directs, and supervises procurement activities, development, compensation, integration, maintenance, and release of human resources to achieve various individual, organizational, and community goals [5].

In developing civil servant resources, recruitment is needed, which is one of the functions of human resource management that is applied in every office that performs public services. The recruitment process applies several things: a. identification of the need for procurement, b. make detailed descriptions, specifications, and performance standards, c. determine the sources of candidates, d. determine recruitment criteria; e. selecting recruitment sources; f. compiling and selecting and scheduling recruitment programs and h. appoint candidates who pass the selection [6]. The procurement of civil servants in Government Regulation No. 98 of 2000 article 2 paragraph 1, namely the procurement of civil servants, is carried out from planning, announcement, application, screening. The purpose of the recruitment is to conduct job selection

following the provisions of the law with the required qualifications to enable the highest and best quality structural officials to be recruited. The Principle of Effective Recruitment is essential for several reasons. First, there has been a dramatic change in which the phenomenon of a shortage of manpower that meets the company's needs has emerged in some countries. Second, some hiring methods are better than others, depending on the type of job. Third, recruitment success will depend on the extent of problem areas and recruitment policies [7]. The principles that should be carried out in a recruitment process are as follows: a. The quality of employees who must be recruited must match the needs required by the company to match the qualifications of the position to be filled by analyzing job descriptions and specifications. b. The number of employees required must match the available jobs. In order to achieve this, it is necessary to forecast labor needs and analyze labor needs. c. Minimum required cost d. Have strategic planning and decisions about recruitment. e. Flexibility f. Legal considerations [8].

Therefore, underqualified applicants are predicted to be dismissed in the middle of the road because they cannot work as expected. Meanwhile, those who are overqualified (excess qualifications) will be predicted to resign because they are not satisfied with the company's fulfillment in screening applicants. The safest is to look for applicants who fit their qualifications.

Based on the interviews and when juxtaposed with some of these concepts, it can be said that the purpose of the recruitment is to attract the highest and best quality civil servants. The purpose of effective recruitment is to make dramatic changes in the performance of public services so that the principles that should be carried out in a recruitment process are to examine the quality of employees who must be recruited according to the needs of the Silian Raya District Office. This means to match the qualifications of the position to be filled and analyze job descriptions and specifications. So to get the right recruitment results, job requirements forecasting and analysis of needs in the context of public services are carried out. So in recruitment, planning, and strategic decisions about recruitment, flexibility, and policy considerations are required by the government. The goal is to find qualified civil servants who can work according to their primary duties and functions at the Silian Raya sub-district office.

Government Regulation of the Republic of Indonesia Number 18 of 2016 concerning Regional Apparatus, where the regional Head is the element of regional government administrator who leads the implementation of government affairs which are under the authority of the autonomous region. Autonomous Region is a legal community unit with territorial boundaries authorized to regulate and manage government affairs and the local community's interests according to their initiative.

The sub-district is led by the sub-district head under and responsible to the regent through the district secretary. The duties of the sub-district head are: a). administering general Government Affairs, b). coordinating community empowerment activities, c). coordinate efforts to maintain peace and public order, d). coordinate the implementation and enforcement of Regional Regulations and Regent Regulations, e). coordinate the maintenance of public service infrastructure and facilities, f). coordinate the implementation of government activities carried out by the Regional Apparatus at the sub-district level, g). fostering and supervising the implementation of village and sub-district activities, h). carry out Government Affairs under the District's authority, which is not carried out by the work unit of the district government in the sub-district, and i). carry out other duties as directed by the regulations. In addition to carrying out the tasks mentioned above, the sub-district head carries out the tasks delegated by the regent to carry out some of the government affairs under the District's authority, assisted by the sub-district apparatus.

In the development of Civil Servants in sub-districts, based on Law number 5 of 2014 concerning State Civil Apparatus, it stipulates that career development (article 69) is based on: a).

qualification, b). competence, c). performance appraisal, and d). needs of Government Agencies, and is carried out by considering integrity and morality. Competency development includes a). technical competence as measured by the level and specialization of education, b). functional technical training, and c). technical work experience. The development of managerial competence is measured by: a). education level, b). structural or management training, and c). leadership experience. The development of socio-cultural competence is measured from work experience related to a pluralistic society. Every civil servant employee (article 70) has the right and opportunity to develop competence. Competency development includes a). through education b). training, c) seminars, d). courses, and e). upgrading. Sub-districts must prepare an annual competency development plan as set out in the annual budget work plan. In developing these competencies, Civil Servants are given the opportunity to: a). carry out work practices in other agencies, both central and regional, within a maximum of one year coordinated by LAN and BKN, b). an exchange between civil servants and private employees within a maximum of one year coordinated by LAN and BKN. PNS promotions are carried out based on an objective comparison between the competencies, qualifications, and requirements required by the position, assessment of work performance, leadership, cooperation, creativity, and consideration from the PNS performance appraisal team at Government Agencies, without distinguishing gender, ethnicity, religion, race, and groups. Every civil servant who meets the requirements has the same right to be promoted to a higher position. The Personnel Guidance Officer carries out promotion of Administrative Officers and Functional Officers after receiving consideration from the performance appraisal team of Government Agencies Civil Servants.

Government Regulation Number 11 of 2017 concerning Civil Servant Management states that Civil Servant Management is the management of civil servants to produce professional civil servants, have basic values, professional ethics, free from political intervention, free from corrupt practices, collusion, and collusion nepotism.

Based on the principle of the formation of regional apparatus and some of the regulations above, the sub-district head in carrying out his main duties and functions also has the authority, intensity of government affairs and regional potential, efficiency, effectiveness, division of tasks, the span of control, clear work procedures and flexibility, but should produce in proposing the recruitment of civil servants for certain positions to the regional secretariat, fulfill the principles of being professional, having basic values, professional ethics, free from political intervention, free from practices of corruption, collusion and nepotism.

2. Forms of Human Resource Development at the Silian Raya District Office

Results of interviews with NP as PNS, JAD, SMR as Head of Planning Sub Division, Head of Planning Sub Division, HMMK, as Head of General Sub Division, YCA, as Head of Community Empowerment Section, NET as Head of Government Section, SAM as Head of Economic and Development Section, FBR, Secretary Position of Camat, Camat SNSL shows that the form of human resource development at the Silian Raya sub-district office is not following the provisions of the law in qualifying diplomas. Gouzali HR Development (Human Resources), is an activity that must be carried out by organizations so that their knowledge, abilities, and skills are in accordance with the demands of the work they are doing. Muhadjir describes human resource development as improving human quality in both physical and mental terms. Development is also defined as an effort to improve the technical, theoretical, conceptual, and moral abilities of employees following the needs of the job/position through education and training. Development is carried out to prepare employees who will hold job responsibilities in the future. Development is usually given to employees through selective channels to be prepared to fill position formations. Scope of HR Development According to Hasibuan, the types of

development are divided into 2, namely informal and formal development. 1) Informal development, namely employees on their own wishes and efforts train and develop themselves by studying literature books that have to do with their work or position. 2) Formal development, namely employees or employees assigned by the organization to take part in education or training, both those carried out by the organization and those carried out by educational or training institutions.

Siagian explained the benefits of development and training, namely: 1) helping employees make better decisions. 2) improve the ability, 3) the occurrence of internalization and operationalization of motivational factors. 4) the emergence of an inner urge to continue to improve their work abilities. 5) increased ability to cope with stress, frustration, and conflict. 6) provide various information about various programs that can be utilized, 7) increase job satisfaction. 8) the more significant the recognition and ability, 9) the greater the determination to be more independent. 10) reduce the fear of facing new tasks [9]. The goals, according to Maslow, are as follows: (1) physiological needs, (2) security needs, (3) social needs, (4) esteem needs, (5) self-actualization needs related to the process of developing one's true potential. Frederick Herzberg mentions two factors that influence a person's attitude towards his work: job satisfaction. These factors are (1) achievement, (2) promotion or promotion, (3) recognition, (4) the work itself, (5) rewards, (6) responsibility, (7) success at work, and (8) growth and personal development. At the same time, the hygiene factors include (1) Salary, (2) Working conditions, (3) Status, (4) Quality of supervision, (5) Interpersonal relations (6) Company policies and administration. Vroom says that someone works to realize the expectations of the job, which is based on expectations, values, and linkages. Based on the results of interviews and associated with several expert concepts, it can be said that the government, in this case, public organizations, is obliged to develop the competence of civil servants without expecting the civil servants to continue their studies on their own expense. With the achievement of an adequate level of education, the work motivation of these civil servants will increase and eventually will increase public services in Silian Raya District.

3. Forms of Education Conducted in Order to Improve the Performance of Civil Servants

Results of interviews with NP as PNS, JAD, SMR as Head of Planning Sub Division, Head of Planning Sub Division, HMMK, as Head of General Sub Division, YCA, as Head of Community Empowerment Section, NET as Head of Government Section, SAM as Head of Economic and Development Section, FBR, Secretary Position of Camat, Camat SNSL indicated that the form of education at the Silian Raya sub-district office was left to each civil servant to continue their studies.

Government Regulation Number 11 of 2017 explains that the management of Civil Servants is intended to produce professional civil servants, have fundamental values, professional ethics, are free from political intervention, free from corrupt practices, collusion, and nepotism. PNS is a profession for civil servants and government employees with work agreements who work for government agencies, fulfill specific requirements, occupy certain positions. The position shows the functions, duties, responsibilities, authorities, and rights of a civil servant in an organizational unit. Administrative Officers are civil servants holding positions in government agencies. A functional position is a group of positions containing functions and functional services based on specific skills and expertise. They are required to have technical competence, namely knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed specifically related to the technical field of the position. One of the highly personal competencies is the experience of interacting with a pluralistic society in terms of religion, ethnicity and culture, behavior, national insight, ethics, values, morals, emotions, and principles, which must be fulfilled

by each position holder to obtain work results following with roles, functions, and positions. State Administration Institutions are given the authority to conduct studies and education and training of civil servants and are obliged to prepare: a. preparation and determination of needs; b. procurement; c. rank and position; d. career development; e. career pattern; promotion; mutation; performance assessment; payroll and benefits; appreciation; discipline; dismissal; pension and old age insurance; and protection.

Based on the results of interviews and compared with these regulations, it can be said that the management of civil servants produces professional civil servants, has basic values, professional ethics, is free from political intervention, is free from corrupt practices, collusion, and nepotism. A position that shows the functions, duties, responsibilities, authorities, and rights of a civil servant employee in an organizational unit has competence [10]. These technical competencies are knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed specifically related to the technical field of the position. Managerial Competencies are knowledge, skills, and attitudes/behaviors that can be observed, measured, developed to lead and/or manage organizational units. Cultural Social Competence is knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed related to the experience of interacting with a pluralistic society in terms of religion, ethnicity and culture, behavior, national insight, ethics, values, morals, emotions, and principles, which must be fulfilled by each position holder to obtain work results in accordance with the roles, functions, and positions. So, in this case, the determination of positions is also not only based on expertise based on certificates, but there are other aspects of assessment such as attitudes/behaviors that can be observed, measured, and related to the experience of interacting with a pluralistic society in terms of religion, ethnicity and culture, behavior, national insight, ethics, values, morals, emotions, and principles, are indeed a requirement to occupy a position.

4. Training provided to civil servants

Results of interviews with NP as PNS, JAD, SMR as Head of Planning Sub Division, Head of Planning Sub Division, HMMK, as Head of General Sub Division, YCA, as Head of Community Empowerment Section, NET as Head of Government Section, SAM as Head of Economic and Development Section, FBR, Secretary Position of Camat, Camat SNSL indicated that the training provided to PNS had not been allocated according to work needs. Law No. 5 of 2014 the rights of civil servants are: 1) Salary, benefits, and facilities 2) Leave 3) Pension and old-age benefits 4) Competence development The rights of civil servants. While the obligations are: 1) Loyal and obedient to Pancasila, the 1945 Constitution, the Unitary State of the Republic of Indonesia, and the legitimate government; 2) Maintain national unity and integrity; 3) Implement policies formulated by authorized government officials; 4) Obey the provisions of the legislation; 5) Carry out official duties with dedication, honesty, awareness, and responsibility; 6) Demonstrate integrity and exemplary in attitude, behavior, speech, and actions to everyone, both inside and outside the service; 7) Keep job secrets and can only disclose job secrets following the provisions of the Prevailing Laws; 8) Willing to be placed throughout the territory of the Republic of Indonesia.

In order to be able to carry out their obligations and rights, coaching is carried out based on the career system and employee performance system. The career system is a staffing system in the development of tenure, experience, loyalty, dedication, and other objective requirements also determine. It is possible to be promoted without a position examination, and appointments in positions are carried out based on predetermined levels. The career system is divided: The career system is open, which is that to occupy a vacant position in an organizational unit, it is open to every citizen, as long as he has the necessary skills and experience for the vacant position, and a

closed career system, is that a position is vacant. An organization can only be occupied by employees who already exist in the organization, may not be occupied by other people. In addition to the career development system for civil servants, there is another system, namely the work performance system. The work performance system is a staffing system in which the appointment of a person in a position is based on skills as evidenced by passing the job exam. His achievements must be proven in absolute terms and the achievements that have been achieved [1].

In practice, tenure can provide skills so that the longer people work and the more capable and skilled they are in their field of work. The implementation of PNS Management is based on the following principles: a. legal certainty; b. professionalism; c. proportionality; d. cohesiveness; e. delegation; f. neutrality; g. accountability; h. effective and efficient; i. openness; j. non-discriminatory; k. unity and oneness; l. justice and equality; and M. well-being. As a profession based on the principles: a. base value; b. code of ethics and code of conduct; c. commitment, moral integrity, and responsibility in public service; d. competencies required following the field of duty; e. academic qualifications; f. guarantee legal protection in carrying out their duties; and g. job professionalism. Fundamental values include: a. uphold the ideology of Pancasila; b. loyal to and defending the 1945 Constitution of the Republic of Indonesia and the legitimate government; c. serve the country and the people of Indonesia; d. carry out their duties professionally and impartially; e. make decisions based on the principle of expertise; f. create a non-discriminatory work environment; g. maintain and uphold high ethical standards; h. be accountable for their actions and performance to the public; i. can implement government policies and programs; j. provide services to the public in an honest, responsive, fast, precise, accurate, efficient, effective, and polite manner; k. prioritize high-quality leadership; l. value communication, consultation, and cooperation; m. prioritizing the achievement of results and encouraging employee performance; n. promote equality in employment; and o. improve the effectiveness of a democratic government system as a career system tool.

The code of ethics and code of conduct in carrying out the duties of: a. with honesty, responsibility, and high integrity; b. careful and disciplined; c. serve with respect, courtesy, and without pressure; d. According to the orders of superiors following the laws and government ethics; f. maintain confidentiality regarding state policies; g. use the wealth and property of the state in a responsible, effective, and efficient manner; h. ensure that there is no conflict of interest; i. provide correct and not misleading information to other parties; j. did not misuse the state's internal information, duties, status, power, and position to seek benefits for oneself or others; k. uphold the fundamental values of civil servants and always maintain the reputation and integrity of civil servants. LAN functions in the development of quality standards for education and training of civil servants; Development of education and managerial competence training for Civil Servants; Organizing education and managerial competency training for civil servants, either individually or in collaboration with other educational and training institutions; Studies related to civil servant policies and management; and Accrediting education and training institutions for civil servants, either alone or with other government agencies. Based on the rights and obligations of civil servants compared to the duties of LAN, the state should conduct training in the context of increasing the professionalism of civil servants so that reliable public services can be carried out. The interview results show that training has been carried out. However, not all civil servants at the Silian Raya District Office are included in the training participants due to limited funds.

D. Conclusion

1. Recruitment pattern for filling positions at the Silian Raya District Office has not been implemented effectively because it is based on the district organization's achievement.
2. The form of education carried out to improve civil servants' performance is left to the decision

of civil servants to develop higher education level.

3. Given to civil servants is greatly influenced by the availability of funds. For this reason, it is recommended that: a. Recruitment patterns for filling positions at the Silian Raya District Office are carried out effectively because they are based on the district organization's achievement, b. The form of education carried out to improve civil servants' performance is provided in the form of educational scholarships, c. Training provided to Civil servants is tailored to the needs of work or position.

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