

PROMOTION OF POSITION AND WORK MOTIVATION OF STATE CIVIL APARATURE (ASN)

ISHAK RUNI

STISIP Vetran Palopo, Kopertis Wilayah IX Sulawesi

Abstract: This article aims to describe the role of promotion in increasing the work motivation of the State Civil Apparatus (ASN). Promotion or promotion is an increase of an employee in a better task area, compared to before in terms of greater responsibility, achievement, facilities, higher status, and the addition of wages or salaries, as well as other benefits. Government officials are workers who are paid by the government to carry out technical duties of the government to do services to the public based on the applicable provisions. Motivation is giving enthusiasm to work for employees. By giving motivation, it is intended to provide stimulating power to the employees concerned so that the employee works with all his efforts. Motivation is defined as a personal condition that encourages the individual's desire to carry out certain activities for the purpose.

Keywords: Promotion, Position, Motivation, Apparatus, Civil.

1. INTRODUCTION

Motivation that encourages someone to actively participate in an organization, among others, is the opportunity to progress. Human nature in general wants to be better, more advanced than the position that it has at this time. That's why they generally want progress in their lives. The opportunity to progress within an organization is called promotion (promotion).

A promotion also means moving from one position to another that has a higher status and responsibility. This means that compensation (wage / salary receipts and so on) is generally higher when compared to the old position. A promotion is generally coveted by every member of the organization. Therefore a promotional program needs to be held, which contains the following:

- a. In what direction will a position advance?
- b. Where is the final level of a position that can be achieved?
- c. What criteria and / or requirements are needed for the promotion? etc.

For this reason it is necessary to know more about the promotion path, the basics for promotion, work skills and seniority and so on, which are relevant to the purposes and objectives of promotion. The transfer of someone to a new position can also occur if the organization concerned is expanding or due to vacancies that must be filled immediately. The realization and principle of the right person in the right position, either by moving or by other means, will not only bring good results for the organization, but also for the officers concerned.

This is where the importance of a promotion is to increase the motivation of someone in an organization. However, the promotion must be based on the interests of the organization and not for the personal benefit of an officer. To obtain a clearer picture of the notion of promotion, the following are some definitions of promotion according to several other experts:

Flippo, cited by H. Malayu S.P Hasibuan (2000; 108) states that: "Promotion means the transfer from a position of other positions that have a higher status. Usually the transfer of higher positions is accompanied by an increase in salary or other fast, although not always so. "While Andrew F. Sikula was quoted by Malay SP Hasibuan (2004: 100) as follows:" Technically promotion is a movement in the organization and other positions that involve both wage increases and status. "

Based on the above definition, the writer can conclude that promotion has an important meaning for the agency, because by promotion means the stability of the agency and employee morale will be more guaranteed. Promotion will always be followed by higher duties, responsibilities and authority than previously occupied positions. A person is promoted because he is considered to have an average achievement higher than other employees even though perhaps by the leader the achievement is not satisfactory.

2. POSITION PROMOTION

Promotion or promotion is an increase of an employee in a better task area, compared to before in terms of greater responsibility, achievement, facilities, higher status, and the addition of wages or salaries, as well as other benefits. Job or job promotion is a positive development of a worker or employee because his job is considered good by an authorized official. Therefore giving higher responsibilities and authority should be given to those who excel. An employee's assessment is carried out by the officials who supervise it and the bureau unit that has the task to process the personnel administration activities (Fathoni, 2006).

Job promotions provide an important role for every employee, even a dream that is always eagerly awaited. With promotion means trust and recognition of the ability and ability of the employee concerned to occupy a higher position. Thus promotion will give social status, authority, responsibility, and greater income for employees. If there is an opportunity for each employee to be promoted based on the principle of fairness and objectivity, employees will be encouraged to work hard, be passionate, disciplined, and work well so that the company's goals can be optimally achieved. As much as the implementation of employee promotion, the personnel manager should determine the promotion program and inform employees. Promotional programs must provide information about the principles, basics, types, and conditions of employees who can be promoted in the company concerned. Promotion programs must be openly informed. If this is well informed, it will be a motivation for employees to work seriously.

According to Siagian (2010: 169), promotion is when a person is transferred from one job to another whose responsibilities are greater, the hierarchy of positions is higher, and the income is greater. Whereas according to Manullang (2001: 153), promotion means promotion, accepting power and responsibility greater than previous powers and responsibilities. According to Rivai (2009: 199) promotion occurs when an employee is moved from one job to another that is higher in payment, responsibility, and or level. Generally given as rewards, rewards for efforts and achievements in the past. Therefore, two problems will arise:

1. When a decision maker can objectively distinguish between strong and weak employees.
2. Peter Principle or Peter Principle, which states that human hierarchies tend to continue to improve their level of competence.

Each employee craves a promotion because it is seen as an appreciation for the success of someone showing high work performance in fulfilling their obligations in the work and position that they hold now, as well as recognition of the ability and potential concerned to occupy a higher position in the organization. Promotion can occur not only for those who hold managerial positions, but also for those whose jobs are technical and non-managerial. Siagian (2010: 170) said that organizations generally use two main criteria in considering someone to be promoted, namely:

1. Work Achievement

Promotions that are based on work performance use the results of an assessment of the work that is very good in the current promotion or position. Thus the promotion can be seen as an appreciation of the organization for the achievements of its members. However, such promotion must also be based on other considerations, namely a careful calculation of the potential ability of the person concerned to occupy a higher position.

2. Seniority

Promotion based on seniority means that the employee who has the most right to be promoted is the longest working period. Many organizations take this method with three considerations, namely:

- a. As a reward for one's services, it is seen at least in terms of loyalty to the organization.
- b. Assessment is usually objective because it is enough to compare the working period of certain people considered to be promoted.

c. Encourage organizations to develop their employees because employees who have worked the longest will eventually get promotion. This method contains weaknesses, especially in the fact that the most senior employees are not necessarily the most productive employees. Also not necessarily the most capable of working. This weakness can indeed be overcome by the existence of education and training programs, both for groups of employees who do certain jobs and specifically for certain senior employees who will be considered for promotion.

Basics of Promotion of Position According to Alex S. Nitisemito are as follows:

1. Work skills (Merit System)

On the basis of these considerations, employees who have work skills that can continue to develop their careers, while those who have under-performing will be excluded. So this system is only based on someone's work skills which causes other factors such as seniority, kinship so that the results will be more objective.

2. Seniority System

Seniority is defined as the length of work of a person who is recognized as an achievement both in the relevant position and in the whole institution. This system is basically one form of agency award to employees for loyalty that is dedicated to the agency.

3. Nepotism (Spoil System)

The basis for promotion is family acquaintance or connection, usually in an agency having a family so that it is functionally held by those who have family relationships.

As for some types of job promotions that we need to know, because not all job promotions are followed by salary increases. Malayu S.P. Hasibuan (2000: 113) suggests that the types of promotion include:

1. Temporary Promotion (Temporary Promotion). An employee is temporarily promoted because of a vacant position that must be filled immediately, such as the dean's office.
2. Permanent Promotion. An employee promoted from one position to another is higher because the employee is permanent. For example, a civil servant is promoted to head of service, authority, responsibility, and his salary will increase.
3. Small Promotion (Small Scale Promotion). Promotion of an employee from a position that is not difficult to move difficult positions that ask for certain skills, but not accompanied by an increase in authority, responsibility and salary.
4. Dry Promotion (Dry Promotion). An employee is promoted to a higher position accompanied by an increase in rank, authority, and responsibility but not accompanied by an increase in salary or wages.

In promoting employees, certain conditions that have been planned and stated in the company's promotion program must be included. Promotion conditions must be informed to all employees, so that they know it clearly. This is important to motivate employees to achieve the promotion requirements. Promotion requirements according to Hasibuan (2008: 111) are not always the same depending on each company. Promotional conditions generally include:

- a. Honesty. Employees must be honest, especially with themselves, their subordinates, agreements in running or managing the position, must be in accordance with the words of their actions. He did not misuse his position for personal gain.
- b. Discipline. Employees must be disciplined in themselves, their duties, and obey the rules that apply both written and custom. Employee discipline is very important because only with discipline allows the company to achieve optimal results.
- c. Work performance. Employees are able to achieve work that can be accounted for quality and quantity and work effectively and efficiently. This shows that employees can take advantage of time and use tools properly.
- d. Cooperation. Employees can work together harmoniously with fellow employees both horizontally and vertically in achieving company goals. Thus, it will create a good working relationship atmosphere among all employees.
- e. Proficiency. The employee is competent, creative, and innovative in completing assignments in the position properly. He can work independently in completing his work properly, without getting continuous guidance from his supervisor.

- f. Loyalty. Employees must be loyal in defending the company or corps from actions that harm the company or its corps. This shows that he actively participates in the company or its corps.
- g. Leadership. He must be able to foster and motivate his subordinates to work together and work effectively in achieving company goals. He must be a role model and get a high personality authority from his subordinates.
- h. Communicative. The employee can communicate effectively and be able to receive or perceive information from his superiors and subordinates properly, so there is no miscommunication.
- i. Education. Employees must have a diploma from formal education in accordance with job specifications.

3. STATE CIVIL APARATURE (ASN)

Apparatus are people who run the government. The apparatus has a strategic role in carrying out the general tasks of government and development. The role of the apparatus is in accordance with the demands of the times, especially to answer the challenges of the future. Quality apparatus is needed in order to face future challenges.

Understanding of government apparatus is mentioned by Dharma Setyawan Salam in a book entitled Management of Indonesian Government which explains that "Government Officials are workers who are paid by the government to carry out technical tasks of government to do services to the public based on the applicable provisions" (Setyawan, 2004: 169). Based on the above definition, the government apparatus is someone who is paid by the government to carry out government tasks technically based on existing provisions. This is in accordance with the opinion of Soerwono Handyaningrat who said that: "Apparatus is the administrative aspects that are needed in the administration of government or the state, as a tool to achieve organizational goals. The administrative aspects are primarily institutional or organizational and staffing "(Handyaningrat, 1982: 154).

Apparatus according to the definition above said that the apparatus is a staffing organization in the administration of government administration or the state in serving the community. Administrative aspects are institutions or organizations in the administration of government. This opinion suggests that the apparatus is an administrative aspect that is required by the government in the administration of government or the State. Whereas Sarwono further elaborated on the government apparatus that what was meant by the government apparatus were people who held positions in government institutions (Handyaningrat, 1982: 154).

A.W. Widjaja in his book "Civil Service Administration" argued that: "Employees are physical and spiritual human labor (mental and mind) which are always needed and therefore become one of the principal capital in cooperative efforts to achieve certain goals (organization)" (Widjaja, 2006: 113)

Based on the above definition it can be seen that employees are the main capital in an organization, be it government organizations or private organizations. The success or failure of an organization in achieving its objectives depends on the employee who leads in carrying out the tasks that exist in the organization.

4. WORK MOTIVATION

Motivation comes from the Latin word "movere" which means encouragement, desire, cause, or reason someone does something. According to Manullang in personnel management (1982; 150), motivation is the provision of enthusiasm to work for employees. By giving motivation, it is intended to provide stimulating power to the employees concerned so that the employee works with all his efforts. Whereas according to Handoko (1999), motivation is defined as a personal condition in a person that encourages an individual's desire to carry out certain activities for the purpose.

According to Malthis (2006: 114), motivation is a desire in a person that causes the person to act. Usually people act for a reason to reach the goal. Understanding motivation is very important because of performance, the reaction to compensation and other human resource issues are influenced and influence motivation. The approach to understanding motivation is different, because different theories develop their own views and models. Human motivation theory developed by Maslow in Malthis, 2006, classifies human needs into five categories that rise in a certain order. Before more basic needs are met, one will not attempt to meet higher needs. Maslow's famous hierarchy consists of physiological needs, the need for safety and security, the need for togetherness and love, the need for self-actualization.

A person's needs are the basis for a motivational model. Needs are deficiencies that are felt by a person at a certain time that cause stress that causes desire. Employees will try to cover up their shortcomings by doing a better activity in carrying out their work. By doing more and better activities employees will get better results so that their wishes can be

fulfilled. The desire that arises in the employee can come from within himself or from outside himself, both from his work environment and from outside his work environment. Motivation is not something that stands alone, but there are several factors that influence it. According to Arep (2003; 51) there are nine motivational factors, which of the nine can be summarized in six outline factors, namely:

1. Factors of human needs

a. Basic needs (economical). The basic needs referred to here are the need for food, clothing, and housing commonly referred to as primary needs. To meet these basic needs someone will work hard by exerting all their abilities, because food, clothing and housing needs are the most basic needs that must be fulfilled.

b. The need for security (psychological). Included in the category of psychological needs here include the need for status, recognition, awards, and so on. According to Arep (2003: 61) the desire of employees to achieve a certain status or to become a "figure", not only means that employees must have more opportunities to achieve progress, but also must be willing to accept more obligations. This means that the motivation to achieve the desired status will be firmly embedded in him.

c. Social needs. According to Robert Carison: "One way to convince employees at home is to make sure that they have many partners in the organization". Employees in an organization need to interact with fellow employees and with their fellow superiors and foster recognition of their work achievements.

2. Compensation Factor.

According to Handoko (2001: 155), compensation is everything that employees receive as compensation for work. If compensation is given correctly, employees will be more satisfied and motivated to achieve organizational goals. Compensation is important for employees, because compensation reflects the value of the work of the employees themselves, their families, and the community. In the case of giving salaries several factors must be considered, including:

a. Meaning of salary for employees. For a salary employee has a deep meaning, which is something that can affect the level of life of the employee concerned with his family.

b. Basic salary. There are a number of bases for giving salaries. One of them is "work" that is salary is based on the amount or value of the goods sold or produced.

3. Communication Factors

According to Arep in personnel management (2003: 81), smooth communication is open communication where information flows freely from top to bottom or vice versa. In a communication organization needs to be well established between superiors and subordinates or fellow subordinates, because with smooth communication then the flow of communication will run smoothly as well and there will be no miscommunication that will lead to confusion in carrying out work in the organization. With smooth communication organizational policy will be easier to understand.

4. Leadership Factors

According to Arep in personnel management (2003: 93), leadership is the ability of a person to master or influence other people or communities - different towards a certain achievement. In achieving the goal of being able to master or influence and motivate others, then in applying human resource management several leadership styles are used, including:

a. Democratic Leadership, is a leadership style that focuses on "the ability to create MORALS" and "the ability to create TRUST".

b. Dictatorial or autocratic leadership, which is a leadership style that focuses on "the ability to EXACT" the desire to be able to gather followers for his personal interests and / or his group with the willingness to accept any risk.

c. Paternalistic Leadership, which is the form between the first (democratic) and second (dictatorial) styles above.

d. Free Rain Leadership, which is one of the leadership styles that 100% fully surrenders all the wisdom of operating human resource management to its subordinates by only adhering to the basic provisions set by their superiors.

5. Training factors

Training is a means to improve the ability of employees in an organization. To further improve the quality of human resources each organization needs to carry out education and training for its employees, both held inside and outside the organization. According to Arep (2003: 108), training is an effort to develop human resources, especially in terms of knowledge, ability, expertise, and attitude.

The benefits of training for employees are:

- Increase motivation
- Improve knowledge, ability, and skills in carrying out daily tasks.
- Increase self-confidence and eliminate feelings of inferiority
- Streamlining the execution of tasks
- Grow a positive attitude towards the organization
- Increase morale and work passion
- Enhancing caring for the organization
- Increase mutual respect between employees
- Providing encouragement for employees to produce the best
- Provide encouragement to employees to provide the best service.

6. Achievement factors

Assessment of employee work performance for the organization is a means to develop human resources. Whereas for employees, performance appraisal can spur work morale, in order to improve subsequent performance. Because with this performance assessment will feel that their work is recognized by the organization and then raises hope to obtain compensation from the organization. This is a source of work motivation that greatly affects employee performance.

5. CONCLUSION

Promotion or promotion is an increase of an employee in a better task area, compared to before in terms of greater responsibility, achievement, facilities, higher status, and the addition of wages or salaries, as well as other benefits. Motivation that encourages someone to actively participate in an organization, among others, is the opportunity to progress.

Government officials are workers who are paid by the government to carry out technical duties of the government to do services to the public based on the applicable provisions. Employees are the main capital in an organization, be it government organizations or private organizations. The success or failure of an organization in achieving its objectives depends on the employee who leads in carrying out the tasks that exist in the organization.

Motivation is giving enthusiasm to work for employees. By giving motivation, it is intended to provide stimulating power to the employees concerned so that the employee works with all his efforts. Motivation is defined as a personal condition that encourages the individual's desire to carry out certain activities for the purpose.

REFERENCES

- [1] Dessler, Gary. 2003. *Manajemen Sumber Daya Manusia*, Edisi Kesepuluh, Jilid Kesatu. PT. Intan Sejati, Klaten.
- [2] Fathoni, Abdurrahmat. 2006. *Manajemen Sumber Daya Manusia*. Rineka Cipta. Jakarta
- [3] Hasibuan, Malayu S. P..2005. *Manajemen Sumber Daya Manusia* (edisi revisi). PT Bumi Aksara. Jakarta
- [4] Mathis, R.L, Jackson, J.H. 2006. *Manajemen Sumber Daya Manusia*. Salemba Empat. Jakarta
- [5] Mondy, R. Wayne. 2008. *Manajemen Sumber Daya Manusia Jilid I Edisi 10*. Penerbit Erlangga. Jakarta
- [6] Nawawi, H. Hadari. 2003. *Manajemen Sumber Daya Manusia Untuk Bisnis yang Kompetitif*. Gadjah Mada University Press. Yogyakarta
- [7] Nitisemito, Alex S. 1996. *Manajemen Personalialia*. Graha Indonesia. Jakarta
- [8] Nuraini, Dra. 2013. *Manajemen Sumber Daya Manusia*. Yayasan Aini Syam. Riau
- [9] Panggabean, Mutiara. 2004. *Manajemen Sumber Daya Manusia, Cetakan Kedua*. Ghalia Indonesia. Bogor
- [10] Wirawan. 2009. *Evaluasi Kinerja Sumber Daya Manusia*. Salemba Empat. Jakarta