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## **Performance Analysis of Civil Servants Rank Promotion Management: Case Study at the Regional Employment Board of West Kalimantan Province**

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### **Abstract:**

*The study aimed at determining the performance of Regional Employment Board of West Kalimantan Province in conducting the civil servant rank promotion management in the West Kalimantan Province in order to obtain the descriptions of rank promotion management of Civil Servants, as well as the solution what to do if there are decline indications of civil servant rank promotion management.*

*Civil servant rank promotion as part of public service, demanding good performance. This demand requires earnest efforts to realize the performance of government apparatus. It is characterized by the low quality provided by the government apparatus to public. Civil servant rank promotion also requires optimal performance, given the civil servant promotion is an award given to employee for his accomplishments and devotion to country. The promotion is very useful and help employee in many ways. Promotion decree can bring people into different lives, careers, welfare, education and so forth.*

*The results of "Performance Analysis of Civil Servants Rank Promotion Management (Case Study at the Regional Employment Board of West Kalimantan Province)" showed some phenomena that are supposed to influence the performance of civil servant rank promotion. This phenomenon includes: rank promotion is not timely, there are still many mistakes in managing promotions and the assumption that procedures/rules of civil servant promotion is complicated.*

*The results implication is very influential to the performance of civil servant rank promotion, the performance of civil servant rank promotion is not optimal, it needs change to be made from the commonly applied so far into quicker way such as Electronic Rank Promotion Proposal for Civil Servant for the sake of efficiency and the effectiveness of rank promotion performance management.*

**Keywords:** *Performance, management, rank promotion.*

### **1. Introduction**

Success of governance and national development implementation would highly depend on its government officials, to obtain regional government implementation there should be directed development to improve employees work quality. To face developmental change there should be efficiency, effectiveness, justice and responsiveness of employees to be encouraged and grown, so that they would be able to compete in this globalization era which suffer rapid and dynamic change [1].

Position of public servant (PNS) as an actor in government, is demanded to possess the complete skill in his task and duty completion, to finish his job, they should able in dealing with public or organizational problems, thus high authoritative nature, good mental, good loyalty and responsible in completing his task should be possessed by a public servant.

Related with the above, it would be better to know about objectives and mission of organization to be able in determining the success of country actors and government in obtaining national development objectives. The fluency of government implementation within national development would depend on official's resources. Therefore, every organization should carry an assessment toward employees' performance. Assessment toward employees' performance is a highly important activity. This assessment could be used as the success measure of an organization. This assessment should also use as an input for improvement or amelioration of subsequent organizational performance. Given that organization performance is to meet the predetermined needs from each related group through systematic efforts and continuously improving organization ability to effectively achieve this needs [2].

Badan Kepegawaian Daerah of West Kalimantan Province is in accord with the main duty and its function has already established Strategic Plan (Renstra) which oriented toward result by calculating potential, opportunity, and obstacles that exist or might emerge in the future, along with vision, mission, objectives, target, strategy, policies and program to be achieved. Renstra also useful as guidance or manual for Badan Kepegawaian Daerah (Regional Personnel Office) of West Kalimantan Province in conducting their main task and function as Regional Government elements in supporting good governance [3].

One of the activity done to implement this strategic program is by managing rank ascension of public servant. Rank ascension management as part of public sector, has demanded a good performance. This demand would need truly genuine efforts since current government bureaucracy performance still perceived as not yet showing good performance. This was based on fact regarding low quality service given by bureaucrats toward the people and this was also mostly appointed as one of the cause that put this country lack behind others.

Improvement in service quality toward the people is not an easy matter, since it is already well known that the people mostly disappointed toward government services. Nation's official's empowerment program has failed to show an efficient and spirited bureaucracy in serving the people/citizen. Troubles and obstacles has mostly complained in receiving services from officers (public servant) generally covers such as: lack of clarity in procedural matters, changing requirements, delayed services, complicated and too bureaucratic service mechanism.

Rank is position that show the level of public servant (PNS) based on his/her title among personnel arrangement and used as the basic judgment for payroll. According to Peraturan Pemerintah Republik Indonesia No 12 years 2002 regarding Public Servant's Rank Ascension, it is explained that rank ascension is not someone's right but it is a reward given based on his/her work performance and his/her dedication toward the nation, so that this rank ascension can be felt as a reward, it should be given punctually and appropriately in person [4]. Requirement for public servant ranking is the main matter within personnel administration, as basic for payroll, promotion, esselonization and others.

In managing rank ascension of public servant in Badan Kepegawaian Daerah of West Kalimantan Province, there were several phenomena complained in receiving services from the above mentioned officials which related with performance or dissatisfaction indication toward quality in rank ascension management. Those phenomena would include:

*Management tend to be not punctual:* Management of public servant rank ascension every year was split into 2 (two) periods that are period 1 in April and period 2 in October. Management of public servant rank ascension can be punctual or not punctual. Punctual means that management can be appropriate within its proposed period, for example, if one public servant was proposed to rank ascension in April period, the related officer would receive announcement/assignment letter of his rank ascension exactly at April 1st or before April 1st in the same year. Not punctual means that rank ascension management was done after his proposed period, thus announcement letter of rank ascension would be received by the related officer after the date of his rank ascension period. This would result in delayed salary payment for the new rank and new group, thus inflict a financial loss toward the particular individual. Unbalance public servant working in rank sub-field within Badan Kepegawaian Daerah, with total 5 people if compared to amount of employees in whole West Kalimantan Province with 6046 employees plus Kabupaten/Kota employees with group class instructor (IV/a) to group class instructor level I (IV/b) which belong to provincial authority would cause delay in finishing task and duties.

*It has many mistakes in management of rank ascension:* there were still lots of mistakes in managing rank ascension and this create lots of revision request in Assignment Letter of rank ascension for each period, either mistakes come from the proposing institution or entry mistake from the employee who directly handling this changing matters. Mistakes in managing rank ascension such as mistakes related with name typing, employees number code (NIP), group/class, year of service, work unit, position, net pay, rank ascension period and others.

*There's a belief that procedures/regulation in rank ascension of Public Servant is still complicated:* management performance procedures for public servant rank ascension in Badan Kepegawaian Daerah of West Kalimantan Province still perceived as complicated, due to proposal of rank ascension initiated from Institution or Satuan Kerja Perangkat Daerah (SPKD) which covers Dinas, Badan, Biro and Kantor (for all rank and group/class) in West Kalimantan Province environment, and then submitted toward Badan Kepegawaian Daerah for archives and subsequent entry. From Badan Kepegawaian Daerah of West Kalimantan Province, this proposal would be forwarded toward Kantor Regional V Badan Kepegawaian Negara in Jakarta. From Kantor Regional V Badan Kepegawaian Negara in Jakarta covering group/class Juru Muda (I/a) to group/class Instructor I (IV/b), there is note of approval from Kantor Regional V Badan Kepegawaian Negara in Jakarta. This technical note of approval would become the basic judgment for publication of Assignment Letter in rank ascension of public servant being proposed.

Based on the above problem, to answer the phenomenon that occurs in here, author has suggested that rank ascension performance management conducted in manual manner should be done quicker so that it can be punctual before its period (TMT April 1st and October 1st) by Elektronik Usul Kenaikan Pangkat Pegawai Negeri Sipil (E-UKP2NS), with the requirement of valid public servant data. Nowadays there is Pendataan Ulang Pegawai Negeri Sipil (PU-PNS) in Indonesia, with the expectation that PU-PNS to immediately implemented, thus planned E-UKP2NS can be materialized, for the sake of efficiency and effectiveness of rank ascension management performance.

Based on the above introduction, it is necessary to propose problematic formulation in order to give clear direction for subsequent analysis. This problem formulation was as follows:

- 1) How does Public Servant Rank Ascension Management Performance based on Peraturan Pemerintah Republik Indonesia No 12 years 2002?
- 2) What factors become the valuation for public servant rank ascension management performance quality?

This study has the objective to found out the performance of BKD of West Kalimantan regarding public servant rank ascension management performance in governmental environment of West Kalimantan Province to obtain description concerning:

- 1) This study has the objective to identified, analyzed and described performance in public servant rank ascension management based on Peraturan Pemerintah Republik Indonesia No 12 year 2002 regarding Public Servant Rank Ascension.
- 2) It aims to found out about factors which become valuation for public servant rank ascension management performance.

## 2. Study Method

Study type in this article is qualitative study. Qualitative study is the study through in-depth testing and specific from context, from an objects, from bundle of documents or from particular event to obtain deeper comprehension, holistic, ignoring subject representative of author toward respondents, not using large samples and not analyzed in numeric and statistical manner. Therefore, through this study, author would like to give actual description by collecting data such as words, and then compile it, analyze it and interpreting it [5]. Approach used in this study is descriptive approach. Descriptive study is a study meant to investigate about a situation, condition or others and its results was reported in the form of study report, thus this study is qualitative descriptive in nature [6].

Method used in this study is case study. Case study is a study whereas author would dig out a certain phenomenon in any activity (program, event, institution or social group) and collecting detailed information using all type data collection procedures for certain period. Study selection for a case can be selected from several study program by using all type of information sources, such as observation, interview, documentation and reporting [7].

To obtain information, author conduct observation. To test the truthfulness of an observation, author demanded to be knowledgeable in theory thus he could give description concerning realities that should be paid attention to. Realities description (facts) interpreted according to subjective view of object (organization) in study. In this context, facts which are suspected to influence performance of Badan Kepegawaian Daerah of West Kalimantan Province can be captured, to obtain broad description concerning rank ascension of public servant in governmental environment of West Kalimantan Province. Therefore, it can be said that this study is using realistic ethnography method.

Reason why author use this method is so that he could obtain as much information concerning public servant rank ascension management performance in governmental environment of West Kalimantan Province. Information obtained was expected to be able in giving deeper comprehension regarding public servant rank ascension management performance in governmental environment of West Kalimantan Province.

### 2.1. Data Collection Method

Data collection technique used in this study are: (1) *In-depth interview* – in-depth interview in this study is limited on aspects that can be published and not confidential; (2) *Observation* – author directly went to the field to obtain data and information in accord with study objectives. This type of observation was used so that it will free of initial suspicions which influencing study objectivity and expected to keep developing during this study. In this observation, author conduct direct observation concerning public servant rank ascension management performance; (3) *Documentation* – in which author would conduct data collection and information through official notes, letters and other documentation which could support this study.

Within study, after obtaining all the data we should test those data validities. Data validity test should be done as mention by Moeloeng which suggesting that to determine data validity it need examination technique consist of 4 (four) criteria which are: *credibility, transferability, dependability, and confirmability* [8].

*Credibility test.* In fulfilling credibility test toward data in this study, examination toward qualitative data can be done by:

*Extending participation or elongation of observation:* where author go back to the field or study site to obtain additional data needed although he had done it before. With observation elongation, author try to build closer relationship with informants or studied subjects so that data or information being given can be more specific. How long does observation elongation should be done? The answer would depend on information worthiness we needed. In this stage, to test study data credibility, it would be better to be focused on testing the data after it is known as valid or not. If, after re-checking it and it is valid, observation elongation can be terminated.

*Diligence in observation:* it means that diligence conducted in observation should be accurate and continuous so that data validity and other information used as data can be recorded and formulated systematically. Whatever the author does, it should give accurate and systematic data description concerning what is being observed so that author's insight is broader and sharper.

*Triangulation:* it is a data validity examination technique which use something other than observation data for checking reason or as comparator toward observation data. Source triangulation was done by checking data obtain from several sources, in this case informants.

*Peer examination through discussion:* it is another way to expose temporary result or final result obtained in the form of discussion with peers. In this study, discussion was done with classmates in Magister Kajian Ilmu Politik dan Pemerintahan (Mipkor) (Master program in Political Science and Governmental) also with friends from Badan Kepegawaian Daerah of West Kalimantan Province.

Negative case analysis was done by collecting examples and cases which are on the opposite of the pattern or informational tendencies which has been collected and used as comparator or with another word finding other/different case with data obtained during this study.

➤ *Transferability.* How far does this study can be applied within other situation? In order of someone to understand qualitative study result, therefore, results of study should be stated in detail (thick description), clear manner, systematically, and reliable so that reader understand the study being conducted and able to decide whether it should be applied in other place or not.

➤ **Dependability.** It is done by conducting audit toward whole process of study by study advisor, such as how does author start to determine problems, entering field, determining data source, conducting data analysis, testing data validity, until drawing conclusion should able to be shown by author.

➤ **Confirmability.** It means testing study result related with the processes. In qualitative study, confirming that something is objective can be done if it is not depending on approval of several people toward view, opinion, and finding of someone. With other word, qualitative study contains results which are approved by lots of people. If results are a function of study process, thus it is said that study has fulfill the confirmability standard, since it shouldn't be just results without processes.

After data and information has been collected, the next phase is author would categorize and cross-checking it with theories, analyzed qualitatively in the form of analysis descriptive using ethnography method, realistic ethnography type. Analysis can be done through words without mathematically measured and after that conclusion can be draw as the answers of study objectives.

Data analysis technique used in this study is *interactive model of analyst*. Basically, this data analysis model is based on positivism paradigm view. This analysis was based on three components, as follows:

➤ **Data Condensity.** Data being collected from observation process in Badan Kepegawaian Daerah of West Kalimantan Province as field data was poured into detail and complete report description. Data and report would subsequently obtain, resumed and chosen selectively, focused on the most important one, and then choosing theme or pattern (through editing, coding and labeling process). Data condensing was done continuously during study. In this stage, after data is chosen, it would be simplified. Unnecessary data would be sorted out to create easier appearance, presentation and to draw temporary conclusion.

➤ **Data Display.** Data display was meant to facilitate author in seeing the overall picture of certain parts of this study data. This is a data organizing to a certain format so that it appears whole. These data would be sorted and kept according to its group and compiled along the same category to show its harmony with the problem at hand including temporary conclusions obtained when data was gained.

➤ **Concluding Drawing.** In this study of public servant rank ascension management performance, data verification was done continuously during this study process. Since conducting study and during data collection process, author tried to analyze and looking for the meaning of the collected data, which is looking for theme pattern, similarity relation, hypothesis and then put into tentative conclusion. Stages to draw conclusion from data categories after reduction and presentation to reach final conclusions will finally able to answer the problem at hand [10].

This study has been accord to data analysis technique using interactive model developed by Miles, Huberman and Saldana (2014) above to analyze qualitative data interactively and continuously, therefore data has been saturated.

### 3. Results and Discussion

#### 3.1. Public Servant Rank Ascension Management Performance

##### 3.1.1. Rank Ascension Management Performance Tend to Not Punctual

Rank is position which show one's public servant level based on his title within range of personnel structure and used as basic for payroll. In public servant rank ascension, it is explained that rank ascension is not someone's right but a reward given to him based on his work achievement and dedication he gives for the nation.

Public servant who propose himself in rank ascension would demand if there is something that did not meeting the requirement and sufficiency of material needed for it. This can be anticipated by making the proposing institution as a pro-active institution. Proposing institution should be active in collecting data, having insight concerning files needed for ascension application, and proposing rank ascension of public servant, even without the knowledge of the person involved. If rank ascension Assignment Letter has been processed, then it can be given as a reward toward the person involved. This would minimize demand of public servant involved which feels that rank ascension is his rights.

Based on interview result with Kasubbag Umum (Chief of Subsection General Affairs) and Officers of Rumah Sakit Umum Daerah (RSUD) dr. Soedarso, as follows:

- In here at RSUD dr. Soedarso, most public clinician and nurse who was late in completing and submitting files for rank ascension, mostly was due to their evening and night shift, thus we have a hard time to contact them. When they were coming home, we were not there yet and when they were in, of course, we would be heading home then. However, they were late in submitting all the files but they still push for processing, thus it creates delay in proposing process related with short period of documentation scheduling from BKD (Interview with Kasubbag Umum and Officers of Rumah Sakit Umum Daerah dr. Soedarso, February 3rd, 2016).

Interesting matter in this observation is most public servant would try to fight for their rank ascension, as if it is their rights to do so, though according to the law rank ascension is reward given based on his/her work achievement and dedication for the nation.

##### 3.1.2. Mistakes in Administration Process of Rank Ascension Management

Lots of mistakes in administration process of rank ascension management has cause lots of revision request or similar request of assignment letter, either the mistakes come from the proposing institution or entry error from employees who directly deals in this management. Mistakes in this rank ascension management would include error in name typing, employees number code, net payroll, group/class, tenure, work unit, period of rank ascension, title and others. Result from interview with one of the staff explain that:

- To measure rank ascension management service is its schedule, as long rank ascension was completed during the predetermined period without error then it means that service has been good enough. If there is error, they should fix it immediately. This has already put into assignment letter of rank ascension, if there is mistakes/error in this decision, there will be amelioration and re-counting as it should be. (Interview with staff, February 17th, 2016)

If there is mistakes in assignment letter of rank ascension there will be amelioration and re-counting as it should be. Mistakes in managing assignment letter is a common thing. Therefore, satisfaction level of employees toward rank ascension management would be measured from how much or how small is the mistakes or error and its time period. Smaller level of mistakes means rank ascension management has been able to achieve high satisfaction level from the employees.

Badan Kepegawaian Daerah of West Kalimantan Province has provided online access through email, such as email to subbidpangkatbkd@gmail.com as primary service, direct consultation or receiving letters contain satisfaction and dissatisfaction. Therefore, employees were welcome to file a claim if he found out that things related with rank ascension management is not fit with things expected.

### 3.1.3. Rank Ascension Management Procedures is Still Complicated

That public servant rank ascension management procedures in Badan Kepegawaian Daerah of West Kalimantan Province still complicated is adjusted with the existing law, given this complicated process perceived by the people thus rank ascension proposals still haven't been realized in time. Below is extract of interview with key informant, according to Kassubid Kepangkatan (Chief of Section in Ranks):

- Proposing procedure for rank ascension does have its stages, initiated from documentation filing from proposing institution and then being submitted toward Badan Kepegawaian Daerah, if its proposal is complete then it is submitted to the next stage, in accord with the existing mechanism and rules. For rank ascension proposal, it is complicated. We should deliver to the central through Kantor Regional V BKN in Jakarta, BKN and Sekretariat Kabinet Republik Indonesia, well, this is the procedure not known by most public servants. All they know is assignment letter (SK) would be published without knowing its procedure and the complicated affairs in there (Interview with Kassubid Kepangkatan, February 29th, 2016)

In public servant rank ascension management performance process at Badan Kepegawaian Daerah of West Kalimantan Province, rank ascension proposal still acceptable though already exceed the predetermined schedule as long as it is still within administration process for rank ascension management of certain period, such as in rank ascension proposal for April 1st, 2016 period in which this proposal should already into Badan Kepegawaian Daerah of West Kalimantan Province at the latest in February 2016, but until late of March 2016 there were still people who submit their proposal toward Badan Kepegawaian Daerah of West Kalimantan Province, where it is permissible by approval of Kantor Regional V Badan Kepegawaian Negara in Jakarta.

## *3.2. Factors Become Valuation Toward Public Servant Rank Ascension Performance*

### 3.2.1. Employee's Performance Efficiency

Efficiency in this matter was meant as time and cost saving in order to implement task and function as government official. Ideally, officer's performance would be efficient viewed from inverse comparison between *input* and *output*, therefore implementation of task and function would be able to provide *input* such as cost and time, also in *output* side, ideally it should be able in producing high quality product particularly seen from cost and time aspects [11].

An organization could be called efficient when it achieves real maximum value. Efficiency would show amount of input (such as human resources and fund) needed to obtain output determined or to achieve certain objectives. There were lots of determining factors for organization efficiency such as: relative cost, labor, employees working productivity, raw material cost and technology advancement.

Employee's working efficiency should be reviewed from employee's work sources utilization savings in order to implement their job and routine task also in implementing development. In this matter, an activity can be said efficient if particular result was obtained by using as small as possible amount of thought, labor, time, space and goods. Savings in utilization of work sources would be reflected in work method as follows:

#### *3.2.1.1. Utilization of the mind and labor*

Job which use lots of thinking should be change into semi-mental job or job which can be finish only by using labor force. Based on interview with Kabid Pengadaan dan Mutasi Pegawai (Chief of Employees Recruitment and Mutation) related with mind utilization efficiency:

- Employees should pay attention toward these things, since task and duty in here has never completely through. Files were always scattered here and there. For the task calculating working period of public servant or payroll per group according to tenure which are often used, tables should be prepared so that we could only look at it and read it, and not calculating it over and over again every time we need it (Interview with Kabid Pengadaan dan Mutasi Pegawai, February 18th, 2016)

Jobs which use hands should divide its work load in balance for all the finger in accord with its strength, for example, typing with ten fingers. Important things or tools should be within reach such as paper clip, clipper, eraser, glue and phone. Those things should be put

on the table within reachable limit and distance by hand without having to stand up or turning the whole body. According to staff kepegkatan (staff of ranks/promotion) that:

- Efforts used in implementation of task and duty can be done as efficient as possible, because before starting to work several tools has already prepared beforehand without having to walk or move entire body since working volume in this field is quite high plus frequently there were guess who wants to consult concerning administration of ranks ascension (promotion) proposal management (Interview with staff of BKD of West Kalimantan Province, February 11th, 2016)

Works which use too much thinking and efforts/labor should be change into works that run faster and more efficient.

### 3.2.1.2. Time utilization

Time utilization should be used as wise as possible, thus there were no delayed work, late work or abandoned work. According to Kassubid Kepangkatan (Chief of Section in Ranks):

- Time utilization is highly important since it is related with the task and duty. If time is not used well then task and duty can be unfinished and delayed. In particular superior and staff of ranks/promotion they have already utilize time as efficient as possible (Interview with Kassubid Kepangkatan, February 29th, 2016)

Based on the information obtained from the above description, there is a picture that time utilization has already in accord with the predetermined working hours. Service implementation has already based on the predetermined regulation. It means that time utilization by employees in giving service is quite good.

### 3.2.1.3. Space utilization

Office stationary should be put near employees which often using it, so that it could reduce to and fro distance which consume time. For example, computer should be put on the table of each employee, unused goods should be thrown away or put on waste bin. According to staff kepegkatan (staff of ranks/promotion):

- Space utilization has already used as it should be, wide area is comfortable enough to do activities, but with so many files in the room it kind of obstruct the view and causing the whole room look narrow. Jobs in BKD always accompanied by dust and old files (Interview with staff Kepangkatan, February 17th, 2016)

According to author's observation, space utilization is quite effective in implementation of employee's performance, thus employees can do their job effectively. Distance run to finish the task related with other section also has the shortest distance. Therefore, opportunity to finish the job can be done easily, cupboard placement for archives has already fitted according with the needs.

### 3.2.1.4. Goods utilization

In implementing the work of an organization, there shouldn't be any luxurious material to complete the task. Any goods are fine as long the job is finished well. For example, in quasi-savings by buying cheap goods, it won't do any good because it suffers lots of damage and thus raising the cost for maintenance or operational. According to Staff Kepangkatan:

- Goods utilization has already run as efficient as possible, such as utilization of computer, printer, ink, papers, and others has already use as its function. However, common goods would sometimes break and we should have fixed it immediately so that it won't disturb other works (Interview with Staff Kepangkatan, February 11th, 2016)

Employees efficiency in Badan Kepegawaian Daerah of West Kalimantan Province sub-section Kepangkatan (Ranks/Promotion) is quite good. This can be seen from employee's work result in finishing the task and duty in timely manner although there were several delayed works. Those tasks were finished by people who has skill in their own field, if being supported by information technology, it would be resulting high level of performance. The similar thing was suggested by Kabid Pengadaan dan Mutasi that:

- In implementing service process of rank ascension (promotion), our staff has already have the experience and already accustomed working on it every year. If there are problems regarding regulation we could consult to Kanreg V or Badan Kepegawaian Negara, for technical implementation our staff has no difficulties due to they have already accustomed in finishing the task (Interview with Kabid Pengadaan dan Mutasi Pegawai, February 18th, 2016)

## 3.2.2. Employee's Performance Effectiveness

How far does an organization to reach its goals and meet the needs of the people would depend on whether the superior of this organization has run their job smoothly or not. If those superior did not run their job well, then organization would not reach its goals. According to Peter Drucker, one of the author regarding management, there were two concepts that can be used as criteria to value how good does a manager finishing his task. Drucker suggested that achievement of a manager can be measured by two concepts: efficient and effectiveness. Efficient means "doing the job correctly", while effectiveness means "finishing the correct task" [12].

Efficient, which is the ability to conduct the right job is the concept of "input-output". An efficient manager is manager who obtain outcome, or result, which have the desired nature of input (labor, materials, and time) used to reach this particular outcome or result. While effectiveness is ability to choose the right target. An effective manager is manager who choose the right task to be done. No matter how much efficiency cannot compensate lack of effectiveness. Below is interview of author with Kepala BKD of West Kalimantan Province that:

- Regarding task and duty's comprehension particularly in ranks/promotion administration service given by superior has already able to comprehend, although if they face some troubles in its handling then it would be coordinated with their peers or their direct supervisor to obtain solution for the problems (Interview with Kepala BKD of West Kalimantan Province, February 22nd, 2016)

Regarding with effectiveness, an effective plan is focused plan (clear in what to achieve), simple (not excessive), possible to be done (might be done with the existing resources), supporting resources is available (at least can be provided), and clear its implementation time and its limitation. In other words, the plans can be implemented or realized [13]. Indicator to measure work effectiveness would include:

#### 3.2.1.1. Ability in adjusting self

Human ability is limited in everything thus with this limitation human cannot achieve his/her needs without cooperating with other. Organization success is cooperation to achieve goals. Every person within the company was demanded to be able in adjusting him/herself with people inside the firm also with his job. If this ability in adjusting self is quite high thus organization goals might be obtained. Based on interview with Kabid Pengadaan dan Mutasi Pegawai:

- Our staff have no problems with adjusting or adaptation, whether with peers or with the job and task given to him/her. They have already accustomed with high volume workload, although they have to work overtime (Interview with Kabid Pengadaan dan Mutasi Pegawai, February 18th, 2016)

From the above interview, employees have no problem in adjusting or adapting, since they already accustomed with peers and working environment, and this has already in accord with the existing norm or environment demand to face internal needs, strain, frustration, and conflict in order to achieve harmony with other employees and his/her environment.

#### 3.2.1.2. Work Achievement

Work achievement is work outcome obtained by someone after finishing works/task given to him based on this aptitude, experience, sincerity and time. Organization characteristic would consist of organization structure and technology. Based on interview result with senior staff concerning work achievement, it is revealed that:

- Regarding our routine job, we always try to finish on time without force from superior. We work sincerely but there are some jobs that cannot be finished on time (Interview with Staff Kepangkatan, February 11th, 2016)

Therefore, work achievement assessment is a formal process to conduct review and periodical evaluation of work achievement; an objective design, systematic and comprehensive toward employees can be a useful tool for an organization.

#### 3.2.1.3. Job Satisfaction

Job satisfaction is a pleasant emotional attitude and loving his job, it is an emotional state where it is fun or no fun in the eye of employees regarding their own job. Job satisfaction would reflect the feeling of someone toward his job. Other than obtain income, spiritual satisfaction of each employees in giving service has become another certain income for employees involved, particularly viewed from psychological aspect as suggested in interview result with one of staff Kepangkatan who give service related with rank ascension as follows:

- I felt satisfied when I was able to do my duty and routine task or job that given to me by my direct superior, either from its finishing timeliness or from the result of the job I've done. Sometimes superior would praise their subordinate, either Kasubbid, Kabid or Kepala Badan particularly in morning ceremony or also closing ceremony and in official forums such as in staff meeting (Interview with Staff Kepangkatan, February 17th, 2016)

Based on this informant's description, it seems that employees have already have their job satisfaction. It can be seen from employee's responsibility in finishing the job and task such as managing assignment letter in promotion. One can feel satisfied or not depending on whether he feel fairness or not over his situation through comparing himself with others such as peers, colleagues or friends.

### 3.3. Justice

Justice in this matter was feeling within human which desire to be treated equally fair within organization environment where he work. This concept should always be related with organization, since organization is "the second house" after his own house. It means, most of his lifetime has spent for the interest of this second house, in this case by working. *Organizational justice* is the term to describe equality or justice in work which focused on how worker conclude whether they were treated fairly in their job and how does this conclusion would affect other variables related with the job [13]. Based on interview with Staff BKD that:

- Justice in this matter has already felt fair enough since other than receiving payroll we also gain legal income addition according to the law which are benefit for employees wellbeing, food and transportation money (its payment in accord with absence) and put into activity fee team. Therefore, whatever we do other than our job routine would resulting fee from this extra job and task which amount would depend on the existing budget (Interview with Staff BKD, February 17th, 2016)

Looking statement from Staff BKD that there is nothing matter with the justice has been felt as fair in accord with the existing regulation in proportion, either in superior or staff level. Justice has already felt equally for all employees without any exception. Justice is highly expected by everyone, anytime and anywhere, one would need to find justice, with justice one would feel himself appreciated, admitted and accepted. But, it is necessary to notice that concept of justice is highly subjective and depend on one's attitude in giving perception toward justice.

#### *3.4. Responsiveness*

Responsiveness is responsibility and commitment in giving services also helping out in solving problems of citizen which impeding him in getting the service.

##### 3.4.1. Service Standard

Service standard is performance quality measurement standardized in implementation of public service which has to comply by giver or receiver in service. Service standard should be realistic since it is a guarantee that promise/commitment made could be fulfilled, clear and understandable by giver and receiver. Responsiveness is sensitivity to implement an obligation where this individual would take responsibility in finishing the task given to him. Based on the interview with Kasubbid Kepangkatan regarding officer's responsiveness in giving service of public servant rank ascension management performance in Badan Kepegawaian Daerah of West Kalimantan Province, it is known that:

- “All employees have already try their best in giving service according to their own task and duty, however there are technical and non-technical obstacles which often impeding delivery of public service” (Interview with Kasubbid Kepangkatan, February 19th, 2016)

In general, employee's responsiveness in delivering service is quite good, although there were some employees still lack communicative in giving explanation or in responding to questions, this would occur due to service user usually don't want to understand that whatever the case they brought it cannot instantly solve on the same day since there is queue system in problems follow-up. According to Staff in Organization Bureau:

- Responsiveness of BKD employees in delivering service is quite good and it can be felt during consultation particularly in administration service for rank ascension (promotion) which would always serve by its employees in friendly manner (Interview with Staff in Organization Bureau, February 11th, 2016)

##### 3.4.2. High Commitment

High commitment would shape employee's behavior so that in harmony with organization demands. Therefore, training toward employee's commitment should be done in sustainable and directed manner through behavioral training. In reality, each employee has their own characteristic, desire, aspiration and hope. In this matter, role of organization training would be represented by superior who had a very important position and role also determining in directing those various behaviors of his employees, to be in harmony and supporting the achievement of organization goals. To grow responsiveness of a superior, he was expected to have harmonic relationship with all employees. This was meant so that there is closeness between employees and his/her superior. With this closeness, it is expected that superior's order would be complied to all of his subordinate. Suggested by Kepala BKD of West Kalimantan Province that:

- “In creating cooperative relation between superior and subordinate, it demands superior to open up himself meaning that he should be willing to receive opinion or ideas coming from subordinate and also willing to receive critics meant for the better performance of organization”. Creating harmonious relationship between superior and subordinate in formal and informal ways would eventually affecting good cooperative relationship between task completion and task understanding which become the responsibility of employees (Interview with Kepala BKD of West Kalimantan Province, February 22nd, 2016)

Concerning understanding task and duty in employee's responsibility, we obtain information that: generally speaking, comprehending task under employee's responsibility is quite good, it means that without having to be ordered, employees has already understand what to do and finish the task in responsible manner.

#### *3.5. Conclusion and Suggestion*

##### 3.5.1. Conclusion

1. Study results on the field revealed that public servant rank ascension (promotion) management performance in Badan Kepegawaian Daerah of West Kalimantan Province is not yet efficient. This was proved by problems in management of public servant rank ascension (promotion) which tend to be not punctual, there were lots of error or mistakes in rank ascension management, there is belief that procedure/regulation in public servant rank ascension is still complicated. Those are something basic and need to be tend immediately.

2. That procedures and mechanism of public servant rank ascension in Badan Kepegawaian Daerah of West Kalimantan Province is in accord with the existing law, which is Peraturan Pemerintah Republik Indonesia No 12 year 2002 regarding Public Servant Rank Ascension, however proposing institution should be maximizing themselves in pro-active manner, to support the creation of high performance in rank ascension management. Public servant rank ascension management performance in Badan



Kepegawaian Daerah of West Kalimantan Province still need to be improved using manuals on factors affecting valuation of public servant rank ascension management performance, which are: employee's performance efficiency, employee's performance effectiveness, justice and employee's responsiveness.

### 3.5.2. Suggestion

Technically in order to deal with all the problems within public servant rank ascension management performance in Badan Kepegawaian Daerah of West Kalimantan Province, suggestions that author could give in this paper would be as follows:

1. To create high performance in rank ascension management within Badan Kepegawaian Daerah of West Kalimantan Province, rank ascension procedures can be maximized by pro-active proposing institution. Rank ascension procedures is initiated with rank ascension proposal from the related public servant. He/she who propose him/herself for rank ascension usually demand if there is something insufficient (TMS) and incomplete requirement (BTL) in its management. This can be anticipated by making the proposing institution as the pro-active institution. Proposing institution should be active in recording data, looking for files required and proposing rank ascension of a public servant, even without him/her noticing it. If rank ascension's Assignment Letter has been finish being processed, then it would be given as a reward toward the related public servant.

2. Relation with mechanism or procedures in rank ascension management is that we need to make master program to enter clear data input which means that master program would entering data input in the same form. Author suggest that rank ascension management performance would be done in manual way, therefore in the future it could be done faster (by online) to be on time and even before terhitung mulai tanggal (TMT – April 1st and October 1st) by Elektronik Usul Kenaikan Pangkat Pegawai Negeri Sipil (E-UKP2NS), for the efficiency and effectiveness of rank ascension management performance.

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