

Apparatus Development In Maros

H. Aras Solong, H. Sulaiman Asang, Badu H. Ahmad, H. Muh. Akmal

ABSTRACT: This study aims to identify and describe (1) Development of Administrative through education and training (training), promotion, transfer and rotation, and the application of demotion system (non-title) under Law No. 43 of 1999 on the development of career civil servants based merit system and work performance, and Government Regulation No. 101 of 2000 on Education and Training (Training) for Civil Servants. (2) Revealing differences in work motivation based on the intensity of the education or training (training) using Herzberg's Two Factor Theory of extrinsic factors (hygiene) and intrinsic factors (motivator) that influence employees motivation Maros regency government in carrying out its duties and functions as members civil in public service. This study uses a quantitative approach to data collection techniques through a questionnaire (Questionnaire). Informant are civil servants who occupied echelon II, III. And IV, while the analysis of the date used quantitative analysis to uncover the implementation of personnel development and employees motivation difference Maros region based on the intensity of the education or training (training) to get job satisfaction in the public service. The results of this study will reveal that; (1) Development of Apparatus for improving the knowledge, ability, professionalism, competence, skills, can work as a reformer, change attitude, eager to work, motivated to do the work, get satisfaction in work and getting justice in employment. (2) The difference in work motivation Maros local government employees affected by extrinsic factors (hygiene) and intrinsic factor (motivator) is the variable gain high salary (H) occupies the first ranking, while serving the community satisfaction variables (M) occupy the last ranking. That is, that the satisfaction of serving the people affected by the high salaries earned by the employees to do the job.

Key Words: Development, Local Government, Apparatus, Maros

1 INTRODUCTION

Development apparatus which includes education and training, promotion, transfer / rotation, and the application of demotion system (non-office) conducted by the government Maros, which is based on Law No. 43 of 1999 and Government Regulation No. 101 of 2000, which aims to improve the knowledge, abilities, skills, professionalism and competence of the employees in providing good service to the community. Although the implementation is not working as expected, but efforts continue to be made in order to create effective and efficient employees in the future. In order to realize qualified personnel development programs as well as the demands of a professional public service, the government Maros to make improvements to the system of recruitment, promotion must meet the requirements of rank and has attended education and training (training) hierarchy governed by employment laws. The foregoing, in line with those expressed by Matutina (2001: 205)[1] that the real issue is the quality of personnel resources are not directed properly, the quality intended by him to be referring to:

1. Knowledge (knowledge) that the capabilities of the employees-oriented intelligence and the power of thought and mastery of a broad owned by employees.
2. Skills (skill) is the operational capability and technical mastery owned by employees.
3. Abilities that ability is formed from a number of competencies being owned by an employee that includes loyalty, discipline, teamwork and responsibility.

From the results in the field observations known that the apparatus has not been able to realize the development of employees who have high competence to be able to provide good service to the public due to some of the following:

1. Development of apparatus which includes education and training (training), promotion, transfer / rotation position, demotion system implementation (non-title) by Law No. 43 of 1999 on career development based on merit and performance and Government Regulation No. 101 of 2000 on education and training (training) for employee civil government in order to improve, skills, professionalism, competence, expertise, work together as a reformer, change attitude, eager to work, motivated to do the work, get satisfaction in the work, and get legal treatment fair to acquire rights not optimal staffing implemented.
2. The low intensity of structural officials follow up education and training (training) hierarchy as the main requirements to an official echelon positions in local government.
3. The low work motivation of employees, and the difficulty enforcing discipline of employees, not an objective scoring system, and the absence of accurate statistics to measure employees motivation based on the intensity of the education or training (training) in getting the satisfaction of carrying out the work.

Problem Based on the foregoing, by using the theory of Herzberg's research to uncover the underlying issue is: Are there differences in motivation to work for employees based on the intensity of the education or training (training). According to Herzberg's two-factor theory, there are two types of factors that gave the employees a person's motivation to strive to achieve satisfaction and keep away from dissatisfaction. Two factors were called hygiene factors (extrinsic) and motivational factors (intrinsic factor). Hygiene factors motivate a person to get out of dissatisfaction, including the development of personnel and management practices of the organization where the work is done, the technical supervision received on the job, the relationship between individuals with leadership and co-workers, and the quality of work is called (extrinsic factors), while the motivational factors motivate someone to try to achieve satisfaction, which includes the achievement / completion on a job, introduction to complete the work, the nature of work and the task itself, the continuation and growth

- H. Aras Solong: Graduate School, Science Of Public Administration. Hasanuddin University, Makassar, Indonesia Email: aras.unhas@yahoo.co.id
- H. Sulaiman Asang: Faculty Of Social Sciences and Political Sciences. Hasanuddin University, Makassar, 90245
- Badu H. Ahmad: Faculty Of Social Sciences and Political Sciences. Hasanuddin University, Makassar, 90245
- H. Muh. Akmal. Faculty Of Social Sciences and Political Sciences. Hasanuddin University, Makassar, 90245

in work ability is called (intrinsic factor). If the work situation factor Hygiene factors there, Herzberg's argued that employees will not receive satisfaction. However, the presence of hygiene factors motivate employees but also not only helps prevent dissatisfaction. In this case also applies to factors motivator, and if there is the motivator factors can provide motivation and job satisfaction on a higher level. These motivators are concerned which is equivalent to the need for self-esteem and the reality expressed by Maslow. Two-factor theory proposed by Herzberg's concluded that there are two factors as follows:

1. There are a number of conditions extrinsic job if the condition does not exist, causing dissatisfaction among employees. This condition is called the hygiene factor, because of the conditions or factors minimum required to keep their dissatisfaction. These factors associated with job state include: salaries, working conditions, the relationship between workers, policy and administration, and the quality of supervision.
2. A number of conditions intrinsic job if these conditions exist, it can serve as a motivators, which can produce a good performance. But if the conditions or factors is missing, then it will cause dissatisfaction. Factors related to the content of the work referred to by the name of satiation factor. Factor satiation factors are as follows: performance, recognition, work itself, responsibility, and the development of individual potential. One of the challenges in understanding and applying the Herzberg's theory is appropriate taking into account the factors which are more powerful influence in one's life, whether intrinsic or extrinsic.

Based on the above description, the problem of research directed to: (1) How is the development apparatus in Maros? (2) Is there a difference in the intensity of work motivation of employees based education and training (training)?

2. RESEARCH METHODS

The approach taken in this study is a quantitative approach, while this type of research is a survey research. The focus of this research is the development of apparatus which includes education and training (training) consists of an increase in knowledge, abilities, and skills, promotion includes. Enhancing the knowledge, skills, professionalism, and do promotions based on competence, expertise, and enthusiasm to work as a reformer, and the implementation of mutations in the hope of a change in attitude, eager to work, and raises motivation to work and realize the demotion system (non-office) is by expectations for behavior change, creation of job satisfaction, and can get justice in to employees. The data collected in this study consisted of two types, namely primary data and secondary data. The primary data obtained through interviews with a number of informant and data processing results of the questionnaire survey respondents include variables serve the public satisfaction, professionalism on the job, earn a high salary, responsibility for the work, good relations with superiors, comfortable working conditions, relationships with co-workers, career opportunities, opportunity to add work experience, job security, a challenge in themselves to work, the implementation of fair punishment. Meanwhile, the secondary data obtained from the office of the Regional Personnel Agency. Quantitative data were analyzed using Chi Square statistical analysis using SPSS.

3. RESULT AND DISCUSSION

To answer the research questions posed in this study, the authors refer to the two-factor theory Herzberg's. Theory developed by Frederick Herzberg's, as a great psychologist. In an effort to develop his theory, Herzberg's conduct research aimed at finding an answer to the question: "What is really desired by someone from work?" The emergence of a desire find an answer to this question is based on the belief that one's relationship with the Herzberg's jobs: very basic and therefore attitudes towards jobs: it is very likely determine the success and failure. Whereas draw from these results is that when employees are satisfied with their jobs, satisfaction was based on factors such as the intrinsic nature of success achieved something, confessions obtained, the nature of the work performed, a sense of responsibility, career advancement and growth professionals and intellectuals, they are confronted with employees. Conversely, if the employees are not satisfied with his work, the dissatisfaction is generally associated with factors that are extrinsic, meaning that comes from outside of the workers concerned, such as the wisdom of the organization, the implementation of the established wisdom, supervision or control by managers, interpersonal relations and working conditions experienced. An idea proposed by Herzberg's somewhat different from the general assumption is that the opposite of the word "satisfaction" instead of "dissatisfaction" but "No Satisfaction". For Herzberg's opposite "Discontent" is "no satisfaction". According to Herzberg's factors leading to job satisfaction another or different from the factors that lead to dissatisfaction. That is, managers who are trying to eliminate the factors that lead to dissatisfaction may be successful in realizing peace in the workplace within the organization, but working situation was not necessarily motivational for workers. In such case managers will only unpleasant feeling subordinates, but did not give them motivation. That's why Herzberg's use the term "hygiene" for factors that please the workers as company policy, the implementation of various policies engineering organization, supervision or control, interpersonal relations, working conditions and wages and salary system are made and implemented in a way that the employee is quiet work but have not been satisfied with each other's work. The implication of this theory is that a worker has to work not just a perception for a living, but as a vehicle to satisfy a variety of interests and needs, however it needs categories. By him, the researchers are interested in conducting research using Herzberg's two-factor theory that is intrinsic, motivator (M) and extrinsic, hygiene (H) for the development of the government apparatus in Maros. This means that of these two factors which most dominant force on local government employees Maros, whether extrinsic factors (hygiene) or intrinsic factor (motivator) which provide motivation to do the job as a civil servant. Based on these results, it can be interpreted that the development apparatus in which an employee who has attended education and training (training) is expected to increase their knowledge, skills, and professionalism, and in the context of the promotion is done based on competence, expertise, and can work as a reformer, and in the aspect of mutation / rotation can occur change the attitude, able to work as a reformer, can be encouraged to work, and work motivation. Likewise treatment demotion system (non-office) with the intention of behavior change, there is satisfaction in the work, and can be justice in the organization so that the

expected rise in the efficiency and effectiveness of running the organization to achieve purpose. Under the pact there is a difference in the field of employees motivation by high intensity (follow) and low intensity (not follow) to education and training (training). It can be seen that the employees are motivated to work on the salary / high income. Therefore, high intensity employees education and training (training) can be promoted to occupy certain positions. This means that if an employees has occupy echelon means it will get automatically allowance and income / salary can be increased. Thus occur very significant difference to the employee who has followed with not following education and training (training). Where to apply the concept of employee career development system based on merit and performance, promotion position, mutation / rotation, based on rank or seniority, then the be the main requirement is the education and training have followed the existing ladder. This, along with the local government system needs to balance the needs of employees with careful planning based on the analysis of work motivation in carrying out development and good governance and efficient. This has led to the development of the apparatus has become a major requirement of employees in carrying out its duties and functions as civil servants. Because employees who have followed very different education and training both in terms of knowledge characteristics, abilities and skills. While the development of the apparatus in this case is the education and training (training) have an important aspect and is a key requirement to occupy a position. In line with the concept of decentralization, the development of personnel resources-oriented vision, innovation and the ability of the apparatus to be excited in the performance of duties and functions of public service. This is in line with the concept of effective service, then at least local government performance is influenced by two factors namely factor competence (ability) and motivation apparatus. While the performance of local governments can be seen from the aspect of "Productivity, quality, of service, responsiveness, responsibility, and accountability" (Levine, 1990)[2]. From the above description, then theoretically the results of this study indicate that employees do work as duties and functions require motivation to work is earning / high salaries as the impetus for a more vibrant development and governance activities. Then, regardless of the context of this study, the result of this research will also support and strengthen the theory proposed by Herzberg's through the theory of two factors, namely extrinsic (hygiene), which is sourced from outside the human self and intrinsic factors (motivators) that is the motivation that comes from inside human beings. While in governance in Maros regency, theoretically applicable Herzberg's theory is that in human beings there are two factors that motivate a doing work that is motivated from within and from outside the human and the human self. So in effect on local government employees Maros in organizing public administration is the motivation that comes from outside of employees (hygiene factors) that implement motivated employees work for wages or salary expects the symbol (H). It can be said that for a positive result of the implementation of employees work good, if supported by continuous personnel development to support the improvement of knowledge, ability, professionalism that is expected to put an employees based on their competence as well as to increase the income / high salaries to motivate employees doing public service work. It can not be denied that the civil service and earn the most real hope at all, because an

employees must have been a source of income that can meet the needs of the employees family. Thus requiring an employees to be an incredible struggle to meet the requirements to become a civil servant. Due to become civil servants will receive a salary in return for an employees and as a source of income employees. From the above description, then theoretically the results of this study reveal about the employees are motivated to work because they want to get paid to answer our hypotheses, namely "that the employee work motivation based on the intensity of the education and training of employees are motivated to work because they want to earn a high salary". However this is not very popular among practitioners of government because it has become a common phenomenon that all employees in the work certainly expect a high salary as compensation for services do work, but most scientists do not have to meet the scientific requirements for the results of research conducted by the method scientifically valid on motivational factors working in Maros regency government employees. In developing the concept of the apparatus to realize qualified personnel are employees who have a high competence, in order to run the government to realize the professional public service employees or officials must follow the intensive education and training (training) as energy planners, thinkers and implementers of development programs and government. From the results of this study indicate that the development apparatus made to employees in order to provide a positive impact on employees motivation in order to get the satisfaction of serving the community. This is also in line with the purpose of issuance of Law No. 43 of 1999 on the Principles of Civil Service to assess the implementation of the career development of employees who set about the merit system and performance. And Government Regulation No. 101 of 2000 on Education and Training (Training) for Civil Servants as part of the requirements to be promoted to certain positions, based on the competency of employees and also by virtue of the Minister of Administrative Circular No. 16 of 2012 on promotion open to filling positions requiring a competency test for employees who meet the requirements to be promoted. It turns out that the results of this study indicate that the development of apparatus not get maximum results because there are still shortcomings-shortcomings in implementation. Because it is understood that no matter how good a rule that became the basis of the implementation of the development of apparatus that does not have the commitment of the state apparatus, then the rule only be a mere formality. And according to researchers, to ensure the execution of tasks in a professional manner for employees based on specific occupational requirements only through the development of the apparatus, because it can be believed that to do a good service to the community should be supported by the intensity of education and training (training). Another thing that can increase employees competence is given the opportunity to continue formal education of the higher. This is in line with the statement Sedarmayanti, see the link between personnel resources with organizational performance, which Sedarmayanti (2001: 7)[3] argues that: "The quality of personnel resources at the macro level in terms of a unit of work environment, the quality of personnel resources in question is the quality of the workforce, employees and officials were very important role in achieving successful organizational performance". This opinion explains that the development of the apparatus is based on the intensity of the

education or training (training) can improve the quality of personnel resources. Due to the success of a development activity is the fulfillment of the quality of personnel resources of good quality skills and other specialized expertise and coupled with the promotion at a certain position in order to develop his career and increase revenue in the form of high salaries for motivated through good public services. In achieving the success of an organization such as development programs and governance, civil servants are required to have a strong motivation to work to get satisfaction in providing services to the public. Empirically of the results of this study, there is the meaning contained in this research is that, no matter how good the execution of development through education and training apparatus (training), hierarchy if not supported by good planning and budget enough, then it will not be implemented as which is expected. From these results it can be seen that the apparatus development through education and training (training), to realize a good employees competence is the implementation of activities on an ongoing basis with a genuine commitment from the local government to organize it order to encourage employees motivation in getting the satisfaction of serving the needs of society. This indicates, that the expectations of all civil servants are very expect can follow the education and training (training) in order to increase the ability, expertise, skills, professionalism, which is owned by the employees to be promoted to a certain position. Due to the exclusion of employees in the development through education and training apparatus (training) with the employees concerned it self very likely improve competence as well as to increase the income or salary for employees. From the analysis of work motivation, it appears that there is a difference motivation significant work to the employee who has attended education and training (training). That is, that many public service activities related to aspects of work motivation to get job satisfaction, it appears that the current education and training (training), very different from the aspect of knowledge, skills, and professionalism of the main tasks and functions. This, due to the existence of a direct link between employees to work with employees competence that comes from expertise, abilities, skills, and their attitude towards the necessity change love the work as a portion of the service and the service of the apparatus in the process of realizing the quality of life of society, nation and state. From the above description, it can be said that the activities of personnel development through education and training (training) is an obligation that must be followed by employees in order to improve the knowledge, skills, expertise, skills, attitude change, professionalism, collaboration, eager to work, there is a change of behavior, the organization can use its expertise, motivated to work, and can be promoted and get satisfaction carry out the work as well as a general requirement an employees will be promoted at a certain position. While the motivation of work which includes; satisfaction of serving the community, working in a professional, get a high salary, have a moral responsibility in the work, have a good relationship with the boss, has a comfortable working space, has a good relationship with workers, the opportunity to develop a career, can add work experience, get security in the work, got a challenge in themselves in work, and get a fair punishment treatment greatly influenced by the intensity of education and training (training) organized by the local government. The results of this study indicate that can increase employees motivation in doing the work is the intensity of employees

education and training (training) to improve the competence of employees in public administration to implement an efficient and effective. This facilities employees to increase its capacity as both structural and functional officials in carrying out its duties and functions expect recompense i.e salary / high income. From the results of this study can be interpreted that the employees who participate in education and training (training) occur very significant difference to employees who do not follow the (training).

4. CONCLUSION

1. Based on the research and discussion can be seen that the development of local government officials in Maros in implementing education and training (training) aims to improve the knowledge, skills, professionalism, expertise, competence, attitude change, able to work as a reformer, eager to work, there satisfaction in work, getting justice personnel in the organization. Furthermore, employees are included in the education and training of employees that have been prioritized to meet the requirements of rank, seniority, and employees who already have structural positions, and employees are promoted to positions. Indeed, if it is based on applicable laws and regulations as stipulated in Law No. 43 of 1999 on Civil Service and Government Regulation No. 101 of the Education and Training (Training) for Civil Servants and the circular of the minister No. 16 of 2012 on the Promotion of Open for echelon II, III, and IV, then all existing employees well being and that position will be promoted, must still be included in the education and training (training) is. It is intended to improve the competence of employees as indicated by Manullang (1988)[4] that the purpose of the development of apparatus to make the employee / effective apparatus includes; "Adding knowledge, increase skills, and changing attitudes".
2. Implementation of personnel development through education and training (training) is expected to increase employees motivation. This implies that the development activities of local government officials Maros in providing services to the community that efficient and effective. Because to be a good public service, then there should be an effort to improve the competence of civil servants, then that should be done is include all employees in education and training activities that have to meet the demands of administration. The results showed that intense employee education and training (training) have a high motivation to work because it has met the requirements to be promoted in a certain position. Therefore, employees are promoted into a position, the employees can increase revenue by getting the allowance and the earnings-related positions. It can be known based on the analysis of differences in the intensity of education and training, that there was significant difference of work motivation based education and training intensity. Because what happens is the difference in work motivation of employees is determined by the high salaries received by the employees has been promoted do in a particular position so that the income received has increased as well. So with such a theory developed by Herzberg's on extrinsic factors and intrinsic factors that can affect the motivation of each employee working on doing the job at Maros. While employees motivation is the motivation that comes from outside the

human self called extrinsic (hygiene) are factors to get a high salary with the symbol (H) in the public service.

The results of this study, it can be proved that the respondents earn high salaries on ranking placed first, while providing service to the community is placed on the last ranking, meaning that must be met before welfare new employees perform their jobs well. Therefore, when compared with the Arab Cultural Manager, which is placed at the service of ratings precisely first because it is understood that the service is worship, while the Americans precisely Culture Manager at ratings professionalism placed first because they relate to cultural independence. It is, in contradiction with the phenomenon in Indonesia in general and especially Maros is getting salary is the priority. For civil servants to get a high salary should follow the development process of the apparatus and one of them is education and training (training) as an effort to improve employee competence. For civil servants, efforts to increase wages as income is principally through the promotion and the promotion of the structural position. Therefore, an employees who is given the opportunity to attend education and training (training) as a requirement to occupy certain positions. And the important thing can also be given the opportunity to continue formal education ladder to higher for the requirements have a higher rank. Thus employees can tailor promotions, the same as the employee gets an increase in income or salary as compensation for services since appointed officials as part of career development apparatus.

REFERENCES

- [1] Matutina, 2001. Human Resource Management. Prints Second, WIDIA Scholastic Means Indonesia. Jakarta.
- [2] Levine, Charles H, B. Guy Peters and Frank J. Thompson, 1990. Public Administration Challnegers Choices, Consequences, Skott, Foresman Little. Glenview, Illinois, USA.
- [3] Sedarmayanti, 2001. Human Resources and Productivity. PT. Mount Agung, Jakarta.
- [4] Manullang, M. 1988. Fundamentals of Management. Gajah Mada University Press. Yogyakarta.