

## **Determinant Factors for the Civil Servant Promotion at the Education Department in South Sulawesi Provincial**

Nur Ilham<sup>1</sup>, Rakhmat<sup>2</sup> Suradi Tahmir<sup>3</sup> Patahuddin<sup>4</sup>

<sup>1</sup>*Public Administration Science, Universitas Negeri Makassar, Makassar, Indonesia*

<sup>2</sup>*Public Administration Science, Universitas Hasanuddin, Makassar, Indonesia*

<sup>3</sup>*Mathematics Education, Universitas Negeri Makassar, Makassar, Indonesia*

<sup>4</sup>*Social Science Education, Universitas Negeri Makassar, Makassar, Indonesia*

---

### **Abstract:**

#### **Background:**

The promotion of civil servant is one of the human resources management in the local government. This study focuses on the factors that determine the promotion position of civil servant especially in the Education Department in South Sulawesi. This study used a qualitative method with a case study approach. The focus of the study was the procedure for placing a person in the Administrator's Position. The stages used are theme election, topics and cases, formulation of research focus and problems, data collection, triangulation, and conclusion withdrawal techniques. Moreover, the research subjects were nine people who were officials at various levels in the study location. The results showed that four factors determine the promotion of human resources. Firstly, managing emotional intelligence through positive interactions and managing emotional control between superiors, peers, and subordinates. Secondly, intellectual intelligence as a product of a continuous learning process with patterns of action and reflection in problem solving. The intellectual intelligence is based on the principle of theory/concepts. Thirdly, spiritual intelligence is developed by developing responsibilities and working principles to get the blessing of Allah SWT. Finally, Professionalism and integrity are very important factors for the application, such as discipline and the development of innovation and creativity that can be transferred to subordinates.

**Key Word:** Emotional intelligence, spiritual intelligence, intellectual intelligence, professionalism.

---

Date of Submission: 20-08-2021

Date of Acceptance: 05-09-2021

---

## **I. INTRODUCTION**

Human Resources (HR) State Civil Apparatus (ASN). These efforts can increase efforts to accelerate national development [1], [2]. However, improving the quality of ASN's resources, which is being promoted until now, still faces obstacles [3]. Facing challenges that can be categorized as challenges and increasingly tricky challenges during the increasingly sharp competition.

South Sulawesi Province is a leading region in Indonesia, and it is agreed that one of the pillars of development is ASN's human resources can be improved. The demands of challenges and developments of ASN are tough to question by shifting the paradigm from the government to government, which is a reflection of the government's desire to democratize itself. One thing that can be done is to create a unique HR development system for the State Civil Apparatus which is better than what has been done so far. Development HR of the State Civil Apparatus which is currently expected to meet the criteria, includes integrity, professional, competent, personality, sincerely trained, protective, honest and responsible, disciplined and looking for a prosperous work system.

Professionals that support here are the intelligence, expertise, and specific skills needed for specific competencies as well. In other words, besides physical factors, non-physical factors are needed to improve the quality of human resources. Non-physical factors between the ability to think others are balanced with individual skills. Expected competence will lead to the appointment or placement of someone in a strategic position. One of the strategic positions today is the Administrator Position.

An administrator position is a "bridge" position or a liaison between a Primary High Leadership Position and a Supervisory and Executive Position and a Functional Position within a particular government organization of the Regional Government. The Administrator's position is likened to the position of "presenter" for all food menu concoctions from the cook requested by the chief supervisor along with the executive position.

Administrators' positions must meet the qualifying criteria. Manage the administration in the field following the main tasks and functions in addition to quality in terms of personality. Conditions in the scope of the South Sulawesi Provincial Government require improvements that are currently not appropriate in the placement or appointment of someone in the administration who has not met the proper standards. Besides, there are findings and allegations that the promotion carried out does not seem to meet the particular merit system for the Administrator's Position.

## **II. MATERIAL AND METHODS**

This research is qualitative research using the case study method [4]. The location of this research is located in the South Sulawesi Provincial Education Department as one of the Regional Apparatus Organizations in the South Sulawesi Provincial Government. To obtain data and information through various efforts needed in this research, and then it is poured into the final writing. Research subjects can be identified, including 1 (one) Primary High Leadership Officer, namely the Head of the South Sulawesi Provincial Education Office, 2 (two) Administrator Officers, 3 (three) Chief Technical Officers (UPTD) There are 3 (three) Supervisory Officers, and 4 (four) Implementing Officers.

Interview instruments collected the data, and in this study was the researcher himself (human instrument) conducting oral and written interviews using interview guidelines and observation guidelines (observation). The data were collected and processed by the researcher directly from the subject and object of the study through interviews (officials and staff at the South Sulawesi Provincial Education Office as key informants) by agreeing beforehand about determining the right time to conduct the interview. After setting the time for the interview, then prepare everything related to it. This preparation includes preparing stationery, interview recorder with informants. Interviews were conducted by asking questions relating to the appointment process of the South Sulawesi Provincial Education Office Scope Administrator, the determinant factors in the appointment of the South Sulawesi Provincial Education Office Scope Administrator position, and the ASN HR Development policy in the appointment of the Provincial Education Office Scope Administrator South Sulawesi. Also, the data used is not obtained directly at the South Sulawesi Provincial Education Office in the form of examining documents that can support writing research results. Data analysis uses the interactive model of [5] which says that there are four things to do analysis, namely: 1) Data Collection, 2) Data Display, 3) Data Condensation, 4) Conclusion (drawing/verifying).

## **III. RESULT**

### **3.1. Emotional Quotient (EQ)**

Intelligence is a gift given to living things that have the brain to think, for example, in animals or humans [6]–[8]. Intelligence is the ability to live things to think, solve problems to fulfill their life interests. Managing emotional intelligence through positive interactions both with superiors, colleagues, and subordinates, emotional intelligence is managed in harmony with organizational culture, emotional intelligence is accompanied by active self-control, the self-potential is managed/developed through the implementation of tasks and competency development activities. Must be fair, politely implement good cooperation with staff. Controlling emotions is better for administrator officials [9], [10].

To manage emotional intelligence and self-potential intelligence requires tolerance between fellow employees and good cooperation between them. Through good cooperation, it can provoke self-potential between 2 (two) or more people. Behavior and attitude are the most critical components for the achievement of emotional intelligence and self-potential. Smart reactions of emotions that follow the rules of common sense will produce intelligent behavior to face the realities of life, including in terms of interacting with fellow employees. The ability to understand reasoning and to use resources effectively when faced with challenges recognize self-emotions (find out the next step and ensure the incident does not happen again), ask for opinions of others (sometimes needed to understand yourself), observe any changes in emotions, think before acting, explore the root of the problem (understanding others), introspection when receiving criticism, understanding one's own body (whether more stressed or sick).

Emotional intelligence is based on the human ability to manage emotions and feelings. Emotional intelligence is very influential in our emotional performance and skills at work, and also our ability to face a problem. Someone who has terrible emotions even though his IQ is excellent, he will fail in his life because he is unable to control himself when facing a problem. Emotional intelligence has become a critical yardstick that companies look for in their employees and is often a critical determinant of success in work and a difference in the performance and performance of an employee [11]. Emotional intelligence is the ability to gain and apply knowledge from the emotions of self and the emotions of others in order to be more successful and be able to achieve a more satisfying life. The psychological test emotional intelligence is often the leading benchmark in recruiting employees, because with high emotional intelligence despite having a low IQ, companies tend to

recruit employees who have high emotional intelligence. After all, IQ intelligence is more comfortable with increased compared to emotional intelligence.

### **3.2. Spiritual Quotient (SQ)**

Spiritual intelligence, must be managed and practiced by the implementation of work and responsibilities (work is worship), work difficulties are a means to increase the ability and maturity of the attitude of behavior/knowledge/skills, the concept of God is now implemented not only at the level of individual worship and social worship but also organizational worship. Always remind staff to pray when starting work and be grateful after the work is done well. Implement / implement religion in everyday life both at work and at home [7], [12], [13].

The administrator must convince his subordinates that they work solely to get the blessing of Allah SWT. Do not have the intention to work for other reasons. Affirm the intention to work because Allah SWT; then, all work will benefit. The office administrator should have spiritual intelligence, an attitude that exceeds subordinates and if work is difficult can find a suitable solution / solve existing problems and have divine knowledge that can be a role model for subordinates [11], [14], [15]. Also, it can be developed by expanding relationships and socializing with others so that they can take knowledge from others also about the management of spiritual intelligence, attitudes, work difficulties, and knowledge of the concept of God. Study each other's characteristics so that the delegation of work can proceed with the method of approach so that any problematic work we can do together.

By maintaining emotional balance and stability so that calm is maintained within the ASN. it will be a more open, awake attitude concerned, with this balance, there will be found solutions to work difficulties, as well as more directing the knowledge of God. Become a study in implementing religious values for the ASN in the scope of work. Stop all work processes when the call to prayer echoes, help direct subordinates, prepare literature. Structural officials must be models who can be emulated about how to behave and behave. The official administrator must first understand religion so that his actions can be controlled if fortified with a good understanding of religion, and any work difficulties can be overcome with the principle of having difficulties. Applying religious studies (Islam) in working according to Islamic law. In a way, the superiors should provide direction and instructions to subordinates in carrying out daily tasks.

Spiritual Intelligence or SQ is a spiritual intelligence that is people can learn spiritual or religious things and teach others through guidance, or planning something for their life purpose. People with this intelligence are also able to manage and survive the hardships they experience. SQ is also able to develop oneself and other people as a whole and solve problems with the rules and spiritual values that are believed [16].

Meanwhile, there is an opinion that says: "Spiritual intelligence is related to our belief in God. This intelligence arises when we truly believe in all of its creation and all of its power over humans (not atheists). Danah Zohar, the originator of the technical term SQ (Spiritual Intelligence), is said that if IQ works to look outside (the mind's eye), and EQ works on the inside (feeling ears), then SQ (spiritual quotient) refers to the condition of the self-center [17]. This intelligence is the intelligence that elevates the function of the soul as an internal device of the self that has the ability and sensitivity to see the meaning that lies behind this reality. This intelligence is not the intelligence of religion in a version that is limited by human understanding and has been plotted in such away. Spiritual intelligence is more concerned with soul enlightenment. People with high SQ can interpret the sufferings of life by giving positive meaning to every event, problem, and even the suffering they experience. By giving positive meaning, he can awaken his soul and carry out positive actions and actions [18].

### **3.3. Intelligent Quotient (IQ)**

When is obtained at the research location states, in managing intellectual intelligence, an administrator must be principled as a human learner who unites theory / concepts / references with practice / practice in the workplace, so intellectual intelligence is a product of a continuous learning process with patterns of action and reflection, intellectual intelligence must be built in the realm of management organizations from planning to monitoring evaluation, by involving all the senses (sense) as a way to capture meaning and meaning in learning [19]. Using intellectual intelligence in formulating problems logically and then determining solutions to those problems with polite language.

Intellectual intelligence or commonly referred to as IQ is intelligence built by the left brain [20], [21]. This intelligence includes linear, mathematical, and systematic logical intelligence. This intelligence produces a mindset that is based on logic, precise, accurate, and can be trusted. People with this intelligence will be able to have sharp analysis and have the ability to develop good business strategies. However, intellectual intelligence does not involve emotions in processing information [22], [23].

This intelligence is the intelligence that is based on the ability of our brains to think in solving problems. If we follow the psychological test, there are many questions that require our mind's clarity to answer them, for example, about the delict of space such as the shape of a cube space that is turned around into what it

looks like. This problem aims to see the ability of our minds to solve problems from various sides. For many years the academic world, the military world (the recruitment and promotion system of military personnel) and the world of work use IQ as a standard to measure one's intelligence.

### **3.4. Professional Level**

Professionalism is the quality of professional members of their profession and the degree of knowledge and expertise they have to carry out their duties. As stated in the Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 38 of 2018 concerning Measurement of the Index of Professionals of the State Civil Apparatus. To determine the level of ASN Professionalism, it is necessary to measure the ASN Professionalism Index to see the suitability of qualifications, level of performance, competency, and discipline of ASN employees in carrying out their duties. ASN Professionalism Index is a statistical measure that describes ASN quality based on the suitability of qualifications, competencies, performance, and discipline of ASN employees in carrying out their duties.

Professionalism is very important to be considered and applied contextually in the implementation of the duties of an administrator [24]–[26]. Professionalism and integrity as obtained during the research, it is very important to have an administrator in the South Sulawesi Provincial Education Office, which needs to be maximized again because all of these aspects are the main elements of the organization's operations. Administrators should be more disciplined so that they can be used as examples, have motivation and innovation that can arouse the morale of subordinates, have high objectivity and have created that can be transmitted to subordinates. The importance of discipline is because carrying out the tasks carried out, let alone its confidential nature must be strictly guarded by the integrity of a subordinate. Intelligent examine which tasks can be given a secret nature and which it cannot because of the different integrity. Each administrator official must know well the operational duties and functions, be able to set an example to other ASNs, be able to maintain stability, emotional intelligence, spiritual and intellectual, be able to protect other ASNs below, give ASN opportunities to develop potential and neutrality.

## **IV. CONCLUSION**

The determinant factors in the appointment of someone in the Administrator's Position at the Department of Education in South Sulawesi Province include, among others, the management of emotional intelligence, spiritual intelligence, intellectual intelligence, and professionalism. a) Managing emotional intelligence through positive interactions through the management of controlled emotional self-control, both with superiors, peers, and subordinates, which are managed in harmony within the organizational culture frame, through the implementation of their main tasks and functions. b) Spiritual Intelligence, as obtained during the Research Official Administrator, understands when it is understood to be carried out through responsibility by always holding the principle of work is worship and solely to get the blessing of Allah SWT.

When the research is carried out, an explanation is obtained which states that in managing intellectual intelligence, an administrator must be principled as a human learner who unites theory / concepts / references with practice / practice in the workplace, so intellectual intelligence is interpreted as a product of a continuous learning process with patterns of action and reflection, intellectual intelligence must be built in the realm of management organizations from planning to monitoring evaluation, by involving all the senses (sense) as a way to capture meaning and meaning in learning — using intellectual intelligence in formulating problems logically and then determining solutions to those problems with polite language.

Professionalism and integrity are very important to be considered and applied contextually in the implementation of the duties of an administrator at the South Sulawesi Provincial Education Office. The employees of the Department of Education in South Sulawesi Province hope that the Administrators should be more disciplined so that they can be role models, have motivation and innovation, and protect those who can inspire subordinates, have high objectivity and creativity that can be transmitted to subordinates.

## **ACKNOWLEDGEMENT**

Thank you for the various parties who have provided assistance in this article. In this study, we oppose the appreciation of the Provincial Government of South Sulawesi, especially the education office, the employees who helped assist this article can be accessed at international conferences. The benefits of this article provide more benefits for researchers, both the community at large.

## **REFERENCES**

- [1]. T. Darmi and S. Suwitri, "Strengthening the Capacity of Human Resources Apparatus in the Implementation of New Autonomous Regions," *Eur. J. Soc. Sci.*, vol. 55, no. 4, pp. 427–438, 2017.
- [2]. J. Hafidz, "Nawacita and the Law Enforcement of Civil State Apparatus in Constitutional Law Perspectives in Indonesia," *J. Pembaharuan Huk.*, vol. 4, no. 2, pp. 201–213, 2017.

- [3]. S. Suprpto, N. Pomalingo, and H. Akib, "The implementation of a culture of discipline for the state civil apparatus (ASN) in Gorontalo Regency (A Study of the Application of Discipline Ambassador Vest)," in 1st International Conference on Social Sciences (ICSS 2018), 2018.
- [4]. J. W. Creswell and J. D. Creswell, *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications, 2017.
- [5]. M. B. Miles, A. M. Huberman, and J. Saldaña, "Qualitative data analysis: A methods sourcebook. 3rd." Thousand Oaks, CA: Sage, 2014.
- [6]. R. Bar-On, "BarOn Emotional Quotient-Inventory (BarOn EQ-i®)," 1997.
- [7]. R. Bar-On, "The Bar-On Emotional Quotient Inventory (EQ-i): Rationale, description and summary of psychometric properties." 2004.
- [8]. D. Dawda and S. D. Hart, "Assessing emotional intelligence: Reliability and validity of the Bar-On Emotional Quotient Inventory (EQ-i) in university students," *Pers. Individ. Dif.*, vol. 28, no. 4, pp. 797–812, 2000.
- [9]. S. Saggaf, R. Salam, F. Kahar, and H. Akib, "Pelayanan Fungsi Administrasi Perkantoran Modern," *J. Ad'ministrare*, vol. 1, no. 1, pp. 20–27, 2014.
- [10]. R. Salam, Rosdiana, Suarlin, and H. Akib, "The Impact Of Policy on Region Expansion to Office Administrative Services in Barombong Subdistrict of Gowa District," in *International Conference on Mathematics, Sciences, Technology, Education and Their Applications*, 2014, vol. 1, no. 1, p. 505.
- [11]. N. J. Pratiwi, J. Jamaluddin, R. Niswaty, and R. Salam, "The Influence of Work Facilities on Employee Performance at the Regional Financial Management Agency Secretariat Section of South Sulawesi Province," *J. Ad'ministrare*, vol. 6, no. 1, pp. 35–44, 2019.
- [12]. N. Manghrani, "Spiritual quotient (SQ): An assessment tool," *J. Psychosoc. Res.*, vol. 6, no. 1, p. 41, 2011.
- [13]. E. Zarei and T. Ahmadisarkhooni, "Relationships between spiritual quotient and marital satisfaction level of men, women, and couples referred to consultancy centers of bandar abbas," *Iran. J. psychiatry Behav. Sci.*, vol. 7, no. 1, p. 45, 2013.
- [14]. A. Asmanurhidayani, M. S. Saggaf, and R. Salam, "The Effect Of Cooperation On Quality Work At Family Planning Office And Family Welfare Office In Wajo Regency," 2018.
- [15]. D. Daraba, A. B. Subianto, and R. Salam, "An effort to Improve the Quality of Workers at the Makassar city Department of Employment Services," *J. Ilm. Ilmu Adm. Publik*, vol. 8, no. 1, pp. 21–26, 2018.
- [16]. S. Akhtar, M. A. bin Arshad, A. Mahmood, and A. Ahmed, "Spiritual quotient and ethical values towards organizational sustainability," *Int. Lett. Soc. Humanist. Sci.*, vol. 58, pp. 1–7, 2015.
- [17]. D. Zohar and I. Marshall, *QS: Inteligência espiritual*. Editora Best Seller, 2017.
- [18]. M. E. P. Seligman, *Authentic happiness: Using the new positive psychology to realize your potential for lasting fulfillment*. Simon and Schuster, 2004.
- [19]. M. Munir and R. I. Azam, "Emotional Intellegence and Employee Performance: An Intervention Based Experimental Study," *J. Bus. Econ.*, vol. 9, no. 2, pp. 1–19, 2017.
- [20]. I. C. Dike, C. N. Onwurah, U. Uzodinma, and I. N. Onwurah, "Evaluation of Pb concentrations in selected vegetables and portable drinking water, and intelligent quotients of school children in Ishiagu—a Pb mining community: health risk assessment using predictive modeling," *Environ. Monit. Assess.*, vol. 192, no. 2, p. 126, 2020.
- [21]. F. Liu, Y. Shi and Y. Liu, "Intelligence quotient and intelligence grade of artificial intelligence," *Ann. Data Sci.*, vol. 4, no. 2, pp. 179–191, 2017.
- [22]. M. E. E. M. Matore, A. Z. Khairani, M. M. Nor, and N. M. M. Radzi, "Psychometric Properties on ISIS in Measuring Spiritual Quotient (SQ) Among Polytechnic Students Using Rasch Measurement Model," *Adv. Sci. Lett.*, vol. 24, no. 7, pp. 5310–5315, 2018.
- [23]. S. Akhtar, M. A. Arshad, A. Mahmood, and A. Ahmed, "Spiritual quotient towards organizational sustainability: the Islamic perspective," *World J. Entrep. Manag. Sustain. Dev.*, 2017.
- [24]. J. Szabó and G. Révész, "The most important talent-attributes in higher education talent-management—by the opinion of Hungarian talent-management administrators/professionals," 2019.
- [25]. D. J. Castner, R. Gornik, J. G. Henderson, and W. L. Samford, "Teachers and Administrators as Lead Professionals for Democratic Ethics: From Course Design to Collaborative Journeys of Becoming," in *Bridging Educational Leadership, Curriculum Theory, and Didaktik*, Springer, Cham, 2017, pp. 333–361.
- [26]. C. A. Murphy, J. B. Allred, and W. F. Brescia, "The role of educational technology professionals as perceived by building administrators," *Educ. Inf. Technol.*, vol. 23, no. 1, pp. 179–191, 2018.

Nur Ilham. "Determinant Factors for the Civil Servant Promotion at the Education Department in South Sulawesi Provincial." *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 26(09), 2021, pp. 01-05.