

## Analysis of Job Promotions to Improve the Performance of Bombana Regency Civil Servants

### Author:

Imam Hanafi<sup>1</sup>, Tegar Imam Anwar<sup>1,2</sup>, Dewi Endah Wigati<sup>3</sup>

### Affiliation:

Brawijaya University, Jl. MT. Haryono No. 69 Malang 65145, **Indonesia**<sup>1</sup>  
Baubau Regional Government, Jl. Raya Palagimata Baubau 93721, **Indonesia**<sup>2</sup>  
Hasanuddin University, Jl. Perintis Kemerdekaan Km.10 Makassar 90245, Makassar, **Indonesia**<sup>3</sup>

### e-Mail:

imamhanafi@ub.ac.id<sup>1</sup>, tegarimam27@gmail.com<sup>2</sup>, p102221001@unhas.ac.id<sup>3</sup>

### \*Corresponding author

Tegar Imam Anwar  
Brawijaya University, Malang-Indonesia  
Email: tegarimam27@gmail.com

Received: Des 5, 2023  
Revised: Jan 28, 2024  
Accepted: Apr 20, 2024  
Available Online: Jul 09, 2024

### Abstract

*Bombana Regency became an autonomous region based on Law Number 29 of 2003 concerning establishment in Southeast Sulawesi Province. The development of a region is highly dependent on the competence and participation of the human resources in utilizing the potential of respective areas. Therefore, the development of human resources is essential to support future development process. However, the Regional Staffing Agency (BKD) of Bombana Regency faced several challenges. The implementation of objective competency tests has not been optimal, and employees performance is hindered by inadequate Manpower Planning (workforce planning in accordance with organizational needs through identification, evaluation and needs planning). The execution of employees education and training (Diklat) has not been carried out effectively. Therefore, this study aimed to investigate the challenges to promotions affecting the performance of civil servants at the BKD of Bombana Regency and explore the efforts to address these issues. Qualitative and quantitative methods were used, in-depth interviews were conducted with key informants, and descriptive statistics were derived from processed questionnaires. Furthermore, data were collected through interviews, observation, and documentation. The results showed that subjectivity was a significant challenge that affected promotions considerations and employees performance at BKD Bombana Regency. The primary effort to address this issue and improve employees performance was the implementation of competency tests.*

**Keywords:** Bombana; Reformation; Organization

## INTRODUCTION

Regional autonomy allows each region in Indonesia to pursue independent development (Afandi & Sianipar, 2016; Iswardhana & Attamimi, 2023; Safitri, 2016). This independence emanates from efforts to manage and develop the potential of each region. Such management and development can be modified to the unique culture and needs of each region, as well as implemented based on the aspirations and participation of the people (Seymour & Turnet, 2002; Muin, 2015). Moreover, effective management should engage all components of local government, including the community, which serves as a vital human resources. Major changes in regional development are closely related to the ability of human resources to manage natural resources within respective regions. The quality of human resources is highly dependent on the development alternatives implemented by an organization (Martoredjo, 2015). Human resources development is crucial for determining the prospects of employees as executors of assigned tasks (Iskarim, 2017). Organizations should accommodate the desire of employees to develop potential, which in turn improves the quality, creativity and innovation of work (Yekti, 2012; Asiyahet al., 2020). Improving employees quality entails identifying the necessary qualifications of employees and placing employees based on abilities, often described as "the right person in the right place". This is essential for achieving organizational objectives. Achieving these objectives

requires effective employees planning throughout the organization (Bras, 1984; Hermawan et al., 2020). With proper planning, organizations can gather information crucial for determining the quality of employees needed for various positions effectively and efficiently. Consequently, each region has the authority to modify recruitment process to its specific characteristics and competencies, fostering the creation of well-functioning organizations.

Improving employees competence through effective management is an urgent necessity for government organizations to achieve staffing reform (Kurniawan & Suswanto, 2021; Junus et al., 2022;). Personnel reform is a priority policy because human resources are fundamental and central to administrative system. Competence equips employees to function effectively within the organization and serves as a benchmark for the ability to carry out various government tasks (Katharina, 2018). One of the strategies to improve human resources competence and ensure effective work performance is through alternative promotions. These promotions mean moving employees to a higher position, with greater job responsibilities and risks within an organization or agency (Khairina, 2019). Such advancements increase employees confidence and motivation, as promoted employees feel valued. This motivation extends to other employees, fostering a desire for promotions and improved performance within the organization (Sedarmayanti & Dakhi,

2017). Therefore, promotions can be an effective tool for the government to improve the performance of civil servants in each agency.

Bombana Regency became an autonomous region based on Law Number 29/2003 concerning the establishment of Wakatobi Regency and North Kolaka Regency in Southeast Sulawesi Province. The Regency is an expansion of Buton Regency that was inaugurated on December 18, 2003, with the capital city located in Rumbia Subdistrict. Based on the year of establishment, Bombana Regency is still in the early stage of development, having experienced only two periods of Bupati changes with no optimized development. Moreover, development in the region is highly dependent on the competence and participation of its human resources in harnessing local potentials, making human resources development crucial for future growth.

The Regional Staffing Agency (BKD) of Bombana Regency was established in 2005 based on the Regional Regulation of Bombana Regency Number 2 of 2005 concerning the Establishment of Organization and Work Procedures of Regional Apparatus of Bombana Regency. This regulation was later amended by Regional Regulation of Bombana Regency Number 7 of 2008. BKD Bombana Regency, as a technical institution of the local government, plays a supporting role in executing specific and technical tasks related to policy formulation in the field of staffing. In this context, staffing challenges in BKD Bombana Regency are closely related to the implementation of

job promotions and employees performance. The major challenges include, first, BKD Bombana Regency faces problems in the optimal implementation of objective competency tests. Second, employees performance is still hampered by ineffective manpower planning (workforce planning in accordance with organizational needs through identification, evaluation and needs, planning) and suboptimal implementation of employees education and training. Consequently, employees performance is not effective and efficient in achieving organizational objectives.

Some of these staffing problems present a challenge for the BKD to take strategic steps for resolution. Therefore, studies on job promotions is crucial to improve the performance of civil servants in the Regional Staffing Agency of Bombana Regency, Southeast Sulawesi Province. The current study aimed to investigate the challenges to promotions affecting the performance of civil servants in BKD of Bombana Regency and explore efforts made by BKD to address these challenges and improve civil servant performance.

## **METHODS**

### **Research Design**

#### **Data Collection Technique**

Data collection was conducted through direct field research to obtain empirical data. The following methods were used:

#### **Interview**

Interviews were conducted to obtain valid information from

interviewees or informants, who provided opinions, explanations, and ideas related to the research focus. To ensure the collection of quality data or ideas, the research experts listened attentively, recorded, and sorted important information provided by the informants. Interviews were conducted using interview guidelines based on the effectiveness framework to obtain data and information relevant to the research problems. Considering the dynamic nature of qualitative research, interviews did not strictly adhere to predetermined guidelines, but were conducted flexibly to find valid and comprehensive data. Therefore, interviews were conducted in a semi-structured manner.

#### **Observation**

Direct field observation is essential for obtaining accurate data and information. By observing the field firsthand, research experts can review, see, and directly observe all phenomena occurring, and even participate in the activities. This detailed understanding of field conditions allows for easy and accurate collection of data and information. It also supported the analysis of job promotion, aimed at improving the performance of civil servants in the Regional Staffing Agency of Bombana Regency.

#### **Documentation**

Documentation is used to obtain direct data from various sources. Analyzed documents include regulations, relevant books, reports, activities, photographs, and other pertinent data. This documentation can serve as supporting evidence to

corroborate the information provided by informants during interviews.

#### **Research Instruments**

This study used multiple stakeholders as key informants, namely 3 people from the Regional Secretary, 10 from the Civil Service Office of Bombana Regency, and 1 from the head of each district group. For comparison, 50 employees from Bombana Regency were selected as general informants. Both descriptive qualitative and quantitative methods were used, in-depth interviews were conducted with key informants, and descriptive statistics were derived from the processed questionnaires.

#### **RESULT AND DISCUSSION**

In general, public organizations in Indonesia faced common issues, namely incompetent human resources, inadequate services, as well as Corruption, Collusion and Nepotism (KKN). A prominent issue related to promotions was the subjectivity factor, which had become an identity for the Indonesian bureaucracy. Despite the large number of employees, their quality and quantity are not directly proportional. Unqualified but abundant human resources can create new problems for public organizations in the future. These challenges may originate from improper recruitment or promotions that do not adhere to existing regulations. Leaders should focus on position promotions to select competent employees by adhering to established criteria and standards.

Job promotions are based on several criteria capable of improving

employees performance when properly utilized (Sedarmayanti & Dakhi 2017; Hasibuan et al., 2021). However, efforts to optimize organizational objectives inevitably face challenges. In BKD Bombana Regency, challenges to promotions that hinder the improvement of civil servants' performance include the limitation of competent human resources, weakness of the Personnel Service Application System (SAPK), and subjectivity factor. More details are provided in the following description.

#### **Limited Human Resources of Competent Apparatus**

Bombana Regency faces a qualitative shortage of competent human resources, particularly for structural positions, despite having 3,640 employees in 2022. As a relatively new region with only two periods of leadership changes, this limitation presents significant challenges in implementing promotions to improve employees performance. Assistant III of the General Administration Section of the Regional Secretariat of Bombana Regency identified this issue, stating, "There are several factors that hinder the implementation of promotions, one of which is the limited human resources, making it difficult to place them in the right positions. Consequently, many positions are occupied by employees whose roles do not correspond with their educational backgrounds. This issue is more prevalent in echelon II positions, but efforts are being made to synchronize technical positions with employees educational backgrounds".

The statement shows the impact of limited competent human resources. The shortage of qualified employees can lead to more complex problems, as human resources are central to organizational functioning and control. One significant issue resulting from this limitation is the hindrance of position promotions. As noted, the mismatch between employees placements and educational backgrounds, especially in echelon II (equivalent to positions of Regional Secretary, Head of Service, Head of Agency, Secretariat, Asda, and other strategic positions), contributed to the problem.

The mismatch between employees' educational backgrounds and the positions occupied is evident in several roles within BKD Bombana Regency. This includes the Head of Development and Training held by employees with religious education backgrounds, the Head of General Subdivision, Personnel, and Equipment by employees with legal education backgrounds, the Head of Civil Servant Development and Retirement by employees with an economic education background, and the Head of Civil Servant Training by employees with fisheries education backgrounds.

Other challenges occur in filling vacant positions and technical roles. According to the Head of the Regional Staffing Agency of Bombana Regency, "The challenge in the implementation of position promotions is that sometimes there are many formations needed, but the number of competent human resources is still inadequate to occupy the positions, and there is a lack of

employees who are experts in computer technical fields".

Field observations in BKD Bombana Regency showed that only two employees had a strong understanding of computers, namely one staff member and one Head of Sub-Division of Employees Planning. Ideally, each position should have staff proficient in computer skills to support work effectiveness and efficiency.

The limited human resources can also affect the equitable distribution of work and positions (Tarigan, 2020). Assistant III of the General Administration Division of Bombana Regency addressed this issue, stating, "The challenge in the implementation of job promotions to improve the performance of civil servants in BKD Bombana Regency is placing the right people according to job descriptions. This is due to the lack of suitable human resources to occupy the available positions".

The Head of Position Development and Promotions Division of BKD Bombana Regency further elaborated on the impact of inadequate human resources, stating, "The challenge to promotions for improving employees performance is that some employees may have the required rank for a certain position but lack the necessary competence. This situation arises because of the inadequate human resources of the apparatus".

Based on this description, having professional and competent human resources is essential for organizations to achieve objectives. Employees or human resources are the central point

of organizational administration within the administrative system and play a crucial role in organizational management.

The organizational needs for human resources are highly dependent on the condition of the organization and require a balance of quality and quantity, ensuring that human resources are qualified and have necessary competencies (knowledge, skills, and behavior) (Asbullah & Suharno 2022). Addressing this issue requires maintaining a balance between quality and quantity in a positive direction (Mokodaser et al., 2023). Similarly, the implementation of job promotions to improve employees performance at BKD Bombana Regency should address the issue of limited competent human resources. The lack of competent employees makes it challenging for BAPERJAKAT to promote employees, even when administrative or rank requirements are met.

### **Weak Personnel Service Application System (WPSAS)**

The Personnel Service Application System is a computer-based information system designed to provide personnel data and information services (Kusumaningsih et al., 2015; Hidayanti, 2021). The objective is to ensure accurate and up-to-date data on civil servants, enabling integrated civil service data across central and regional agencies nationally. This integration aims to improve transparency and objectivity in civil service management. WPSAS also facilitates data storage and presentation of personnel data.



The implementation of WPSAS has faced several challenges that weaken the system despite its intention to improve and develop information technology-based personnel administration management. These weaknesses can impede the provision of excellent service to employees managing administrative arrangements tasks at BKD Bombana Regency. According to the Secretary of BKD Bombana Regency, "The WPSAS owned by the Regional Government of Bombana Regency has functioned quite well and is quite helpful, but it still needs a lot of improvement in the completeness of the data. The weakness of the personnel service application system can be seen in the LAN network's limitation in data management and presentation, preventing fast, precise and accurate personnel information from being fulfilled."

In addition to the weak LAN network, electricity issues also hinder WPSAS at BKD Bombana Regency. Studies have shown frequent power outages during working hours, which disrupt the use of electronic equipment. Although WPSAS is designed to facilitate and speed up access to civil servant data, the weak LAN network and inadequate electrical power prevent it from functioning optimally. These shortcomings also impede the management and presentation of accurate, fast and precise data. Moreover, many supporting personnel data are incomplete, such as training history, work and position history, and the records of disciplinary penalties.

These data gaps hinder the implementation of job promotions.

Due to the weaknesses of WPSAS, some personnel management activities are still carried out manually, which should be efficiently handled by the computer application system. Therefore, addressing these deficiencies is crucial to improve WPSAS's effectiveness. Resolving these issues can also facilitate the process of presenting data and information needed for job promotions, improving employees performance at BKD Bombana Regency.

### **Subjectivity Factor**

The provincial and regency/city governments are still significantly influenced by primordialism (tribalism), affecting the appointment and placement of employees, which often rely on closeness and kinship. This subjectivity undermines the prospects of truly competent employees and leads to character and ethical issues among staff. The Regional Head, as the Personnel Supervisory Officer (PPK) and policy maker, contributes to this subjectivity in job promotions, impacting efforts to improve employees performance. The Regional Secretary of Bombana Regency expressed a similar view, "Sometimes theory and practice are not in line. In theory, employees should have competence, meet the requirements, be disciplined, and have good ethics and behavior. However, the leadership has the authority/policy that considers other aspects, which sometimes contradict what is discussed in the BAPERJAKAT meeting".

Job promotions encourage employees to improve performance and be considered for advancement. However, the subjectivity factor, as discussed earlier, often prevents competent employees from being promoted even though BAPERJAKAT recommends giving promotions. This can lead to feelings of disappointment and injustice among employees. On the positive side, the proximity factor can facilitate cooperation and communication, provided that the employees meet the criteria for the positions. Assistant III for General Administration confirmed this, "In reality, the implementation of position promotions entails the factor of closeness or subjectivity. As a member of BAPERJAKAT, we still propose according to the administration, with 80% based on administration and 20% on other considerations. Closeness is sometimes a factor to ensure pleasant working relationships".

The factor of closeness or subjectivity becomes particularly evident ahead of the Regional Head election (Asrinaldi & Azwar, 2018). Although regional employees are supposed to remain neutral, avoiding political turmoil may be impossible (Anggoro et al., 2020). The Head of the Regional Personnel Agency of Bombana Regency stated that "The challenge in promotions, especially before the pilkada, is based on the closeness factor, where certain interests are at play. However, these cases are frequent, and the Regional Civil Service Agency still adheres to civil service provisions."

The subjectivity of leaders toward subordinates was also conveyed by the Head of the Mutation and Civil Servant Development Division of BKD Bombana Regency, "In the implementation of promotions, the element of 'like and dislike' still exists. While promotions can still provide motivation for employees to improve performance, many still feel dissatisfied with the implementation of promotions. To address the issue, BKD can only explain this as the policy and agreement of the leadership. The position is not a right but a trust and appreciation given for employees performance".

Subjectivity in bureaucracy cannot be completely eliminated, as the preceding statement confirms that the like and dislike factor of leadership still influences promotions policies (Pratama et al., 2023; Bewinda, et al., 2023). Based on observations and document reviews conducted to prove the existence of subjectivity factors in promotions in Bombana Regency, an oddity was found in the position of Head of Development and Training at BKD Bombana Regency in 2016. This position was held by a civil servant with a specific degree and education in the field of religion, plus a doctoral degree. Ideally, this individual should be placed in a position related to religion, but in reality, was placed in the civil service. After reviewing the document (DUK BKD Bombana Regency 2016), this individual was born in Poleang sub-district, Bugis tribe. Meanwhile, the Regent of Bombana was also born in Kading, Poleang sub-district, received primary education in Poleang sub-district, and



belonged to Bugis ethnicity. In addition, H. Tafdil won in Poleang sub-district. These data confirm the oddity and prove the existence of the subjectivity factor.

Evidence and statements about subjectivity and primordialism are supported by the theory of Winarno (2002: 13), namely, "primordialism is a bond based on similarities in race, tribe, language, and tradition". This view is further reinforced by A. W. Widjaja (2002: 6), stating, "the practice of primordialism applies not only in regional head elections but also in determining other positions such as Head of Service, Office and Sub-District Head". Therefore, the subjectivity factor significantly influences promotions in order to improve employees performance in Bombana Regency. This is confirmed by the Head of Sub-Division of Position Development and Promotion, Hj Suarni, SP, MP, "In the implementation of promotions in Bombana Regency, the subjectivity factor still exists, and maybe in every region. However, there are not many cases. The promotions should fulfill the requirements, especially the administrative requirements of rank and in accordance with the civil service provisions."

Based on interviews and the preceding description, the subjectivity factor of a leader to subordinates who will be promoted is caused by family factors, closeness, primordialism and a sense of reciprocity after the Regional Head Election and subjectivity is very difficult to eliminate in the bureaucratic process. In addition, subjectivity is said to be within reasonable limits when the

administrative criteria of the relevant employees are sufficient (Pratama et al., 2023).

### **Efforts to Address Challenges to Position Promotions in the Context of Improving Civil Servant Performance**

In the context of improving employees performance within the Regional Staffing Agency of Bombana Regency, several efforts have been made to address challenges, ensuring that the basis for promotions can still improve employees performance. Ideally, an organization should determine and choose policies that effectively address specific issues, meaning the efforts made are synchronous with the problems faced (Vitryani & Wico, 2020). This approach is crucial for resolving issues, especially those related to KKN (subjectivity). To address the previously described challenges, BKD Bombana Regency has implemented measures such as improving the competence of human resources through education and training, improving the Personnel Service Application System, and conducting competency tests.

### **Improving the Competence of Apparatus Human Resources through Education and Training**

Education and training for employees are essential to improving the competence of human resources at BKD Bombana Regency. According to Nurhayati (2018), the general purpose of training is to "improve devotion, quality, expertise, skills, create a unified mindset and action, develop good,

systematic, effective, efficient and economical work methods, and foster civil servant career patterns". Education improves employees knowledge (soft skills), while training strengthens skills and shapes leadership character. The Head of Civil Servant Training Division at BKD Bombana Regency stated, "The training program in Bombana Regency is not held routinely every year due to limited funds. However, every year the budget for training is always submitted. This is BKD's effort to improve the competence of its human resources through organizing both leadership and technical trainings."

Referring to the preceding statement, several types of training can be provided to employees, namely Pre-Service and In-Service Trainings. Pre-service training is given to employees who have recently become civil servants, while in-service training includes leadership training (Diklatpim) employees who will occupy structural positions, technical training to ensure employees meet technical competency requirements, and functional training for prospective functional officials. The financing of pre-service training is covered by the State Budget (APBN),

while in-service training is funded by the Regional Budget (APBD), submitted by each agency based on needs. The Head of the Regional Staffing Agency of Bombana Regency stated, "Competent human resources are the main requirement of an organization. Human resources quality can be developed through training. Starting this year, the training is planned for Team Leader IV. Since many employees have not participated in the training, it will be carried out in stages. This training aims to improve the competence of employees to fill the position formations that are still vacant due to retirements and promotions".

Formal education is also used to improve employees competence in Bombana Regency. Competency improvement through education can be achieved by facilitating employees to pursue higher education (Strata 1, 2, and 3). Based on data collection and examination of several documents in the BKD of Bombana Regency, data on the implementation of formal education through study permits and assignments to continue education at a higher level were found. More details are shown in the following table.

**Table 1.** Data on civil servants who carry out assignments and study permits in Bombana Regency in 2022.

Informants	Year 2022				Total
	S-1	S-2	S-3	Pharmacist	
Study Assignment Letter	4	4	1	2	11
Study Permit	16	70	4	-	90

Source: BKD Document of Bombana Regency Year 2022

The table shows that most participants in Task and Study Permit

were employees pursuing further education to Starata 2 (S-2). Moreover,

many employees had a Bachelor's degree. Specifically, at the Regional Staffing Agency of Bombana Regency, 2 employees furthered their education to Master's level (S-2) through Learning Assignments, and 7 through Study Permits. Therefore, advancing formal education to a higher level is expected to improve the knowledge necessary to support employees performance.

There were significant differences between study permits and study assignments. The financing for study permits is borne by employees while study assignments are funded by the agency sending the employees. Furthermore, during the implementation of study permits, the period was not counted as part of the employees' working period while study assignments were still counted as a working period.

In conclusion, the competency improvement efforts made by BKD Bombana Regency comprised both education and training. Education entailed continuing furthering education at higher levels (Strata 1, 2, and 3), while training comprised leadership training (Diklatpim), technical training, and functional training. Both approaches aimed to improve the knowledge, skills, and ethics of employees in various roles. However, these initiatives were still constrained by budget. Basically, the training helped to create competent human resources capable of performing main duties and functions in accordance with the organization's strategic plan, ensuring adequate work facilities and

increasing the capacity of work unit program activities.

### **Improving the Personnel Service Application System**

Personnel Service Application System improvements were aimed at fostering services to employees and structuring personnel administration (Hidayanti, 2021). Accurate, up-to-date, and quickly accessible personnel data were essential for implementing job promotions. BKD Bombana Regency had undertaken efforts to improve various components of SAPK to ensure a more complete and precise employees database, thereby supporting job promotions and improving employees performance. The Secretary of BKD Bombana Regency stated, "To support the implementation of job promotions in Bombana Regency, the personnel service application system still needs improvements. Data presentation should be precise and accurate. This requires improving and strengthening the LAN network at BKD Bombana Regency to ensure faster and more accurate access to staffing data."

In addition to strengthening the LAN network, adequate electrical power is crucial for the effective use of the system. The Head of Civil Servant Training Division of BKD Bombana Regency stated "Fast and accurate data presentation using SAPK (Civil Service Application System) depends on the strength of the LAN network. However, all electronic systems are useless when there is no electricity. Therefore, ensuring sufficient electrical power is essential". In the context of fostering

the presentation of complete and accurate data and information, it is necessary to improve SAPK by focusing on both the LAN network and electrical power at BKD Bombana Regency.

### **Conducting Competency Tests**

Improving employees performance through promotions cannot be optimal when subjectivity in the placement of employees in positions persists. BKD of Bombana Regency addressed this issue by implementing competency tests. These tests aimed to identify qualified employees for specific positions and reduce the subjectivity of leaders in employees placement.

The Head of the Regional Staffing Agency of Bombana Regency stated, "BKD's effort in implementing a promotions system free from KKN is by conducting competency tests for employees who will be promoted. In addition, the employees should fulfill other requirements to ensure the mastery of the scope of work". The promotions process tend to be based on personal connections rather than competence, with leaders frequently making decisions based on preferences. This undermines the concept of placing the right person in the right position.

Regarding the implementation of competency tests for job promotions to improve employees performance, the Head of Mutation and Civil Servant Development stated, "To avoid the promotions based on personal connections, BKD Bombana Regency conducts competency tests for

employees aspiring to occupy certain structural positions. A transparent promotions process can motivate employees to improve performance and effectively complete their work."

The implementation of the competency tests was also reinforced by a circular letter from the Regional Secretary of Bombana Regency. Based on data collection through document observations, a Circular Letter of the Regional Secretary Number: 821.2/729/2015, titled "Competency Test for Structural Positions in 2015" was found (details are provided in the attachment).

The qualifications for the competency tests in Bombana Regency included a written test, an interview, and a performance assessment. The written test contained academic questions to be answered correctly by the participants. This test assessed the participants' knowledge of staffing regulations and provisions. After passing the written test, employees proceed to an interview, inquiring about employees' strategies, vision, and mission for the positions. The interview evaluates the employees' communication skills, which are crucial for leadership roles (Junus et al., 2022). The final stage was the performance assessment, where the accumulated scores were calculated to determine whether the employees had passed or not. The following table presents detailed data on the competency tests conducted.

**Table 2.** Data on Competency Tests Participants for Structural Positions at BKD Bombana Regency in 2022.

Eselon		Total Registrants	Passed Test Competency
Eselon II	II.a	-	-
	II.b	29	-
Eselon III	III.a	37	6
	III.b	89	29
Eselon IV	IV.a	107	28
	IV.b	69	17

Source: BKD Document of Bombana Regency Year 2022

The table shows that every vacant position formation should go through competency tests to ensure the selection of truly competent employees. According to the data, none of the 29 employees who took the competency tests for Echelon II.b positions passed. Therefore, the competency tests were not mere formality, but a serious effort by the government to eliminate KKN. Failure to meet the requirements could minimize the influence of closeness and subjectivity.

Analyzing the various descriptions, it was evident that the implementation of competency tests aimed to reduce the subjectivity factor of leaders in the placement of structural positions and to select highly competent employees capable of competing and innovating within an organization. The competency tests in Bombana Regency were diligently conducted, as shown in Table 2. The qualifications for passing the tests were rigorous and designed to filter out only the best candidates. This process was expected to motivate employees to continuously improve performance (Kurniawan & Suswanta, 2021).

## CONCLUSION

In conclusion, the challenges to promotions aimed at improving employees performance at BKD Bombana Regency included limited human resources of competent apparatus, weak Personnel Service Application System (SAPK), and subjectivity factor. To address these challenges, BKD of Bombana Regency implemented several measures, namely the competence of human resources through education and training (Diklat), improving the Personnel Service Application System, and conducting competency tests.

## REFERENCES

1. Afandi, M. N., & Sianipar, R. (2016). ANALISIS KEMAMPUAN KEUANGAN DAERAH DALAM MENUNJANG PELAKSANAAN OTONOMI DAERAH DI KABUPATEN LABUHANBATU SELATAN. *JURNAL WACANA KINERJA*. 19(2), 1-18. DOI:<http://dx.doi.org/10.31845/jw.k.v19i2.1>
2. Anggoro, T., Mulyatin, T. C., & Triono, T. (2020). REKRUTMEN

- POLITIK CALON KEPALA DAERAH (STUDI TENTANG SELEKSI KANDIDAT DI PARTAI KEADILAN SEJAHTERA DALAM PEMILUKADA KOTA TASIKMALAYA TAHUN 2017). *Jurnal Ilmu Politik dan Pemerintahan*. 6(1),15-35. DOI: <https://doi.org/10.37058/jipp.v6i1.1984>
3. Asbullah, A. & Suharno, S. (2022). ANALISIS KOMPETENSI SUMBER DAYA MANUSIA DALAM Mendukung Kinerja Pegawai UPT-KPHP TANA TIDUNG. *Ideas: Jurnal Pendidikan, Sosial, dan Budaya*. 8(1), 27-36.
  4. Asiyah, N., Mulyadi, D., & Nurliawati, N. (2020). STRATEGI PENGEMBANGAN SUMBER DAYA MANUSIA APARATUR DI KANTOR BKD KABUPATEN ASAHAN. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 17(1), 111-128. <https://doi.org/10.31113/jia.v17i1.560>
  5. Asrinaldi, A., & Azwar A. (2018). DIMENSI KEKUASAAN PENGHULU ADAT MELAYU RIAU DALAM PELAKSANAAN DEMOKRASI LOKAL. *JANTRO: Jurnal Antropologi: Isu-isu Sosial Budiaya*. 20(1), 57-69. <https://doi.org/10.25077/jantro.v20.n1.p57-69.2018>
  6. Bewinda, R., Fauzy, R., & Daud, R. (2023). SEJARAH SISTEM MERIT DALAM MANAJEMEN SUMBER DAYA MANUSIA SEKTOR PUBLIK DI INDONESIA. *Musamus Journal of Public Administration*, 6(1), 522 - 528. <https://doi.org/10.35724/mjpa.v6i1.5404>
  7. Bras, D. J. (1984). BEING IN THE RIGHT PLACE: A STRUCTURAL ANALYSIS OF INDIVIDUAL INFLUENCE IN AN ORGANIZATION. *Administrative Science Quarterly*. 29(4), 518-539. <https://doi.org/10.2307/2392937>
  8. Khairun Nisa Hasibuan, N. K., Fariaman Purba, F & Parinduri, T. (2021). PENGARUH PENILAIAN PRESTASI KERJA DAN KOMPETENSI PEGAWAI TERHADAP PROMOSI JABATAN PADA KANTOR PELAYANAN PERBENDAHARAAN NEGARA (KPPN) PEMATANG SIANTAR. *MANAJEMEN : JURNAL EKONOMI USI*. 3(1), 75-87. DOI: <https://doi.org/10.36985/manajemen.v3i1>
  9. Hermawan, W., Sedarmayanti, S., Jubaedah, E., & Mulyaningsih, M. (2020). IMPLIKASI IKLIM ORGANISASI, MUTASI DAN KEPUASAN KERJA TERHADAP KINERJA PEGAWAI DI BKPSDM KABUPATEN SUBANG. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 17(2), 178-192. <https://doi.org/10.31113/jia.v17i2.578>
  10. Hidayanti, E. (2021). KUALITAS PELAYANAN PENETAPAN PENSUN OTOMATIS BERBASIS LESS PAPER BAGI PEGAWAI NEGERI SIPII DI LINGKUNGAN PEMERINTAH PROVINSI SULAWESI UTARA. *AKSELERASI: Jurnal Ilmiah Nasional*, 3(2), 80-91. <https://doi.org/10.54783/jin.v3i2.412>



11. Iskarim, M. (2017). Rekrutmen Pegawai: Starting-Point menuju Kinerja Organisasi yang Berkualitas dalam Perspektif Manajemen Sumber Daya Manusia dan Islam. *Jurnal Manajemen Pendidikan Islam*. 2(2), 307-327 DOI: <https://doi.org/10.14421/manageria.2017.22-06>
12. Iswardhana, M. R., & Attamimi, A. M. S. (2023). EFEKTIVITAS PENERAPAN KEBIJAKAN OTONOMI DAERAH DALAM PENURUNAN TINGKAT KEMISKINAN DI BANDUNG BARAT TAHUN 2019. *Jurnal Dinamika Pemerintahan*. 6 (2), 108-126. <https://doi.org/10.36341/jdp.v6i2.3776>
13. Junus, D. A., Sahi, N., Arsjad, M. F., Podungge, A. W & Nuna, M. (2022). ANALISIS REFORMASI BIROKRASI DALAM MENINGKATKAN KOMPETENSI SUMBER DAYA MANUSIA APARATUR SIPIL NEGARA DI KECAMATAN BUNTULIA KABUPATEN POHUWATO. *Economics and Digital Business Review*, 3(2), 355–368. <https://doi.org/10.37531/ecotal.v3i2.259>
14. Katharina, R. (2018). REFORMASI MANAJEMEN APARATUR SIPIL NEGARA: EVALUASI PERAN PEJABAT PEMBINA KEPEGAWAIAN DAN KOMISI APARATUR SIPIL NEGARA. 13(2). 1-16. DOI: <https://doi.org/10.20961/sp.v13i2.24864>
15. Khairina, R. (2019). ANALISIS PROMOSI JABATAN PEGAWAI BADAN KEPEGAWAIAN DAERAH DI KOTA MEDAN. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 5(4), 452-472. <https://doi.org/10.31113/jia.v5i4.445>
16. Kurniawan, A., & Suswanta, S. (2021). MANAJEMEN APARATUR SIPIL NEGARA DALAM MEWUJUDKAN TATA KELOLA PEMERINTAHAN YANG BAIK. *KEMUDI : Jurnal Ilmu Pemerintahan*, 5(1), 134–148. Retrieved from <https://ojs.umrah.ac.id/index.php/kemudi/article/view/2305>
17. Kusumaningsih, A., Dwimawanti, I., & Hidayat, Z. (2015). ANALISIS DAMPAK KEBIJAKAN TUNJANGAN KINERJA (STUDI KASUS DI BADAN KEPEGAWAIAN NEGARA). *Journal Of Public Policy And Management Review*. 4(3), 1-13. <https://doi.org/10.14710/jppmr.v4i3.8927>
18. Martoredjo, N.T. (2015). PERAN DIMENSI MENTORING DALAM UPAYA PENINGKATAN KUALITAS SUMBER DAYA MANUSIA. *Binus Journal Publishing; Humaniora*. 6(4). 444-452 DOI: <https://doi.org/10.21512/humaniora.v6i4.3373>
19. Mokodaser, V. S., Lengkong, F. D., & Dengo, S. (2023). Implementasi Kebijakan Peningkatan Kapasitas Sumber Daya Aparatur di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Daerah Kabupaten Bolaang Mongondow Timur. *Jurnal Administrasi Publik*, 9(1), 210–217.

- <https://doi.org/10.35797/jap.v9i1.47417>
20. Muin, F. (2015). OTONOMI DAERAH DALAM PERSEPEKTIF PEMBAGIAN URUSAN PEMERINTAH DAERAH DAN KEUANGAN DAERAH. *Fiat Justisia: Jurnal Ilmu Hukum* 8(1), 69-78.  
<https://doi.org/10.25041/fiatjustisia.v8no1.288>.
21. Nurhayati, Y. (2018). PENERAPAN MODEL KIRKPATRICK UNTUK EVALUASI PROGRAM DIKLAT TEKNIS SUBTANTIF MATERI PERENCANAAN PEMBELAJARAN DI WILAYAH KERJA PROVINSI KEPULAUAN RIAU. *Andragogi: Jurnal Diklat Teknis Pendidikan Dan Keagamaan*. 6(2), 170-187. DOI: <https://doi.org/10.36052/andragogi.v6i2.63>
22. Pratama, W. Y., Baihaq, M. A., & Alqorni. A. W. (2023). FENOMENA POLITISASI BIROKRASI SELAMA PILKADA DI INDONESIA. *Moderat : Jurnal Ilmiah Ilmu Pemerintahan*, 9(3), 517-534.  
<https://doi.org/10.25157/moderat.v9i3.3133>
23. Safitri, S. (2016). SEJARAH PERKEMBANGAN OTONOMI DAERAH DI INDONESIA. *Jurnal Pendidikan Sejarah*. 5(1), 79-83. DOI: <https://doi.org/10.36706/jc.v5i1.4804>
24. Sedarmayanti, S., & Dakhi, G. N. R. (2017). PERSEPSI MENGENAI PROMOSI JABATAN STRUKTURAL PNS PEREMPUAN DI PEMERINTAH KOTA GUNUNGSITOLI. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 14(2), 167-184.  
<https://doi.org/10.31113/jia.v14i2.111>
25. Setmour, R., & Turner, S. (2002). OTONOMI DAERAH: INDONESIA'S DECENTRALISATION EXPERIMENT. *New Zealand Journal of Asian Studies*. 2(10), 33-51.
26. Tarigan, W. J. T. (2020). ANALISIS BUDAYA ORGANISASI DAN KEPUASAN KERJA YANG MEMPENGARUHI KINERJA KARYAWAN PADA BANK MEGA KANTOR CABANG PEMATANG SIANTAR. *JURNAL Edueco*, 3(2), 38-50. doi: <https://doi.org/10.36277/edueco.v3i2.61>.
27. Vitryani, T ., & Wico, J. T. (2020). ANALYSIS OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION THAT AFFECT EMPLOYEE PERFORMANCE IN THE BANK MEGA BRANCH OFFICE TRADING SIANTAR. *Jurnal Edueco*. 3(2), 39-50. DOI: <https://doi.org/10.36277/edueco.v3i2.61>
28. Yekti, S. (2012). PENGARUH GAYA KEPEMIMPINAN, MOTIVASI DAN DISIPLIN KERJA TERHADAP KINERJA PEGAWAI DI KANTOR SEKRETARIAT DAERAH KABUPATEN KUTAI TIMUR. *Jurnal Paradigma*. 1(3), DOI: <http://dx.doi.org/10.30872/jp.v1i3.313>