

Search

Series: Advances in Social Science, Education and Humanities Research

Proceedings of the International Conference on Ethics in Governance (ICONEG 2016)

[HOME](#)

The Faculty of Social and Political Science Universitas Muhammadiyah Makassar in collaboration with Asia Pacific Society for Public Affairs (APSPA) organize the International Conference on Ethics in Governance under the topic of "Intersecting Law, Religion, and Politics". This conference aims to provide a platform for scholars, researchers and practitioners to share their insight, ideas and experiences.

In this era, the heavy burden of civilization is a narrative about ethics, especially in relation to social society issues and nationality. Cross cutting issues such as Cultural, law and society problems, character building and education, governance ethics problem, global economic crisis, and development crisis, have emerged and need to be responded quickly. In order to benefit from the opportunities and to manage the threats, understanding and cooperation among actors whether on international, national or local level are required to deal with those cross-cutting issues.

Please click here for the conference website. (*Conference website no longer available.*)

Atlantis Press

Atlantis Press is a professional publisher of scientific, technical and medical (STM) proceedings, journals and books. We offer world-class

services, fast turnaround times and personalised communication. The proceedings and journals on our platform are Open Access and generate millions of downloads every month.

For more information, please contact us at: contact@atlantis-press.com

- ▶ PROCEEDINGS
- ▶ JOURNALS
- ▶ BOOKS
- ▶ PUBLISHING SERVICES
- ▶ ABOUT
- ▶ NEWS
- ▶ CONTACT
- ▶ SEARCH

[Home](#) [Privacy Policy](#) [Terms of use](#)



Copyright © 2006-2020 Atlantis Press

Search

Series: Advances in Social Science, Education and Humanities Research

Proceedings of the International Conference on Ethics in Governance (ICONEG 2016)

PREFACE

The Faculty of Social and Political Sciences Universitas Muhammadiyah Makassar in collaboration with Asia Pacific Society for Public Affairs (APSPA) organize the International Conference on Ethics in Governance (ICONEG 2016), on 19-20 December 2016 in Makassar, Indonesia under the topic of "Intersecting Law, Religion, and Politics" on 19-20 December 2016. This conference aims to provide a platform for scholars, researchers and practitioners to share their insight, ideas and experiences.

In this era, the heavy burden of civilization is a narrative about ethics, especially in relation to social society issues and nationality. Cross cutting issues such as Cultural, law and society problems, character building and education, governance ethics problem, global economic crisis, and development crisis, have emerged and need to be responded quickly. In order to benefit from the opportunities and to manage the threats, understanding and cooperation among actors whether on international, national or local level are required to deal with those cross cutting issues.

There are 214 papers from various topics including Business Ethics and CSR, Character Building and Education System, Culture Law and Society, Global Politics and Governance, Islamic Studies, Local Politics and Governance, Local Wisdom and Ethics, and Public Policy and Administration. 116 papers are selected to go through a strict peer-reviewed process, and these papers are published in conference proceedings.

We would like to thank the organizing committee and the members of reviewers for their kind assistances in reviewing the papers. We would extend our best gratitude to Rector of Universitas Muhammadiyah Makassar, Dean of Faculty of Social and Political Science Universitas Muhammadiyah Makassar, especially to Prof. Dr. Amporn W. Tamronglak as a President of Asia Pacific Society for Public Affairs (APSPA). Furthermore, Prof. Wolfgang Drechsler, Prof. Dr. Onder KUTLU, Prof. Dr. Amporn W. Tamronglak, and Prof. Madya. Dr. Mohd Afandi Bin Salleh for their invaluable contribution and worthwhile ideas shared in the conference.

The Editors

Ismail Suardi Wekke – Editor-in-Chief

Ahmad Harakan

Andi Luhur Prianto

Hamrun

Ahmad Taufik

Muchlas M. Tahir

Nasrulhaq

Zulfan Nahrudin

Nur Khaerah

Al Muhajir Haris

Nursaleh Hartaman

Goestina

Wahyuni

Asni Suryaningsih

Hamsir

Mujib Hasib

Mitha Puji Rahayu

Atlantis Press

Atlantis Press is a professional publisher of scientific, technical and medical (STM) proceedings, journals and books. We offer world-class services, fast turnaround times and personalised communication. The

proceedings and journals on our platform are Open Access and generate millions of downloads every month.

For more information, please contact us at: contact@atlantis-press.com

- ▶ PROCEEDINGS
- ▶ JOURNALS
- ▶ BOOKS
- ▶ PUBLISHING SERVICES
- ▶ ABOUT
- ▶ NEWS
- ▶ CONTACT
- ▶ SEARCH

[Home](#) [Privacy Policy](#) [Terms of use](#)



Copyright © 2006-2020 Atlantis Press

[PROCEEDINGS](#) | [JOURNALS](#) | [BOOKS](#)

Search

Series: Advances in Social Science, Education and Humanities Research

Proceedings of the International Conference on Ethics in Governance (ICONEG 2016)

ORGANIZERS

General Chair

Assoc. Prof. Ismail Suardi Wekke, Ph.D

STAIN Sorong, Indonesia

General Co-Chair

Ahmad Harakan, S.IP., M.HI

Universitas Muhammadiyah Makassar, Indonesia

Secretary

Nasrulhaq, S.Sos., MPA

Universitas Muhammadiyah Makassar, Indonesia

Scientific Committee

Prof. Dr. Mustari Mustafa

Universitas Islam Negeri Alauddin, Indonesia

Prof. Dr. Irwan Akib, M.Pd

Universitas Muhammadiyah Makassar, Indonesia

Assoc. Prof. Dr. Achmad Nurmandi

Universitas Muhammadiyah Yogyakarta, Indonesia

Assoc. Prof. Ismail Suardi Wekke, Ph.D

STAIN Sorong, Indonesia

Erwin Akib, Ph.D

Universitas Muhammadiyah Makassar, Indonesia

Suyatno, Ph.D

Universitas Sultan Zainal Abidin, Malaysia

Dr. Syafrimen

IAIN Raden Intan Lampung, Indonesia

Dr. Ebyhara

Universitas Jember, Indonesia

Dr. Achmad Rasyid

Universitas Islam Negeri Syarif Hidayatullah, Indonesia

Dr. Husni Thamrin

Universitas Islam Negeri Sultan Syarif Qasim, Pekanbaru, Indonesia

Dr. Muhlis Madani

Universitas Muhammadiyah Makassar, Indonesia

Technical Program Committee

Andi Luhur Prianto, S.IP, M.Si

Universitas Muhammadiyah Makassar, Indonesia

Muchlas M. Tahir, S.IP, M.Si

Universitas Muhammadiyah Makassar, Indonesia

Hamrun, S.IP, M.Si

Universitas Muhammadiyah Makassar, Indonesia

Ahmad Taufik, S.IP, M.AP

Universitas Muhammadiyah Makassar, Indonesia

Nur Khaerah, S.IP, M.IP

Universitas Muhammadiyah Makassar, Indonesia

Al Muhajir Haris, S.IP, M.IP

Universitas Muhammadiyah Makassar, Indonesia

Zulfan Nahrudin, S.IP, M.Si

Universitas Muhammadiyah Makassar, Indonesia

Mitha Puji Rahayu, S.IP, M.Si

Universitas Muhammadiyah Makassar, Indonesia

Iqbal, S.IP

Universitas Muhammadiyah Makassar, Indonesia

Nursaleh Hartaman, S.IP

Universitas Muhammadiyah Makassar, Indonesia

International Advisory Board

Prof. Dr. Revany Bustami

Universiti Sains Malaysia, Malaysia

Prof. Dr. Badlihisham Mohd Nasir

Universiti Teknologi, Malaysia

Prof. Dr. Mohd. Affandi bin Salleh

Universiti Sultan Zainal Abidin, Malaysia

Prof. Dr. G"ran Collste

Linkoping University, Sweden

Prof. Dr. Wolfgang Drechsler

Tallinn Universty of Technology, Estonia

Prof. Dr. Sunhyuk Kim

Korea University, Korea

Prof. Dr. Keiko Sakurai

Waseda University, Japan

Prof. Dr. Mohd. Ekhwan Toriman

Universiti Kebangsaan Malaysia, Malaysia

Prof. Dr. Amporn W. Tamronglak

Thammasat University, Thailand

Prof. Dr. Imitiyaz Yusuf

Mahidol University, Thailand

Prof. Darwin J. Manubang

Mindanao State University, Philippines

Prof. Dr. David N. Almarez, D.M.

III-Mindanao State University, Philippines

Prof. Datuk Dr. Yahaya Ibrahim

Majelis Professor Negara, Malaysia

Prof. Jin-Wook Choi, PhD

Korea University, Korea

Prof. Dr. Maimun Aqsha Lubis

Universiti Kebangsaan Malaysia, Malaysia

Prof. Dr. Cholichul Hadi

Universitas Airlangga, Indonesia

Prof. Dr. Oman Fathurrahman

Universitas Islam Negeri Syarif Hidayatullah, Indonesia

Prof. Dr. Saleh Tajuddin

Universitas Islam Negeri Alauddin, Indonesia

Prof. Dr. Sirozi

Universitas Islam Negeri Raden Fatah, Indonesia

Assoc. Prof. Dr. Evan Doran

University of Newcastle, Australia

Atlantis Press

Atlantis Press is a professional publisher of scientific, technical and medical (STM) proceedings, journals and books. We offer world-class services, fast turnaround times and personalised communication. The

proceedings and journals on our platform are Open Access and generate millions of downloads every month.

For more information, please contact us at: contact@atlantis-press.com

- ▶ PROCEEDINGS
- ▶ JOURNALS
- ▶ BOOKS
- ▶ PUBLISHING SERVICES
- ▶ ABOUT
- ▶ NEWS
- ▶ CONTACT
- ▶ SEARCH

[Home](#) [Privacy Policy](#) [Terms of use](#)



Copyright © 2006-2020 Atlantis Press

The Influence of Driver Work Culture and Service Quality on Citizen Satisfaction w
Mass Transportation

Frinaldi, Aldri

The Analysis of Performance-Based Budgeting in Immigration

Gunawan, Fahmi

Analysing Character Education Values at SDIT Al-Qalam Through Song Lyrics

Hajar, Siti

Increased Capacity Village Officials About Governance Administration in of the Village
Administration

Hamang, Nasri

Efforts to Increase Public Welfare Consciousness Through Pay Zakat Rice Crop

Handayani, Trini

Fostering Community Awareness in Preventing and Handling Pedophilia

Harahap, Junardi

Intercultural Communication Between Traders and Buyers in Perbaungan Market

Harahap, Junardi

EVOLUTION OF HEALTH CARE IN INDONESIA

Hasib, Mujib

The Approach of Conflict Resolution Education to the Governance Management

Hastjarjo, Sri

Pathology of Social Accountability in Civil Society: Cultural Commodification

Helena Putong, Ivonne

The Effect of Vertical and Horizontal Trust on Voluntary Tax Compliance (An
Experimental Study)

Herawati, Ratna

Reformulation of The House Regional Representative:How to Recruit and Authorize
based on the State System of Indonesia

Hermanto, Nailuredha

The Analysis of Foreigner Satisfaction and Service Quality of Immigration Office Padang

Hermawati, Rina

Revitalizing Nationalism Through Commemoration Day of Historical Events

Herningtyas, Ratih

Content Analysis on Disaster Diplomacy Regime in Indonesia

Herwanto, Ary

Career Role Analysis of Civil Servants at the State Employment Agency

Hijjang, Pawennari

Pasang and Traditional Leadership Ammatoa Indigenous Communities in Forest Resources Management

Hutahaean, Marlan

The Importance of Stakeholders Approach in Public Policy Making

Ilma, Zidnie

Identifying Business Ethics Manifestation in Ecopreneurship Implementation: Study from Fish 'n Blues Enterprise in Indonesian Fishery Industry

Indah, Diani

Transformational Leadership in Nonprofit Organization

Indah, Diani

A Nation and Bureaucracy: An Indonesian Case

Indra Budiman, Amir

The First Digits Analysis Until the Fifth Benford Law in Financial Statement

Irmayani, Irmayani

Efforts to Increase Public Welfare Consciousness Through Pay Zakat Rice Crop

Irna Setiawati, Cut

Identifying Business Ethics Manifestation in Ecopreneurship Implementation: Study from Fish 'n Blues Enterprise in Indonesian Fishery Industry

Irwanti, Marlinda

Corporate Social Responsibility and Corporate Communication

Ismail, Ahmad

Tweeting and Click: Internet and New Social Movement in Indonesia

Jahidi, Idi

Transformational Leadership in Nonprofit Organization

Jahidi, Idi

A Nation and Bureaucracy: An Indonesian Case

Jinda, Arunrat

Russian Foreign Policy: A Window of Opportunity in Southeast Asia

Junaenah, Inna

Moral and Political Accountability of Local Representatives Body in Indonesia

Junaidi, Junaidi

Terrorism and Multiculturalism Issues in the Frame of the Mass Media in Indonesia

Kamariah Musa, Murshamshul

Protection of Malaysia Small Farmers Under the Plant Variety Law: an Appraisal

Karina, Ade

Work Performance of A Village Head: Investigating The Role of Job Satisfaction, Workload, and Work Stress

Karlina, Nina

Aspects of the Construction of Housing and Settlement In Indonesia

Khaerah, Nur

The Development of State Civil Apparatus

Komariyah, Siti

The Role of Consumer Satisfaction in Mediating the Effect of Consumer Preference on Consumer Trust in Purchasing Cluster Housing in Jember

Kurniasih, Denok

Humanity Governance at local level: A case in Insurance Program for Tappers in Indonesia

Kurniasih, Dewi

Adjustment of Local Regulation About Formation And Structure Of Local Government

Kurniawati, Nia

Fostering Community Awareness in Preventing and Handling Pedophilia

Kushandajani, Kushandajani

Managing Village Governance Based On Mutual Assistance (Gotong Royong)

L. Djumaty, Brian

Study on the Transition of Land in the Palih Baru Village

L. Djumaty, Brian

Social Capital in the Activities of Rite Manuba Ba Adat

L. Djumaty, Brian

Makhya, Syarief

Ethical Issues of Local Government and Human Government

Malik, Ihyani

Collaboration Among Organizations in Combating Traffic Jam in Makassar City

Mariana, Dede

Women's Political Participation in Indonesia's Reform Era: Local Government Perspective

Marwah, Sofa

Inconsistencies of Traditional Village Policy in Banyumas Regency

Maya Indah, Christina

The Reconstruction of Police Legal Culture to Interpreting Law in the Democratic Era

Megawati, Ega

Civil Servants Rationalization in Indonesia

Melawati, Fitri

Innovative Leadership Ridwan Kamil in Social Media in Bandung City

Mohd, Zulkifli

Family Support from the Perspective of Drug Addicts

Mohd Yusof Wan Chik, Wan

Family Support from the Perspective of Drug Addicts

Mufidatut Tarwiyah, Elok

Performance of General Elections Commission in Increasing Public Participation in 2015

Mulyadi, Dedi

Three Power Pillars Synergy In Waqaf Empowerment

Mulyawan, Rahman

Rural Capitalism in Special Economic Region of Tanjung Lesung

Mustanir, Ahmad

Participation of Ethnic Community Towani Tolotang in Deliberation of Development Plan

Mutiarin, Dyah ✓

The Development of State Civil Apparatus ✓

Mutmainnah Darmuh, Muthia

The Approach of Conflict Resolution Education to the Governance Management

[PROCEEDINGS](#) | [JOURNALS](#) | [BOOKS](#)

Search

Series: Advances in Social Science, Education and Humanities Research

Proceedings of the International Conference on Ethics in Governance (ICONEG 2016)

AUTHORS

217 authors

M. Wirasenjaya, Ade

Indonesia's Foreign Policy and Multi-Track Regionalism

Madani, Muhlis

The Relevance of Own-Source Revenue to the Independence of West Sulawesi

Made Krisnajaya, I.

Strengthening Good Governance through Institutionalization of SATRIYA Codes of Conduct: A Lesson from Yogyakarta Special Region

Made Krisnajaya, I.

Capacities of Agents of Change in Promoting SATRIYA Codes of Conduct in Yogyakarta Special Region Government

Made Narsa, I

The Effect of Vertical and Horizontal Trust on Voluntary Tax Compliance (An Experimental Study)

Madu, Ludiro

Governance in Comprehensive Partnership Between Indonesia and Malaysia

Mahsyar, Abdul

Collaboration Among Organizations in Combating Traffic Jam in Makassar City

Majid Tahir Mohamed, Abdul

Maqasid Al-Shariah as a Parameter in International Treaty

The Development of State Civil Apparatus

Muhammad Eko Atmojo
 Government Studies Departement
 Universitas Muhammadiyah Yogyakarta
 Yogyakarta, Indonesia
muhammadekoatmojo@yahoo.com

Nur Khaerah
 Government Studies Departement
 Universitas Muhammadiyah Makassar
 Makassar, Indonesia
Nurkhaerah.unismuh@gmail.com

Dyah Mutiarin
 Master of Government Affairs and Administration
 Universitas Muhammadiyah Yogyakarta
 Yogyakarta, Indonesia
mutiarin@yahoo.com

Abstract— Human resources problems in Indonesia are: the distribution of civil servants who are has not been spread evenly based on competence, and there is still much accumulation of civil servants in areas city. This study attempts to describe and assess the role of regional employee agency special region of Yogyakarta in the implementation of the civil development servants. This research uses a qualitative methodology, by which objects of execution in this research is the regional employee agency particular region (Badan Kepegawaian Daerah) of Yogyakarta that is one best practices in developing civil servants. Therefore, can get civil servants who are competent and professional in carrying out their duties. Findings from the study show that local employee agency regional of Yogyakarta expand employees through some things of them are as follows: education and training (DIKLAT), rotation and position promotion.

Keywords— Governance, human resources, public service, developing civil servants.

I. INTRODUCTION

In the era of regional autonomy has to bring large implication for Indonesia, especially in the field of human resources. Since the implementation of regional autonomy, there are a lot of happened increase in the number of employees, which a burden budget for civil servants was increasing and scope of the authority also wider. In order to readiness in national employment affairs management is good, clearly need time, and the quality of human resources are reliable. Therefore, human resources development in the macro is essential in order to realise the goals of development effectively. Zulchaidir [1] and Irfan [2]. They encourage the creation of the mission of organisation/government agencies that is the quality of service employees provided to the public. To realise the quality of services for the public than necessary resources officers competent and professional. Professionalism employees will be formed if the recruitment employees based on competence, that can produce employees possess the capacity and fine quality.

In 2011 Indonesia had the number of civil servants about 4,5 million employees (*BadanPusatStatistik*). The number of civil servants who big it turns out that not yet made the significant effect on public services. Rosyadi [3] argue that

personnel expenditure civil servants tended to improve and have used the public budget that hinders the implementation of various development programs socioeconomic. In outline human resources problem in Indonesia can be described as follows: the disparity in the distribution of civil servants, Wahiyuddin [4], the recruitment powers of appointment and the transfer of, as well as training for a career civil servants very not paying attention to the principle of competence, however, be based on the political consideration.

In addition to improving the quality of human resources through education and training not directed in the analysis/ the needs of the work unit. This condition causes not deficient output or outcome of the implementation of education and training for improving the employee performance and organization. Meanwhile, in the development of career employees also often without rested on professionalism (merit system), but more seniority or other considerations. This kind of things that ultimately caused training or development employees, especially civil servants, absorbing not maximal.

Besides not at the development of civil servants so many cities that recruited civil servants is not based on the needs and competence. Winarsih [5] said that to anticipate an increase in the number of employees should the recruiting employee who have formation competence by its work there. Therefore, will cause maintain a harmony between competence required by an office with competence owned by employees.

Yogyakarta is one of the areas best practices in the development of resources apparatus, one of them in development in position promotion. The implementation of the position promotion in the special Yogyakarta has innovation own the assessment center. This is what made development employees in local government special region of Yogyakarta as a best practice. Besides becoming best practices in developing resources apparatus, Yogyakarta also became one of the areas with index human development highest number two after Jakarta. This indicates that governance resources apparatus in the special region of Yogyakarta was

quite optimal. From explaining the writer would like outline the role of regional employee agency in the development of employees in the special region of Yogyakarta.

II. RESEARCH METHODOLOGY

This study adopted qualitative approaches. using a qualitative methodology because the data collected and the analysis more qualitative [6]. This study will be carried out in human resources agency (Badan Kepegawaian Daerah) and the consideration promotion (Badan Pertimbangan Jabatan dan Kepangkatan) of Special Region of Yogyakarta. The technique data collection in this research using observation non-participation, interview, and documentation. While data analyst uses the method Miles and Huberman in 2014, there is three kinds of data analyst model interactive that can be used, namely (a) reduction data; (b) the presentation of data; (c) draw conclusions /verification [7].

III. RESEARCH FINDINGS & DISCUSSION

Management human resources are thing to do to fulfil needs organization. Resources apparatus is the most important things in an organization, life of an organization can be seen from resources apparatus or are civil servants. To manage civil servants so, each region has resources management institutions apparatus that is human resources agency (BadanKepegawaian Daerah). The task of Badan Kepegawaian Daerah is conducting the management of personnel administration, programs established and guidance, the development of human resources, and implement mutation and administration for human resources. The main tasks and a function of local employee board regarding the development of civil servants are covering planning and the development of employees, mutation human resources, guidance discipline, the welfare and administration of employees, training of administrative and activities.

The development of employees is very important to do any organization, which with the employees development and professionalism employees will increase. There are two things that must be considered in the development of civil servants quantity and quality. The problem of quantity this is concerning the total number of human resources. Quantity human resources have to be balanced with the quality of human resources good also. A quantity related to the quality of human resource which is emphasised the ability physical and non-physical. In other words, the quality of human resources is concerning two physical aspects and non-physical related to the ability work, reflect, and other skills [8].

A policy for developing for employees or resources apparatus must do so that the quality of resources apparatus will increase also factors the success of an organization seen from quality and quantity resources apparatus. Then Notoatmodjo [8] argue that there was two a concept in developing human resources are developing human resources in macro is a process of improving the quality or strengthening in order to achieve the development goals. While developing human resources in a planning process micro education, training and managing power or employees to achieve

optimum results. The development of human resources apparatus covering education and training, and developing career employees the promotion. As for the purpose of education and training for employees is to improve the ability, professional by the competence of employees so as to bring impact on institutional development government concerned.

The development of employees through education and training is part of the development of the quality of employees. The purpose of education and training for employees is to improve the competence of employees and realize the civil servants who professional. Therefore, education and training also it is important for each employee and organization. Before the development of employees through education and training then BadanKepegawaian Daerah Yogyakarta Special Region will carry out some things of them are in training needs analysis, and group discussion forum (GDF). The development of employees through education and training in Special Region of Yogyakarta must be implemented with a base analysis kebutuhandiklat and GDF followed by all SKPD .Of this analysis so BadanKepegawaian Daerah only be expanded employees through education and training by recommendations analysis undertaken by BadanKepegawaian Daerah and all working units in the ranks of the local government of Yogyakarta. The purpose of held the GDF with SKPD is to find needs training for each SKPD, so that in the implementation of the education and training SKPD to be able to send they said in accordance with the main tasks and functions. With this indirectly SKPD can be recognized functions which has not yet run with maximum.As for education and training done by BadanKepegawaian Daerah Special Region of Yogyakarta as follows: first , education and training appointment training, second, education and training leadership, third, education and training technical.

Position promotion is a part of the development employees of more exactly is the development of a career for employees, that the promotion is a very important thing for employees to prevent balance the way organization. The development of employees does have a lot of models one of them is position promotion. The purpose of position promotion is to improve the ability and professional employees and improve confidence for employees. By the formation of employees professional and competent so development employees promotion must be based on merit system.

To realize employees competent and professional the management of position promotion, recruitment and removal of should use merit system. Where merit system more stress on removal of and promotion employees based on the competency and professional. Therefore BadanKepegawaian Daerah Special Region of Yogyakarta implement position promotion with several stages of them are selection administration, assessment center, the fit and proper tests, the fact integrity and evaluation every six months. While for the implementation of position promotion still many areas that uses system traditional and vulnerable to nepotism.

By maintaining competent employees and professional then Badan Kepegawaian Daerah Special Region of

Yogyakarta expand employees including the development of the quality and development career. The development of quality only focused to education and training, besides the more promotion career office. It must be done to achieve civil servants that competent and professional.

In advance of did the process of education and training BadanKepegawaian Daerah Special Region Of Yogyakarta will conduct analysis needs like (AKD) and forum group discussion (GDF) with all a unit of performance (SKPD). This was done to analyze the function of every local unit and no run with maximum, that could be done delivery employees to do education and training. The aim of education and training is to create resources officers have the ability in work well and professional. The development of employees through education and training to be distinguishable in several species of them are: education and training structural, education and training technical, education and training functional.

To create employees professional development Badan Kepegawaian Daerah not work alone in terms of education and training, where Badan Kepegawaian Daerah have a partnership with BANDIKLAT (Badan Diklat) at province. This cooperation is part of the process of education and training and in order to realize competent employees and professional. The development of employees through education and training is the most important to improve competence of employees and create employees professional.

By maintaining employees professional and competent then BadanKepegawaian Daerah expand employees through education and training and promotion office. Promotion office are part of the development for civil career. In the development of employees promotion the employment InSpecial Region of Yogyakarta first to be done through a bank data collection. The purpose of filtering is to make it easier to the potential, then in the assessment center will be easier to monitor. Selection criteria for employees across the data is as follows: track record of employees, the official discipline, a waiting list of employees (DaftarUrutPegawai) and list of nominative employees.

The process of development employees promotion the employment in Special Region of Yogyakarta different than other regions. The different promotion falsehood the employment in Yogyakarta special region to other regions are the method assessment center for employees who will be promoted. Employees can follow the assessment center is employees who qualify as follows: track record, notes discipline, a waiting list of employees (DaftarUrutPegawai) and list of nominative. A waiting list of employees (DaftarUrutPegawai) is based on the employees seniority, while nominative list is an arrangement of employees in agency or seen from the rank and work performance.

The process position promotion divided into two types of position promotion structural and position promotion regular. However, all process position promotion within the regions Special Region of Yogyakarta uses the assessment center. It is meant to identify the competence of employees so that employees be able to work with professional. Assessment center done two days followed 5-6 employees every stretch

out. During the process assessment center of employees will be viewed from the perspective of potential and competence. The following are the measurement of the competence of employees during in assessment center: employees will be will follow first to see knowledge in general and the potential employees; employees during assessment center will do leader group discussion (LGD), where in LGD assessors just saw and assess. The purpose of LGD is to see the leadership in employees; in basket is task for the echelon ii to disposition letter to servant; the problem analysis of the candidates second echelon structural officers in assessment were given a broken and problems to find the solution, so here is considered employees of the way break and find a solution to a problem.

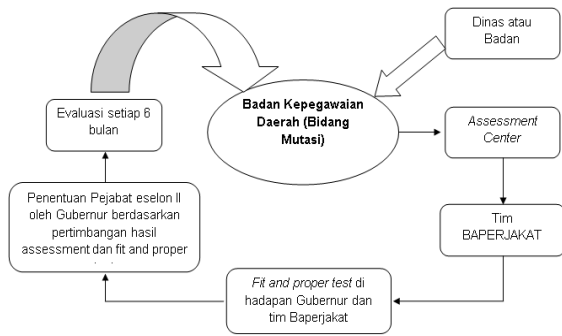
After doing assessment center then the competence of employees can be seen based on value or result testing the competence of employees. Afterward, the implementation assessment center the assessors will be make a report based on the competency and potential luminance employees, in addition weakness and excess each employee will be used in the reports. The reports that had made will be given to BadanKepegawaian Daerah and BAPERJAKAT for consideration in the implementation of the position promotion.

Based on the results of assessment center then employees had the 3 large get opportunities to be promoted. However, this is different between position promotion regular with position promotion structural. The position promotion structural the employees had the rank 1st to 3 will follow selection next stage. Employees have index highest or rank 1 to 3 will be submitted to the governor to do the fit and proper tests. A method of the fit and proper tests this is the final competency test is before team BAPERJAKAT and the governor. The purpose of the fit and proper tests was only to get employees competent and professional, so that in implementing the tasks can effective and efficient. Based on the results of the fit and proper test and value judgments assessment center so governor will determine the suitability or otherwise employees to be promoted to structural office.

In addition to promoting the structural position of BKD, special region of Yogyakarta will also do an evaluation every 6 months. The purpose of this evaluation is to improve performance and creativity unit organizational performance the device region and officials concerned. The structural officials did not meet expectations in leading an organization then will be given other tasks deemed appropriate by the capabilities and competencies as well as in the field of the task or the rotation of the Office.

Here is a picture of the process of implementing the promotion of structural position in the local government of Yogyakarta.

Picture 1: Phases of structural position promotion in regional government of Yogyakarta



Source: The data analysis of research 2014

As for the promotion of regular employees who then would be seen based on the results of the assessment center. From the results of the assessment officers who ranked 1 to 3 or get the index value of the highest then it will be promoted to a higher position. It is a direct follow up the development of employees in the special region of Yogyakarta based on a merit system. It can be seen from the methods and process of promotion of the Office which operates to the competence of employees

IV. CONCLUSION

Of several the above analysis that development employees have a lot of its shape from is education and training, position promotion, and rotation. In the implementation of the development employees in special region of Yogyakarta has been based on competence, this can be seen of the education and training that takes into account analysis needs training and implementation of position promotion with based on the results of assessment center and the fit and proper tests. Therefore, that the implementation of development employees in special region of Yogyakarta it can be said use merit system because based on with the competence of employees, this is done to realize employees competency and professional.

The implementation of the position promotion in Yogyakarta has a different level to other regions. Where the implementation of the promotion the employment in special region of Yogyakarta uses the assessment center and the fit and proper tests to see competence servant candidates. While other regions the implementation of the development employees through position promotion more a chink stress to a factor political or proximity. Should the implementation of the promotion be conducted by prioritising the achievement, the competency and professional so that was born employees competent and professional. Not only held assessment and the fit and proper tests *Badan Kepegawaian Daerah* of Yogyakarta also implement the fact integrity and evaluation every six months. The aim of promotion office with new innovations of this is to get civil servants who are competent and professional, then the deployment of employees in accordance with the competency and their field. This could run well because the commitment and support of the head of the region to realize civil servants who are competent and professional.

REFERENCES

- [1] Zulchaidir (2011). *Proses Rekrutmen Pimpinan Birokrasi Pemerintah daerah di Kabupaten Slemandan Kota Parepare*. Jurnal Studi Pemerintahan: Vol, 2 No. 2 Agustus.
- [2] Irfan, Muhlis (2002), *Efektivitas Diklat Struktural Bagi Pegawai Negeri Sipil* (Post Training Evaluation), Puslitbang BKN: Jakarta.
- [3] Rosyadi, Slamet (2011). *Problem Rekrutmen dan Seleksi Pegawai Negeri Sipil*. Jurnal kebijakan dan Manajemen PNS, Vol , 5 No. 2 November.
- [4] Wahiyuddin, Laode (2012). *Politisasi Pejabat Struktural (Study Kasus Politisasi Pejabat Struktural Eselon II di Sekretariat Daerah Kabupaten Muna Sulawesi Tenggara)*. Tesis: Universitas Gajah Mada.
- [5] Winarsih, Atik Septi & Ratminto (2011). *Penyusunan Sistem Perencanaan Karier Pemerintah Kabupaten Klaten, Jawa Tengah*. JurnalStudiPemerintahan Volume 02 No 2 Agustus.
- [6] Sugiyono, 2014. *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabeta: Bandung.
- [7] Huberman, dan Miles, 2014. *Analisis Data Kualitatif*, Jakarta: Universitas Indonesia
- [8] Notoatmodjo. Soekidjo (2009). *Pengembangan Sumber Daya Manusia*. PT Rineka Cipta: Jakarta.